COLUMBIA RIVER CROSSING
PROJECT MANAGEMENT PLAN

Project Controls Report

June 2006

Columbia River CROSSING

Title VI

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ACRONYMS

CPM	Critical Path Method
C-TRAN	Clark County Public Transit Benefit Area Authority
DCS	Document Control Specialist
DEIS	Draft Environmental Impact Statement
EIS	Environmental Impact Statement
EJWG	Environmental Justice Working Group
FHWA	Federal Highway Administration
FOIA	Freedom of Information Act
FTA	Federal Transportation Administration
I-5	Interstate 5
InterCEP	Interagency Collaborative Environmental Process
MPD	Managing Project Delivery
NEPA	National Environmental Policy Act
ODOT	Oregon Department of Transportation
PCM	Project Controls Manager
PDR	Public Disclosure Request
PDT	Project Development Team
PMP	Project Management Plan
PSC	Project Sponsors Council
RIN	Risk Identification Number
RTC	Regional Transportation Council
SASS	Sponsor Agency Senior Staff
TriMet	Tri-County Metropolitan Transportation District of Oregon
WBS	Work Breakdown Structure
WSDOT	Washington State Department of Transportation

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1. Overview

1.1 Introduction

The ultimate purpose of the Project Management Plan (PMP) is to clearly define the roles, responsibilities, processes, and activities which will result in the Columbia River Crossing project being completed (1) on time, (2) within budget, (3) with the highest regard for quality, (4) in a safe manner for both the individuals working on the project and for the traveling public, and (5) in a manner in which the public trust, support, and confidence in the project will be maintained.

Due to the size and complexity of the Columbia River Crossing project, implementation of the project required that it be divided into smaller implementable phases that contribute to the overall goals of the program. The current plan addresses the environmental phase through the selection of a preferred alternative for the project, resulting in a National Environmental Policy Act (NEPA) Record of Decision and approximately 30 percent completion of the design. Project delivery will be phased as follows:

- Phase I: May 1, 2005 through March 31, 2007 – Initial project development through scoping, development of alternatives, and narrowing of alternatives that will be included in the Draft Environmental Impact Statement (DEIS).
- Phase II: January 1, 2007 through December 31, 2008 – Continued evaluation of alternatives in the DEIS, selection of a preferred alternative, final Environmental Impact Statement (EIS), and Record of Decision. The design will be developed to approximately the 30 percent level.
- Phase III: January 1, 2009 through March, 2011 – Completion of the final design and advertisement for construction. (Pending financing and method of delivery.)

The PMP will be refined and revised yearly (beginning May 31, 2007) or more frequently if necessary to maintain system-wide project goals all the way through the construction phases of the Columbia River Crossing project life cycle. In order to keep to a consistent plan, the Columbia River Crossing project team will ensure that the project will be managed holistically and as a continuum, i.e., not incrementally as the project progresses.

1.2 Legal Authority

The Washington State Department of Transportation (WSDOT) and Oregon Department of Transportation (ODOT) entered into an Interstate Agreement, Funding Agreement for the Columbia River Crossing Project on January 3, 2006. WSDOT is authorized by the Revised Code of Washington (RCW) 47.52.020, RCW 47.04.080, and RCW 39.34.030 to enter into this agreement, and ODOT is authorized by Oregon Revised Statues (ORS) 190.410 to 190.440 and ORS 381.005 to 381.820) to enter into this agreement.

1.3 Management Statement

Through the WSDOT/ODOT project team, Washington and Oregon have developed an organization around the Columbia River Crossing project that ensures management commitment to an aggressive schedule. As such, it is expected that consultants will augment the WSDOT/ODOT project team workforce and together the consultant and WSDOT/ODOT staff will work as an integrated project team which will be referred to throughout this document as the Project Development Team (PDT). The overall success of the Columbia River Crossing project will be predicated on its ability to have the highest regard for accountability and quality. It is our project management's intent that accountability and quality will be a team effort and that this plan will be used as a roadmap for successfully obtaining each and every goal of the program.

1.4 Purpose and Need

The Columbia River Crossing project Purpose and Need Statement was approved by the Project Sponsors Council in December 2005 and is dated January 17, 2006.

The Interstate 5 (I-5) bridge across the Columbia River is actually two bridges side-by-side, built in 1917 and 1958 respectively. A second river crossing, the I-205 Glenn Jackson Bridge, opened in 1982. Together, the two crossings connect the greater Portland-Vancouver region, carrying over 260,000 trips back and forth across the Columbia River every day.

Now, nearly 90 years after the first bridge opened, growth in the region and in border-to-border commerce is straining the capacity of the two crossings. Growing hours of daily congestion stall commuters and delay freight, resulting in high costs and frustration for everybody. Concerned that a world-class economy cannot continue to grow and thrive without the support of world-class infrastructure, Washington and Oregon have joined together to address the problem.

1.4.1 Project Purpose

The purpose of the proposed action is to improve I-5 corridor mobility by addressing present and future travel demand and mobility needs in the Columbia River crossing Bridge Influence Area. The Bridge Influence Area extends from approximately Columbia Boulevard in the south to SR 500 in the north. Relative to the No-build alternative, the proposed action is intended to achieve the following objectives: a) improve travel safety and traffic operations on the I-5 crossing's bridges and associated interchanges; b) improve connectivity, reliability, travel times, and operations of public transportation modal alternatives in the Bridge Influence Area; c) improve highway freight mobility and address interstate travel and commerce needs in the Bridge Influence Area; and d) improve the I-5 river crossing's structural integrity.

1.4.2 Project Need

The specific needs to be addressed by the proposed action include:

- **Growing Travel Demand and Congestion:** Existing travel demand exceeds capacity in the I-5 Columbia River crossing and associated interchanges. This corridor experiences heavy congestion and delay lasting 2 to 5 hours during both the morning and afternoon peak travel periods and when traffic accidents, vehicle breakdowns, or bridge-lifts occur.

Due to excess travel demand and congestion in the I-5 bridge corridor, many trips take the longer, alternative I-205 route across the river. Spillover traffic from I-5 onto parallel arterials such as Martin Luther King Boulevard and Interstate Avenue increases local congestion. The two crossings currently carry over 260,000 trips across the Columbia River daily. Daily traffic demand over the I-5 crossing is projected to increase by 40 percent during the next 20 years, with stop-and-go conditions increasing to at least 10 to 12 hours each day if no improvements are made.

- **Impaired Freight Movement:** I-5 is part of the National Truck Network, and the most important freight freeway on the West Coast linking international, national, and regional markets in Canada, Mexico, and the Pacific Rim with destinations throughout the western United States. In the center of the project area, I-5 intersects with the Columbia River's deep water shipping and barging as well as two river-level, transcontinental rail lines. The I-5 crossing provides direct and important highway connection to the Port of Vancouver and Port of Portland facilities located on the Columbia River, as well as the majority of the area's freight consolidation facilities and distribution terminals. Freight volumes moved by truck to and from the area are projected to more than double over the next 25 years. Vehicle-hours of delay on truck routes in the Portland-Vancouver area are projected to increase by more than 90 percent over the next 20 years. Growing demand and congestion will result in increasing delay, costs, and uncertainty for all businesses that rely on this corridor for freight movement.
- **Limited Public Transportation Operation, Connectivity, and Reliability:** Due to limited public transportation options, a number of transportation markets are not well served. The key transit markets include trips between the Portland Central City and the City of Vancouver and Clark County, trips between North/Northeast Portland and the City of Vancouver and Clark County, and trips connecting the City of Vancouver and Clark County with the regional transit system in Oregon. Current congestion in the corridor adversely impacts public transportation service reliability and travel speed. Southbound bus travel times across the bridge are currently up to three times longer during parts of the a.m. peak compared to off peak. Travel times for public transit using general purpose lanes on I-5 in the Bridge Influence Area are expected to increase substantially by 2030.
- **Safety and Vulnerability to Incidents:** The I-5 river crossing and its approach-sections experience crash rates nearly 2.5 times higher than statewide averages for comparable facilities. Incident evaluations generally attribute these crashes to traffic congestion and weaving movements associated with closely spaced interchanges. Without breakdown lanes or shoulders, even minor traffic accidents or stalls cause severe delay or more serious accidents.
- **Substandard Bicycle and Pedestrian Facilities:** The bike/pedestrian lanes on the I-5 Columbia River bridges are 6 to 8 feet wide – narrower than the 10-foot standard – and are located extremely close to traffic lanes thus impacting safety for pedestrians and bicyclists. Direct pedestrian and bicycle connectivity are poor in the Bridge Influence Area.

- **Seismic vulnerability:** The existing I-5 bridges are located in a seismically active zone. They do not meet current seismic standards and are vulnerable to failure in an earthquake.

2. Project Scope, Schedule, Budget

2.1 Scope

During the current phase (Phase I and Phase II) of this document, references to the Columbia River Crossing project include the ODOT and WSDOT joint project directors, along with the consultant David Evans and Associates, Inc. (DEA) and its subconsultants.

The current phase of the project is intended to further define the congestion and mobility problems and establish a solution through the NEPA process, which includes significant public involvement. Once a locally preferred alternative is selected, the project will advance the design of this alternative to 30 percent.

2.1.1 Phase I: Environmental Impact Statement Agreement No. Y-9245 – May 16, 2005

2.1.1.1 Task Order AA: Early Action, Phase 1 (May 16, 2005 – November 30. 2005) – $250,000

To provide Managing Project Delivery (MPD) Process Scoping for the I-5 Columbia River Crossing in accordance with Exhibit "A" of the original agreement.

2.1.1.2 Task Order AB: Jump-Start (May 31, 2005 – amended through June 30, 2006) – $3,610,340

Perform service required to jump-start the Columbia River Crossing project while concurrently negotiating the overall project scope, schedule, and budget that will be covered under Task AA-C. The EIS and the initial design statement of work (SOW) covered under Task AA-B were developed through the MPD process as outlined in WSDOT's Design Manual 2002 and as described under Task Order AA. The entire scope can be found in the task order project file.

2.1.1.3 Task Order AC: Environmental Impact Statement (November 1, 2005 – March 31, 2007) – $16,291,324 dollars

Work under Task AC covers remaining Phase 1 work elements not included in tasks AA or AB. Phase 1 work was initiated under Task AB to cover the time period from July 2005 through October 2005. Task AC services cover a 14- to 18-month time period beginning November 1, 2005 and ending in the December 2006 to March 2006 time period.

Remaining Phase 1 work under Task AC advances the project through the following key milestones:

- Refining purpose and need
- Confirming range of alternatives for DEIS
- Resolving EIS approach relating to Federal Transportation Administration (FTA)/Federal Highway Administration (FHWA) processes

- Identifying and forming a recommendation on the procurement process

Key work elements include public involvement, NEPA development, travel demand forecasting and traffic analysis, alternatives development, design and traffic engineering, development of funding structures, and development of initial implementation strategies.

2.2 Draft Project Schedule

Five major decision points mark the decision-making process. The process leading up to each decision point involves study and input focused around four areas: public involvement, engineering, environmental analysis, and funding. Each of these information "streams" will funnel information into the decision points. By integrating all four areas, we will develop a "context sensitive solution" that is safe, financially feasible, reflects community values, and is sensitive to environmental impacts.

2.2.1 December 2005 — Define the Problem and Evaluation Criteria (completed January 2006)

To hone in on the right solution, the problem must first be defined in detail. The Columbia River Crossing project team will review data and draw on public input to precisely define the problem. (This public dialogue is part of the NEPA "scoping" process for projects seeking funding from federal agencies.) The team will then develop criteria to be used to evaluate various alternatives. Criteria will be based on regulatory requirements and community values and concerns, and will be the yardstick against which alternatives will be measured.

2.2.2 Spring 2006 — Identify Range of Alternatives to Be Considered (In Progress)

To define the full range of alternatives for consideration, the project team will draw on recommendations from the 2002 I-5 Trade and Transportation Partnership Strategic Plan as well as new ideas provided by the public and affected agencies. The team will then develop concept-level design components for highway, transit, river crossing, bicycle, and pedestrian facilities. The team will also identify components designed to improve transportation efficiency, such as approaches for reducing reliance on single occupancy vehicle travel.

River crossing and transit components will be measured against the evaluation criteria to select the best components in these categories. These components will then be "packaged" into different multi-modal alternatives that include the highway, bike/ped, and TSM/TDM components for evaluation in Decision Point 3.

2.2.3 Fall 2006 — Identify Alternatives to Evaluate in the DEIS

The project team will measure the integrated alternatives developed in Decision Point 2 against the evaluation criteria. The public and affected agencies will be asked to provide input on which alternatives should be carried forward for further study. Alternatives will then be refined and a limited number selected for further evaluation in the DEIS.

2.2.4 March 2008 — Identify Locally Preferred Alternative

Environmental studies and a DEIS will be prepared to further evaluate the remaining alternatives. The DEIS will describe the positive and negative impacts of each alternative on a broad range of community and natural resources. The project team will seek public and agency input on the results of the analysis to ensure that it captures the full range of positive and negative effects of each alternative. Finally, all of the transportation agencies in the region will formally adopt a "locally preferred alternative."

2.2.5 Fall 2008 — Secure Federal Approval

The locally preferred alternative will be submitted to the federal agencies who are leading the NEPA process (the FHWA and FTA) for approval. They will issue a Record of Decision that selects the alternative to be built.

2.3 Project Budget

The current budget for the Columbia River Crossing project as of May 31, 2006 is $80M and is detailed in **Table 2-1** below.

Table 2-1 Project Budget

Description	Current Budget
Project Management	3,240,805
Project Controls	1,380,615
Financial Structures	3,415,036
Communications	4,338,533
Transportation Planning	5,376,327
Environmental	8,213,217
Transit Engineering	8,602,623
Design Engineering	16,250,255
Interdisciplinary Coordination	539,329
MPD Scoping Process	921,170
WSDOT Labor and Expense	8,000,000
ODOT Labor and Expense	2,000,000
DEIS Contingency	8,000,000
Phase II - Early Starts	9,722,090
Grand Totals	**$80,000,000**

Along with the project budget is the expectation that the project will be funded from a variety of sources. The funding that has currently been identified for this project is shown below in **Table 2-2**.

Table 2-2 Current Project Funding

Description	Amounts to be Received	Funding Received	Total Funding for Project
Budget Unfunded			3,864,997
ODOT Reimbursements	5,000,000	1,500,000	6,500,000
ODOT 2006 Federal Earmark	800,000	0	800,000
ODOT SAFEATEA-LU 2005-2009	6,220,000	0	6,220,000
Transportation Partnership Funds	40,000,000	10,000,000	50,000,000
WSDOT 2004 Federal Earmark	0	3,000,000	3,000,000
WSDOT 2005 Federal Earmark	645,189	1,322,667	1,967,856
WSDOT SAFEATEA-LU 2005-2009	7,572,147	0	7,572,147
WSDOT State Nonparticipating Funds	2,337	72,663	75,000
Grand Totals	**60,239,673**	**15,895,330**	**80,000,000**

The prime contract between WSDOT and DEA as of May 31, 2006 is detailed below:

Table 2-3 Prime Contract

Description	Current Budget	Committed Costs	Uncommitted Costs
David Evans and Associates Base Contract	29,848,336	0	29,848,336
David Evans and Associates Agreement Y9245 Task Order AA	250,000	250,000	0
David Evans and Associates Agreement Y9245 Task Order AB	3,610,340	3,610,340	0
David Evans and Associates Agreement Y9245 Task Order AC	16,291,324	16,291,324	0
Grand Totals	**50,000,000**	**20,151,664**	**29,848,336**

3. Project Organization and Contacts

This project is being jointly managed by ODOT and WSDOT within the Columbia River Crossing project office through the use of an interstate funding agreement. The agreement was entered into on January 3, 2006 between the State of Washington, Department of Transportation, acting by and through the Secretary of Transportation, and the State of Oregon, Department of Transportation, acting by and through the Oregon Transportation Commission.

The Columbia River Crossing project is one of a finite list of projects recognized by the Oregon and Washington Departments of Transportation through the I-5 Partnership Strategic Plan as being a solution to improving the existing I-5 as it passes through the Portland-Vancouver region. It will have a significant impact on the future of the Pacific Northwest.

Project roles and responsibilities are organized into three primary areas:

- Project Development: responsible for the day-to-day management, development, and delivery of the Columbia River Crossing project.
- Recommendations: through a 39-member Task Force comprised of leaders from a broad cross section of Oregon and Washington communities interested in the project, including public agencies, businesses, civic organizations, neighborhoods, and freight, commuter, and environmental groups.
- Project Oversight: from project sponsor agencies, FHWA, FTA, and bi-state permitting and regulatory agencies.

3.1 Project Development

Project development includes all activities required to deliver the project through completion of the Record of Decision and approximately 30 percent design. Project development delivery and support is divided into three primary groups. The first is the Project Development Team (PDT) that will be responsible for production of the project deliverables. The second is the Sponsor Agency Senior Staff (SASS) that advises the PDT and assists in development of project tasks. The third is Working Groups that are formed to address specific project issues as they arise.

3.1.1 Project Development Team

WSDOT and ODOT have formed the PDT for the Columbia River Crossing project to manage the project as one team that works on behalf of both departments of transportation. WSDOT and ODOT entered into a Memorandum of Understanding dated September 2, 2004 which provided guidelines on how the Columbia River Crossing project team would interact and manage the project, and established a co-located office in downtown Vancouver, Washington to house project staff from both states, as well as consultant staff.

The PDT is responsible for the day-to-day management, development, and delivery of the Columbia River Crossing project. It is expected that consultants will augment the WSDOT/

ODOT project team workforce and together the consultant and WSDOT/ODOT staff will work as an integrated project team. It also includes staff from the project sponsor agencies and is supported by contracted staff. General team qualifications and resumes of the consultant team are shown in the consultant proposal at Appendix 8. Please see **Figure 3-1 - PDT Organization Chart** below for a diagram of the PDT. **Table 3-1** below shows the PDT contact listing.

Figure 3-1. PDT Organization Chart

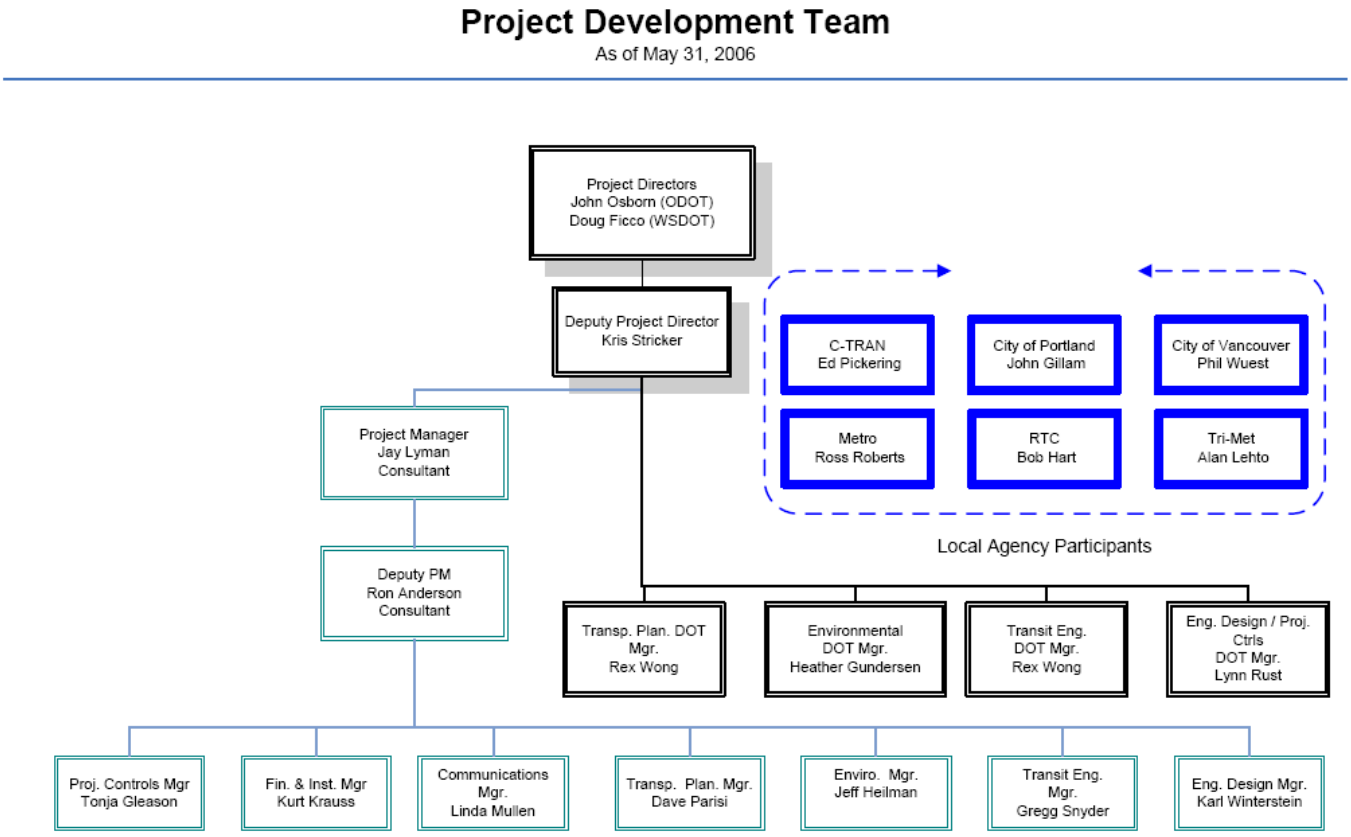

Table 3-1 PDT Contact Listing

Agency/Role	Contact Name	Telephone	E-mail
C-Tran	Ed Pickering	360.696.4494, ext. 7460	EdP@c-tran.org
Metro	Ross Roberts	503.797.1752	roberts@metro.dst.or.us
RTC	Bob Hart	360.397.6067, ext. 5206	bob.hart@rtc.wa.gov
TriMet	Alan Lehto	503.962.2136	lehtoa@trimet.org
CRC WSDOT Project Co-Director	Doug Ficco	360.737.2726, ext. 1002	ficcod@columbiarivercrossing.org
CRC ODOT Project Co-Director	John Osborn	360.737.2726	osbornj@columbiarivercrossing.org
CRC WSDOT Deputy Project Director	Kris Strickler	360.737.2726, ext. 1004	stricklerk@columbiarivercrossing.org
CRC Consultant PM	Jay Lyman	360.737.2726, ext. 1007	lymanj@columbiarivercrossing.org
CRC Consultant Deputy PM	Ron Anderson	360.737.2726, ext. 1008	andersonr@columbiarivercrossing.org
CRC ODOT Environmental Manager	Heather Gundersen	360.737.2726, ext. 1012	gundersenh@columbiarivercrossing.org
CRC WSDOT Communications Manager	Linda Mullen	360.737.2726	mullenl@columbiarivercrossing.org
CRC WSDOT Engineer	Rex Wong	360.737.2726, ext. 1005	wongr@columbiarivercrossing.org
CRC Environmental Manager	Jeff Heilman	503.736.4806, ext. 1269	jheilman@parametrix.com
CRC Transportation Planning Manager	David Parisi	415.388.8978	david@parisi-associates.com
CRC Transit Manager	Gregg Snyder	503.417.9359	snyder@pbworld.com
CRC Engineering Manager	Karl Winterstein	206.382.5294	winterstein@pbworld.com
CRC Project Controls Manager	Tonja Gleason	360.737.2726	gleasont@columbiarivercrossing.org
CRC Financial Manager	Brent Baker	206.382.5284	baker@pbworld.com
CRC Financial Manager	Kurt Krauss	202.661.5318	krauss@pbworld.com

3.1.2 Sponsor Agency Senior Staff

The SASS advises the PDT and assists in the development and delivery of project tasks and public involvement. The group consists of senior staff from the public agencies that are co-sponsors with WSDOT and ODOT:

- Washington Department of Transportation
- Oregon Department of Transportation
- Regional Transportation Council
- Metro
- C-TRAN
- TriMet
- City of Vancouver
- City of Portland

Table 3-2 SASS Contact Listing

Agency	Contact Name	Telephone	E-mail
C-TRAN	John Ostrowski	360.906.7303	jostrowski@c-tran.org
City of Portland	Paul Smith	503.823.7736	paul.smith@pdxtrans.org
City of Vancouver	Thayer Rorabaugh	360.696.8290, ext. 8039	thayer.rorabaugh@ci.vancouver.wa.us
Clark County	Peter Capell	360.397.6118, ext. 4071	Peter.Capell@clark.wa.gov
Metro	Richard Brandman	503.797.1749	brandmanr@metro.dst.or.us
Multnomah County	Karen Schilling	503.988.3043	karen.c.schilling@co.multnomah.or.us
ODOT	John Osborn	360.816.2187	osbornj@columbiarivercrossing.org
Port of Portland	Susie Lahsene	503.944.7517	lahses@portptld.com
Port of Vancouver	Rebecca Eisiminger	360.693.3611	reisiminger@portvanusa.com
RTC	Dean Lookingbill	360.397.6067, ext. 5208	dean@rtc.wa.gov
TriMet	Alan Lehto	503.962.2136	lehtoa@trimet.org
WSDOT	Doug Ficco	360.816.2200	ficcod@columbiarivercrossing.org

3.1.3 Working Groups

Working groups are being formed to address specific project issues as they arise. Groups are expected to include specialists from agency and consultant staff as well as other organizations. Some of the issues that will be addressed are public involvement, freight issues, economic development, travel forecasting, engineering, specific environmental disciplines, and financing. Other working groups may also be formed as needed.

The bi-state Environmental Justice Working Group (EJWG) includes members from low income, limited English proficiency, and minority communities who live and/or work in the region. The EJWG is charged with (1) working with the PDT to review project materials planned for public distribution to help ensure that appropriate communication strategies are employed in outreach to EJ communities; (2) helping to identify issues of concern to EJ communities and to shape the evaluation of impacts and benefits specific to those communities; and (3) helping to assess the results of the evaluation of impacts and benefits with respect to EJ communities.

Other working groups are shown in **Table 3-3 - Work Group Description and Participants**.

Table 3-3 Work Group Description and Participants

Work Group and Description	Potential Participants
Communications Address Portland-Vancouver area communication, public involvement, and environmental justice outreach during the project development process.	All of the interested public agency partners.
Design Address technical issues related to the development and evaluation of bridge, transit, freeway, and interchange designs.	CRC project team, City of Portland, City of Vancouver, FHWA, FTA, C-TRAN, TriMet, Metro, RTC, ODOT, WSDOT, counties.
Transportation Modeling Address technical issues related to the development and evaluation of travel demand forecasts for the region. This includes incorporating and simulating tolls in the regional modeling process.	Metro, RTC, CRC project team.
Transit Develop and review transit alternatives.	Metro, RTC, C-TRAN, TriMet, CRC project team.
Freight Provide insights, observations and recommendations about the needs for freight movement, truck access and mobility within the corridor.	WSDOT and ODOT's freight planning, public relations staff, and political advisors; CRC project team.
Finance, Institutional, and Implementation Issues (multiple sub-groups anticipated) Address finance and revenue, institutional, policy, legislative,and political management issues, including bi-state agreements, tolling policies, tolling authority formation, and project implementation/delivery mechanisms for the project.	WSDOT and ODOT's management, legislative affairs staff, and political advisors; local governments; CRC project team.
Environmental (InterCEP) Implement a coordinated process in compliance with NEPA requirements that is efficient and cost effective and that integrates transportation, environmental,and land use planning objectives.	Federal, Washington State, and Oregon State agencies with regulatory interests in the project**.**

3.2 Recommendations/Task Force

The Columbia River Crossing Task Force's role is to provide input into the Columbia River Crossing project. Within the context created by the strategic plan, the Task Force will provide advice to the Project Sponsors Council (PSC) throughout the EIS process until the issuance of the Record of Decision, respond to and advise on technical data and public policy issues leading to an EIS, and represent and report back to their representative organizations.

3.2.1 Composition

The 39-member Task Force is comprised of leaders from a broad cross section of the Oregon and Washington communities interested in the project. Due to the scope of influence of the project, the Task Force membership will also include additional members that represent interstate interests, community organizations, commuters, trucking and freight industries, and environmental organizations.

3.2.2 Membership

CO-CHAIRS

- Henry Hewitt – Former Oregon Transportation Commissioner
- Hal Dengerink, Ph.D. – Chancellor, Washington State University, Vancouver

To reflect the bi-state, collaborative goals of the Columbia River Crossing project, the co-chairs represent Oregon and Washington State. Both chairs are experienced leaders in the private and public sectors, and have extensive experience on community, transportation, and public projects. Mr. Hewitt and Dr. Dengerink will jointly lead the Task Force in their analysis of technical information and public policy issues and recommendations to the PSC, the Oregon Transportation Commission, and the Washington Secretary of Transportation.

TASK FORCE MEMBERSHIP

Public Sector – Cities, Counties, Ports, Transit, Metropolitan Policy Organizations (12)

The 12 members and staff of the Bi-State Coordination Committee will represent the public sector and local jurisdictions on the Columbia River Crossing project Task Force. Members include representatives from Metro, RTC, TriMet, C-TRAN, Port of Vancouver, Port of Portland, Clark County, Multnomah County, City of Vancouver, and City of Portland.

Environmental Organizations (2)

A representative will be appointed from both 1000 Friends of Oregon and Friends of Clark County

Neighborhoods (4)

Washington State and Oregon will appoint two representatives each from organized neighborhood associations.

Trucking Industry (2)

This sector will be represented by appointments from the Oregon Trucking Association and Washington Trucking Association.

Chambers of Commerce and Portland Business-Based Organizations (4)

Portland and Vancouver will appoint two members each to represent local business interests.

Local Economic Organizations (4)

Identity Clark County, the Columbia River Economic Development Commission, and the Oregon Business Council will appoint members to represent this sector.

Community Organizations (4)

Representatives include the Vancouver National Historic Reserve Trust, environmental justice, higher education, and other community-based organizations.

Statewide Commuter/Travel (2)

Due to the project's statewide and interstate influence, the AAA of both Oregon and Washington will appoint one member each to the Task Force.

Statewide Freight (3)

Due to the project's statewide and interstate influence on freight movement, freight transportation groups from both Oregon and Washington will appoint one member each to the Task Force.

3.2.3 Responsibilities

- The Columbia River Crossing Task Force will provide recommendations to the PSC, the Oregon Transportation Commission, and the Washington Secretary of Transportation on work products and information generated during the EIS process.
- The Task Force co-chairs will provide direct input to the Joint Commission Subcommittee.
- Each Task Force member is responsible for representing and communicating with their respective organizations.

3.2.4 Duration

- The Task Force shall be developed in winter 2004/2005
- The Task Force will meet quarterly, or as needed at the pleasure of the co-chairs
- The EIS is a multi-year process; therefore, some turnover is to be expected. Duration of tenure should provide consistency of representation for major milestones.

3.3 Project Oversight

3.3.1 Project Sponsors Council

The PSC is made up of executive level representatives from the eight public agencies that ultimately must agree on the locally preferred alternative for the Columbia River Crossing project. The role of the PSC is to provide direction at key milestones, representing the collective interests of each of the sponsoring agencies. Through developing consensus-based decisions at those milestones, the PSC will collaboratively build toward the selection of a locally preferred project alternative.

3.3.1.1 Roles and Responsibilities

It is important for the members of the PSC to develop an understanding of their roles and responsibilities in relation to other groups participating in the project. This is especially significant because the agencies represented on the PSC are involved in many other project-related activities and there is a large potential for overlap and inefficiency if these distinctions are not established at the outset.

3.3.1.2 Decision-Making

Actions by the PSC will be by consensus.

There are four mid-course project consensus points – or milestones – where the PSC will act. Those points include:

- Approval of the Purpose and Need Statement
- Approval of the Evaluation Framework and Criteria
- Approval of the range of alternatives
- Approval of the alternatives to be considered in the EIS

At each of those four points, the PSC members are expected to reflect the priorities of their respective agencies.

In addition, the selection of the locally preferred alternative is a key milestone point for the project. For that milestone, the recommendation by the PSC will trigger actions by each of the sponsoring agencies. Each elected official body (Board of Directors, Commission, City Council, and so on) will take action, presumably to endorse the locally preferred alternative recommended by the PSC. Once all of the official elected bodies have taken action, the locally preferred alternative will be forwarded to the FHWA and FTA by ODOT and WSDOT.

3.3.1.3 Preparations for Milestone Points

Prior to each milestone point, the PDT will disseminate a briefing packet 10 days in advance of the meeting containing the following information:

- The PDT's recommendation
- The Task Force's recommendation
- A summary of public comment
- A summary of agency comment

Each PSC member will be briefed in advance of the milestone meetings by senior staff of their organizations and the Columbia River Crossing project team. Senior staff will be responsible for providing requested information and responding to questions. It is expected that each of the PSC milestone meetings would result in consensus with no need for extended deliberations in future meetings. This approach would require extensive coordination among PDT members prior to the meetings.

3.3.1.4 Other Meetings

Beyond these milestones, the PSC may want to consider interim items such as component identification and evaluation, initial alternative descriptions, funding options to be included in the alternatives, and so on. Such meetings should be kept to a minimum and not scheduled on a regular basis. Staff members from each of these organizations are actively participating in the PDT, in the working groups, and in the SASS. Moreover, several of the PSC members also sit on the Task Force where these items are discussed in detail. Each sponsoring agency has ample opportunity to influence the direction and content of the work that will ultimately be presented to the PSC. If individual PSC members desire more detailed information on the progress of the project, they can consult one-on-one with their senior staff members.

Non-milestone meetings should be treated as opportunities for the PSC members to advise the PDT on key issues. No "official" decisions should be made at the meetings. No public notice would be provided and Task Force participation would not be sought. Meeting notes would be prepared but not posted on the Web site (the same as for SASS and working group meeting notes).

The PSC includes executive staff or elected officials from:

- ODOT
- WSDOT
- Metro
- RTC
- TriMet
- C-TRAN
- City of Portland
- City of Vancouver

Table 3-4 PSC Contact Listing

Agency	Contact Name	Telephone	E-mail
City of Portland	Commissioner Sam Adams	503.823.3008	commissionersam@ci.portland.or.us
City of Vancouver	Mayor Royce Pollard	360.696.8211	mayor@ci.vancouver.wa.us
C-TRAN	Betty Sue Morris	360.397.2232	bettysue.morris@co.clark.wa.us
Metro	Rex Burkholder	503.797.1546	burkholderr@metro.dst.or.us
ODOT	Matt Garrett	503.731.8256	matthew.l.garrett@odot.state.or.us
RTC	Arch Miller	360.397.6067	amiller@aha.edu
TriMet	Fred Hansen	503.962.4831	hansenf@trimet.org
WSDOT	Don Wagner	360.905.2002	wagnerd@wsdot.wa.gov

3.3.2 Federal Highway Administration (FHWA) and Federal Transit Administration (FTA)

The FHWA and FTA are co-lead agencies for the NEPA process that governs proposed actions requiring federal funding, federal permits, or federal approvals. FHWA and FTA will sign the EIS and the Record of Decision.

3.3.3 Interagency Collaborative Environmental Process

Interagency Collaborative Environmental Process (InterCEP) is a project-specific bi-state committee established to coordinate and streamline the regulatory reviews and permitting functions of the participating agencies. Members include representatives from key national and state agencies responsible for protecting the region's air, water, wildlife, and cultural resources. This committee must formally concur on project decisions affecting their areas of concern at major project milestones. In addition, the committee provides advice and consultation regarding the NEPA process to the PDT at formal concurrence points. They will use a "streamlining" approach patterned after Oregon's Collaborative Environmental and Transportation Agreement on Streamlining and Washington's Statistical Analysis Center processes. For specific names, please see the contact listing at **Table 3-5 – Agency Contact Listing**.

3.3.4 Executive Management Team

The Executive Management Team provides project oversight and is ultimately responsible for development and delivery of the Columbia River Crossing project. Members include the ODOT Deputy Director of the Highway Division; WSDOT Assistant Secretary for Engineering, Regional Operations; ODOT Region 1 Manager; and WSDOT SW Region Administrator. The Executive Management Team is staffed by the CRC ODOT and WSDOT Directors and Deputy Director.

Table 3-5 Agency Contact Listing

Agency	Contact Name	Telephone	E-mail
C-TRAN	John Ostrowski	360.696.4494	JohnO@c-tran.org
	Ed Pickering	360.696.4494, ext. 7460	EdP@c-tran.org
City of Portland	John Gillam	503.823.7707	john.gillam@pdxtrans.org
	Steve Iwata	503 823.7734	steve.iwata@pdxtrans.org
City of Vancouver	Thayer Rorabaugh	360.696.8290, ext. 8039	thayer.rorabaugh@ci.vancouver.wa.us
Clark County	Peter Capell	360.397.6118, ext. 4071	Peter.Capell@clark.wa.gov
FHWA-OR	Mike Morrow	503.587.4708	mike.morrow@fhwa.dot.gov
	Jeff Graham	503.587.4727	jeffrey.graham@fhwa.dot.gov
FHWA-WA	Gary Hughes	360.753.9025	gary.hughes@fhwa.dot.gov
	Steve Saxton	360.753.9411	steve.saxton@fhwa.dot.gov
FTA	Linda Gehrke	206.220.4463	linda.gehrke@fta.dot.gov
Metro	Andy Cotugno	503.797.1763	cotugnoa@metro.dst.or.us
	Richard Brandman	503.797.1749	brandmanr@metro.dst.or.us
	Ross Roberts	503.797.1752	roberts@metro.dst.or.us
Multnomah County	Ed Abrahamson	503.988.5050, ext. 29620	abrahamsoned@co.multnomah.or.us
ODOT	Matt Garrett	503.731.8256	matthew.l.garrett@odot.state.or.us
	Jason Tell	503.731.8456	jason.a.tell@odot.state.or.us
Port of Portland	Susie Lahsene	503.944.7517	lahses@portptld.com
Port of Vancouver	Rebecca Eisiminger	360.693.3611	reisiminger@portvanusa.com
RTC	Dean Lookingbill	360.397.6067, ext. 5208	dean@rtc.wa.gov
	Bob Hart	360.397.6067, ext. 5206	bob.hart@rtc.wa.gov
TriMet	Neil McFarlane	503.962.2134	mcfarlan@trimet.org
	Alan Lehto	503.962.2136	lehtoa@trimet.org
WSDOT	Don Wagner	360.905.2002	wagnerd@wsdot.wa.gov

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4. Project Administration

4.1 Project Software

The following software has been chosen as the project standard:

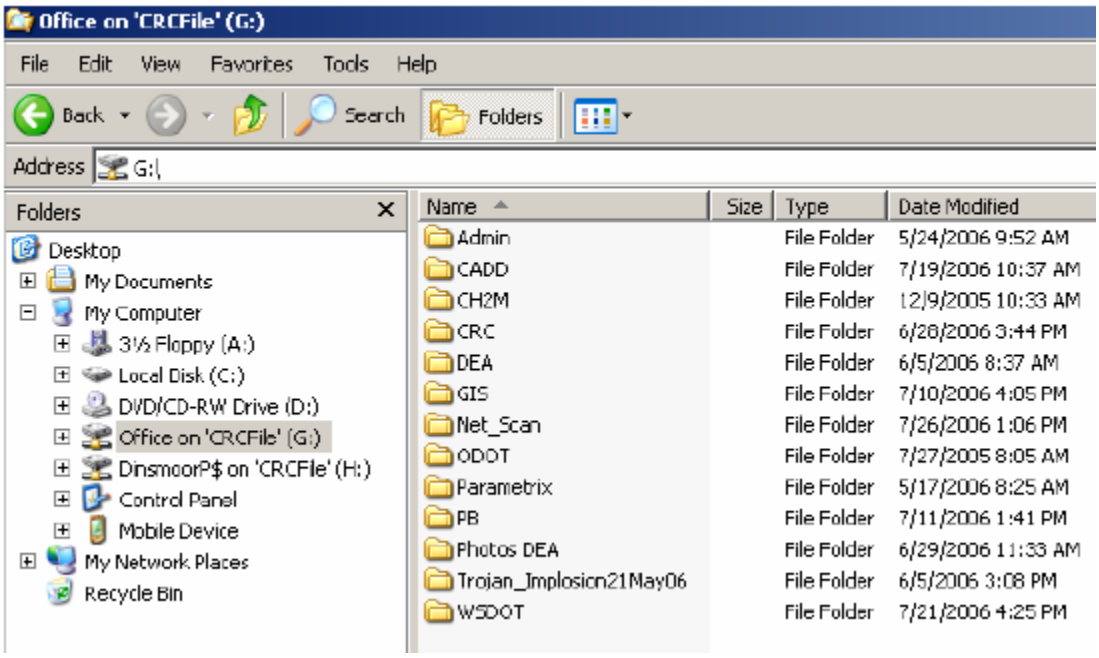
- Microsoft Word – Word Processing
- Microsoft Excel – Spreadsheet
- Microsoft Project – Scheduling
- Prolog 7.5 – Project Management / Document Control
- ProjectWise – Document Control / CADD Management

4.2 Network Drives

Fileserver Drive Letter G:

A single file server drive letter has been reserved for all Columbia River Crossing project-related electronic data. The default drive letter for this project is "G." All project-related information is stored under a directory named **Office on 'CRCFile' (G)**. See **Figure 4-1** below for a screenshot of what the G: drive looks like.

Figure 4-1. Tier 1 Subdirectory



There are group directories on the G: drive for each consultant and agency group which are accessible only by those individuals who are employees or members of the group. For instance, a member from the PB group will not have access to the DEA subdirectory unless they have been specifically granted access by DEA management.

> **NOTE:** All members of the Columbia River Crossing project team have a minimum of read access to the CRC directory and are expected to make certain that all project information is stored in the CRC directory and not individual group directories.

H: Drive

In addition to the G: drive described above, each member of the CRC network has a personal folder that is located on the H: drive. No direct project information is to be stored on this drive. Additionally, no information is to be stored on any drive that is in direct violation of the CRC electronic use guidelines.

Tier 2 Subdirectories (WBS Level 2)

Within the CRC folder is a series of subdirectories that correspond to the Columbia River Crossing project work breakdown structure (WBS). Please refer to the Document Control Chapter of the PMP for further guidance on the coding and filing of project documents.

4.3 Project E-mail

The Columbia River Crossing PDT has established a co-located office in downtown Vancouver, Washington to house project staff from both states as well as consultant staff. As part of this office, the Columbia River Crossing project team has established a domain Web site and domain e-mail address. All team members with the appropriate approvals will be assigned a project e-mail address. Once assigned, this will become the official place to look for CRC correspondence and meeting notices, and basically to collaborate with other Columbia River Crossing project team members. Additionally, all CRC staff with appropriate permission may access their CRC e-mail via Outlook Web Mail. Please refer to the following set of instructions:

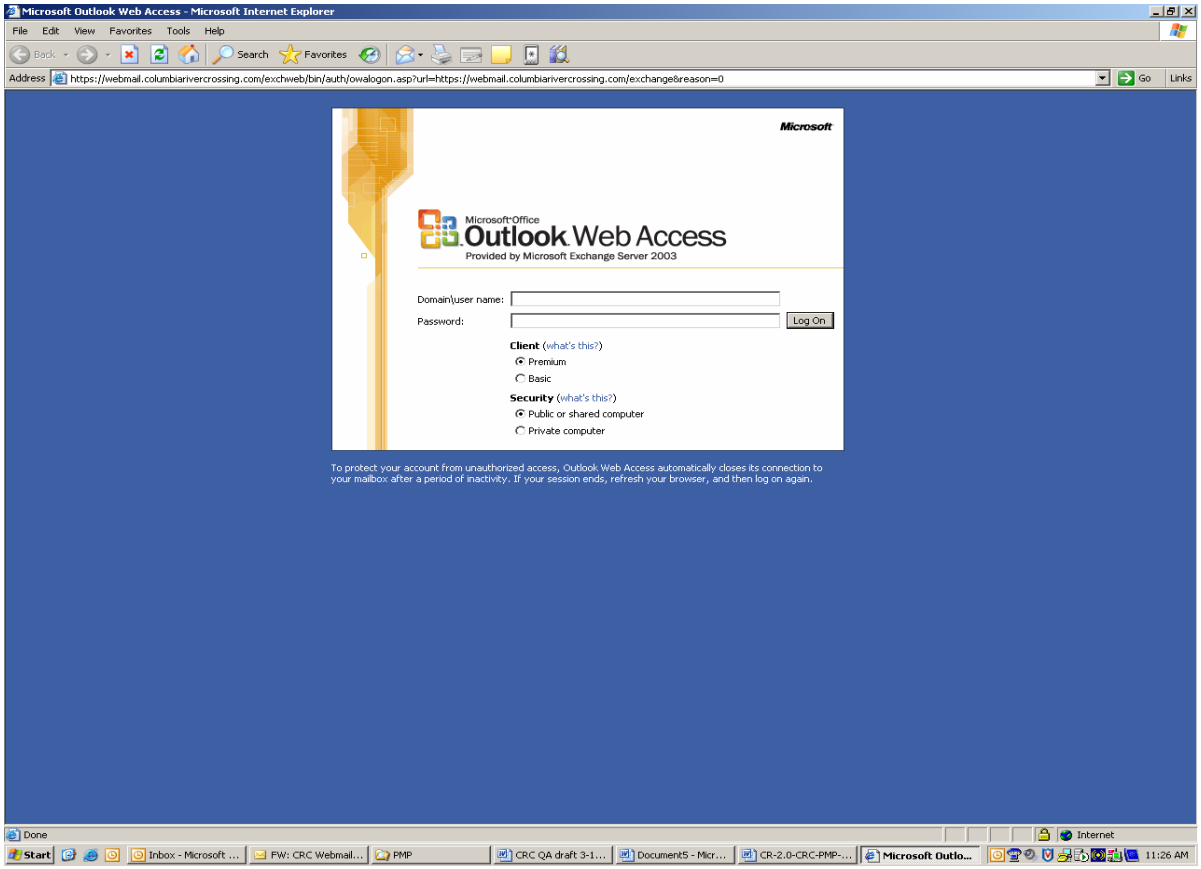
Open the Internet Explorer browser window and point to:

https://Webmail.Columbiarivercrossing.com/exchange

You can also use *https://Webmail.Columbiarivercrossing.org/exchange.* However, you will see a Security Alert popup about the security certificate. Click the “Yes” button to continue to login.

Enter your username and password in the text boxes (see **Figure 4-2**).

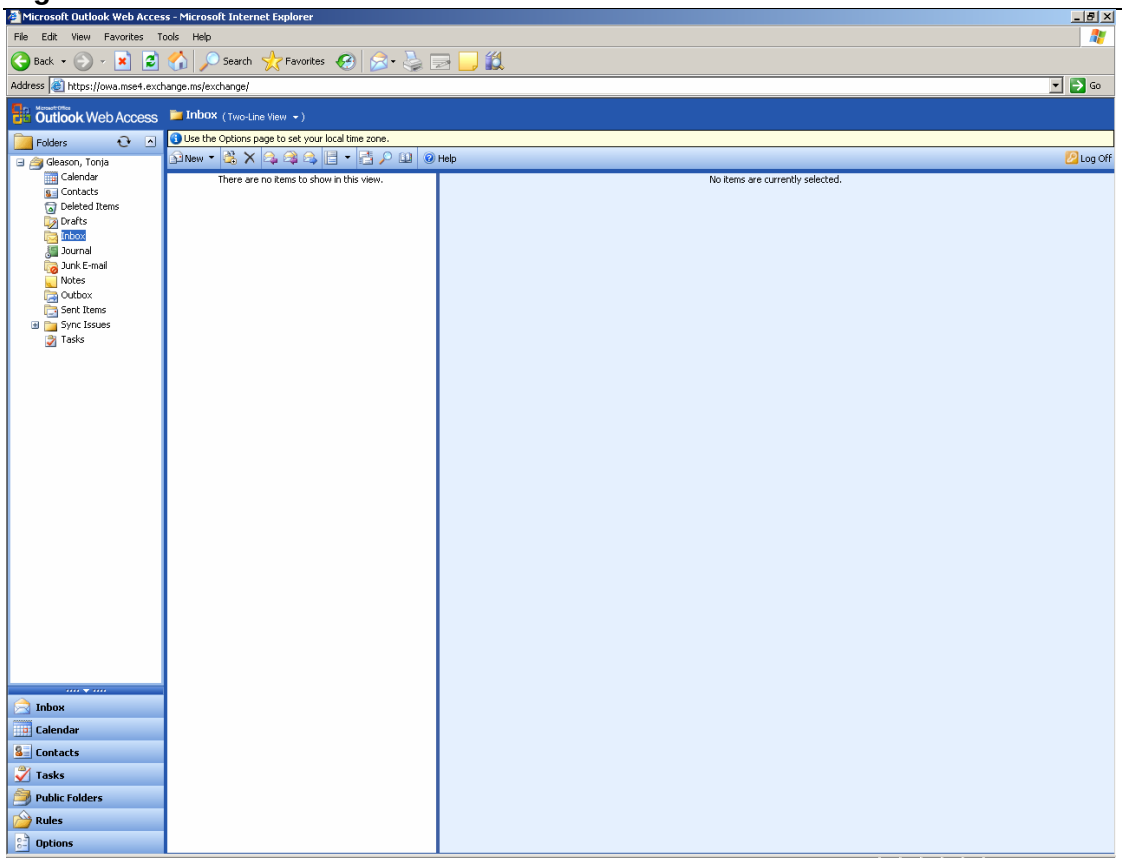
Figure 4-2. E-mail Web Access Logon



NOTE: If you access your Web e-mail using a shared or public computer, then make certain that you have selected the "Public or Shared Computer" button so that you do not leave information on the computer. If it is your personal computer, then check "Private computer."

Click the Log On button. You will see the Outlook Web Access mailbox as shown in **Figure 4-3** below.

Figure 4-3. Outlook Web Access View



Although there are a few differences, once your Outlook is open it is very similar to Outlook on your desktop.

4.4 Project Internet Use Policy

WSDOT has very specific guidelines on the use of electronic communication systems. As such, it is important that each project team member understand the policy and agree to the terms of its use. The policy can be found in its entirety below:

> Washington State Department Of Transportation
> Internet Use Guidelines
> March 2002

4.4.1 Policies

The Internet is to be utilized as a research and communication tool for conducting official agency business.

It is a state resource, and as such its use will be governed by applicable state laws and regulations dealing with the appropriate and ethical use of state resources.

The Internet may not be utilized to transmit information that promotes discrimination on the basis of race, creed, color, gender, religion, handicap, or sexual preference; sexual harassment; copyright infringement; promotion of personal political beliefs; personal business or other personal interest; or any unlawful activity.

WSDOT has the authority to monitor employee use of the Internet to ensure appropriate use.

Failure to abide by policies established for use of the Internet or participation in any activity deemed inappropriate may result in the loss of access privileges and/or disciplinary action.

4.4.2 Guidelines

The Internet is an easy-to-use tool with relatively inexpensive access costs. It can be accessed by all Level Playing Field workstations and has been defined as part of that infrastructure. However, since there is an overwhelming amount of information available on almost any topic, it is possible to spend excessive time "surfing" around on the Internet. Here are some guidelines on Internet access and use.

Managers:

Management approval has been given for employees to be connected to the Internet. This access is a privilege – not a right – and employees must have demonstrated to their managers that they have earned this privilege. Managers can gauge appropriate use by evaluating if employees are getting their job done with value added from Internet use, and if the employee has done so without misusing the resource. As a manager, if you feel that someone is abusing this privilege you have complete discretion about how to proceed.

Internet access is considered a state resource and the same rules apply for its use as for the use of telephones, computers, and copy machines. (As a guideline, all access to the Internet should be department-related and closely related to the employee’s job function. Any use that appears to be inappropriate should be questioned. In cases where further investigation is warranted, senior managers can request an audit from the WSDOT Audit Office.)

Employees:

Employees who have been granted access to the Internet have the same ethical responsibilities about its use as they have for other state-owned resources, i.e., phones, computers, and copiers. This tool is to be used for business purposes only as specified in the 1994 Washington State ethics law. Use of this tool should be directly related to the job function and in the interest of the department.

To protect against unauthorized use of Internet services, employees should never leave their machine unattended in a logged on, unlocked status. Locking your workstation is simple and quick. To lock your workstation, depress Ctrl-Alt-Delete simultaneously then choose 'Lock Computer' from the dialog box. To unlock your workstation, depress Ctrl-Alt-Delete simultaneously and type in your password.

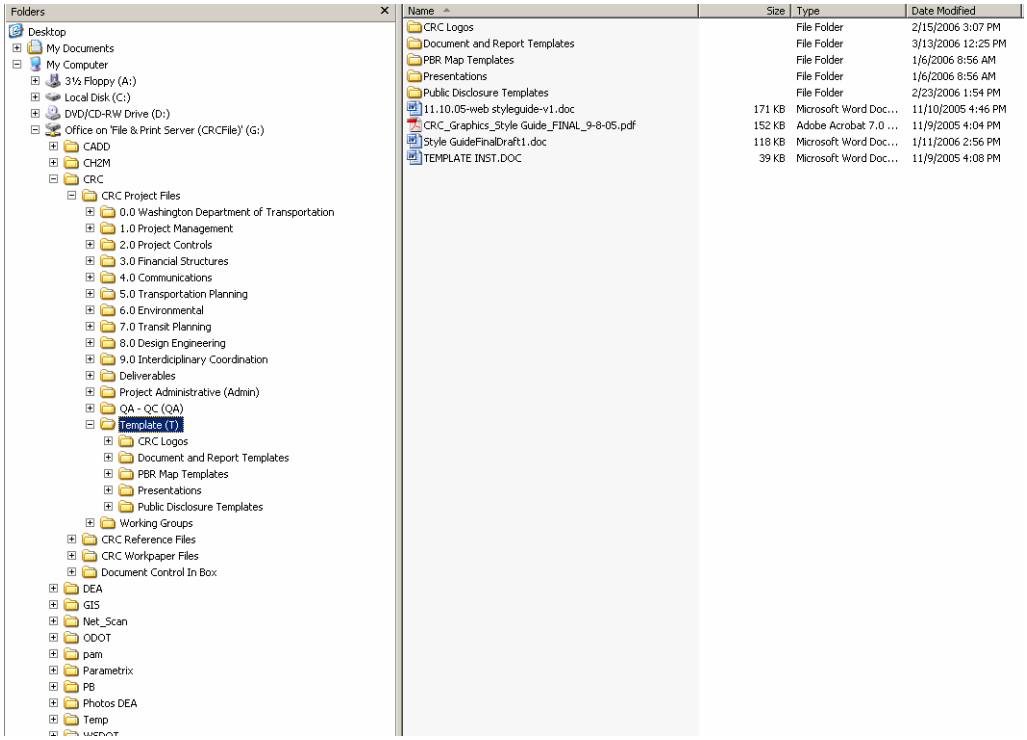
4.5 CRC IT Guidelines

The project sponsors have some very specific guidelines on approved usage of state-owned assets, including telephones and computers. Each team member must be particularly sensitive to these guidelines since they do affect everyone that resides in the co-located office. It is the policy of the Columbia River Crossing project that each team member be given a packet that includes all of the guidelines, and that he or she signs an acknowledgement of receipt and will take the responsibility to understand the contents of the guidelines. A copy of the Co-Location Guidelines and the Co-Location Guidelines Receipt form can be found in **Appendix 8**.

4.6 Project Templates

Reports and technical memoranda will be prepared in Microsoft Word using the CRC standard templates. Templates can be found on the CRC network by the following path **G:\CRC\CRC Project Files\Template (T)**. The templates include the appropriate formatted title page, logos, client and subconsultant information, font, headers, footers, draft watermark, and any other necessary styles. Please note that there is a document in the Document and Report Templates folder titled "CRC Template: Do and Do Not" which contains guidelines for using the official CRC templates. When working with any of the official templates, please be sure to follow these guidelines. See **Figure 4-4** for a screenshot of the electronic file location.

Figure 4-4. CRC Letterhead Template Drive Path



A list of project templates is contained in **Table 4-1 - List of Project Templates**. To use Word templates (.DOT) please do the following:

- Copy files to:

  C:\Program Files\Microsoft Office\Template

- From Word, when you select **File**, **New** the templates will be displayed
- Double-click the template you need
- This will create a new Word document that you can save with a new file name

OR

- Copy template files (.DOT) to your local or network drive
- Double-click the template file you need
- This will create a new Word document that you can save with a new file name

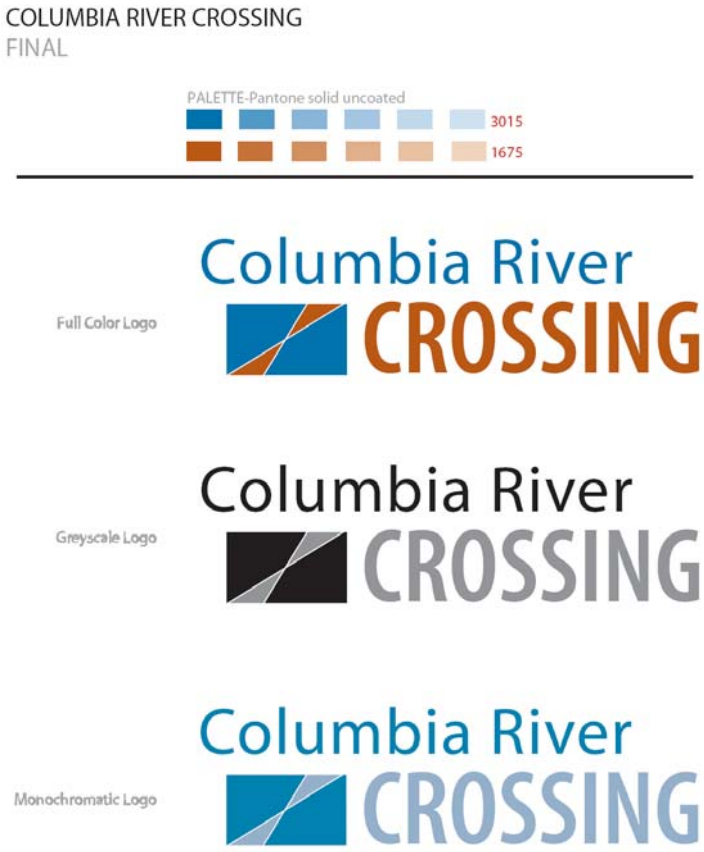
Table 4-1. List of Project Templates

Letterhead, Memos and Documents	Maps, Diagrams & Drawings
CRC_LetterheadBlank.dot	PBR_Portrait_Base.jpg
CRC_LetterTemplate.dot	PBR_Portrait_Base.mxd
CRC_MeetingAgenda.dot	PBR_Portrait_Base.mxt
CRC_MeetingMinutes.dot	PBR_Portrait_Base.pdf
CRC_MeetingSummary.dot	Re I-5 CRC map formats Text.htm
CRC_Memorandum.dot	
CRC PowerPtTemplate11.05.ppt	
CRC_ProgressReport.dot	
CRC_Review Comment Form.dot	
CRC_TechReportTemplate2.dot	
CRC_Transmittal.dot	

4.7 Deliverable Logos

For purposes of consistency and accountability to the project, the use of individual consultant logos on project documents is prohibited. Logo templates can be found on the CRC network by the following directory path **G:\CRC\CRC Project Files\Template (T)\CRC Logos**. The logos shown in **Figure 4-5** are approved for placement on project deliverables.

Figure 4-5. Team Logos



4.8 Confidentiality

Each member of the PDT shall keep in strict confidence, and shall prevent disclosure to third parties, any and all technical and/or financial information received related to the Columbia River Crossing project. In the event that third parties request information, this request must be discussed with the Project Manager for appropriate action/response.

5. Consultant Billings, Progress Reports, and Charge Codes

5.1 WSDOT Billing Requirements

When invoicing WSDOT, consultants should clearly identify the billing period, names, and job classifications of all individuals being billed, the payroll or billing rate by individual, the actual hours each individual worked, the overhead applied if applicable, the direct non-salary costs, subconsultant costs in a similar format, and any profit applied. These costs must be clearly identifiable and sorted by task within the monthly billing.

For any cost billed to WSDOT, the costs must be supported by source documentation and be reasonable, allowable, and allocable to the project. Labor costs need to be supported by monthly, weekly, or daily time sheets for project people (those charging directly to a job). Billing rates must use actual payroll rates as their base.

Additionally, a monthly progress report that corresponds to the invoice period is required from each consultant.

5.2 Consultant Team Invoices

The Project Administrator will prepare project invoices and progress reports on a monthly schedule in a format approved by WSDOT.

It is critical that each subconsultant firm pay attention to the fact that invoices submitted to the consultant must conform to the requirements stipulated in the subconsultant contract. Due dates for invoices and progress reports are shown in **Table 5-1 - Billing Due Dates**.

Unless otherwise specified in the Task Order, invoices may be submitted to DEA not more than once each month by the 20th day of each month. **Table 5-1** shows suggested cut-off dates; however, subconsultants shall submit invoices and required documentation no later than 90 days after performance of the work reflected in the invoice. DEA will not be obligated to submit to the owner any invoices received 90 days or longer after the work has been performed.

Table 5-1. Billing Due Dates for Subconsultants

Cut-Off Date	Due	Invoice to Client
October 5, 2005	October 20, 2005	November 10, 2005
November 5, 2005	November 20, 2005	December 10, 2005
December 5, 2005	December 20, 2005	January 10, 2006
January 5, 2006	January 20, 2006	February 10, 2006
February 5, 2006	February 20, 2006	March 10, 2006
March 5, 2006	March 20, 2006	April 10, 2006
April 5, 2006	April 20, 2006	May 10, 2006
May 5, 2006	May 20, 2006	June 10, 2006
June 5, 2006	June 20, 2006	July 10, 2006
July 5, 2006	July 20, 2006	August 10, 2006
August 5, 2006	August 20, 2006	September 10, 2006
September 5, 2006	September 20, 2006	October 10, 2006
October 5, 2006	October 20, 2006	November 10, 2006
November 5, 2006	November 20, 2006	December 10, 2006
December 5, 2006	December 20, 2006	January 10, 2007
January 5, 2007	January 20, 2007	February 10, 2007
February 5, 2007	February 20, 2007	March 10, 2007

Invoices must contain the following information to be processed for payment:

- Project name: **Columbia River Crossing Project.**
- Subconsultant firm's invoice date.
- Subconsultant firm's invoice number.
- Billing period: Month/Day/Year to Month/Day/Year.
- Employee names, classifications, billing rates, and hours per task. It is important that classifications be included as this information needs to be within the firm's approved rate schedule.
- Overhead rate and amount (except firms with negotiated billing rates).
- Itemized direct expenses. Include backup with copies of receipts or logs for all direct expenses in compliance with the contract and WSDOT guidelines.
- Total amount due on the invoice, total labor, and total direct expenses sorted by task.
- Signature of authorized representative certifying that the invoice is correct.

5.3 Project Tracking

Each task manager is responsible for accomplishing his/her assigned tasks on schedule and within budget. Each subconsultant must submit a status report along with the monthly invoice. The status report should reference in-progress and completed milestones/tasks and highlight any outstanding or unresolved issues. The status reports should also include any critical information such as an anticipated problem in accomplishing assigned tasks within the budget or timeline. The status report template is available to the project team in electronic format and is shown below:

Monthly Progress Report

TO:

FROM:

DATE:

PERIOD:

PROJECT: Columbia River Crossing

PROJECT NO.:

DEA CONTRACT NO: Y-9245, Task Order AC

Work Order No. XL 2268

COPIES:

I. Major activities/products completed or in progress during this period:

•

II. Schedule for Work- Next Monthly Period:

•

III. Problems/Potential Causes for Delay:

•

IV. Decisions Pending/Information to be provided by others:

•

V. Other Noteworthy information:

•

5.4 Time Charged to the Project

Timesheets

Proof of time worked on the project must accompany the invoice. Those firms having computerized project costing and accounting systems are required to provide information (electronic or paper) from the costing system with each invoice supporting all of the time charged on the invoice to the project. Firms without automated project costing (payroll) systems are required to provide copies (electronic or paper) of signed weekly timesheets for all time charged on the invoice to the project.

Overtime

No overtime (1.5 times the direct straight-time pay rate) is allowed on the project without prior approval of the Project Manager and/or Deputy Project Director. All time must be invoiced at straight-time rates.

5.5 Reimbursable Expenses

Any reimbursable expenses must be approved by the Project Manager prior to their incurrence. Listed below are some guidelines on the types of expenses and support that are allowed.

Lodging and Per Diem

Meals and incidental expenses must be invoiced on a per diem basis consistent with the current allowable government rates. Per diem rates are the maximum allowable amounts that can be reimbursed (before taxes) for lodging and meals. The per diem rates are published by WSDOT's Office of Financial Management and are based on the federal per diem rates. Lodging expenses will be reimbursed up to the allowable per diem rate by area. The most current information for WSDOT per diem rates can be found at *www.wsdot.wa.gov/biz/travel*.

Travel

Mileage will be reimbursed in accordance with WSDOT's Accounting Manual M 13-82, Chapter 10 – Travel Rules and Procedures. Airline travel must be supported with an airline receipt or boarding pass. Car rentals will be reimbursed with copies of the original itemized receipts. Supplemental auto insurance premium expenses cannot be invoiced.

5.6 Retention of Records

All accounting records related to work performed on the project must be retained for a minimum period of 3 years after DEA is in receipt of final payment on the contract. That period may potentially extend beyond the completion of an individual subconsultant's completion of work under the related task order agreement.

Example

Assumptions: DEA completion and final payment on the project is December 2007, and Subconsultant A completes their portion of work under this agreement in December 2005. Subconsultant A would be required to preserve all accounting records of the project 3 years past the December 2007 date, for a total of five years.

6. Project Reporting and Tracking

6.1 Reporting

The project reporting and tracking system is one of the key elements that ensure that the project budget and schedule will be maintained to the maximum extent possible, that the project is completed with the highest regard for quality, and that compliance with federal regulations will be met. The Columbia River Crossing project has established a formal tracking system for reviewing project activities and performance. This system consists of two primary elements: (1) status reports and (2) progress meetings. It should always be kept in mind, however, that significant issues occurring between status meetings or reporting cycles must be communicated immediately to project management.

6.1.1 Bi-Weekly Reports

Bi-weekly reports will be provided via informal work group discussion during the PDT meetings. The primary purpose of this type of reporting is to provide a list of items requiring action and to assign responsibility to the task. Contribution is limited to those project personnel directly responsible for significant areas of performance.

6.1.2 Monthly Reports

The monthly progress report for the Columbia River Crossing project is a formal written report that will be submitted to the project directors no less than once monthly. This report represents a concise summary of the current status of the project, including any major issues that have an impact on the project's scope, budget, schedule, quality, or safety.

6.2 Meetings

Transportation projects are complex and require the coordination of interrelated activities. Meaningful communication between the project director(s), manager(s), team members, sponsors, stakeholders, and customers is a critical component of successful project management. As such, the Columbia River Crossing project has established a skilled, coordinated, and collaborative team through active communication. Chapter 3 of this PMP, Project Organization and Contacts, lists the following groups that hold regular meetings:

- Project Development Team: The full PDT meets every other week, and a mini-PDT meeting is held on alternating weeks on Tuesday mornings from 9 a.m. to 11 a.m. at the CRC office. The mini-PDT consists of the agency representatives, project directors, and the consultant project and deputy project managers.
- Sponsor Agency Senior Staff: SASS meets monthly on the third Thursday from 9 a.m. to 11 a.m. at the CRC office.

- Working Groups: Meet as needed at the CRC office or at other locations depending on size of group and agenda.
- Task Force: For Phase I, the Task Force meets monthly, alternating between Oregon and Washington. Meetings typically are held on a Wednesday beginning at 4:00 p.m.
- Project Sponsors Council: Meetings are held bi-monthly at WSDOT SW Region.
- FHWA/FTA: Meetings are from 12:30 p.m. to 1:30 p.m. every other Monday at the CRC office. FHWA Oregon and Washington Division Administrators and the FTA Regional Administrator meet quarterly at the CRC office.
- InterCEP: The InterCEP Committee meets the second Wednesday of each month at WSDOT SW Region.
- Executive Management Team: The EMT meets monthly at the CRC office.

7. Change Control

7.1 Change Control Strategy

Scope management establishes the baseline or benchmark in determining progress and change for a project and its contract(s). This is predicated on determining measurable task(s) and their associated schedule(s) and cost(s) based on dedicated resources over a finite period of time.

Scope management for the Columbia River Crossing project will encompass the following elements:

- A clear listing of measurable, comprehensive, and definitive tasks will be created for each phase of the project.
- The required tasks will be developed from the written project scope into an understandable format through the use of a WBS.
- Project deliverables that are products of the tasks will be identified as benchmarks in the schedule and monitored very closely for slippage.
- Modifications to the baseline scope should be identified as changes consistent with accepted change standards, followed by re-establishing the baseline for future reporting.
- As an extension of scope management, initial costs and timeframes are assigned to each task so as to ensure proper assignment and tracking of action items and responsibilities for bringing tasks to closure.

Any change which could affect or potentially change the project scope and WBS is managed through the change control process.

7.1.1 Change Control Process

Everyone on the CRC team is responsible for identifying activities and issues that may impact the project scope, schedule, or budget. In the event that impacts are identified, the following steps will be taken:

- Log and Report Request(s) through Document Control. The issue should be documented in an e-mail and transmitted to the Consultant Project Manager and Deputy Project Director and copied to Document Control. Document Control will log the potential change into Prolog so that it can be tracked along with its associated risk to the overall project.
- Prepare Change Folder/Package. Information regarding the change should be developed by the Project Manager or designee incorporating all the known elements associated with the change, such as scope, cost, and schedule.

- Finding of Fact. A memorandum should be prepared by the Project Manager or designee as to the pertinent facts, chronology, and evaluation of any proposals related to the change.
- Determination of Merit. A decision should be made at the Project Director meeting whether the work is in or out of scope, schedule, or budget.
- Negotiation. If it is determined that the work is out of scope and a decision is made to proceed, the Project Manager and Deputy Project Director should negotiate the terms of the requested change.
- Formalize the Change. An amendment will be initiated to cover the extra services. If the consultant anticipates sufficient budget is available to do the extra work, the work effort will be documented and may be revisited if the effort exceeds expectations.
- Execute Change. The agreed upon change should be formalized by written directive to proceed by the Deputy Project Director. Once formalized, the information will be entered into Prolog and the change will be closed out.

7.2 Risk Management

7.2.1 Risk Identification

The process of risk identification determines which risk might affect the project and documents their characteristics. The Columbia River Crossing project team recognizes that this process is iterative because new risks become known as the project progresses through its life. The PDT has committed its involvement in this process so that they can develop and maintain a sense of ownership and responsibility for risk and associated risk response strategy. The following components of risk will be documented within the Prolog system as soon as they become known:

- Risk status denoted as active, dormant, or closed.
- Risk identification number (RIN) or a unique number assigned to the risk for tracking purposes within the Project Controls system. The Project Controls team will be responsible for assigning the RIN.
- Identification of dates and project phase.
- Identification of task or functional area that is impacted by the risk.
- Identification of threat/opportunity event, which includes a summary definition of the risk and clarifies the possible or actual outcome.
- Identification of probability or potential for actual occurrence classified with ranges (probable (high), improbable (low), unsure (medium)).

7.2.2 Risk Analysis

All identified risk will be analyzed so that the appropriate strategy can be implemented. First, the risks are qualitatively analyzed and prioritized based on their probability of occurrence. Next, an estimate of the dollar amount or cost to the project if the risk is realized will be made so that an overall dollar risk associated with all risks can be made for the project as a whole.

7.2.3 Risk Response Strategy

Based on the risk analysis performed above, the PDT will identify which strategy is best for each risk and will then design specific actions to implement that strategy. These strategies and actions will include:

- Avoidance – the team changes the project plan to eliminate the risk or to protect the project objectives from its impact. Scope changes will only occur with the approval of the project's upper management and director.
- Mitigation – the team seeks to reduce the probability or consequence of a risk event to an acceptable threshold.
- Acceptance – the team decides to accept certain risks and do nothing to change the plan or mitigate the risks.

If a risk's impact changes over time or is greater than expected, the planned response strategy and actions will be reviewed and adjusted as necessary.

7.2.4 Risk Monitoring and Control

The project team will address project risk reviews as an agenda item in the PDT meetings. The overall risk analysis will be reviewed on a periodic basis for validity and effectiveness. Where needed, the project team will perform additional measures to mitigate risks. These will include:

- Choosing an alternative response strategy.
- Implementing a contingency plan.
- Taking corrective actions.
- Re-planning portions of the project.

The task manager assigned to each risk will assess the effectiveness of the current strategy of the specific risk, any unanticipated effects, and any mid-course correction that the PDT must take to mitigate the risk.

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8. Cost Control Strategies, Software, Procedures

8.1 Cost Control Strategies

The formal budget for the project is addressed in the Interstate Funding Agreement between the Washington State Department of Transportation and the Oregon Department of Transportation dated January 3, 2006. In order to manage contracts and costs within budget, all costs and estimates of future costs will be measured against the project budget. The purpose of this monitoring is to immediately identify those project elements that may pose variances from the established budget so that corrective action can be taken, if necessary, to keep the overall project within budget. When necessary, estimates to evaluate contract and change order pricing will be prepared.

To assist in the process of measuring expenditures against the budget for the project, the PDT has developed a cost control system consisting of the people, processes, and technology required to successfully deliver the Columbia River Crossing project on time and within budget while maintaining the highest regard for quality. As a part of this system, the PDT has designated a Project Controls Manager (PCM) and has implemented project management software for the purpose of tracking cost.

Project Controls Manager

The PCM will be responsible for identifying and documenting the full scope of each phase of the project while creating a baseline budget that coordinates with the project WBS. The PCM will be responsible for tracking and reporting on the status of the budget and costs and will be responsible for initiating and justifying any changes to the budget.

8.2 Cost Tracking Software

The Columbia River Crossing project uses Prolog – a database application – for its cost tracking software. Prolog operates on CRC's local area network. Cost tracking systems allow users the ability to enter, view, access, and distribute information in a manner that is conducive to the uniform understanding of the scope by all stakeholders on a project, while also providing the ability to provide accountability on outstanding and underperforming elements of work through real-time reports.

The PCM will be responsible for all data entry of cost-related information, ensuring that appropriate accounting and project controls procedures are followed. Project directors, engineers, and management are able to view up-to-date information across the entire project from their individual workstation(s).

Work Breakdown Structure

The cost tracking system records all costs by the WBS which is a consistent framework for defining and organizing the entire project into manageable pieces from the standpoint of scope, schedule, and budget. This framework facilitates data integration and reconciliation.

The WBS places emphasis on those activities associated with program delivery. The Project Controls team will be responsible for the review of the WBS on an ongoing basis to ensure that it is still up to date, and is mandated to revise it if it is out of date. Every agreement or cost will be entered into Prolog using the WBS basic categories shown in **Table 8-1** thereby providing strong query capabilities so that information can be viewed from different viewpoints. See **Table 8-2** below for a screen shot examples of query results.

Table 8-1. WBS Structure for Cost Control

Agreement	Task	Funding Source	Company or Entity	Category Group	Unique Identifier

Table 8-2 Screenshot Examples of Reporting

Sorting of Budget by Agreement:

Description	Current Budget
Budget Currently Not Under Agreement	17,722,090
City of Portland Agreement GCA 4842	164,560
C-Tran Agreement GCA 4844	140,799
RTC Agreement GCA 4767	210,380
Tri Met Agreement GCA 4793	143,458
City of Vancouver Agreement GCA 4811	97,543
METRO Agreement GCA 4843	750,000
ODOT Labor and Direct Expense	2,000,000
WSDOT Labor and Direct Expense	8,000,000
Parsons Brinkerhoff Agreement Y8074-AH	12,303
CH2MHill Agreement Y8289-AA	45,867
Wongdoody Agreement Y8417-AS	132,000
HNTB Contract Y8671 Task Order AA	481,000
David Evans & Associates Base Contract	29,848,335
David Evans & Associates Agreement Y9245 Task Order AA	250,000
DAvid Evans & Associates Agreement Y9245 Task Order AB	3,610,340
David Evans & Associates Agreement Y9245 Task Order AC	16,291,324
The Underhill Company, LLC Agreement Y9267	100,000
Grand Totals:	80,000,000

Sorting of Budget by Task:

Description	Current Budget
Project Management	3,240,805
Project Controls	1,380,615
Financial Structures	3,415,036
Communications	4,338,532
Transportation Planning	5,376,327
Environmental	8,213,217
Transit Engineering	8,602,623
Design Engineering	16,250,255
Interdiciplinary Coordination	539,329
MPD Scoping Process	921,170
WSDOT Labor and Expense	8,000,000
ODOT Labor and Expense	2,000,000
DEIS - Phase I Contingency	8,000,000
DEIS - Phase II Early Starts	9,722,090
Grand Totals:	80,000,000

9. Schedule Control Strategies, Software, Procedures

9.1 Strategy

The Columbia River Crossing project team will develop and maintain an integrated, multi-level critical path method (CPM) schedule to plan, communicate, and control the Columbia River Crossing project through the NEPA process phase of the project.

To assist in the process of managing the CPM schedule, the PDT has designated a Project Controls Manager and has developed a schedule control system. The PCM will be responsible for identifying and documenting the full scope of each phase of the project while creating a baseline schedule that coordinates with the project WBS. The PCM will be responsible for tracking and reporting on the status of schedule and will be responsible for establishing the WBS structure and coordinating all changes to the schedule.

9.2 Schedule Control System

At a minimum, schedule management for all phases of the Columbia River Crossing project, including construction, will maintain the following elements:

- A well-defined project scope or WBS which forms the backbone for schedule development and the key to effective schedule management/control.
- A planning process beginning with the development of the initial or baseline schedule.
- A process of obtaining and accepting revisions to the baseline schedule, including establishment of regular periodic updates.

Each successive schedule level represents a higher level of detail and each lower level will automatically "roll-up" and support (through ever-increasing levels of detail) to the next higher level. Each level of the schedule system can be summarized as follows:

9.2.1 Level 1 – Master Schedule

This level will be used primarily as a coordination tool between different phases of the larger project. The master schedule will include all major milestones and interrelationships among activities within an individual contract and among activities in other contracts.

Within the master schedule is a baseline schedule for tracking actual project performance against the original plan of the project. The Environmental Phase Baseline Project Schedule is shown in **Appendix 4**.

9.2.2 Level 2 – Coordinated Schedules

The individual task managers will coordinate with the PCM based on the individual task schedule and will be responsible for getting appropriate information to the PCM for inclusion into the master schedule. These schedules will be the primary tools for planning and coordinating the work of each project phase. Schedule coordination among tasks should occur no less than once per month.

9.2.3 Schedule Work Breakdown Structure

The WBS is based on the task areas described in Chapter 3 - Project Organization and Contacts. The PCM is responsible for updates to the baseline or monthly progress of the scheduled activities. Individual task managers are responsible for providing project updates to the PCM on a monthly basis.

Phase I: The WBS major task areas are:

1.0 Project Management
2.0 Project Controls
3.0 Financial & Institutional Structures
4.0 Communications
5.0 Transportation Planning
6.0 Environmental
7.0 Transit Engineering
8.0 Highway and Design Engineering
9.0 Implementation (Interdisciplinary Coordination)

10. Document Control Strategies, Software, and Procedures

10.1 Document Control Strategy

The Columbia River Crossing project has designated a Document Control Specialist (DCS) who will be responsible for maintaining the official project files. The primary document control goals for the Columbia River Crossing project include the facilitation of capturing, properly indexing, securing, archiving, versioning, and keeping the project documents current.

All project files will be maintained at the Columbia River Crossing project office. To ensure adherence with the overall document control goals, three primary types of documents have been identified and are handled based on this identification. These types are:

- Reference material
- Project workpapers
- Official project files

10.2 Reference Material

Reference material includes any document (electronic or physical) that is not a direct product of the Columbia River Crossing project, but that is helpful or necessary in order to perform project functions. Reference material will be included in its own section of the project filing structure and will not follow the traditional WBS structure as designated for official project files.

The initiator of the reference material should coordinate with the DCS to determine the most appropriate placement of the information within the project library, thereby making the material available for all team members.

10.3 Project Workpapers

Project workpapers include any document or file that is a direct product of the Columbia River Crossing project, but that is not in its final or issuable draft format. Project workpapers generally require further collaboration or processing among team members.

All CRC workpapers must be kept in the Workpapers folder and not in the individual company folders or the individual workstation C: drive.

10.4 Official Project Files

An official project file is generally a product of the project. It can be either electronic or paper, and is in its final form. Final form includes drafts that are issued for review. Common, well known examples of official project files include contracts, correspondence, white papers, reports,

meeting minutes, etc. Some other forms of project files that are often overlooked include e-mail communications, photos, and presentations. Following is the procedure for dealing with official project files.

10.4.1 Document Distribution and Filing Process

Project staff and task managers will be responsible for (1) copying and distributing all items for internal team members, (2) assigning the document a file number in accordance with the Document Control Master WBS File Index Structure discussed in Section 10.5, and (3) submitting them to the DCS for the official project file. When in doubt about what the WBS number should be, please provide as much information as possible for the DCS so that the appropriate WBS file number can be assigned. WBS file numbers facilitate document retrieval at a later date.

10.4.1.1 Incoming Documents

The project staff and task managers will be responsible for submitting appropriate new items (correspondence, fax, e-mail, drawings, etc.) to the DCS for the official project file. This submittal can be in electronic or hard copy format depending on how it was received.

Electronic Format

If it was received in electronic format, please **do not** print it out to be filed in paper format. If the document is electronic, please place a copy of it in the electronic Document Control In Box (In Box) at *G:\CRC\Document Control In Box* and e-mail a notification to *document.control@columbiarivercrossing.org* describing the content of the electronic information that was placed in the In Box.

Paper Format

If the document is in paper format, then please identify its associated WBS code and place the document in the Document Control In Box (Doc Box) for filing. Remember, always submit the **original document** for the official project file and **never take project originals from the Doc Box**. The Doc Box is located at the DCS's desk. The DCS will remove items from the Doc Box and, after processing, place them in the appropriate file.

10.4.1.2 Outgoing Documents

In general, outgoing documents (correspondence, fax, e-mail, etc.) will be in electronic format, generated by project staff and task managers from the CRC Workpaper files. However, there may be instances when the electronic correspondence includes a non-electronic attachment. If that is the case, the "paper format" procedure referred to in 10.4.1.1 above would apply. Also, please remember to place a copy of the electronic document in the In Box to be documented and filed into the official project filing system, and e-mail a notification to *document.control@columbiarivercrossing.org*.

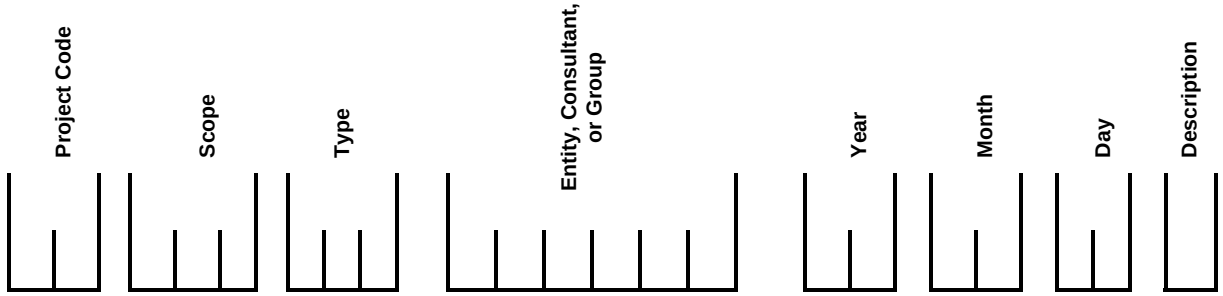
10.4.2 Data Entry Into Document Control Database

The DCS will collect documents from the Doc Box on a regular basis. After collecting material from the Doc Box, the DCS will put the items in chronological order and enter the data into the document control database consistent with the Master WBS File Code Index described below.

10.5 Document Control Master WBS File Code Index Structure

Here are some general guidelines on how to use the naming convention - or Document Control WBS. The Master WBS File Code Index Structure is a six-tiered system that aligns with the Network Drive system covered in Chapter 4. **Table 10-1** shows the structure for the document name.

Table 10-1. File Code Index Structure



Each group format is summarized in **Table 10-2 - WBS Group Description**.

All CRC files will begin with CR-

Table 10-2. WBS Group Descriptions

Field	Description	Format
Project Code	CRC project code = CR	2 characters, uppercase
Scope	The scope coding is a dual code structure used for identifying the task	3 digits (includes #.#)
Type	The type of document refers to Report, Correspondence, Analysis, etc.	up to 3 characters
Entity, Consultant, or Group	This is used to identify the originator for incoming documents and the recipient for outgoing documents	up to 6 characters
Year	Year expressed as a 2 digit integer: *2006 = 06*	2 digits
Month	Month expressed as a 2 digit integer: *July = 07*	2 digits
Day	Day expressed as a 2 digit integer: *24th = 24*	2 digits
Description	Describes the document; typically incorporates names of scheduled tasks	Unlimited characters, alphanumeric

Scope

The "scope" group is intended to specify the covered technical area.

The first three digits are reserved for the scope. Please refer to the most up-to-date WBS listing at **G:\CRC\CRC Project Files\Project Administrative (Admin)\ MasterWBSListing.xls** for a complete list of all scope items.

Type

The "document type" group specifies the type of document, which may be correspondence (such as an e-mail or letter), a report, meeting minute set, or even a template. Please refer to the most up-to-date WBS listing at **G:\CRC\CRC Project Files\Project Administrative (Admin) MasterWBSListing.xls** for a complete list of all document types.

Entity, Consultant, or Group

The "entity, consultant, or group" code specifies who the document came from (incoming documents) or who it was sent to (outgoing documents). This group field consists of six alphabetic characters to be used as shown in **Figure 10-1** below. As a standardized naming convention, the first three letters of the entity's first name plus the first three letters of the entity's last name (a total of six characters) will be used. There are exceptions to this such as:

- Companies that are commonly identified by a set of characters will continue to use those characters: for example Washington Department of Transportation will go by WSDOT, David Evans and Associates will go by DEA, etc.
- Companies that include the designation "Associates" as their second name will use the first six letters of their first name.
- Companies that do not have six characters total or whose characters spell something undesirable will be dealt with by the DCS.

Please refer to the most up-to-date WBS listing at **G:\CRC\CRC Project Files\Project Administrative (Admin)\MasterWBSListing.xls** for a complete list of all Entities and Consultants.

Changes and/or Augmentation to WBS Coding

If there are changes that are needed to make the WBS structure more usable or to add unanticipated elements, coordination must occur between the requesting team member and the DCS to enact the necessary changes.

10.6 Document Control Software

The document control software programs that are to be used for the project are ProjectWise and Prolog. Training and information can be obtained by contacting the DCS.

Prolog software is used by project staff to:

- Track submittals
- Track deliverables
- Track QC/QA process of deliverables

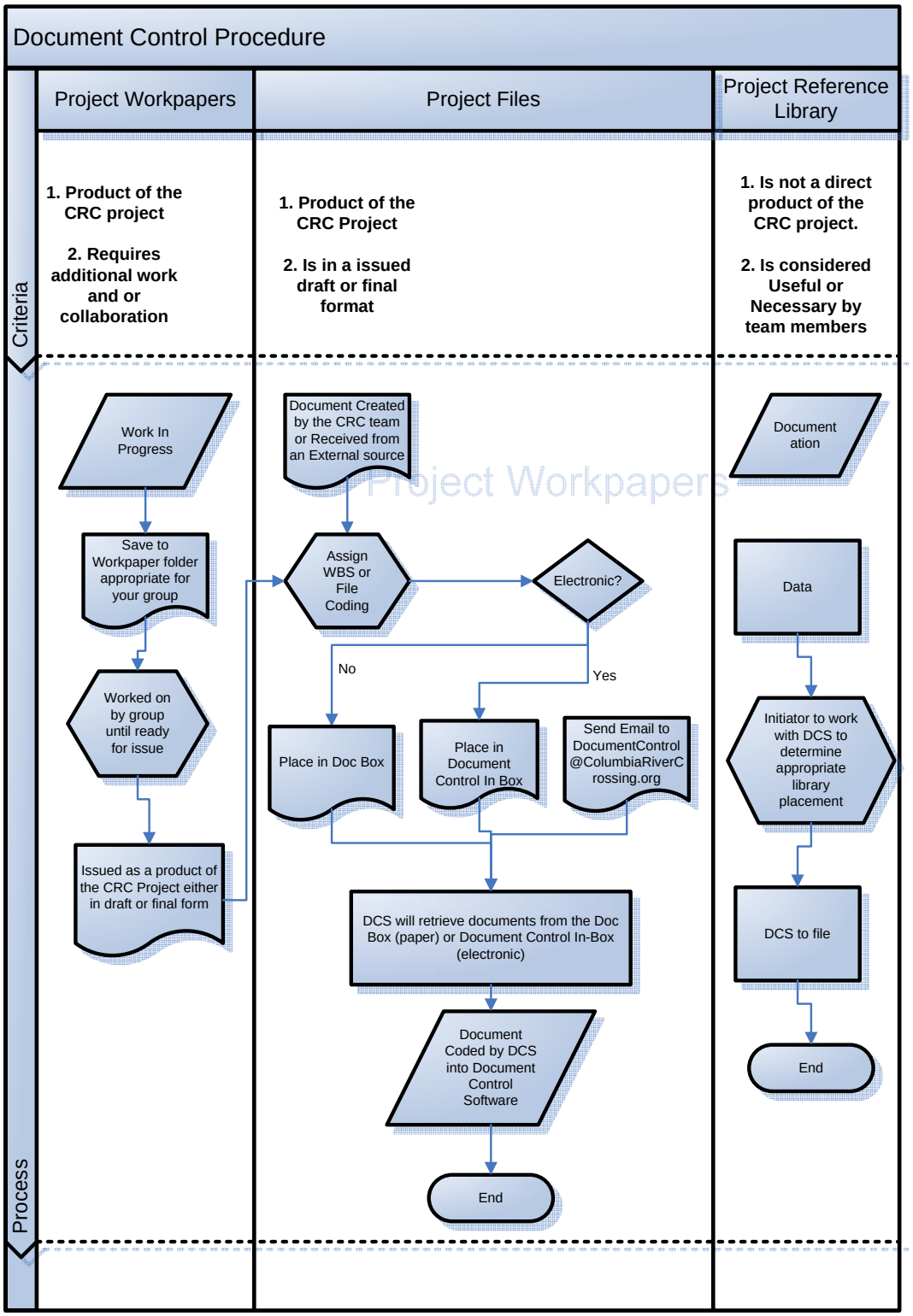
ProjectWise software is used by project staff to:

- Track revisions
- Track versions
- Track location
- Report on location

10.7 Document Control Workflow

The Document Control work flow is shown in **Figure 10-1** below.

Figure 10-1. Document Control Flowchart



10.8 Columbia River Crossing: Public Disclosure of Records

Public Records

The term "public records" shall include any paper, correspondence, completed form, bound record book, photograph, film, sound recording, map drawing, machine-readable material, compact disc meeting current industry ISO specifications, or other document, regardless of physical form or characteristics, and including such copies thereof, that have been made by or received by the Columbia River Crossing project.

Definitions

Public record: Includes any writing containing information relating to the conduct of government or the performance of governmental or proprietary function prepared, owned, used, or retained by the Columbia River Crossing project regardless of physical form or characteristics.

Public Disclosure: The process of how the public may obtain public records from the Columbia River Crossing project.

Public Information: Information and/or records that can be obtained from other sources outside of the Columbia River Crossing project (example: the Internet, state libraries, maps, etc.).

Public Disclosure Request: All requests must be in writing which may be in the form of a letter, fax, or e-mail.

RCW 42.17 for the State of Washington and ORS 192 for the State of Oregon requires that the Columbia River Crossing project give members of the public access to public records that do not contain statutorily exempt information. These statutes set standards for determining when government records must be made available and which records may be withheld.

CRC Public Disclosure Procedure

The DCS will be responsible for handling and coordination of any and all Columbia River Crossing project Public Disclosure Requests (PDR). These requests must be made in writing to the Columbia River Crossing project or the sponsoring agencies in the form of a letter, fax, e-mail, or agency electronic form.

Following is an outline of the CRC procedure with respect to public disclosure of information:

- Upon receipt of a PDR, a standard "letter of acknowledgement" must be sent to the requestor on CRC letterhead within 5 days of the request. The standard format for acknowledgement letter can be found in **G:\CRC\CRC Project Files\Template (T)\ Public Disclosure Templates**.
- The DCS will immediately transmit a copy of the request and acknowledgement letter to the responsible WSDOT office.

- The DCS will coordinate with the responsible WSDOT office to locate all requested records and to make certain they are reviewed for potential confidential and/or sensitive information that should be redacted.
- If the request contains a large amount of records and will take more than 30 days to coordinate, review, and copy, the standard "extension" letter may be sent to the requestor. This form letter can be found in **G:\CRC\CRC Project Files\Template (T)\ Public Disclosure Templates**.
- A reasonable charge may be imposed for providing copies of a public records and for the use by any person of project equipment. If the request is 25 pages or less, there will be no charge for the request. For copies over 25 pages, please see the fee schedule in **Table 10-3** below.
- A letter requesting payment prior to the records being released must be sent to the requester notifying the requestor of the number of pages copied and the cost of those copies.
- Once payment is received, the requested records will be sent to the requestor, along with the standard closure letter on CRC letterhead itemizing each record enclosed and the associated request item. The standard closure letter may be found in **G:\CRC\CRC Project Files\Template (T)\ Public Disclosure Templates**.
- If there is a large volume of records pertaining to the request, the records can be made available to the requestor on a by-appointment basis so that the requestor can review the information in person. *The reviewing time is limited to two (2) hours per day.*
- For security reasons and to ensure the integrity of the documents being reviewed, a CRC staff person must be present at all times during a public review session.
- If a request is going to be denied in part (i.e., redacted sections) or whole (specific "exemption" numbers), the reason for the denial and copies of the potentially redacted information will be forwarded to the WSDOT and ODOT headquarters Public Disclosure Coordinators for review and approval.

Denials and Redacted Information

In accordance with all published State of Oregon and State of Washington rules, the Columbia River Crossing project shall make available for public inspection and copying all public records, unless the record falls within the specific exemptions outlined in RCW 42.17 or ORS 192.

Table 10-3. Copying Fees for Public Disclosure Requests

For 25 pages or more, go back to page 1 and charge:	.15 cents per page
Special sizes – individual sheets made on office copiers: 8 ½ x 14 11 x 17	 .20 cents per page .25 cents per page
Individual sheets reproduced on microfilm/microfiche reader printers 8 ½ x 11 8 ½ x 14 11 x 17, 12 x 18, and 18 x 24	 .25 cents per copy .30 cents per copy .75 cents per copy
Color copies 8 ½ x 11 8 ½ x 14 11 x 17	 .72 cents per copy .77 cents per copy $1.44 per copy
CD duplication	$1.83 each

Notes:

Copies of 25 pages or less are provided free of charge
1" = 100 pages
Double sided = 2 pages

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11. Communications Management

11.1 Communications Program Overview

The Columbia River Crossing project is a collaborative, bi-state effort led by WSDOT and ODOT to evaluate highway and high-capacity transit improvements in the area of influence (formally known as the Bridge Influence Area) of the Interstate Bridge. The purpose of these improvements is to reduce congestion, increase safety, and contribute to the regional economy and interstate commerce.

These potential improvements address a portion of recommendations that were made in the Final Strategic Plan of the I-5 Transportation and Trade Partnership (June 2002). The Final Strategic Plan reflects substantial study done since 1998 when WSDOT partnered with ODOT and other local stakeholders in Washington and Oregon to plan and implement improvements along the I-5 corridor from I-84 in Oregon to I-205 in Washington.

The Columbia River Crossing project will take place under the guidance of a joint subcommittee of the Oregon and Washington State Transportation commissions. Key participants also include:

- Bi-State Coordinating Committee
- Federal Highway Administration
- Federal Transit Administration
- Portland Metro
- Southwest Washington Regional Transportation Council
- TriMet
- C-TRAN
- Cities of Portland and Vancouver
- Counties of Clark and Multnomah
- Ports of Vancouver and Portland

The current CRC Communications Plan describes the public communications that will occur during the alternatives development and environmental scoping phase of the project.

11.2 Public Involvement and Communications Plan

This Plan covers Phase 1 – May 1, 2005 through March 30, 2007.

The purpose of this Communications Plan is to lay out the project's strategies to communicate information, policies, and progress in a timely and accurate manner to the people of Oregon and Washington. The plan defines how the Communications team will engage the public and

enhance their understanding and support for the project development process. A guiding principle for the plan is to provide opportunities for meaningful involvement in accordance with the context sensitive and sustainable solutions. All materials will be written in a user-friendly manner to assure that general audiences can understand the project.

11.2.1 Key Messages

We must solve the problems on the I-5 bridge between Portland and Vancouver.

- The I-5 bridge is a chokepoint for people and our economy.
- Existing transit service gets bogged down in highway congestion.
- Interchange location and outmoded design slows traffic and hinders safety.

The Columbia River Crossing project continues the work of the 2002 I-5 Strategic Plan to eliminate the bottlenecks that jam traffic on I-5.

- Widen I-5 in Vancouver – to be completed in 2006.
- Add a lane at Delta Park – construction begins in 2008.
- Columbia River Crossing – project development now underway.

I-5 is the economic backbone of the Portland-Vancouver region.

The Columbia River Crossing project will improve traffic flow for people and freight through a variety of potential actions which will include:

- Eliminating the bottleneck at the I-5 bridge.
- Improving transit service between Vancouver and Portland.
- Improving traffic operations.
- Reducing the need for bridge lifts that tie up traffic for cars, trucks, and buses.
- Reducing collisions caused by out-of-date highway standards.
- Improving safe access for bicycles and pedestrians.
- Reducing the seismic vulnerability of the bridge.

11.2.2 Target Audiences

- People who live adjacent to I-5
- People who drive on I-5
- Business and freight community
- Transit users
- Elected officials
- Project sponsors and staff
- Media

- Individuals identified in the 2005 demographic analysis for the Bridge Influence Area, such as:
  - low income
  - African-Americans
  - People who speak Spanish, Russian, and Vietnamese languages
- Neighborhood associations

11.3 Internal Communications Coordination

Given the number of agencies involved in this project, ensuring coordination between and among them on project issues will be critical to ensure consistency of approach and messaging. The Communications team will achieve this through a variety of methods.

11.3.1 Meetings

The Communications team will meet regularly with the Project leadership team, Project Directors and Task Managers, SASS, PSC, and Task Force to update and receive input from committee members about communications activities, messages, outreach, etc.

11.3.2 Communications Working Group

The Communications team will periodically convene communications staff from the partner agencies to update them on project progress, introduce and review communications strategies and messages, and track the distribution of project materials. Meetings will typically be held around major project milestones, or as needed.

11.3.3 E-mail Messages

Additionally, the Communications team will keep the above groups informed with monthly e-mails about the project.

11.4 External Communications Coordination

The main focus of the Communications program will be at the grass-roots community level. The guiding philosophy will be to go where people already are rather than to expect them to seek out project information.

To that end, the focus of the Communications team will be to reach out to neighborhood associations on both sides of the river. It will also seek to connect with other community groups, service clubs, business organizations, and large employers.

11.4.1 Neighborhood and Community Outreach

In Portland, targeted outreach will focus primarily on the Hayden Island, Bridgeton, and Kenton neighborhoods with close coordination through the North Portland Neighborhood Coalition office. In Vancouver, targeted outreach will be focused on the Esther Short, Arnada, Hudson's

Bay, Shumway, and Rosemere/Rose Village neighborhoods. These neighborhoods will receive repeated visits and face-to-face outreach about issues which may face these groups as a result of being immediately adjacent to I-5 in the Bridge Influence Area.

The Communications team will also work with other associations to provide information and project updates, but not with the same frequency.

The Communications team will send monthly e-mail updates to these groups through the City of Vancouver Neighborhoods office, the North Portland Neighborhood Coalition office, and the Neighborhood Association Coalition of Clark County.

Environmental Justice and Neighborhood Working Group

Ensure that people adjacent to the corridor and groups identified by the 2005 demographic analysis – African-Americans, low income, and people speaking Spanish, Vietnamese, and Russian languages – have opportunities to learn about the project and issues which may affect them due to their proximity to the highway in order to have meaningful ways to provide input into the project at key milestones. Specific strategy is pending.

Coordinate with local communities and community-based organizations to build relationships in the project area. Provide timely and relevant information about the project and gather community input at key milestones.

11.4.2 Jurisdictional, Institutional, and Elected Official Briefings

The Communications team will meet with local jurisdictions, regional institutions, tribal nations, and other project-related government agencies or departments to provide project information and solicit feedback. These include local, state, and federal elected officials; project sponsor staff; staff from participating agencies; natural resource and permitting agencies; and others as identified.

Community, Business, and Employer Organization Briefings

Provide proactive and responsive overall project information to, and receive input from, community organizations and special interest groups in the Vancouver-Portland metro area. These groups include chambers of commerce, economic development agencies, social and fraternal organizations, large employers, and others as identified.

Fairs, Festivals, and Community Events

The Communications team will focus on reaching people where they are in order to reach a broader range of people through outreach efforts. These include major community events such as Ft. Vancouver Days and Rose Festival events, community concerts and events on the Portland waterfront, farmers markets, and events targeted to reach people who speak Russian, Vietnamese, and Spanish languages.

11.4.3 Communications Materials

Newsletters

Newsletters will be prepared at major project milestones, including June 2006 with the first round of alternatives and December 2006 to describe the alternatives included in the Draft Environmental Impact Statement. They will be mailed to the project mailing list – translated into Russian, Spanish, and Vietnamese – and taken to public events and project meetings.

Project Folio

A general background piece will be created describing project need, process, timelines, and benefits that will be used for briefings and meetings.

Fact Sheets

Fact sheets will be prepared on topics such as safety, transit, funding, and others that arise during the project development.

Display Boards

Display boards will be created for open houses, booths at fairs and festivals, traveling static displays, and miscellaneous presentations.

Presentation Materials

Presentation materials will be prepared to support open houses and briefings with neighborhoods, business groups, and community organizations, as well as meetings with media and elected officials.

Web Site

Develop updates of Web site text and graphics, maintain project Web site, and develop and analyze three Web-based surveys.

Monthly E-mail Updates

Monthly e-mail updates will be used to provide regular updates on the project status to all those on the Columbia River Crossing project mailing list.

Broadcast/Pod Cast Meetings and Interviews

In an effort to reach new populations and provide a new and convenient way for members of the public to stay updated about the project, the Communications team will work with the communities to create pod casts to be posted on the Columbia River Crossing project Web site.

Open Houses

Three sets of public open houses will be planned for the general public and special interest groups in coordination with key project milestones. Anticipated milestones and dates include:

- Public feedback on initial range of components and alternative packages (April 2006).
- Public feedback on proposed alternative packages (June-July 2006).
- Public feedback on the short list of alternatives to analyze in the DEIS (October – November 2006).

11.4.4 Communications Tracking and Response

Mailing List

Maintain project mailing list for electronic and traditional postal mail on project database.

Information Lines, E-mail, Letters, etc.

Monitor the project phone line messages, record comments/questions received through all media in the project comment tracking tool, and coordinate comment response through the project team. Include avenues for receiving and responding to Spanish, Russian, and Vietnamese language requests/comments.

11.4.5 Media Support

In order to reach a broad audience with accurate and timely information to increase awareness of the project by the general public, a specific media plan will be developed. It will include strategies for gaining media coverage at project milestones as well as ways to keep the project visible between milestones.

Media Briefings and Materials

Members of the media will receive project briefings at key milestones. At this time they will also receive press kits, which will include project descriptions, graphics, timelines, and key decision dates. The press kits will serve as a tool for the accurate and updated transmittal of new project information and details.

Editorial Board Briefings

Editorial board meetings will be scheduled with a variety of publications within Clark and Multnomah Counties in an effort to inform the editorial boards and their reporters of the project status. A team of trained project staff will be formed to provide these types of briefings to the media.

Opinion/Editorial Articles

Opinion/editorial articles from regional transportation leaders such as elected officials, CRC Task Force Co-Chairs, the Secretary/Director of Transportation, members of the State

Transportation Commissions, business leaders, and others interested in transportation issues will be encouraged.

Minority and Small Press

Include minority and neighborhood-based media in distribution of press materials. Provide translated versions of press releases if needed.

Media Tracking

Collect all print media hits for reference and archiving and distribute via e-mail to the project team on a weekly basis.

This Plan will be supplemented in Phase 2.

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12. Safety and Health

12.1 General

The safety guidelines in this chapter are designed to assist in implementing and maintaining a Safety & Health Program for Columbia River Crossing project employees and consultants. As a future augmentation to the PMP, a Safety Manual will be implemented and maintained for the Columbia River Crossing project. The Safety Manual will contain site-specific emergency information, checklists, forms, procedures, and Best Safety Management Practices.

12.2 Authority and Responsibility

The Safety Guidelines are mandatory for CRC employees and consultant employees. The Safety Guidelines will be reviewed and updated annually during the PMP updates or more frequently as needed. CRC management will ensure that the Safety Guidelines are applicable throughout the life of the project and that they are clearly communicated to CRC team members.

CRC personnel working on any project site are responsible for complying with all applicable aspects of health and safety as required by the Washington Department of Safety & Health (DOSH) Rules and Regulations, the Oregon Occupational Safety and Health (OR-OSHA) Rules and Regulations, CRC Safety Guidelines, and any future Safety Manual requirements.

12.3 Office Safety

Office environments are normally safe places to work. However, if housekeeping and maintenance are substandard and safety precautions are not considered, the probability of accidents and injuries increases dramatically. Many of the injuries in offices are associated with slips, trips, falls, and lifting. Additional hazards found in office locations include improper location of equipment, electrical cords, material handling, and storage. CRC is committed to providing “a workplace that is free of recognizable hazards.”

12.4 Fire Protection and Prevention

Portable fire extinguishers have been installed throughout the CRC office and are maintained and tested in accordance with the National Fire Protection Association (NFPA) standard.

12.5 Emergency Evacuation and Response Procedures

Fires, civil disturbances, severe weather conditions, and other emergencies should initiate a planned response rather than confusion. After a disaster occurs, there is no time for planning and training. The CRC safety officer is responsible for developing and posting procedures and facilitating employee awareness of these procedures.

12.5.1 CRC Building Evacuation Plan

1. All CRC staff and visitors must evacuate the building immediately when a fire alarm is activated, using the north and south stairwells. Do not use the elevators. (See **Figure 12-1** below for a diagram of the evacuation plan.)

    1.1 The egress map in the elevator lobby shows the direction to the two stairwells from the lobby.

    - Stairwell #6 is the north stairwell, just north of the bathrooms.
    - Stairwell #7 is the south stairwell, just south of the lunchroom.

    1.2 The two doors to the elevator lobby will automatically be unlocked in case of emergency.

    1.3 For those with a disability, please wait at the landing area of the two stairwells for assistance to go down the stairs.

    1.4 Two designated sweepers will walk around the office to ensure that all CRC staff has evacuated the office. The two designated sweepers will be the staff working near the front reception area. The sweepers shall take the visitors log and CRC emergency contact list with them to the designated meeting area (see #3 below).

    1.5 All visitors must sign in and sign out on the visitors' log at the front desk. CRC staff shall be responsible for escorting their visitors out of the building.

2. Proceed to the 1st floor (street level) and exit the building.

3. All CRC staff and visitors are to meet at the designated meeting area, which is the gazebo in Esther Short Park, located just south of 8th Street and just west of W Columbia Street (across the street from Starbucks – 1 block west of Vancouver Center). The designated sweepers will meet with all evacuees and conduct a head count in this waiting area. Do not leave this waiting area until you have been authorized to do so by the designated sweepers.

    3.1 The designated sweepers will meet with key contacts of WSDOT and ODOT to conduct head counts.

    3.2 The key contact for WSDOT is Lynn Rust (the alternate is Ray Barker). The key contact for ODOT is Heather Gundersen (the alternate is John Osborn). The key contact for the consultants is Patty Oeth (the alternate is Ron Anderson).

    3.3 The key contacts shall develop an emergency contact list for all the staff in the respective agencies/companies with contact information – office, home, and mobile phone numbers.

Figure 12-1. Columbia River Crossing Building Evacuation Plan

12.6 Safe Work Practices and Housekeeping

Orderly offices and good housekeeping are required to eliminate injury-causing conditions, to increase efficiency, and to create a safe professional environment. The CRC office has adopted and enforces high safety and housekeeping standards. The office is to be cleaned daily, or as often as necessary to maintain a safe and orderly work environment. The following practices are required of each employee while conducting project business in the project office:

- Maintain a safe work environment.
- Practice good housekeeping standards.
- Properly store general office equipment and materials.
- Dispose of empty, unneeded boxes as soon as possible. Never place them in vacant offices.
- Always close drawers, cabinet doors, and sliding shelves when not in use.
- Always deposit waste in proper receptacles.
- Always keep kitchen areas clean and neat. Clean up spills immediately; clean out refrigerators regularly; and clean and store plates, silverware, and food storage containers immediately after use.

12.7 Notification and Permission

To stop and/or work within the Agency right-of-way project, personnel should notify Lynn Rust in order to obtain a Right-of-Way Permit prior to a field trip.

13. Quality Management

13.1 Management Quality Statement

Management's policy is that the Columbia River Crossing project will be planned, designed, and constructed with the highest regard for quality. Project management will identify quality objectives, specify quality-related activities to achieve those objectives, and assign responsibilities for implementing those activities.

It is the intent of the Columbia River Crossing project's management that quality assurance be a team effort, encompassing all persons and organizations participating in the project. In providing management, design, construction, consulting, or other services, the entire Columbia River Crossing project team is responsible for producing quality results appropriate for their respective roles.

13.2 Program Requirements

The quality assurance program encompasses all activities related to the initial planning, public involvement, preliminary and final site investigations, environmental concerns, and preliminary design of the project. All requirements are further discussed in the Quality Assurance Manual (attached as **Appendix 5**).

13.3 CRC Quality Assurance Manager

The CRC Quality Assurance Manager is responsible for the administration of the quality assurance plan, and has been delegated the authority and organizational freedom to:

- Identify and evaluate any and all quality problems.
- Initiate, recommend, or provide solutions and to control further investigation of non-conforming or deficient items or services until proper disposition is obtained.

13.4 Quality Assurance Plan

The PDT believes that quality assurance practices provide one of the most effective means of meeting the overall project goals. DEA, in conjunction with the Columbia River Crossing project team, has developed a quality assurance plan that complies with all DEA corporate guidelines, as well as all applicable local, state, and federal guidelines. The PDT complies with the quality assurance plan which:

- Identifies quality objectives
- Specifies quality-related activities
- Assigns responsibility for the successful implementation of the QAP

- Provides guidance on the successful dissolution to any quality issues that arise during the life of the project

13.5 Deliverable Quality Procedures

All project deliverables shall be reviewed as is consistent with the Quality Assurance Manual prior to their submittal to the client. All interim or internal products shall also be reviewed prior to their incorporation into a project deliverable, consistent with CRC's quality procedures. See **Appendix 1** to review the proposed CRC deliverable process, and **Appendix 5** for the Quality Assurance Manual.

13.5.1 Deliverable Reviewers

Appendix 3 shows a complete list of deliverables and indicates the team members who are responsible for their QC review. All deliverables must be reviewed prior to being submitted to the client.

13.5.2 Production of Draft and Final Client Deliverables

The PDT is responsible for the successful production of project deliverables for their respective tasks. Independent reviews by appropriate technical staff will be used to provide a fresh and unbiased inspection of the quality of each deliverable.

13.5.3 Procedure for Pre-Draft Deliverable (QC Review)

The author of the deliverable will be responsible for soliciting the appropriate internal source(s) for technical (QC) review. It is the author's responsibility to obtain this technical or QC review, and to incorporate appropriate comments into the document.

13.5.4 Procedure for Submitting Draft Deliverables to the Client and Project Team

The author and/or task manager will format their document using the official CRC Template before submitting their deliverable to the Deputy Project Manager (please refer to Section 4.6 - Project Templates - for specific instructions on document formatting).

If the deliverable file is too large to send electronically, the task manager is to submit a hard copy to the Deputy Project Manager. The Deputy Project Manager will produce the appropriate number of hard copies needed for distribution and produce the transmittal.

13.6 Resolving Technical Differences

Should a difference of professional opinion arise between two or more engineers or other technical specialists, either within the PDT or between the PDT and its subconsultants and/or client, the following procedure shall apply.

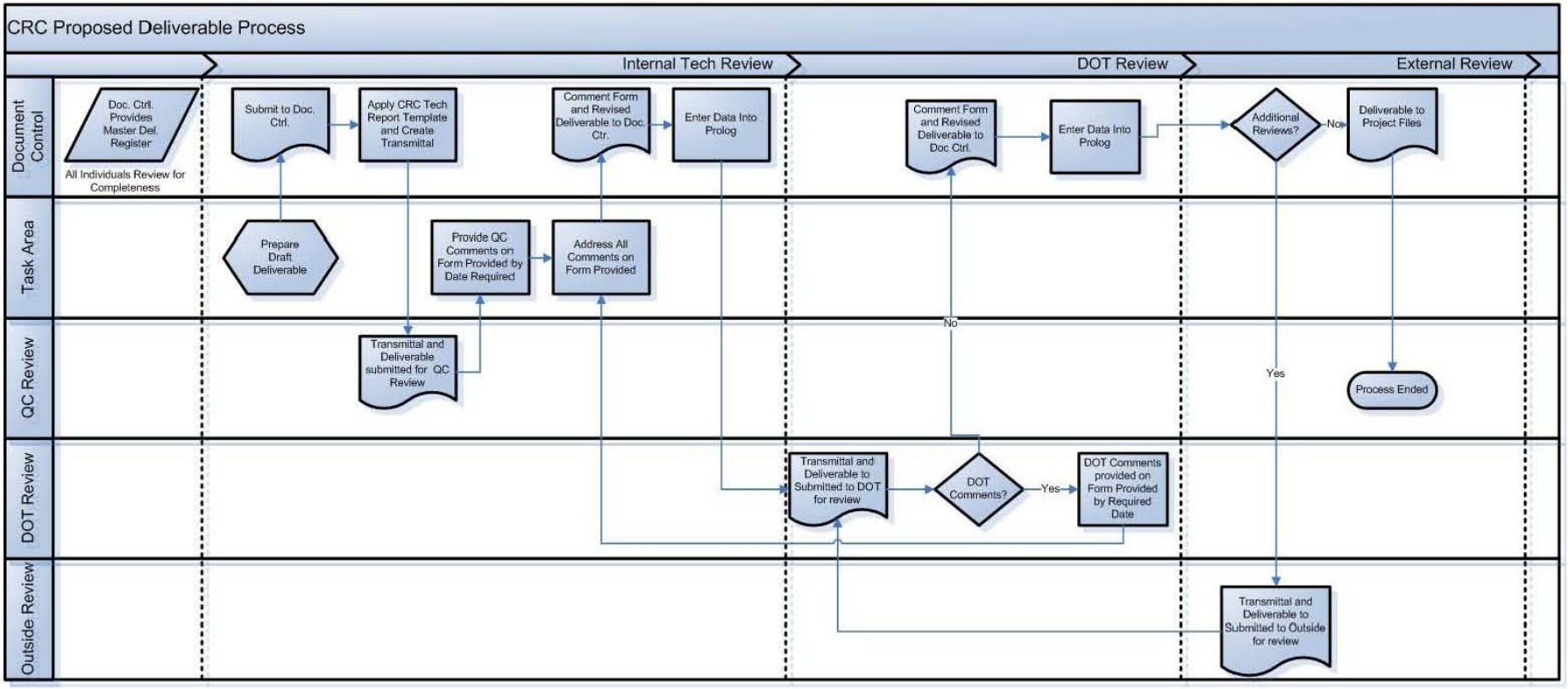
The DEA Project Manager or his/her technical lead for the discipline involved shall promptly:

- Identify and enlist a third party possessing sufficient technical competence and experience to review the technical issue and make a recommendation.

- Communicate the recommendation to the engineering or technical personnel whose opinions differ, and advise the parties that absent further inquiry, the recommendation of the third party is to be followed.
- Should the matter remain unresolved, this procedure should be repeated with additional experts called in, and with input from DEA's Principle In Charge.

Appendix 1. Columbia River Crossing Deliverable Process

Columbia River CROSSING



Appendix 2. WSDOT/ODOT Listing of Reviewers

WSDOT			
Name	**E-mail**	**Phone**	**Discipline**
Kathleen McKinney	mckinnk@wsdot.wa.gov	360.705.7304	Neighborhoods and Populations; Environmental Justice
Mike Palazzo	palazzm@wsdot.wa.gov	360.705.7306	Economics; 4(f) Parklands; Section 6(f); Land Use; Displacements and Relocations
Mia Waters	watersy@wsdot.wa.gov	206.440.4541	Air Quality; Energy
Marion Carey	careym@wsdot.wa.gov	360.705.7404	Ecosystems
Tony Allen	allent@wsdot.wa.gov	360.709.5450	Geology; Hydrogeology; Seismic and Soils
Tanya Peterson	peterst@wsdot.wa.gov	360.570.6653	Hazardous Materials
Sandie Turner Craig Holstine	turners@wsdot.wa.gov holstinec@wsdot.wa.gov	360.570.6637 360.570.6639	Historic; Archy, and Cultural
John Maas	massja@wsdot.wa.gov	206.440.4525	Noise
Tom Swafford	swaffot@wsdot.wa.gov	360.705.7237	Public Services and Utilities
Richard Tveten	tvetenr@wsdot.wa.gov	360.570.6648	Water Quality and Hydrology
Bob Thomas	thomasbo@wsdot.wa.gov	360.705.7405	Wetlands
ODOT			
Marina Orlando	marina.j.orlando@odot.state.or.us	503.986.3485	Air Quality; Energy
Wayne Kwong	wayne.kwong@odot.state.or.us	503.731.8439	Displacements and Relocations
Ross Kevlin	ross.p.kevlin@odot.state.or.us	503.731.8232	Neighborhoods and Population; Land Use
Joyce Felton	joyce.a.felton@odot.state.or.us	503.731.8565	Environmental Justice
Kate Deane	kate.h.deane@odot.state.or.us	503.731.8245	Economics
Susan Whitney	susan.a.whitney@odot.state.or.us	503.731. 8445	4(f) Parklands
Alexis Casey	alexis.c.casey@odot.state.or.us	503.731. 8432	Ecosystems
Bruce Council	bruce.s.council@odot.state.or.us	503.731.8319	Hydrogeology; Seismic and Soils
Charlie Schwarz Paul Wittbrodt	charles.schwarz@odot.state.or.us	503.731. 8290	Hazardous Materials
Fred Gullixson	fred.c.gullixson@odot.state.or.us	503.731.4890	Geology
Bob Hadlow	robert.w.hadlow@odot.state.or.us	503.731. 8239	Historic; Cultural; Section 6(f)
Kurt Roedel	kurt.roedel@odot.state.or.us	503.986. 6571	Archeology
Dave Goodwin	david.a.goodwin@odot.state.or.us	503.986.3488	Noise
Kyle Crate	kyle.w.crate@odot.state.or.us	503.731.8509	Public Services and Utilities
William Fletcher	william.b.fletcher@odot.state.or.us	503.986.3509	Water Quality and Hydrology
Claire Carder	claire.s.carder@odot.state.or.us	503.731.8233	Wetlands

Columbia River CROSSING

Detailed Deliverable Tracking Report

Tracking Log with Due Dates, Repsonsible Party, QA, Status and File Path

Phase 1 - Environmental Impact Statement (EIS)
700 Washington Ave.
Vancouver, Wa 98660

Project # XL-2268
Tel: 360-737-2726 Fax: 360-816-2157

Columbia River Crossing Project

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				

1.0 Project Management

Deliverable 00001 AC-01-03-01 Intergovernental Agreements (IGA's) - Draft

AndersonR N/A 3/6/2006 128 Completed

File Location:

Deliverable 00278 AC-01-03-02 FHWA/FTA Coordination Plan

AndersonR Jay Lyman 9/1/2006 -51

File Location: This Deliverable responsibe to G:\CRC\CRC Project Files\1.0 Project Management\Reports (Rep)\CR-1.0-Rep-CRC-06-04-07-Draft FHWA FTA MOU Rev 4-7-06.pdf

Formerly "Stewardship Agreement - Draft" and now split into two deliverables as follows:

1. FHWA/FTA Memorandum of Agreement (Deliverable No. 00003)
2. FHWA/FTA Coordination Plan (Deliverable No. 00278)

Ron's explanation:
"The Stewardship agreement between FHWA/FTA is now split into two deliverables. The first is an MOU between the two agencies. The second will cover guidelines for how they will work together and will be an attachment to the MOU. I think the second document will be in production for many many moons."

Deliverable 00003 AC-01-03-02 FHWA/FTA Memorandum of Agreement

AndersonR Jay Lyman 6/1/2006 41 Completed

Number	Rev	Description					
Responsible Par		QA Review	Due	Rec'd	+/-	Status	

File Location: G:\CRC\CRC Project Files\1.0 Project Management\Reports (Rep)\CR-1.0-Rep-CRC-06-04-07-Draft FHWA FTA MOU Rev 4-7-06.pdf

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Original due date: 4/28/06

2.0 Project Controls

Deliverable 00002	AC-02-01-02	Baseline Schedule - Draft				
GleasonT	Ron Anderson		2/13/2006	2/14/2006	1	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables\CR-Del-Sch-PDT-06-02-14-CRCBaselineScheduleV1.0(Sorted By Milestone).pdf					

Deliverable 00010	AC-02-01-03	Baseline Schedule - Final				
GleasonT	Ron Anderson		4/5/2006	3/31/2006	-5	Completed
File Location:	G:\CRC\CRC Project Files\2.0 Project Controls\Schedule (Sch)\2006\06-02 Baseline\CR-2.0-Sch-PDT-06-02-14-CRCBaselineScheduleV1.0(Sorted By Milestone).pdf					

Deliverable 00033	AC-02-02-03	Baseline Budget - Draft				
GleasonT	Lynn Rust		4/7/2006		96	In Progress

Number	Rev	Description					
Responsible Par		QA Review	Due	Rec'd	+/-	Status	
File Location:							
Deliverable 00043	AC-02-02-04	Baseline Budget - Final					
GleasonT		Ron Anderson	6/22/2006		20		
File Location:							
Deliverable 00065	AC-02-05-01	Project Management Plan (PMP) - Draft					
GleasonT		Ron Anderson	3/31/2006	5/17/2006	47	Completed	
File Location:	G:\CRC\CRC Project Files\2.0 Project Controls\Project Management Plan (PMP)\CR-2.0-PMP-CRC-06-05-31-Draft Project Management Plan.pdf						
Deliverable 00004	AC-02-05-02	QA / QC Plan - Draft					
ZietzC		Ron Anderson	2/6/2006	2/3/2006	-3	Completed	
File Location:	G:\CRC\CRC Project Files\QA - QC (QA)\CR-QA-Rep-CRC-06-06-28-CRC QA Manual.pdf						
	G:\CRC\CRC Project Files\QA - QC (QA)\CR-QA-Rep-PDT-06-05-09-Draft QA Non-Conformance Report.pdf						
	G:\CRC\CRC Project Files\QA - QC (QA)\CR-QA-Rep-PDT-06-05-09-Draft QA Assurance Audit Surveillance Report.pdf						
Deliverable 00106	AC-02-05-02	Project Management Plan (PMP) - Final					
GleasonT		Ron Anderson	7/1/2006	7/10/2006	9	Completed	
File Location:	Draft: G:\CRC\CRC Project Files\2.0 Project Controls\Project Management Plan (PMP)\CR-2.0-PMP-PDT-06-05-17-Final Project Management Plan v. 1.0.pdf						
Deliverable 00005	AC-02-05-03	QA / QC Plan - Final					
ZietzC		Ron Anderson	6/2/2006	6/2/2006	0	Completed	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	G:\CRC\CRC Project Files\QA - QC (QA)\CR-QA-Rep-CRC-06-06-28-QA Manual (3).pdf					
3.0 Financial & Institutional Structures						
Deliverable 00031	AC-03-01-01-01	Political Strategies & Internal Coord. White Paper (Issue 10) - Draft				
WilliamsD		Kurt Krauss	6/30/2006		12	
File Location:						
Deliverable 00032	AC-03-01-01-02	Political Strategies & Internal Coord. White Paper (Issue 10) - Final				
WilliamsD		Kurt Krauss	7/14/2006		-2	
File Location:						
Deliverable 00023	AC-03-01-01-03	State of Exist. Laws & Regulatory Frameworks White Paper (Issue 11) - Draft				
Kessler F		Kurt Krauss	2/15/2006	5/23/2006	97	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables (del)\3.0 Financial & Institutional Structures\CR-3.0-WPP-PDT-06-02-01-CRC Legal Memo re Project Delivery and Ownership Options under Exist State Law.pdf Rec'd elect. file from Krauss on 5/23/06 - document meant to close out Prolog line items 23 - 28.					
Deliverable 00024	AC-03-01-01-04	State of Exist. Laws & Regulatory Frameworks White Paper (Issue 11) - Final				
Kessler F		Kurt Krauss	3/1/2006	5/23/2006	83	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables (del)\3.0 Financial & Institutional Structures\CR-3.0-WPP-PDT-06-02-01-CRC Legal Memo re Project Delivery and Ownership Options under Exist State Law.pdf Rec'd elect. file from Krauss on 5/23/06 - document meant to close out Prolog line items 23 - 28.					
Deliverable 00025	AC-03-01-02-01	Options for Instit. Ownership & Admin. White Paper (Issue 1) - Draft				

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
Kessler F		Kurt Krauss		3/30/2006	5/23/2006	54	Completed
File Location:	Rec'd elect. file from Krauss on 5/23/06 - document meant to close out Prolog line items 23 - 28. G:\CRC\CRC Project Files\Deliverables (del)\3.0 Financial & Institutional Structures\CR-3.0-WPP-PDT-06-02-01-CRC Legal Memo re Project Delivery and Ownership Options under Exist State Law.pdf						
Deliverable 00026	AC-03-01-02-02	Options for Instit. Ownership & Admin. White Paper (Issue 1) - Final					
Kessler F		Kurt Krauss		4/13/2006	5/23/2006	40	Completed
File Location:	Rec'd elect. file from Krauss on 5/23/06 - document meant to close out Prolog line items 23 - 28. G:\CRC\CRC Project Files\Deliverables (del)\3.0 Financial & Institutional Structures\CR-3.0-WPP-PDT-06-02-01-CRC Legal Memo re Project Delivery and Ownership Options under Exist State Law.pdf						
Deliverable 00008	AC-03-01-02-03	Rev. of Use of Toll Revenues for Transit White Paper (Issue 7) - Draft					
EmersonD		Kurt Krauss		9/29/2006		-79	
File Location:							
Deliverable 00009	AC-03-01-02-04	Rev. of Use of Toll Revenues for Transit White Paper (Issue 7) - Final					
EmersonD		Kurt Krauss		10/13/2006		-93	
File Location:							
Deliverable 00027	AC-03-01-03-01	Proj. Deliv. Options White Paper (Issue 3) - Draft					
Kessler F		Kurt Krauss		4/28/2006	5/23/2006	25	Completed
File Location:	Rec'd elect. file from Krauss on 5/23/06 - document meant to close out Prolog line items 23 - 28. G:\CRC\CRC Project Files\Deliverables (del)\3.0 Financial & Institutional Structures\CR-3.0-WPP-PDT-06-02-01-CRC Legal Memo re Project Delivery and Ownership Options under Exist State Law.pdf						

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00028	AC-03-01-03-02	Proj. Deliv. Options White Paper (Issue 3) - Final				
Kessler F		Kurt Krauss	5/12/2006	5/23/2006	11	Completed
File Location:	Rec'd elect. file from Krauss on 5/23/06 - document meant to close out Prolog line items 23 - 28.					
	G:\CRC\CRC Project Files\Deliverables (del)\3.0 Financial & Institutional Structures\CR-3.0-WPP-PDT-06-02-01-CRC Legal Memo re Project Delivery and Ownership Options under Exist State Law.pdf					
Deliverable 00013	AC-03-01-04-01	Implications of Tolling I-205 White Paper (Issue 2) - Draft				
NielstenG		Brent Baker	5/30/2006		43	
File Location:						
Deliverable 00014	AC-03-01-04-02	Implications of Tolling I-205 White Paper (Issue 2) - Final				
NielstenG		Brent Baker	6/13/2006		29	
File Location:						
Deliverable 00015	AC-03-01-04-03	Implications of 100% ETC White Paper (Issue 4) - Draft				
NielstenG		Brent Baker	3/30/2006		104	Completed
File Location:	G:\CRC\CRC Project Files\3.0 Financial Structures\Reports (Rep)\ETC Issue #4\CR-3.0-Rep-PDT-06-03-29-Elect Toll Collection Issue #4 Tech Memo DRAFT.pdf					
	G:\CRC\CRC Project Files\3.0 Financial Structures\Reports (Rep)\ETC Issue #4\CR-3.0-Rep-PDT-06-04-03-Elect Toll Collection Issue #4 TM DRAFT RQA edits.pdf					
	G:\CRC\CRC Project Files\3.0 Financial Structures\Presentations (Pre)\CR-3.0-Pre-CRC-06-01-13-Tolling Presentation to Exec Mgmt Team.pdf					
Deliverable 00016	AC-03-01-04-04	Implications of 100% ETC White Paper (Issue 4) - Final				

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
NielstenG		Brent Baker	4/13/2006		90	Issued for DOT Revie
File Location:	Need file					
Deliverable 00017	AC-03-01-04-05	Toll Rate Structures White Paper (Issue 5) - Draft				
NielstenG		Brent Baker	5/30/2006		43	
File Location:						
Deliverable 00018	AC-03-01-04-06	Toll Rate Structures White Paper (Issue 5) - Final				
NielstenG		Brent Baker	6/13/2006		29	
File Location:						
Deliverable 00019	AC-03-03	Toll Travel Dem& & Revenue Forecasting				
NielstenG		Brent Baker	12/14/2006		-155	
File Location:						
Deliverable 00020	AC-03-03-02-03.4	Traffic & Revenue Forecast Tech. Report - Draft				
NielstenG		Brent Baker	11/16/2006		-127	
File Location:						
Deliverable 00021	AC-03-03-02-03.5	Traffic & Revenue Forecast Tech. Report - Final				
NielstenG		Brent Baker	11/30/2006		-141	
File Location:						

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
Deliverable 00022	AC-03-04	Fin. Feasibility Analysis				
		Brent Baker	5/4/2007		-296	
File Location:						
Deliverable 00011	AC-03-04-02-05	Potential Funding Sources White Paper - Draft				
KraussK		Brent Baker	6/30/2006		12	
File Location:						
Deliverable 00012	AC-03-04-02-06	Potential Funding Sources White Paper - Final				
KraussK		Brent Baker	7/14/2006		-2	
File Location:						
Deliverable 00006	AC-03-04-03-04	Tech Memo on Fin. Feasibility Analysis of the Candidate Build Alternatives - Draft				
BakerB		Krauss, Kurt	12/12/2006		-153	
File Location:						
Deliverable 00007	AC-03-04-03-05	Tech Memo on Fin. Feasibility Analysis of the Candidate Build Alternatives - Final				
BakerB		Krauss, Kurt	12/26/2006		-167	
File Location:						
Deliverable 00029	AC-03-05-01-01	Report on Funding, Financing & Instit. Strategies Recomm.- Draft				
Kessler F		Kurt Krauss	8/28/2006		-47	

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
File Location:							
Deliverable 00030	AC-03-05-01-02	Report on Funding, Financing & Instit. Strategies Recomm. - Final					
Kessler F		Kurt Krauss		9/6/2006		-56	
File Location:							
4.0 Communications							
Deliverable 00270		Communications QC Plan-Draft					
MullenL				3/31/2006	1/31/2006	-59	Completed
File Location:	G:\CRC\CRC Project Files\4.0 Communications\Reports (Rep)\CR-4.0-Rep-PDT-06-01-00-CRC Draft QA-QC Plan (EnvIss).pdf						
Deliverable 00271		Communications QC Plan-Final					
MullenL				4/30/2006	5/31/2006	31	Completed
File Location:	G:\CRC\CRC Project Files\QA - QC (QA)\CR-4.0-Rep-PDT-06-01-00-CRC Draft QA-QC Plan (EnvIss).pdf						
Deliverable 00277		Public Information Decision Points - December 2006 DEIS					
MullenL				12/1/2006		-142	
File Location:							
Deliverable 00285		Report on Community Events					
OvingtonP		Linda Mullen		9/27/2006		-77	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:						
Deliverable 00282		Public Outreach Quarterly Report #1				
OvingtonP		Linda Mullen	7/17/2006		-5	
File Location:						
Deliverable 00276		Public Information Decision Points - July 2006				
MullenL			7/1/2006		11	
File Location:						
Deliverable 00279		Newsletter # 3 Packaged Alternatives				
Pressentin		Linda Mullen	8/22/2006		-41	
File Location:						
Deliverable 00280		Newsletter # 4 - DEIS				
Pressentin		Linda Mullen	1/24/2007		-196	
File Location:						
Deliverable 00268		Public Outreach & Communications Plan - Draft				
MullenL			3/31/2006	4/19/2006	19	Completed
File Location:	G:\CRC\CRC Project Files\4.0 Communications\Reports (Rep)\CR-4.0-Rep-CRC-Draft Public Outreach and Communications Plan.pdf					

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
Deliverable 00284		Public Outreach Quarterly Report #3				
OvingtonP		Linda Mullen	1/16/2007		-188	
File Location:						
Deliverable 00283		Public Outreach Quarterly Report #2				
OvingtonP		Linda Mullen	10/16/2006		-96	
File Location:						
Deliverable 00281	AC-04-	Open House Summary - Component Screening				
HarrisonM		Linda Mullen	6/7/2006		35	Issued for QC Review
File Location:	G:\CRC\CRC Project Files\4.0 Communications\Open Houses (Open)\CR-4.0-Open-CRC-06-05-31-Pubilc Involvement Update to Task Force.pdf					
5.0 Transportation Planning						
Deliverable 00267		Existing and Forecast I-5 Travel Demands Technical Memorandum				
LeProwseR		Dave Parisi	2/27/2006	2/27/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\White Papers (Wpp)\CR-5.0-WPP-CRC-06-02-27-CRC Volume Development DRAFT.pdf					
Deliverable 00253		Problem Definition Technical Memorandum				
ParisiD		Jay Lyman	12/27/2005	12/27/2005	0	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-05-12-27-Final Problem Definition.pdf					
Deliverable 00254		Travel Demand Modeling Approach Technical Memorandum				

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
ParisiD		MWG\TNG	2/6/2004	3/31/2006	784	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\White Papers (WPP)\CR-5.0-WPP-CRC-EIS-06-05-26- CRC Modeling White Paper.pdf G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-06-02-04-Modeling Approach.pdf					
Deliverable 00255		Safety Analysis - PowerPoint				
ParisiD		N/A	3/1/2006		133	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Presentations (Pre)\CR-5.0-Pre-CRC-06-03-24 (Traffic & Safety Presentation).pdf					
Deliverable 00256		TSM / TDM Overview for Task Force PowerPoint				
ParisiD		N/A		3/24/2006		Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Presentations (Pre)\CR-5.0-Pre-CRC-06-03-24-Traffic & Safety PowerPoint Presentation.pdf					
Deliverable 00257		Traffic Data Collection - PowerPoint				
LeProwseR		N/A	1/24/2006	1/24/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Presentations (Pre)\CR-5.0-Pre-CRC-06-01-24-Data Collection PowerPoint Presentation.pdf					
Deliverable 00258		Traffic Data Safety Update for ODOT - PowerPoint				
ParisiD		N/A	3/24/2006		110	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Presentations (Pre)\CR-5.0-Pre-CRC-06-03-24 (Traffic & Safety Presentation).pdf					
Deliverable 00259		Feasibility of Diverting Truck Freight to Rail Technical Memorandum				
GarberS		Dave Parisi	2/7/2006		155	Completed

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-06-02-07-DraftFeasibility of Diverting Truck Freight to Rail Report-.pdf					
Deliverable 00260		Feasibility of Diverting Truck Freight to Rail for InterCEP PowerPoint				
ParisiD		N/A	2/16/2006	2/16/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Presentations (Pre)\CR-5.0-Pre-CRC-06-02-16-Freight to InterCEP PowerPoint Presentation.pdf					
Deliverable 00261		BIA Ramp Origin - Destination Analysis				
LeProwseR		Cameron Grille	2/16/2006	2/22/2006	6	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-06-02-22-2005 BIA Origin_Destination Traversal_Crossing Bridge.pdf					
Deliverable 00262		BIA Ramp Origin - Destination PowerPoint				
LeProwseR		N/A	3/1/2006	6/8/2006	99	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Presentations (Pre)\CR-5.0-Pre-CRC-06-06-08-BIA Origin_Destination PowerPoint.pdf					
Deliverable 00263		Step A Screening Context Technical Memorandum				
ParisiD		Jay Lyman	3/1/2006		133	Completed
File Location:	Included as a part of the Step A Screening Report					
Deliverable 00264		Step A Screening Context PowerPoint				
ParisiD		N/A	3/1/2006		133	Completed
File Location:	Included as part of Step A Screening Presentation					

Number	Rev	Description		Due	Rec'd	+/-	Status
Deliverable 00265		Step A Screening Data Analysis Results					
LeProwseR		Dave Parisi		3/1/2006		133	Completed
File Location:	Included in the Step A Screening Report						
Deliverable 00286		I-5 BIA Existing Travel Patterns					
ParisiD				4/6/2006	4/6/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\White Papers (Wpp)\G:\CRC\CRC Project Files\5.0 Transportation Planning\White Papers (Wpp)						
Deliverable 00052	AC-05-03-01-01.1	Methodology Report - Draft					
ParisiD		TBD DEA		6/30/2006		12	
File Location:	Original due date was 4/30/2006						
Deliverable 00053	AC-05-03-01-01.4	Methodology Report - Final					
ParisiD		TBD DEA		7/31/2006		-19	
File Location:	Original due date was 5/31/2006						
Deliverable 00054	AC-05-03-03-01	Problem Definition - Draft					
ParisiD		TBD DEA		12/20/2005	12/27/2005	7	Completed
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-05-12-27-Final Problem Definition.pdf						
Deliverable 00044	AC-05-04-01-01	Data Needs Summary Memo - Draft					
LeProwseR		David Parisi		4/30/2006	6/8/2006	39	Completed

Number	Rev	Description					
Responsible Par		QA Review	Due	Rec'd	+/-	Status	
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-05-08-22-Data Collection Program_Draft.pdf						
Deliverable 00045	AC-05-04-01-01.4	Data Needs Summary Memo - Final					
LeProwseR		David Parisi	5/31/2006	6/8/2006	8	Completed	
File Location:	G:\CRC\CRC Project Files\5.0 Transportation Planning\Reports (Rep)\CR-5.0-Rep-CRC-05-09-29-Data Collection Program_Final.pdf						
Deliverable 00046	AC-05-04-01-02.2	Trans. Data Summary Report - Draft					
LeProwseR		David Parisi	7/31/2006		-19		
File Location:	Original due date was 5/31/2006						
Deliverable 00047	AC-05-04-01-02.2.3	Trans. Data Summary Report - Final					
LeProwseR		David Parisi	8/31/2006		-50		
File Location:							
Deliverable 00048	AC-05-05-04-01	Baseline Traffic Oper. Report Prep.- Draft					
LeProwseR		David Parisi	7/31/2006		-19		
File Location:	Original due date was 6/30/2006						
Deliverable 00049	AC-05-05-04-04	Baseline Traffic Oper. Report Submittal - Final					
LeProwseR		David Parisi	8/30/2006		-49		
File Location:	Original due date was 7/31/2006						

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00055	AC-05-06-02	Screening Report - Transportation Planning - Draft				
ParisiD		TBD DEA	5/31/2006		42	Completed
File Location:	Need File					
	Original due date was 2/17/2006					
Deliverable 00056	AC-05-07-01-01	Functional Descr. for Future Build Alt. - Draft				
ParisiD		Ron Anderson	6/30/2006		12	
File Location:	Original due date was 4/30/2006					
Deliverable 00057	AC-05-07-01-04	Functional Descr. Of Future Build Alt. - Final				
ParisiD		Ron Anderson	7/31/2006		-19	
File Location:	Original due date was 5/31/2006					
Deliverable 00050	AC-05-07-04-01	Build Alt. Traffic Oper. Tech. Report - Draft				
LeProwseR		David Parisi	9/30/2006		-80	
File Location:						
Deliverable 00051	AC-05-07-04-04	Build Alt. Traffic Oper. Tech. Report - Final				
LeProwseR		David Parisi	10/31/2006		-111	
File Location:						
Deliverable 00039	AC-05-09-01-01	Freight Alanysis Tech. Memo - Draft				
GarberS		David Parisi	8/30/2006		-49	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	Original due date was 4/30/2006					
Deliverable 00040	AC-05-09-01-04	Feight Alanysis Tech. Memo - Final				
GarberS		David Parisi	9/30/2006		-80	
File Location:	Original due date was 5/31/2006					
Deliverable 00041	AC-05-09-02-01.1	Tech Memo on Future No Build & Future Build Truck Conditions - Draft				
GarberS		David Parisi	10/31/2006		-111	
File Location:	Original due date was 7/31/2006					
Deliverable 00042	AC-05-09-02-01.4	Tech Memo on Future No Build & Future Build Truck Cond. - Final				
GarberS		David Parisi	11/30/2006		-141	
File Location:	Original due date was 8/30/2006					
Deliverable 00063	AC-05-10-01-01	Exististing Conditions Aviation & Marine Traffic Memo - Draft				
Stonecliff		David Parisi	6/30/2006		12	
File Location:						
Deliverable 00064	AC-05-10-01-04	Existing Conditions Aviation & Marine Traffic Memo - Final				
Stonecliff		David Parisi	7/31/2006		-19	
File Location:						

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
Deliverable 00036	AC-05-11-01-01	Tech Memo - Policy Context for Managed Lanes				
BakerM		TBD DEA	9/30/2006		-80	
File Location:	Original due date was 6/30/2006					
Deliverable 00037	AC-05-11-02-01	Tech Memo - Prevailing Traffic Cond.				
BakerM		TBD DEA	9/30/2006		-80	
File Location:	Original due date was 6/30/2006					
Deliverable 00038	AC-05-11-03-01	Tech Memo - Potential Managed Lane Concepts				
BakerM		TBD DEA	9/30/2006		-80	
File Location:	Original due date was 6/30/2006					
Deliverable 00058	AC-05-11-04-01	Tech Memo - Rev.ing Emerging Managed Lane Ideas From Scoping Process				
ParisiD		TBD DEA	8/30/2006		-49	
File Location:	Original due date was 6/30/2006					
Deliverable 00034	AC-05-11-06-01	Managed Lane Tech. Memo - Draft				
BakerM		TBD DEA	8/30/2006		-49	
File Location:	Original due date 5/31/2006					
Deliverable 00035	AC-05-11-06-04	Managed Lane Tech. Memo - Final				
BakerM		TBD DEA	9/30/2006		-80	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	Original due date 6/30/2006					
Deliverable 00059	AC-05-12-01	Exist. Cond. Ped & Bike Circulation Tech. Memo - Draft				
ParisiD		TBD DEA	6/30/2006		12	
File Location:						
Deliverable 00060	AC-05-12-04	Exist. Cond. Ped & Bike Circulation Tech. Memo - Final				
ParisiD		TBD DEA	7/31/2006		-19	
File Location:						
Deliverable 00266	Non Task Order Specific	Step A Non I-5 River Crossing Component Network Development				
LeProwseR		N/A	3/1/2006	3/1/2006	0	Completed
File Location:	Hand Sketches provided to METRO.					
	G:\CRC\CRC Project Files\5.0 Transportation Planning\Mapping (Map)\CR-5.0-Map-CRC-06-03-01-I-5 2020 No Build 4-Hr Vol & VC.PDF					
	G:\CRC\CRC Project Files\5.0 Transportation Planning\Mapping (Map)\CR-5.0-Map-CRC-06-03-01-I-5 2020 Auto Volumes Priority West Arterial.PDF					
	G:\CRC\CRC Project Files\5.0 Transportation Planning\Mapping (Map)\CR-5.0-Map-CRC-06-03-01-I-5 2020 Auto Volumes Priority I-205 Expansion.PDF					
	G:\CRC\CRC Project Files\5.0 Transportation Planning\Mapping (Map)\CR-5.0-Map-CRC-06-01-27-I-5 TC 2020 Priority Network Capacities and Speeds.PDF					
6.0 Environmental						
Deliverable 00272		MDR Section - Cumulative Impacts - Draft				

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
HeilmanJ		Varied	4/21/2006		82	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-04-04-Draft Cumulative Impacts MDR.pdf					
Deliverable 00273		MDR Section - Cumulative Impacts - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00220		MDR Section - Public Services - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00221		MDR Section - Utilities - Draft				
KitchinR			2/22/2006	6/2/2006	100	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-06-07-MDR-Utilities.pdf					
Deliverable 00213		MDR Section - Land Use - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Land Use.pdf					
Deliverable 00214		MDR Section - Land Use - Final				
HeilmanJ			8/30/2006		-49	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:		Prior due date: 6/29/2006				
Deliverable 00215		MDR Section - Neighborhoods & Populations - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:		G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Neighborhoods.pdf				
Deliverable 00216		MDR Section - Neighborhoods & Populations - Final				
HeilmanJ			8/30/2006		-49	
File Location:		Prior due date: 6/29/2006				
Deliverable 00217		MDR Section - Noise & Vibration - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:		G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Noise.pdf				
Deliverable 00218		MDR Section - Noise & Vibration - Final				
HeilmanJ			8/30/2006		-49	
File Location:		Prior due date: 6/29/2006				
Deliverable 00219		MDR Section - Public Services - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:		G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Public Services.pdf				

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
Deliverable 00251		SAFETEA-LU Environmental Compliance Analysis - Draft				
HeilmanJ			3/5/2006		129	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\CR-6.0-Rep-06-06-06-SAFETEA-LU EnvironmentalComplianceAnalysis.pdf					
Deliverable 00252		SAFETEA-LU Environmental Compliance Analysis - Final				
HeilmanJ		N/A	4/15/2006		88	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\CR-6.0-Rep-06-06-06-SAFETEA-LU EnvironmentalComplianceAnalysis.pdf					
Deliverable 00212		MDR Section - Environmental Justice - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00201		MDR Section - Acquisitions & Displacements - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Displacements.pdf					
Deliverable 00202		MDR Section - Acquisitions & Displacements - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00203		MDR Section - Air Quality - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Air Quality.pdf					
Deliverable 00204		MDR Section - Air Quality - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00205		MDR Section - Economics - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Economics.pdf					
Deliverable 00206		MDR Section - Economics - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00207		MDR Section - Electric & Magnetic Fields (EMF) - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-EMF.pdf					
Deliverable 00208		MDR Section - Electric & Magnetic Fields (EMF) - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00210		MDR Section - Energy - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due dat: 6/29/2006					
Deliverable 00211		MDR Section - Environmental Justice - Draft				
HeilmanJ			2/22/2006		140	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-03-30-Draft MDR Env. Justice.pdf					
Deliverable 00209		MDR Section - Energy - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables\CR-6.0-Rep-06-02-24-Draft MDR-Energy.pdf					
Deliverable 00222		MDR Section - Utilities - Final				
KitchinR			6/29/2006	6/7/2006	-22	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-06-07-MDR-Utilities.pdf					
Deliverable 00223		MDR Section - Visual Quality and Aesthetics - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Visual.pdf					
Deliverable 00224		MDR Section - Visual Quality and Aesthetics - Final				
HeilmanJ			8/30/2006		-49	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	Prior due date: 6/29/2006					
Deliverable 00225		MDR Section - Archaeology - Draft				
HeilmanJ			4/20/2006	5/30/2006	40	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-PDT-06-05-30-Draft MDR-Archaeology.pdf					
Deliverable 00226		MDR Section - Archaeology - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00227		MDR Section - Historic Resources - Draft				
HeilmanJ			4/20/2006	5/30/2006	40	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-PDT-06-05-30-Draft MDR-HistoricResources.pdf					
Deliverable 00228		MDR Section - Historic Resources - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00229		MDR Section - Parks / 4(f) - Draft				
HeilmanJ			4/20/2006	5/26/2006	36	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-PDT-06-05-26Draft MDR-Parks.pdf					

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00230		MDR Section - Parks / 4(f) - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00231		MDR Section - Ecosystems - Draft				
HeilmanJ			2/22/2006	2/22/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-22-Draft MDR-Ecosystems.pdf					
Deliverable 00232		MDR Section - Ecosystems - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00233		MDR Section - Geology - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-02-24-Draft MDR-Geology.pdf					
Deliverable 00234		MDR Section - Geology - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00235		MDR Section - Hazardous Materials - Draft				
HeilmanJ			2/22/2006	2/24/2006	2	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	G:\CRC\CRC Project Files\Deliverables\CR-6.0-Rep-06-02-24-Draft MDR-HAZMAT.pdf					
Deliverable 00236		MDR Section - Hazardous Materials - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00237		MDR Section - Jurisdictional Wetlands and Waters- Draft				
HeilmanJ			2/22/2006	2/22/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables\CR-6.0-Rep-06-02-22-Draft MDR-Wetlands.pdf					
Deliverable 00238		MDR Section - Jurisdictional Wetlands and Waters- Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00239		MDR Section - Water Quality - Draft				
HeilmanJ			2/22/2006	2/22/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables\CR-6.0-Rep-06-02-22-Draft MDR-Water Quality.pdf					
Deliverable 00240		MDR Section - Water Quality - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
Deliverable 00241		MDR Section - Aviation - Draft				
HemmerC		Lori Hesprich	2/22/2006	6/7/2006	105	Completed
File Location:		G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\MDRs\CR-8.0-Rep-CRC-06-06-06-MDR Aviation May 2006.pdf				
Deliverable 00242		MDR Section - Aviation - Final				
HemmerC		Lori Hesprich	6/20/2006	6/20/2006	0	Completed
File Location:		G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6 0-Rep-CRC-06-06-06-MDR Aviation.pdf				
Deliverable 00243		MDR Section - River Navigation - Draft				
HirotaM		Lori Hesprich	2/22/2006	5/1/2006	68	Completed
File Location:		G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\MDRs\CR-8.0-Rep-CRC-06-06-21-MDR River Navigation May 2006.pdf				
Deliverable 00244		MDR Section - River Navigation - Final				
HirotaM		Lori Hesprich	6/29/2006	6/20/2006	-9	Completed
File Location:		G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Draft MDRs\CR-6.0-Rep-CRC-06-06-21-MDR River Navigation.pdf				
Deliverable 00245		MDR Section - Traffic - Draft				
ParisiD		Jeff Heilman	2/22/2006		140	
File Location:						
Deliverable 00246		MDR Section - Traffic - Final				
HeilmanJ			8/30/2006		-49	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	Prior due date: 6/29/2006					
Deliverable 00247		MDR Section - Transit - Draft				
ParisiD		Jeff Heilman	2/22/2006		140	
File Location:						
Deliverable 00248		MDR Section - Transit - Final				
HeilmanJ			8/30/2006		-49	
File Location:	Prior due date: 6/29/2006					
Deliverable 00066	AC-06-02-01	InterCEP Agreement - Draft				
HeilmanJ		TBD DEA	1/3/2006	1/31/2006	28	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Agreement (Amt)\InterCep\CR-6.0-Amt-IntCEP-06-02-02 (Interstate Collaborative Env. Process Agmt).pdf					
Deliverable 00067	AC-06-02-01-04	InterCEP Agreement - Final				
HeilmanJ		N/A	3/7/2006	1/31/2006	-35	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables (del)\CR-6.0-Amt-PDT-06-01-31-CRC Draft IntCEP Agreement (Enviro).pdf					
Deliverable 00069	AC-06-02-02-01.1	Purpose & Need - Draft				
HeilmanJ		NA	11/10/2005	11/10/2005	0	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\Purpose and Need Statement\CR-6.0-Rep-05-12-05 Columbia River Crossing Background and Purpose3.pdf					

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00070	AC-06-02-02-02.1	Environmental Evaluation Criteria - Draft				
BradfordJ		Jeff Heilman	11/10/2005		244	Completed
File Location:	Part of Evaluation Framework					
Deliverable 00071	AC-06-02-02-02.2	Environmental Evaluation Criteria - Final				
BradfordJ		Jeff Heilman	2/9/2006		153	Completed
File Location:	Part of Evaluation Framework					
Deliverable 00072	AC-06-02-02-03	Range of Preliminary Alternatives - Draft				
		Jeff Heilman	3/1/2006		133	Completed
File Location:	Not Required of Task 6.0 Refer to Task 9.0 00194 Deliverable					
Deliverable 00073	AC-06-02-02-03.3	Range of Preliminary Alternatives - Final				
		Jeff Heilman	4/12/2006		91	Completed
File Location:	Not Required of TAsk 6.0 Please refer to Task 9.0 00194 Deliverable					
Deliverable 00082	AC-06-02-02-05	Range of Alternatives for DEIS - Draft				
BradfordJ		Jeff Heilman	10/2/2006		-82	
File Location:						
Deliverable 00083	AC-06-02-02-05.6	Range of Alternatives for DEIS - Final				
		Jeff Heilman	11/16/2006		-127	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:						
Deliverable 00068	AC-06-03-03-02	Purpose & Need - Final				
HeilmanJ		NA	2/9/2006	2/9/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables\Final Purpose and Need Statement-06-01-17.pdf					
Deliverable 00084	AC-06-05-01	Scoping Report - Draft				
HarrisonM		Jeff Heilman	12/21/2005		203	Completed
File Location:						
Deliverable 00085	AC-06-05-05	Scoping Report - Final				
HarrisonM		Jeff Heilman	2/2/2006		160	Completed
File Location:						
Deliverable 00086	AC-06-06-01-03	Step B Init. Environ. Screening Memo - Draft				
HeilmanJ		N/A	3/30/2006		104	Completed
File Location:	G:\CRC\CRC Project Files\6.0 Environmental\Reports (Rep)\CR-6.0-Rep-PDT-06-03-30-StepBInitialEnviroScreenMemo.pdf					
Deliverable 00087	AC-06-06-02-06	Alternatives Screening Report - Final				
			11/10/2006		-121	
File Location:						

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00088	AC-06-07	Environmental Impact Statement Framework (DEIS) - Draft				
BradfordJ		Jeff Heilman	6/23/2006		19	
File Location:						
Deliverable 00089	AC-06-07-06	Environmental Impact Statement Framework (DEIS) Review - Final	Project Sponsors, FTA, FHWA			
BradfordJ		Jeff Heilman	9/25/2006		-75	
File Location:						
Deliverable 00092	AC-06-11-01-03	Noise Eval. for Alternatives Screening Memo - Draft				
MooreM		N/A	3/23/2006		111	Completed
File Location:	Refer to Step B Init. Environm. Screening Memo					
Deliverable 00093	AC-06-11-01-04	Noise Eval. for Alternatives Screening Memo - Final				
MooreM		N/A	4/20/2006		83	Completed
File Location:	Refer to Step B Init. Environm. Screening Memo					
Deliverable 00096	AC-06-11-02-03	Vibration Eval. for Alternatives Screening Memo - Draft				
MooreM		N/A	3/10/2006		124	Completed
File Location:	Refer to Step B Init. Environm. Screening Memo					
Deliverable 00097	AC-06-11-02-04	Vibration Eval. for Alternatives Screening Memo - Final				
MooreM		N/A	4/7/2006		96	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	Refer to Step B Init. Environm. Screening Memo					
Deliverable 00100	AC-06-11-03-03	Air Qual. Sections for Alt. Screening Memo - Draft				
MooreM			6/23/2006		19	
File Location:						
Deliverable 00101	AC-06-11-03-04	Air Qual. Sections for Alt. Screening Memo - Final				
MooreM			7/21/2006		-9	
File Location:						
Deliverable 00104	AC-06-12-03	Arch. Section for Alt. Screening Memo - Draft				
ToepelK	N/A		4/6/2006		97	Completed
File Location:	Refer to Step B Init. Environm. Screening Memo					
Deliverable 00105	AC-06-12-04	Arch. Section for Alt. Screening Memo - Final				
ToepelK	N/A		5/4/2006		69	Completed
File Location:	Refer to Step B Init. Environm. Screening Memo					
7.0 Transit Engineering						
Deliverable 00107	AC-07-02-01-02.3	Start up Pkg Submittal - Final				
SnyderG	Eidlin, Mike		5/1/2006	5/10/2006	9	Addressing DOT Comı

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
File Location:	Rex Wong to forward this document to FTA (5-23-06): G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\FTA Start-Up Package\CR-7.0-Rep-CRC-06-05-22-CRC Draft FTA Initiation Pkg for FTA.pdf Issued for final review with comments due back no later than 5/15; anticipate transmit final to FTA on 5/18					
Deliverable 00153	AC-07-02-01-03	Start up Pkg Submittal - Draft				
SnyderG		Eidlin, Mike	2/28/2006	2/27/2006	-1	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-02-27-Admin Draft CRC FTA Start Up Package 2-27-06.pdf					
Deliverable 00108	AC-07-02-03-01	Defin. of Alternatives - Draft				
SnyderG		Eidlin, Mike	5/1/2006	4/18/2006	-13	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-04-18-Draft Definition of Alternatives.pdf					
Deliverable 00109	AC-07-02-03-02.3	Defin. of Alternatives Submittal - Final				
SnyderG		Eidlin, Mike	11/1/2006		-112	
File Location:						
Deliverable 00110	AC-07-03-02-01	Bridge Influence Area Transit Travel Time - Draft				
SnyderG		Eidlin, Mike	2/24/2006	2/24/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\Travel Time\CR-7.0-Rep-06-04-26-Draft BIA Transit Travel time Report.pdf Formerly listed in Prolog as "Tech. Memo on P & N - Draft"					

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
Deliverable 00111	AC-07-03-02-02	Bridge Influence Area Transit Travel Time - Final					
SnyderG		Eidlin, Mike		6/16/2006		26	In Progress
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\Travel Time\CR-7.0-Rep-06-04-26-Draft BIA Transit Travel time Report.pdf						
	Per Ted Stonecliff on 6/7/06, this report will be merged with del #199. Additional data collection and analysis to take approx. 6 - 8 weeks from 6/7.						
	Formerly listed in Prolog as "Tech. Memo on P & N - Final"						
	Original due date 4/7/2006						
Deliverable 00112	AC-07-03-03-01.1.1	2020 Travel Transit Markets Memo - Draft					
SnyderG		Eidlin, Mike		12/29/2005	1/10/2006	12	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-01-10-Draft 2020 Transit Travel Markets.pdf						
Deliverable 00113	AC-07-03-03-01.2.3	2020 Tech. Mkts Memo - Final					
SnyderG		Eidlin, Mike		2/17/2006	2/21/2006	4	Completed
File Location:	G:\CRC\CRC Project Files\Deliverables (del)\CR-7.0-Rep-PDT-06-02-21-Final 2020 Transit Travel Markets.pdf						
Deliverable 00114	AC-07-03-03-02.1.3	Step A Tech. Memo on Descr. of Transit Components - Draft					
SnyderG		Eidlin, Mike		3/15/2006	2/13/2006	-30	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-02-13-Second Draft-Step A Screening - TDMTSM.pdf						
Deliverable 00115	AC-07-03-03-02.2.3	Step A Tech. Memo on Descr. of Transit Components Submittal - Final					
SnyderG		Eidlin, Mike		3/15/2006	2/13/2006	-30	Completed

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-02-13-Second Draft Step A Screening-Transit Components _2_.pdf G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-05-24-Streetcar Interlining Assessment Memo.pdf						
Deliverable	00116	AC-07-04-01-01.1.3	Tech. Memo on 2005 Exist. Cond.- Draft				
SnyderG		Eidlin, Mike		5/24/2006		49	In Progress
File Location:							
Deliverable	00117	AC-07-04-01-01.2.3	Tech. Memo on 2005 Exist. Cond. Submittal - Final				
SnyderG		Eidlin, Mike		7/17/2006		-5	
File Location:							
Deliverable	00118	AC-07-04-01-02.1.3	Final 2030 No Build Alternative				
SnyderG		Eidlin, Mike		11/22/2005	2/8/2006	78	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-02-06-Final 2030 No-Build Alternative.pdf						
Deliverable	00119	AC-07-04-01-02.2.3	Tech. Memo on No Build Alt. - Final				
SnyderG		Eidlin, Mike		2/15/2006	2/8/2006	-7	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-02-06-Final 2030 No-Build Alternative.pdf						
Deliverable	00120	AC-07-04-02-01.3	Service plans for Alt. Modeling & Screening - Draft				
SnyderG		Eidlin, Mike		8/1/2006	5/24/2006	-69	In Progress

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:		(will be total of 8 functional option packages for modeling) formerly due 5/3/2006 G:\CRC\CRC Project Files\9.0 Implementation (Interdiciplinary Coordination)\Reports\Alternatives Modeled\CR-9.0-Rep-CRC-06-06-08-Option 2 Express Bus plus Managed Lanes.pdf				
Deliverable	00121	AC-07-04-02-02.3 Service plans for Alt. Modeling & Screening - Final				
SnyderG		Eidlin, Mike	11/1/2006		-112	
File Location:						
Deliverable	00122	AC-07-04-05-01.3 Baseline Alternatives - Draft				
SnyderG		Eidlin, Mike	4/24/2006		79	Completed
File Location:		G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-05-23-Line Listing 2030 Express Bus.pdf G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-05-17-Line Grouping Methodology.pdf				
Deliverable	00123	AC-07-04-05-02.3 Baseline Alternatives - Final				
SnyderG		Eidlin, Mike	11/1/2006		-112	
File Location:						
Deliverable	00126	AC-07-05-01-02.1.3 Plan & Prof. Dwgs for Alternatives - Draft				
SnyderG		Eidlin, Mike	5/1/2006	5/22/2006	21	Completed
File Location:		Sent for local partner review - comments due 6/8/06				
Deliverable	00127	AC-07-05-01-02.2.3 Plan & Prof. Dwgs for Alternatives - Final				
SnyderG		Eidlin, Mike	11/1/2006		-112	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:						
Deliverable 00128	AC-07-05-01-03.1.3	Tech. Methods Memo - Draft				
SnyderG		Eidlin, Mike	7/14/2006		-2	
File Location:						
Deliverable 00129	AC-07-05-01-03.2.3	Tech. Methods Memo - Final				
SnyderG		Eidlin, Mike	8/10/2006		-29	
File Location:						
Deliverable 00130	AC-07-05-02-01.3	Capital Cost Est. - Draft				
SnyderG		Eidlin, Mike	9/5/2006		-55	
File Location:						
Deliverable 00131	AC-07-05-02-02.3	Capital Cost Est. - Final				
SnyderG		Eidlin, Mike	11/1/2006		-112	
File Location:						
Deliverable 00132	AC-07-05-03-01.3	Oper. & Maint. Cost Est. - Draft				
SnyderG		Eidlin, Mike	8/21/2006		-40	
File Location:						

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00133	AC-07-05-03-02.3	Final				
SnyderG		Eidlin, Mike	10/17/2006		-97	
File Location:						
Deliverable 00134	AC-07-05-04-03	CEVP Matl's				
SnyderG		Eidlin, Mike	9/22/2006		-72	
File Location:						
Deliverable 00136	AC-07-06-02	Step A Screening Report - Transit Screening Section - Final				
SnyderG		Not Applicable	3/2/2006	3/2/2006	0	Completed
File Location:	This report is a section of the larger Step A Screening Report					
Deliverable 00137	AC-07-07-01-03	Alt. Screening - Draft				
SnyderG		Eidlin, Mike	10/6/2006		-86	
File Location:						
Deliverable 00138	AC-07-07-02-03	Alt. Screening - Final				
SnyderG		Eidlin, Mike	11/2/2006		-113	
File Location:						
Deliverable 00139	AC-07-07-03-01	Alt. Analysis Report - Transit Chapters - Draft				
SnyderG		Eidlin, Mike	10/1/2006		-81	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:						
	Initial due date = 1/16/06					
Deliverable 00140	AC-07-07-03-02	Alt. Analysis Report - Transit Chapters - Final				
SnyderG		Eidlin, Mike	12/31/2006		-172	
File Location:						
	Initial due date 2/27/06					
Deliverable 00196	AC-07-07-2.1	Feasibility Analysis for Terminal LRT/BRT Station Technical Memorandum				
CaywoodG		Gregg Snyder	5/11/2006	4/25/2006	-16	Completed
File Location:	To identify, evaluate, and prioritize end-of-line terminal station locations within the bridge influence area					
Deliverable 00197	AC-07-07-3.1	BEST BUS Operating Plan for TDM / TSM Alternative Technical Memorandum				
RohdenM		Gregg Snyder	5/11/2006		62	
File Location:	Pending resolution of Deliverable #146 - estimated date 6/30/06					
	To develop a "best bus" local and express bus operating plan to include in the TDM / TSM					
Deliverable 00198	AC-07-08-7.9	Feasibility of Transit Supportive Components Outside of the Bridge Influence Area				
DethlefsB		Gregg Snyder	4/13/2006	4/28/2006	15	Issued for QC Review

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
File Location:	To determine the feasiblity of re-striping I-5 for a managed lane or transit dedicated lane north of SR-500. Also, to determine the feasilbity of constructing a managed lane or transit dedicated lane south of Victory Blvd and through North Portland. Original report title: Feasibility of TM-1, TM-2, and a BRT / Managed Lane South of Victory Blvd Technical Memorandum Draft Issued for QC review on 6/19/06 - comments due 6/28 G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-06-15-Feasibility of Transit Supportive Components.pdf						
Deliverable 00199	AC-07-08-8	Park-and-Ride Data Collection					
Stonecliff		Gregg Snyder		5/10/2006		63	In Progress
File Location:	Collect park-and-ride utilization data and conduct license plate survey for all C-TRAN park-and-ride locations. NTP 2-16-06 Draft report due 6/16/06 Pat revised report "2005 Existing Transit Conditions Report-Draft-pd.doc" and returned to Stonecliff on 6/20/06 G:\CRC\CRC Project Files\7.0 Transit Planning\Correspondence (Cor)\CR-7.0-Cor-06-03-06-to Holli Schue-park-and-ride utilization.pdf						
Deliverable 00143	AC-07-10-02-01	Description of TDM/TSM Components Technical Memorandum - Draft					
SnyderG		Eidlin, Mike		2/15/2006	2/13/2006	-2	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-02-13-Second Draft-Step A Screening - TDMTSM.pdf						
Deliverable 00144	AC-07-10-02-02	Description of TDM/TSM Components Technical Memorandum - Final					
SnyderG		Eidlin, Mike		3/31/2006	2/13/2006	-46	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-02-13-Second Draft-Step A Screening - TDMTSM.pdf						
Deliverable 00145	AC-07-10-03-01	TDM / TSM Alternative Technical Memorandum - Draft					

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
SnyderG		Eidlin, Mike	3/15/2006		119	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-CRC-06-02-24-2030 TSM Alternative Exec Sum.pdf					
Deliverable 00146	AC-07-10-03-02	TDM / TSM Alternative Technical Memorandum - Final				
SnyderG		Eidlin, Mike	6/30/2006		12	In Progress
File Location:	Alternatives yet to be defined subject to alternative packaging - estimated date is 6/30/06 Initial due date = 4/14/06					
Deliverable 00147	AC-07-10-04-01	Transit Components Considered But Not Advanced Technical Memorandum - Draft				
SnyderG		Eidlin, Mike	1/15/2006	1/15/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-03-00-Draft Components Considered but not Advanced 1-19-06.pdf					
Deliverable 00148	AC-07-10-04-02	Transit Components Considered But Not Advanced Technical Memorandum - Final				
SnyderG		Eidlin, Mike	3/15/2006	3/15/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\Components Not Advanced\CR-7.0-Rep-PDT-06-03-00-Draft Components Considered but not Advanced 1-19-06.pdf					
Deliverable 00149	AC-07-10-05-01	Transportation Components Previously Studied but not Advanced Preparation - Draft				
SnyderG		Eidlin, Mike	1/15/2006	1/19/2006	4	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-03-00-Draft Components Considered but not Advanced 1-19-06.pdf					
Deliverable 00150	AC-07-10-05-02	Transportation Components Previously Studied but not Advanced - Final				
SnyderG		Eidlin, Mike	3/15/2006	3/2/2006	-13	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\Components Not Advanced\CR-7.0-Rep-PDT-06-01-19-Draft Tran Components Prev Studied not Advanced .pdf					
Deliverable 00151	AC-07-10-06-01	2030 Update to Travel Markets Technical Memorandum - Draft				
SnyderG	Eidlin, Mike		4/16/2006		87	
File Location:	Pending 2030 model results					
Deliverable 00152	AC-07-10-06-02	2030 Update to Travel Markets Technical Memorandum - Final				
SnyderG	Eidlin, Mike		5/5/2006		68	
File Location:	Pending 2030 model results					
Deliverable 00200	AC-7.0-	Final New Starts Integration Memo				
SnyderG			1/19/2006	1/19/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\7.0 Transit Planning\Reports (Rep)\CR-7.0-Rep-PDT-06-01-20-Final New Starts Integration Memo.pdf					
8.0 Highway and Design Engineering						
Deliverable 00275		Highway Planning and Engineering QC Plan - Final				
WinterK			4/30/2006	4/18/2006	-12	Completed
File Location:	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\CR-8.0-Rep-CRC-06-04-18-Hwy Planning & Engineering Draft QA Mgmt Plan.pdf					
Deliverable 00269		Highway Planning and Engineering QC Plan - Draft				
WinterK			3/31/2006	4/18/2006	18	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\CR-8.0-Rep-CRC-06-04-18-Hwy Planning & Engineering Draft QA Mgmt Plan.pdf G:\CRC\CRC Project Files\QA - QC (QA)\CR-QA-Rep-CRC-06-05-31-Technical Document Preparation QA Mgmt Plan.pdf					
Deliverable 00250	8.3.2	Alternative Screening - Final				
HirotaM		Hesprich				
File Location:						
Deliverable 00249	8.3.2	Alternative Screening - Draft				
HirotaM		Hesprich				
File Location:						
Deliverable 00195	AC-06-11-02-03	Interstate Bridges Quick Facts and Previous Studies Summary				
HirotaM		Lynn Rust	2/28/2006	2/28/2006	0	Completed
File Location:	Please note that this report was ad hoc and was previously distributed under a different title " Interstate Bridges Feasibility for Future Service" When this report is returned, make it Rev. 1. G:\CRC\CRC Project Files\Deliverables\Interstate Bridges quick facts-previous studies 2-28-06.pdf Final: G:\CRC\CRC Project Files\Deliverables\CR-8.0-Rep-CRC-06-04-03-Final Interstate Bridges quick facts-previous studies.pdf					
Deliverable 00156	AC-08-02-01-03	Design Criteria Memo - Draft				
HemmerC		Keith Nakano	2/2/2006	3/3/2006	29	Completed
File Location:						

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00157	AC-08-02-02-03	Design Criteria Memo - Final				
HemmerC		Keith Nakano	5/11/2006	6/2/2006	22	Completed
File Location:						
Deliverable 00080	AC-08-03-01-03	Step B Screening				
HesprichL						On Hold
File Location:	Schedule change - will go directly into alt. selection					
Deliverable 00181	AC-08-03-01-04.3	Eng. Screening Memo - Draft				
HesprichL		Ron Anderson	3/7/2006		127	Completed
File Location:	Incorporated into Task 9.0 Step A Screening Memorandum					
Deliverable 00182	AC-08-03-01-05.3	Eng. Screening Memo - Final				
HesprichL		N/A	4/25/2006		78	Completed
File Location:	This deliverable was superseded by a Task 9.0 task for Step B Screening.					
Deliverable 00158	AC-08-03-02-01	Pkgd Alt. Design				
HesprichL		Wheeler	9/5/2006		-55	In Progress
File Location:	Schedule change - 6/7/06					
Deliverable 00159	AC-08-03-03-01.3	No Action Alternative - Draft				
HesprichL		Ron Anderson	4/12/2006	5/11/2006	29	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	Formerly called No Build Memo - Draft G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\CR-8.0-Rep-CRC-06-05-00-Draft No Action Alternative.pdf					
Deliverable 00160	AC-08-03-03-02.3	No Action Alternative - Final				
HesprichL	Ron Anderson		5/26/2006		47	Issued for DOT Revie
File Location:	Formerly called No Build Memo - Final G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\CR-8.0-Rep-CRC-06-05-00-Draft No Action Alternative.pdf					
Deliverable 00154	AC-08-03-04-01.3	Crossing Aesth. Memo - Draft				
CooperT	TBD ZGF		5/17/2006	5/17/2006	0	Issued for QC Review
File Location:	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\CR-8.0-Rep-CRC-06-06-07-Architect. Guidelines & Aesthetic Assessment Framework.pdf Hildreth note: Initial draft on 4/12/06; planned completion 5/17/06 (orig. due date 4/21/06)					
Deliverable 00155	AC-08-03-04-02.3	Architectural Guidelines and Aesthetic Assessment Framework-Draft				
CooperT	TBD ZGF		6/29/2006		13	In Progress
File Location:	Note: Crossing Aesthetics Memo is being combined with the Landside Aesthetics Memo (Deliverable #00173) Former title: "Crossing Aesth. Memo Submittal - Final"					
Deliverable 00172	AC-08-03-05-01.3	Landside Aesth. Assessment Memo - Draft				
TillettP	Scott Danielson, AIA		6/29/2006	6/13/2006	-16	Issued for QC Review

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
File Location:	Landside Aesthetics Memorandum is being combined with the Bridge Aethetics Memorandum (Deliverable # 00155)						
Deliverable 00173	AC-08-03-05-02.3	Landside Aesth. Assessment Memo - Final					
TillettP		Scott Danielson, AIA		6/29/2006		13	Completed
File Location:	Landside Aesthetics Memorandum is being combined with the Crossing Aethetics Memorandum (Deliverable # 00155)						
Deliverable 00176	AC-08-04-01-01.3	Conceptual Cost Est.- Draft					
WinterK		Labida		9/5/2006		-55	
File Location:							
Deliverable 00177	AC-08-04-01-02.3	Conceptual Cost Est. - Final					
WinterK		Labida		11/7/2006		-118	
File Location:							
Deliverable 00178	AC-08-04-02-01.3	CEVP Matl's					
WinterK		Graves		9/22/2006		-72	
File Location:							
Deliverable 00164	AC-08-05-01-01.3	Stormwater-Existing Infrastructure - Draft					
KitchinR		Attanasio		5/15/2006	5/26/2006	11	Completed

Number	Rev	Description				
Responsible Par		QA Review	Due	Rec'd	+/-	Status
File Location:	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\Stormwater\CR-8.0-Rep-PDT-06-05-26-Final Stormwater Exisitng Infrastructure Report.pdf G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\Stormwater\CR-8.0-Rep-CRC-06-05-24-WSDOT Review Comments _Wong_.pdf (Title change from "Records Search Exist. Storm Water Memo")					
Deliverable 00165	AC-08-05-01-02.3	Stormwater-Existing Infrastructure - Final				
KitchinR	Attanasio		7/7/2006		5	Issued for DOT Revie
File Location:	Title change from "Records Search Exist. Storm Water Memo"					
Deliverable 00166	AC-08-05-02-01.3	Conceptual Storm Water Memo - Draft				
KitchinR	Attanasio		9/29/2006		-79	In Progress
File Location:	Very preliminary report has been formatted by Document Control - still in Workpaper folder					
Deliverable 00167	AC-08-05-02-02.3	Conceptual Storm Water Memo - Final				
KitchinR	Attanasio		12/21/2006		-162	
File Location:						
Deliverable 00168	AC-08-06-01-01.3	Utilities-Existing Infrastructure - Draft				
KitchinR	Bejarano		3/17/2006	3/17/2006	0	Completed
File Location:	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\UtilitiesCR-8.0-Rep-CRC-06-03-17-Draft Existing Infrastructure Report.pdf					
Deliverable 00169	AC-08-06-01-02.3	Utilities Existing Infrastructure - Final				

Number	Rev	Description					
Responsible Par		QA Review		Due	Rec'd	+/-	Status
KitchinR		Bejarano		5/10/2006	5/5/2006	-5	Completed
File Location:	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\Utilities\ CR-8.0-Rep-CRC-06-05-18-Final Utilities-Existing Infrastructure Report.pdf G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\Utilities\CR-8.0_8.6_Rep-CRC-06-04-27-Final Response to Review Comments to Utilities Report.pdf						
Deliverable	00170	AC-08-06-02-01.3	Conceptual Util. Reloc. Memo - Draft				
KitchinR		Bejarano		8/8/2006		-27	
File Location:							
Deliverable	00171	AC-08-06-02-02.3	Conceptual Util. Reloc. Memo - Final				
KitchinR		Bejarano		10/16/2006		-96	
File Location:							
Deliverable	00174	AC-08-07-01-05.3	Exist. ROW Plans - Draft				
Westersund		Crites		9/29/2006		-79	
File Location:							
Deliverable	00175	AC-08-07-01-06.3	Exist. ROW Plans - Final				
Westersund		Crites		12/11/2006		-152	
File Location:							
Deliverable	00162	AC-08-08-01-01.3	Traffic Staging Memo - Draft				
Hoeffsette		Kent Olsen, PE		9/5/2006		-55	

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:						
Deliverable 00163	AC-08-08-01-02.3	Traffic Staging Memo - Final				
Hoeffsette		Kent Olsen, PE	10/20/2006		-100	
File Location:						
Deliverable 00274	AC-08-09-05-3	Existing Geotechnical Data Report - Draft				
HorneJ			3/23/2006	3/23/2006	0	Completed
File Location:	Was # 183 - deleted by mistake (5/3/06).					
	G:\CRC\CRC Project Files\Deliverables (del)\CR-8.0-Rep-06-04-07-Task 8.9.1 Conceptual Geotechnical Design.pdf					
	G:\CRC\CRC Project Files\8.0 Highway Planning and Engineering\Reports (Rep)\Conceptual Design Task 8.9.1\DOT Comments\CR-8.0-Rep-06-05-08-Transmittals and Review comments from DOT.pdf					
Deliverable 00184	AC-08-09-05-7	Existing Geotechnical Data Report - Final				
HorneJ		McClellen	6/12/2006		30	Addressing DOT Com
File Location:	Comments rec'd from DOTs - on schedule					
	Note: Draft version of this line item was inadvertently deleted and re-entered as item #274.					
Deliverable 00187	AC-08-09-07-15	Project Geology Memo - Draft				
HorneJ		Fong	3/30/2007		-261	
File Location:						

Number	Rev	Description	Due	Rec'd	+/-	Status
Deliverable 00188	AC-08-09-07-18	Project Geology Memo - Final				
HorneJ		Fong	5/28/2007		-320	
File Location:						
Deliverable 00190	AC-08-09-08-12	Geotechnical Report - Final				
HorneJ		Fong	5/30/2007		-322	
File Location:						
Deliverable 00189	AC-08-09-08-9	Geotechnical Report - Draft				
HorneJ		Fong	3/20/2007	2/28/2006	-385	Completed
File Location:						
Deliverable 00191	AC-08-11-04-12	Bathymetric Survey Report - Draft				
DaslerJ		Lesnikowski	12/15/2006		-156	
File Location:						
Deliverable 00192	AC-08-11-04-15	Bathymetric Survey Report - Final				
DaslerJ		Lesnikowski	1/31/2007		-203	
File Location:						
Deliverable 00161	Non Contract Specific	Interstate Bridges Feasibility for Future Service				
HirotaM		Karl Winterstein	2/15/2006	2/15/2006	0	Completed

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:	The name of this report was changed to "Interstate Bridges Quick Facts and Previous Studies Summary" after QC Review. See the revised report at G:\CRC\CRC Project Files\8.0 Design Engineering\Reports (Rep)\CR-8.0-Rep-CRC-06-02-28-Interstate Bridges quick facts-previous studies.pdf					
9.0 Interdisicplinary Coordination						
Deliverable 00193	AC-09-01-03	Component list - Draft				
BakerM	N/A		12/21/2005	3/3/2006	72	Completed
File Location:	G:\CRC\CRC Project Files\1.0 Project Management\Meetings (Mtg)\Task Force Meeting\2006\03-22 - #8\G:\CRC\CRC Project Files\1.0 Project Management\Meetings (Mtg)\Task Force Meeting\2006\03-22 - #8\ G:\CRC\CRC Project Files\1.0 Project Management\Meetings (Mtg)\Task Force Meeting\2006\03-22 - #8\CR-1.0-Mtg-Task-06-03-22-Meeting Summary final.pdf G:\CRC\CRC Project Files\1.0 Project Management\Meetings (Mtg)\Task Force Meeting\2006\03-22 - #8\CR-1.0-Mtg-Task-06-03-22MeetingAgendaMaterials.pdf G:\CRC\CRC Project Files\1.0 Project Management\Meetings (Mtg)\Task Force Meeting\2006\03-22 - #8\CR-1.0-Mtg-Task-06-03-22-Step A Task Force presentation.pdf					
Deliverable 00194	AC-09-03	Alternative Packages				
LymanJ	N/A		6/8/2006		34	In Progress

Number	Rev	Description	Due	Rec'd	+/-	Status
Responsible Par		QA Review				
File Location:		G:\CRC\CRC Project Files\9.0 Implementation (Interdiciplinary Coordination)\I-5 CRC Screening\Alternative Packages\CR-9.0-Rep-CRC-06-05-24-Draft Packaging Matrix.pdf G:\CRC\CRC Project Files\9.0 Implementation (Interdiciplinary Coordination)\I-5 CRC Screening\Alternative Packages\CR-9.0-Rep-CRC-Packaging summary.pdf G:\CRC\CRC Project Files\9.0 Implementation (Interdiciplinary Coordination)\I-5 CRC Screening\Alternative Packages\CR-9.0-Rep-PDT-06-04-19-Alternative Packages Memo to TF.pdf G:\CRC\CRC Project Files\9.0 Implementation (Interdiciplinary Coordination)\I-5 CRC Screening\Alternative Packages\CR-9.0-Rep-PDT-06-05-17-Packaging PowerPoint presentation for TF.pdf G:\CRC\CRC Project Files\9.0 Implementation (Interdiciplinary Coordination)\Reports\Alternatives Modeled\CR-9.0-Rep-CRC-06-16-06-Modeling Package T-1 Memorandum .pdf				

CRC Baseline Project Schedule
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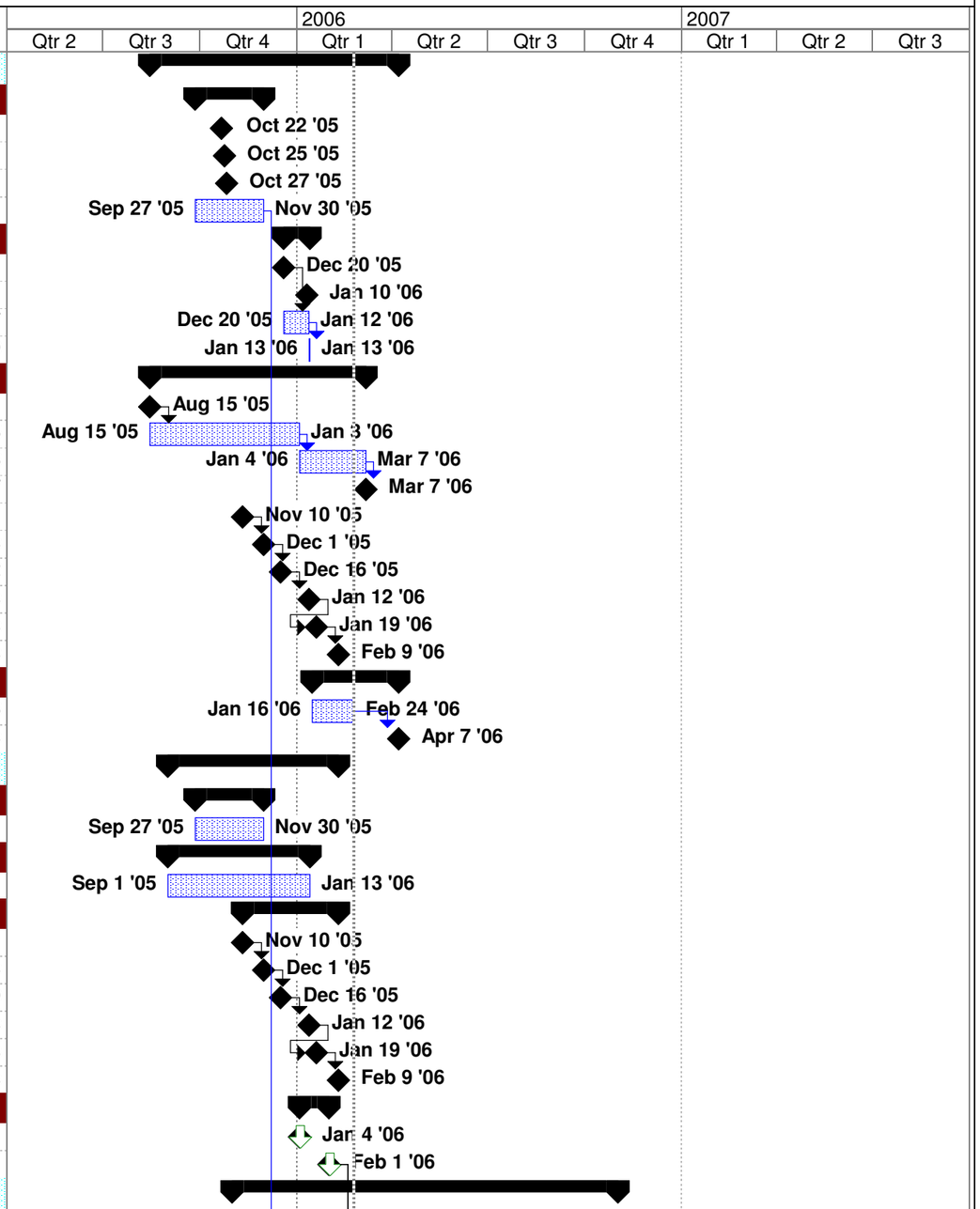
ID	Task Name	Predecessors
	Problem Statement / Purpose & Need	
	COMMUNICATIONS	
102	Proj. Introduction / Scoping Public Mtg - Jantzen Beach	
103	Proj. Introduction / Scoping Public Mtg - Clark College	
104	Proj. Introduction / Scoping Public Mtg OAME	
105	Compile Scoping Comments	
	TRANSPORTATION PLANNING	
127	Submit to INTERCEP	
128	Submit to PSC	
129	INTERCEP Rev.	127
130	Final Comments	129
	ENVIRONMENTAL	
215	Agency Workshop	
216	Draft Agency Agreement Review	215
217	Agency Sign Agreement	216
218	Final InterCEP Agreement	217
221	Purpose & Need - Send Pre-Concurrence Pkg	
222	Purpose & Need - Resource Agency Mtg	221FS+15 days
223	Purpose & Need - Send Rev. Pre Concurrent Pkg	222
224	Purpose & Need - Resource Agency Mtg #2	223FS+5 days
225	Purpose & Need - Send Concurrence Pkg	224FS+5 days
226	Purpose & Need - Receive Concurrence	225FS+15 days
	TRANSIT PLANNING	
359	Draft Tech. Memo on P & N	126
360	Final Tech. Memo on P & N	359FS+30 days
	Evaluation Framework	
	COMMUNICATIONS	
106	Compile Scoping Comments	
	TRANSPORTATION PLANNING	
124	Documentation of Screening Criteria & Measure of Effectiveness	
	ENVIRONMENTAL	
228	Eval. Criteria - Send Pre-Concurrence Pkg	
229	Eval. Criteria - Resource Agency Mtg	228FS+15 days
230	Eval. Criteria - Send Rev. Pre Concurrent Pkg	229
231	Eval. Criteria - Resource Agency Mtg #2	230FS+15 days
232	Eval. Criteria - Send Concurrence Pkg	231FS+5 days
233	Eval. Criteria - Receive Concurrence	232FS+15 days
	TASK FORCE	
730	Task Force Mtg January 4, 2006 (Discussion)	
731	Task Force Mtg February 1, 2006 (Recommendation)	
	Component Screening / Range of Alternatives	



Project: CRC Baseline Schedule
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Task	Milestone	Rolled Up Critical Task	Split		Group By Summary		
Critical Task	Summary	Rolled Up Milestone	External Tasks		Deadline		
Progress	Rolled Up Task	Rolled Up Progress	Project Summary				

CRC Baseline Project Schedule
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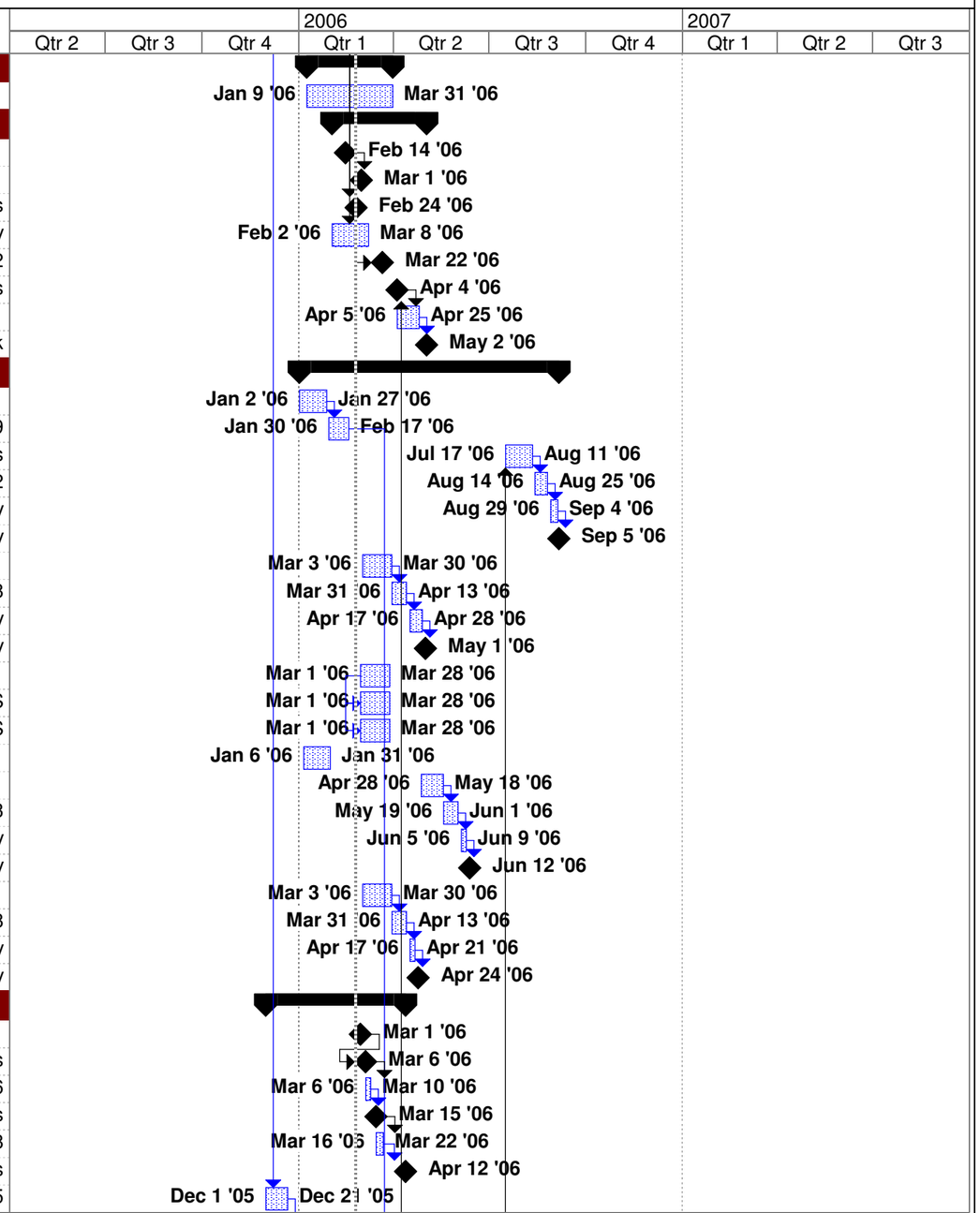
ID	Task Name	Predecessors
	FINANCIAL AND INSTITUTIONAL STRUCTURES	
57	Perform Minor Tolling Analyses Based on Previous Forecasts	
	COMMUNICATIONS	
91	Newsletter # 3 Initiation	
92	Newsletter #3 Mailing	91
108	Init. Range of Alternatives Send Small Mailer	731FS+18 days
109	Range of Alternatives for DEIS	731FS+1 day
110	Prepare Public Workshop Pkg	732
111	Present Public Workshop Pkg to Task Force	732FS+10 days
112	Init. Range of Alternatives Final Workshop Pkg Avail. to Public	111
113	Init. Range of Alt. Workshop #1	112FS+1 wk
	TRANSPORTATION PLANNING	
159	Descr. of Components	
160	Draft Screening Report	159
182	Draft Tech Memo on Future No Build & Future Build Truck Cond. Prep.	179FS+10 wks
183	Draft Tech Memo on Future No Build & Future Build Truck Cond. QA/ QC	182
184	Draft Tech Memo on Future No Build & Future Build Truck Cond. DOT Rev.	183FS+1 day
185	Tech Memo on Future No Build & Future Build Truck Cond. Submittal	184FS+1 day
188	Draft Exist. Cond. Aviation & Marine Traffic Memo Prep.	
189	Draft Exist. Cond. Aviation & Marine Traffic Memo QA/ QC	188
190	Draft Exist. Cond. Aviation & Marine Traffic Memo DOT Rev.	189FS+1 day
191	Exist. Cond. Aviation & Marine Traffic Memo Submittal	190FS+1 day
194	Tech Memo - Policy Context for Managed Lanes	
196	Tech Memo - Prevailing Traffic Cond.	194SS
198	Tech Memo - Potential Managed Lane Concepts	196SS
200	Tech Memo - Rev.ing Emerging Managed Lane Ideas From Scoping Process	
203	Draft Managed Lane Memo Prep.	
204	Draft Managed Lane Memo QA/ QC	203
205	Draft Managed Lane Memo DOT Rev.	204FS+1 day
206	Tech Managed Lane Memo Submittal	205FS+1 day
208	Draft Exist. Cond. Ped & Bile Circulation Tech. Memo Prep.	
209	Exist. Cond. Ped & Bile Circulation Tech. Memo QA/ QC	208
210	Exist. Cond. Ped & Bile Circulation Tech. Memo DOT Rev.	209FS+1 day
211	Exist. Cond. Ped & Bile Circulation Tech. Memo Submittal	210FS+1 day
	ENVIRONMENTAL	
235	Range of Prel. Alter. - Send Pre-Concurrence Pkg	
236	Range of Prelim. Alter. - Resource Agency Mtg	235FS+15 days
237	Range of Prelim. Alter. - Send Rev. Pre Concurrence Pkg	236
238	Resource Agency Mtg #2	237FS+15 days
239	Send Concurrence Pkg	238
240	Receive Concurrence	239FS+15 days
286	Prepare First Draft Scoping Report	105



Project: CRC Baseline Schedule
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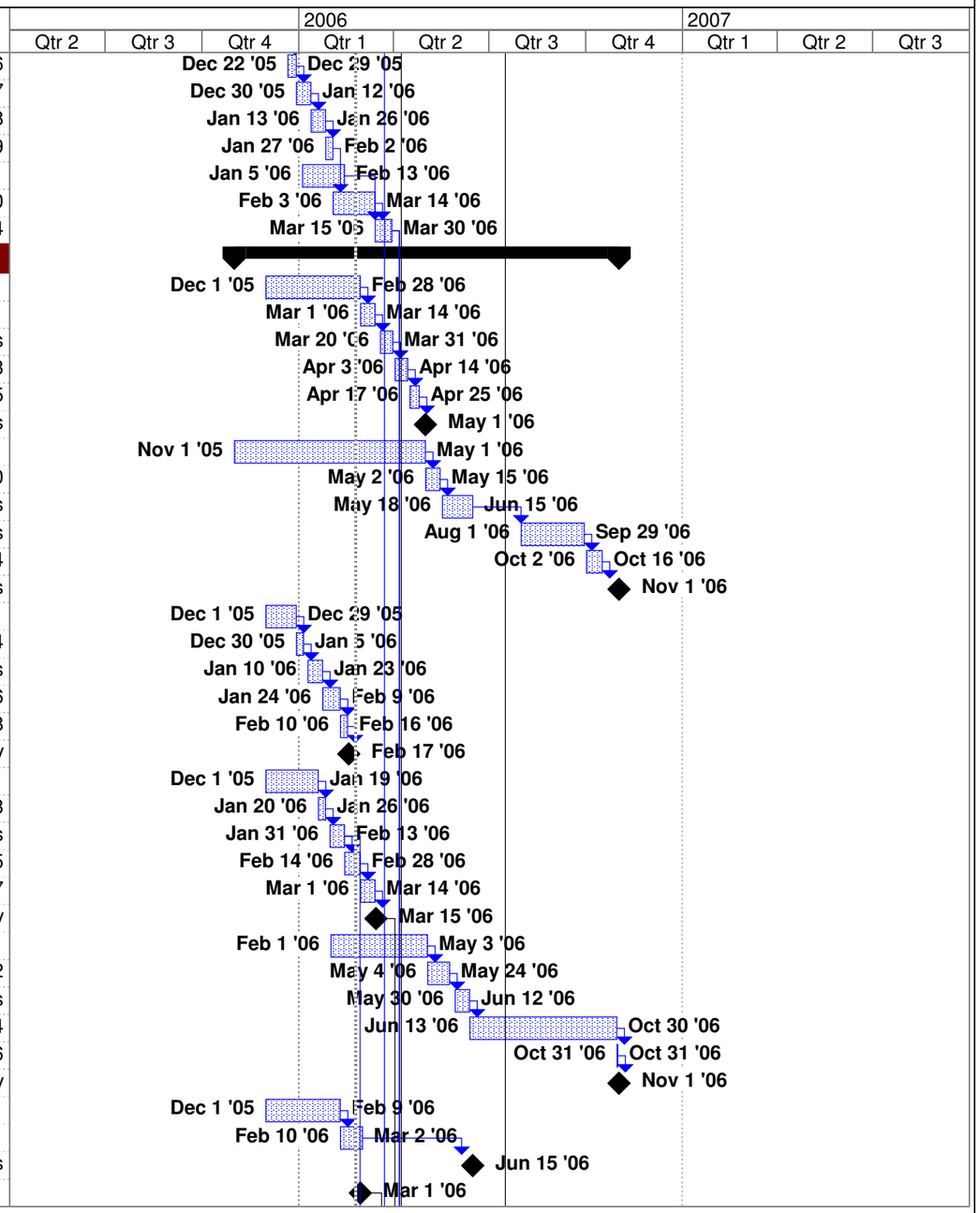
Task	Milestone	Rolled Up Critical Task	Split	Group By Summary
Critical Task	Summary	Rolled Up Milestone	External Tasks	Deadline
Progress	Rolled Up Task	Rolled Up Progress	Project Summary	

CRC Baseline Project Schedule
Fri 2/24/06

ID	Task Name	Predecessors
287	Client Rev. of Draft Scoping	286
288	Second Draft of Scoping Report	287
289	Proj. Sponsors FTA, FHWA Rev.	288
290	Finalize scoping report	289
293	Step B Screening Mtgs	
294	Step B Screening Workshops	290
295	Step B Init. Environ. Screening Memo	293,294
	TRANSIT PLANNING	
341	Draft Start up Pkg Prep.	
342	Draft Start up Pkg QAQC	341
343	Draft Start up Pkg DOT Rev.	342FS+3 days
345	Final Start up Pkg Prep.	343
346	Final Start up Pkg QAQC	345
347	Final Start up Pkg Submittal	346FS+4 days
350	Draft Defin. of Alternatives Prep.	
351	Draft Defin. of Alternatives QAQC	350
352	Draft Defin. of Alternatives DOT Rev.	351FS+2 days
354	Final Defin. of Alternatives Prep.	352FS+32 days
355	Final Defin. of Alternatives QAQC	354
356	Final Defin. of Alternatives Submittal	355FS+12 days
364	Draft 2020 Tech. Mkts Memo Prep.	
365	Draft 2020 Tech. Mkts Memo QAQC	364
366	Draft 2020 Draft Tech. Mkts Memo DOT Rev.	365FS+2 days
368	Final 2020 Tech. Mkts Memo Prep.	366
369	Final 2020 Tech. Mkts Memo QAQC	368
370	Final 2020 Tech. Mkts Memo Submittal	369FS+1 day
373	Step A Tech. Memo on Descr. of Transit Components Prep.	
374	Step A Tech. Memo on Descr. of Transit Components QAQC	373
375	Step A Tech. Memo on Descr. of Transit Components DOT Rev.	374FS+2 days
377	Step B Tech. Memo on Descr. of Transit Components Prep.	375
378	Step B Tech. Memo on Descr. of Transit Components QAQC	377
379	Final Tech. Memo on Descr. of Transit Components Submittal	378FS+1 day
402	Draft Service plans for Alt. Modeling & Screening Prep.	
403	Draft Service plans for Alt. Modeling & Screening QAQC	402
404	Draft Service plans for Alt. Modeling & Screening DOT Rev.	403FS+3 days
406	Final Service plans for Alt. Modeling & Screening Prep.	404
407	Final Service plans for Alt. Modeling & Screening QAQC	406
408	Final Service plans for Alt. Modeling & Screening Submittal	407FS+1 day
471	Draft Transit Screening Tech. Memo	
472	Final Transit Screening Tech. Memo	471
473	Pkgd Alternatives avail. for Eval.	472FS+75 days
491	Draft BRT Component Technical Memorandum	



Project: CRC Baseline Schedule
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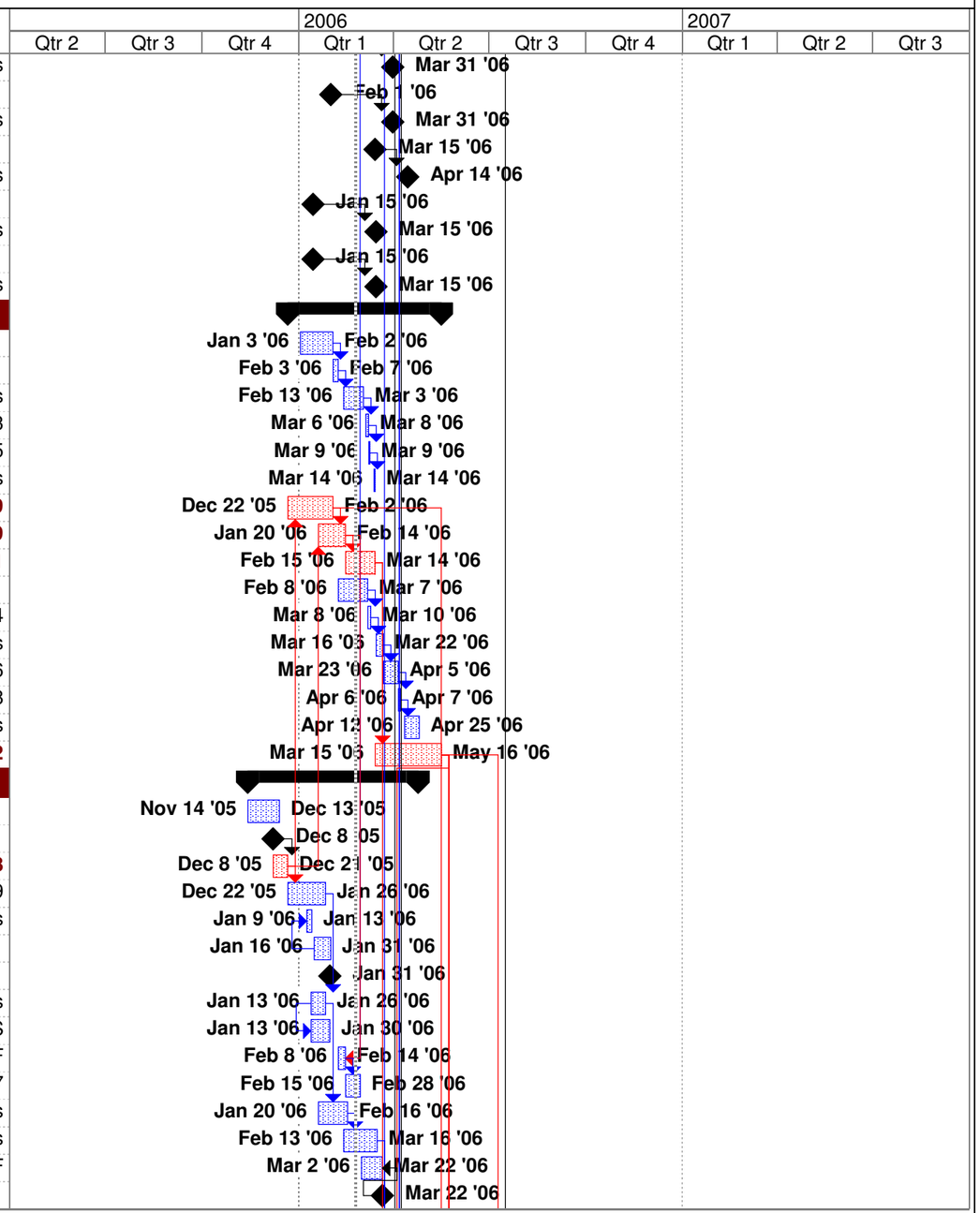
Task	Milestone	Rolled Up Critical Task	Split	Group By Summary
Critical Task	Summary	Rolled Up Milestone	External Tasks	Deadline
Progress	Rolled Up Task	Rolled Up Progress	Project Summary	

CRC Baseline Project Schedule
Fri 2/24/06

ID	Task Name	Predecessors
492	Final BRT Component Technical Memorandum	491FS+23 days
494	Draft Description of TDM/TSM Components Technical Memorandum	
495	Final Description of TDM/TSM Components Technical Memorandum	494FS+43 days
497	Draft TDM / TSM Alternative Technical Memorandum	
498	Final TDM / TSM Alternative Technical Memorandum	497FS+23 days
500	Draft Transit Components Considered But Not Advanced Technical Memorandum	
501	Final Transit Components Considered But Not Advanced Technical Memorandum	500FS+43 days
503	Draft Transportation Components Previously Studied but not Advanced Preparation	
504	Final Transportation Components Previously Studied but not Advanced	503FS+43 days
	HIGHWAY PLANNING AND ENGINEERING	
511	Draft Design Criteria Memo Prep.	
512	Draft Design Criteria Memo QAQC	511
513	Draft Design Criteria Memo DOT Rev.	512FS+3 days
515	Final Design Criteria Memo Prep.	513
516	Final Design Criteria Memo QAQC	515
517	Final Design Criteria Memo Submittal	516FS+2 days
520	**Step A Screening**	**699**
521	**River Crossing Component Prep.**	**520FS-10 days,699**
522	**Step B Screening**	**521**
524	Draft Eng. Screening Memo Prep.	
525	Draft Eng. Screening Memo QAQC	524
526	Draft Eng. Screening Memo DOT Rev.	525FS+3 days
528	Final Eng. Screening Memo Prep.	526
529	Final Eng. Screening Memo QAQC	528
530	Final Eng. Screening Memo DOT Rev.	529FS+2 days
531	**Pkgd Alternatives avail. for Eval.**	**522**
	INTERDISCIPLINARY COORDINATION, DOCUMENTATION, AND STRATEGIES	
697	Develop approach to component screening	
698	Review approach with task leads	
699	**Draft component list**	**698**
700	Conduct Step A	699
701	Prepare PP-component presentation	702SS-5 days
702	PDT to Task Force Meetings	
703	Task Force Meeting-Eval. Framework	
705	Develop/agree on Step B methodology	700FS-10 days
706	Prepare evaluations tools	705SS
707	Task Leads meet to review Step A results	375FF,521FF
708	Complete Step A report	707
709	Prepare conceptual designs of components	705FS-5 days
710	Conduct Step B Screening	709FS-4 days
711	PDT to task force meetings- Step A	712SF
712	Task Force meeting-compnents, step A, Step B method	



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Task	Milestone	Rolled Up Critical Task	Split	Group By Summary
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Progress	Rolled Up Task	Rolled Up Progress	Project Summary	

CRC Baseline Project Schedule
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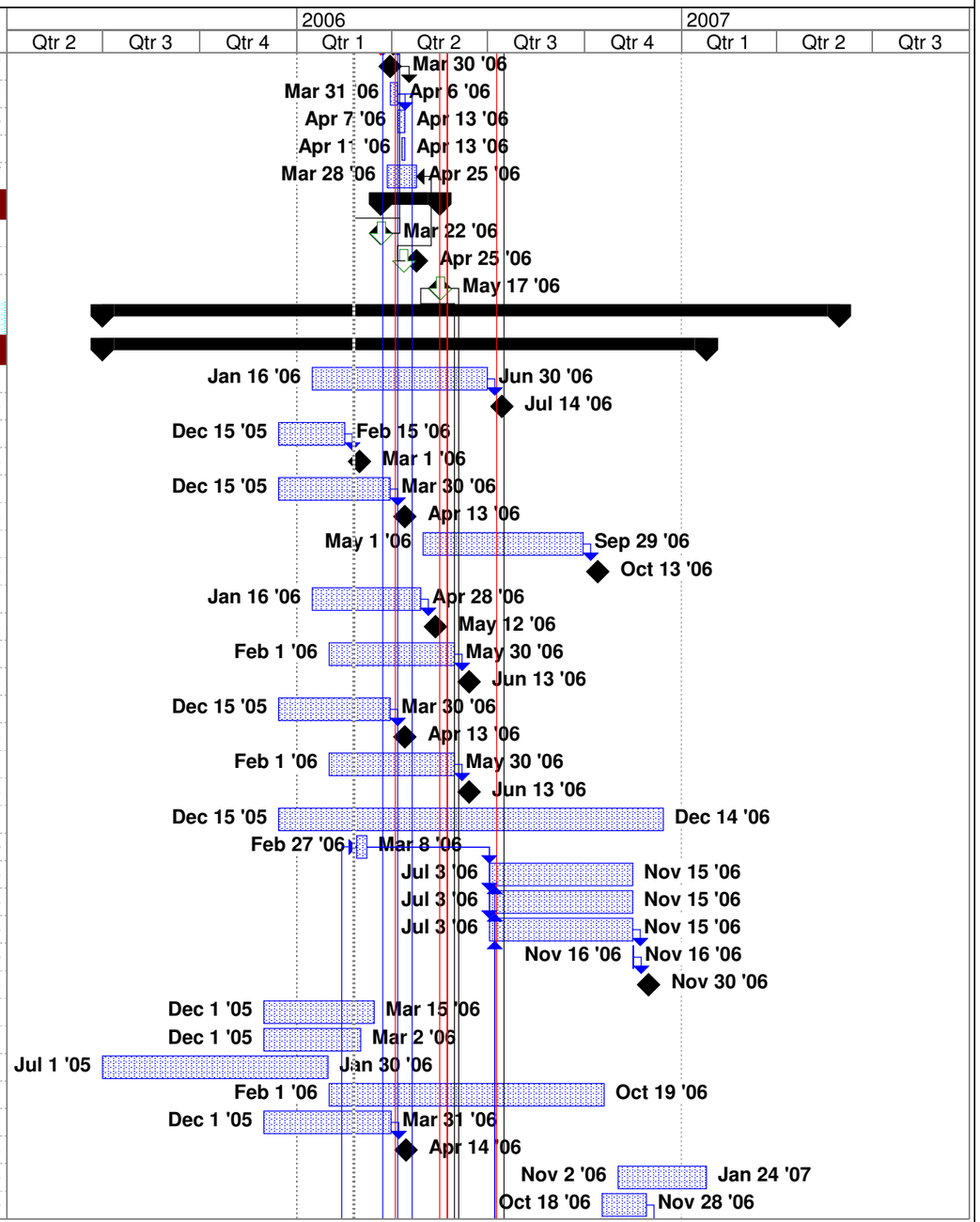
ID	Task Name	Predecessors
713	Task Leads meet to review Step B results	710,295,379,522
714	Revise/complete step B results	713
715	Prepare PP- Step A/B	714
716	Pubic Open Houses/Workshops- Components	
717	PDT to task force meetings-Step B	733SF
	TASK FORCE	
732	Task Force Mtg March 22, 2006 (Discussion)	
733	Task Force Mtg April 25 or 26, 2006 (Discussion)	
734	Task Force Mtg May 17, 2006 (Recommendation)	
	Confirm DEIS Alternatives	
	FINANCIAL AND INSTITUTIONAL STRUCTURES	
36	Draft Political Strategies & Internal Coord. White Paper (Issue 10)	
37	Political Strategies & Internal Coord. White Paper (Issue 10)	36FS+10 days
38	Draft State of Exist. Laws & Regulatory Frameworks White Paper (Issue 11)	
39	State of Exist. Laws & Regulatory Frameworks White Paper (Issue 11)	38FS+10 days
41	Draft Options for Instit. Ownership & Admin. White Paper (Issue 1)	
42	Options for Instit. Ownership & Admin. White Paper (Issue 1)	41FS+10 days
43	Draft Rev. of Use of Toll Revenues for Transit White Paper (Issue 7)	
44	Rev. of Use of Toll Revenues for Transit White Paper (Issue 7)	43FS+10 days
46	Draft Proj. Deliv. Options White Paper (Issue 3)	
47	Proj. Deliv. Options White Paper (Issue 3)	46FS+10 days
49	Draft Implications of Tolling I-205 White Paper (Issue 2)	
50	Implications of Tolling I-205 White Paper (Issue 2)	49FS+10 days
51	Draft Implications of 100% ETC White Paper (Issue 4)	
52	Implications of 100% ETC White Paper (Issue 4)	51FS+10 days
53	Draft Toll Rate Structures White Paper (Issue 5)	
54	Toll Rate Structures White Paper (Issue 5)	53FS+10 days
59	Provide input & guidelines in developing the toll modeling travel dem& tools	
60	Rev. of the newly refined Metro travel forecast model	152SS
62	Toll traffic Dem& Forecasts & Diversions from Toll-Free Dem& Est.	60,168
63	Gross Toll Revenue Projections	60,168
64	Outcomes from tolling the I205 River Crossing	60,168
65	Draft Traffic & Revenue Forecast Tech. Report	64
66	Traffic & Revenue Forecast Tech. Report	65FS+10 days
69	Identify Local, State & Federal Government Grants/Revenue Sources	
70	Revenue Generating/Funding Potential from Previous Toll Studies	
71	Identify The Range of Revenue Generation from Transit Fares	
72	New Starts Timing, Eligibility & Probability of Realizing Grants	
73	Draft Potential Funding Sources White Paper	
74	Potential Funding Sources White Paper	73FS+10 days
76	Assemble & Rev. CEVP highway & Transit Capital Cost Est. & Phasing Plans	447,566
77	Assemble & review Highway & Transit Oper. & Maint. Cost Est. for each Alt.	456,566



Project: CRC Baseline Schedule
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Progress	Rolled Up Task	Rolled Up Progress	Project Summary	

CRC Baseline Project Schedule
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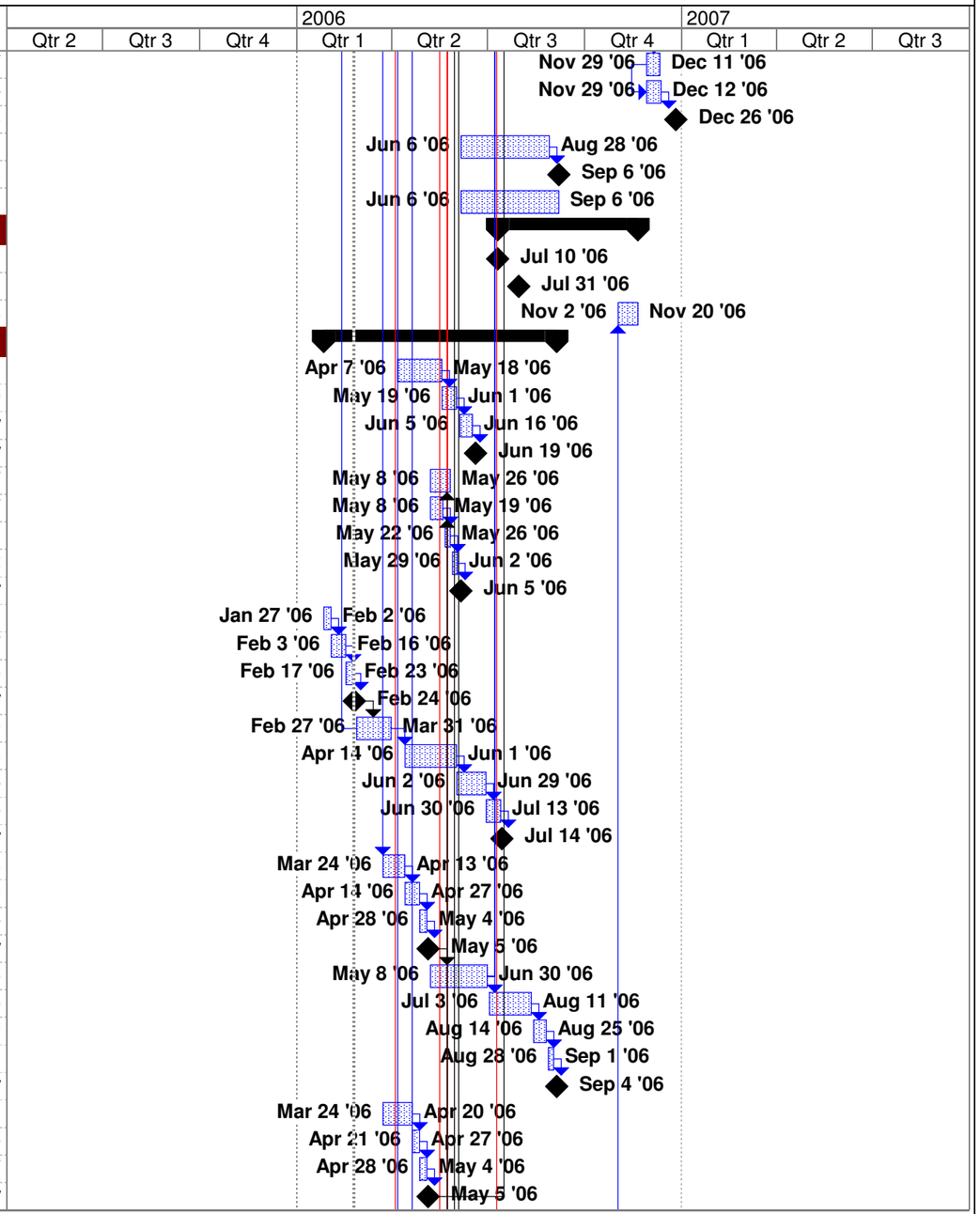
ID	Task Name	Predecessors
78	Cash Flow & Financing Model for the "Alternatives Screening" Stage	77
79	Draft Tech Memo on Fin. Feasibility Analysis of the Candidate Build Alternatives	78SS
80	Tech Memo on Fin. Feasibility Analysis of the Candidate Build Alternatives	79FS+10 days
83	Draft Report on Funding, Financing & Instit. Strategies Recomm.	
84	Final Report on Funding, Financing & Instit. Strategies Recomm.	83FS+7 days
85	Legislative Pkgs for Federal, Washington, Oregon & Local Jurisdictions	
	COMMUNICATIONS	
94	Newsletter # 4 Initiation	
95	Newsletter #4 Mailing	
114	Init. Range of Alt. Workshop #2	98FS+3 wks
	TRANSPORTATION PLANNING	
119	Draft Methodology Report Prep.	
120	Draft Methodology Report QA/ QC	119
121	Draft Methodology Report DOT Rev.	120FS+1 day
122	Final Methodology Report Submittal	121FS+1 day
139	Data Collection	137
141	Draft Data Trans. Data Summary Report QA/ QC	137
142	Draft Trans. Data Summary Report DOT Rev.	141
143	Final Trans. Data Summary Report Submittal	142
144	Trans. Data Summary Report	143FS+1 day
147	Draft Functional Descr. for No Build Alt. Prep.	
148	Draft Functional Descr. for No Build Alt. QA/ QC	147
149	Draft Functional Descr. for No Build Alt. DOT Rev.	148
150	Functional Descr. of No Build Alt. Submittal	149FS+1 day
152	Conduct Post-Processing for VISUM Exist. & Future No Build Alt.	150
154	Draft Baseline Traffic Oper. Report Prep.	152FS+9 days
155	Draft Baseline Traffic Oper. Report QA/ QC	154
156	Draft Baseline Traffic Oper. Report DOT Rev.	155
157	Baseline Traffic Oper. Report Submittal	156FS+1 day
163	Draft Functional Descr. for Future Build Alt. Prep.	160FS+24 days
164	Draft Functional Descr. for Future Build Alt. QA/ QC	163
165	Draft Functional Descr. for Future Build Alt. DOT Rev.	164
166	Functional Descr. of No Future Build Alt. Submittal	165FS+1 day
168	Post -Processing of VISUM output for Future Build Alts	166
170	Draft Build Alt. Traffic Oper. Tech. Report Prep.	168
171	Draft Build Alt. Traffic Oper. Tech. Report QA/ QC	170
172	Draft Build Alt. Traffic Oper. Tech. Report DOT Rev.	171
173	Build Alt. Traffic Oper. Tech. Report Submittal	172FS+1 day
176	Draft Feight Alanysis Tech. Memo Prep.	
177	Draft Feight Alanysis Tech. Memo QA/ QC	176
178	DraftFeight Alanysis Tech. Memo DOT Rev.	177
179	Build Feight Alanysis Tech. Memo Submittal	178FS+1 day



Project: CRC Baseline Schedule
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Task	Milestone	Rolled Up Critical Task	Split	Group By Summary
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Progress	Rolled Up Task	Rolled Up Progress	Project Summary	

CRC Baseline Project Schedule
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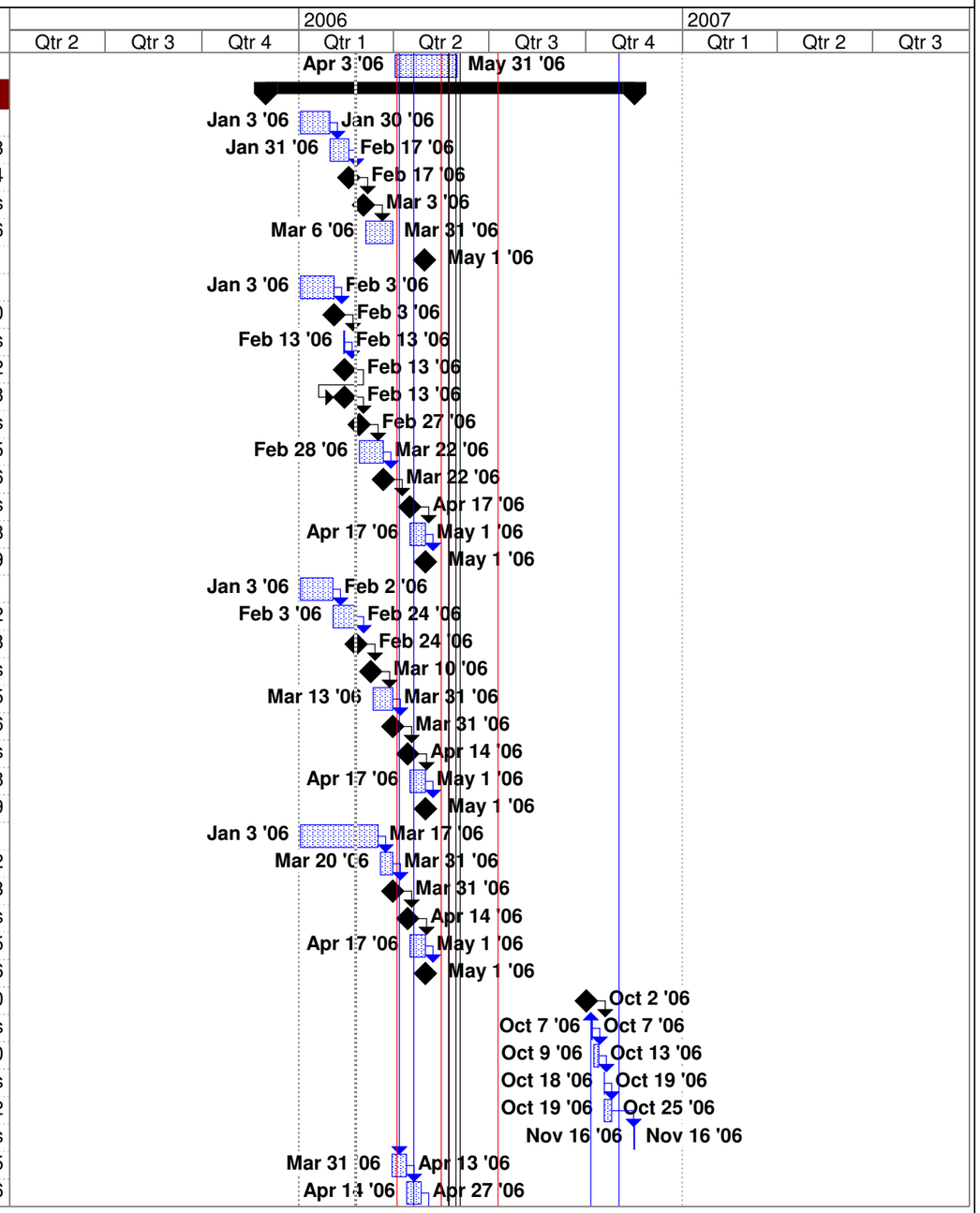
ID	Task Name	Predecessors
201	Managed Lanes Analysis	
	ENVIRONMENTAL	
243	Group 1 Methods Reports Initial Draft	
244	Group 1 Methods Reports Internal revision	243
245	Group 1 Methods Reports Submit for WSDOT/ODOT review	244
246	Group 1 Methods Reports Receive comments	245FS+10 days
247	Group 1 Methods Reports Revise	246
248	Group 1 Methods Reports Submit to FTA/FHWA	
250	Group 2 Methods Reports Initial Draft	
251	Group 2 Methods Reports Submit to Agency Subgroups	250
252	Group 2 Methods Reports Receive comments from Subgroups	251FS+5 days
253	Group 2 Methods Reports Revise	252
254	Group 2 Methods Reports Submit to Agency Subgroups	253
255	Group 2 Methods Reports Receive comments from Subgroups	254FS+10 days
256	Group 2 Methods Reports Revise	255
257	Group 2 Methods Reports Submit to WSDOT/ODOT	256
258	Group 2 Methods Reports Receive comments	257FS+10 days
259	Group 2 Methods Reports Revise	258
260	Group 2 Methods Reports Submit to FTA/FHWA	259
262	Group 3 Methods Reports Initial Draft	
263	Group 3 Methods Reports Internal revision	262
264	Group 3 Methods Reports Submit for WSDOT/ODOT review	263
265	Group 3 Methods Reports Receive comments	264FS+10 days
266	Group 3 Methods Reports Revise	265
267	Group 3 Methods Reports	266
268	Group 3 Methods Reports Receive comments	267FS+10 days
269	Group 3 Methods Reports Revise	268
270	Group 3 Methods Reports Submit to FTA/FHWA	269
272	Group 4 Methods Reports Initial Draft	
273	Group 4 Methods Reports Internal revision	272
274	Group 4 Methods Reports Submit for WSDOT/ODOT & agency review	273
275	Group 4 Methods Reports Receive comments	274FS+10 days
276	Group 4 Methods Reports Revise	275
277	Group 4 Methods Reports Submit to FTA/FHWA	276
279	Send Pre-Concurrence Pkg	300
280	Resource Agency Mtg	279FS+15 days
281	Send Rev. Pre Concurrent Pkg	280
282	Resource Agency Mtg #2	281FS+15 days
283	Send Concurrence Pkg	282
284	Receive Concurrence	283FS+15 days
296	Step B Rev.s & revisions	295
297	Step B Revisions	296



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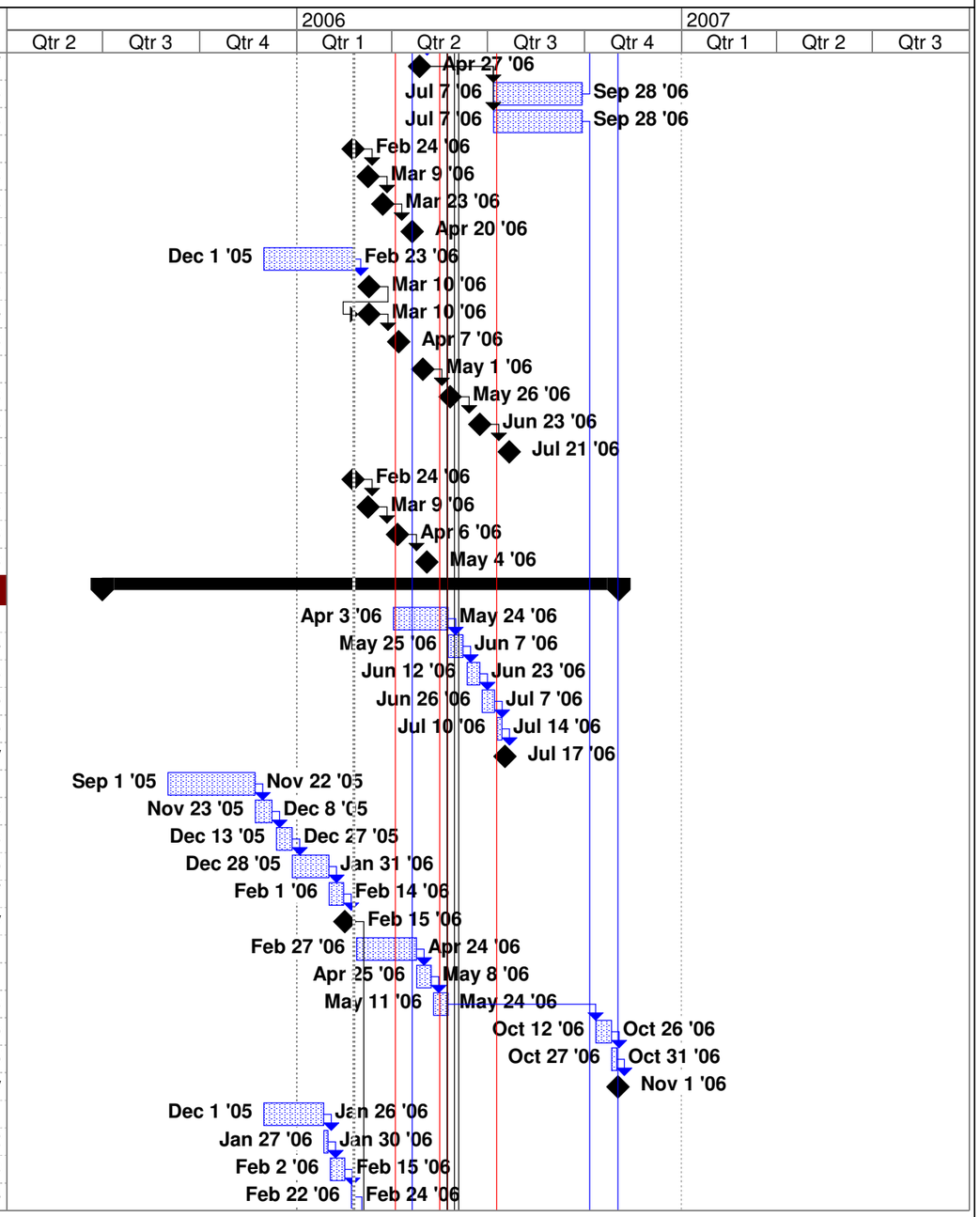
ID	Task Name	Predecessors
298	Step B Final Screening Report Submittal	297
300	Step B Report - Alt. Screening Mtgs	298FS+50 days
301	Step B Report - Alt. Screening Workshops	298FS+50 days
318	Draft Noise Section for MDR Report	
319	Final Noise Section for MDR Report	318FS+10 days
320	Draft Noise Eval. for Alternatives Screening Memo	319FS+10 days
321	Final Noise Eval. for Alternatives Screening Memo	320FS+20 days
323	Draft Vibration Sections for the MDR Report	
324	Final Vibration Sections for the MDR Report	323FS+11 days
325	Draft Vibration Eval. for Alternatives Screening Memo	324
326	Final Vibration Eval. for Alternatives Screening Memo	325FS+20 days
328	Draft Air Qual. Sections for the MDR Report	
329	Final Air Qual. Sections for the MDR Report	328FS+20 days
330	Draft Air Qual. Sections for Alt. Screening Memo	329FS+20 days
331	Final Air Qual. Sections for Alternatives Screening Memo	330FS+20 days
333	Draft Arch. Section for the MDR report	
334	Final Arch. Section for the MDR Report	333FS+10 days
335	Draft Arch. Section for Alt. Screening Memo	334FS+20 days
336	Final Arch. Section for Alt. Screening Memo	335FS+20 days
	TRANSIT PLANNING	
384	Draft Tech. Memo on 2005 Exist. Cond. Prep.	
385	Draft Tech. Memo on 2005 Exist. Cond. QAQC	384
386	Draft Tech. Memo on 2005 Exist. Cond. DOT Rev.	385FS+2 days
388	Final Tech. Memo on 2005 Exist. Cond. Prep.	386
389	Final Tech. Memo on 2005 Exist. Cond. QAQC	388
390	Final Tech. Memo on 2005 Exist. Cond. Submittal	389FS+1 day
393	Draft Tech. Memo on No Build Alt. Prep.	
394	Draft Tech. Memo on No Build Alt. QAQC	393
395	Draft Tech. Memo on No Build Alt. DOT Rev.	394FS+2 days
397	Final Tech. Memo on No Build Alt. Prep.	395
398	Final Tech. Memo on No Build Alt. QAQC	397
399	Final Tech. Memo on No Build Alt. Submittal	398FS+1 day
411	Draft Baseline Alt. Prep.	
412	Draft Baseline Alt. QAQC	411
413	Draft Baseline Alt. DOT Rev.	412FS+2 days
415	Final Baseline Alt. Prep.	413FS+5 mo
416	Final Baseline Alt. QAQC	415
417	Final Baseline Alt. Submittal	416FS+1 day
422	Draft Plan & Prof. Dwgs for Components Consid. in the Init. Set of Transit Prep.	
423	Draft Plan & Prof. Dwgs for Components Consid. in the Init. Set of Transit QAQC	422
424	Draft Plan & Prof. Dwgs for Components Consid. in the Init. Set of Transit DOT Rev.	423FS+2 days
426	Final Plan & Prof. Dwgs for Components Consid. in the Init. Set of Transit Prep.	424



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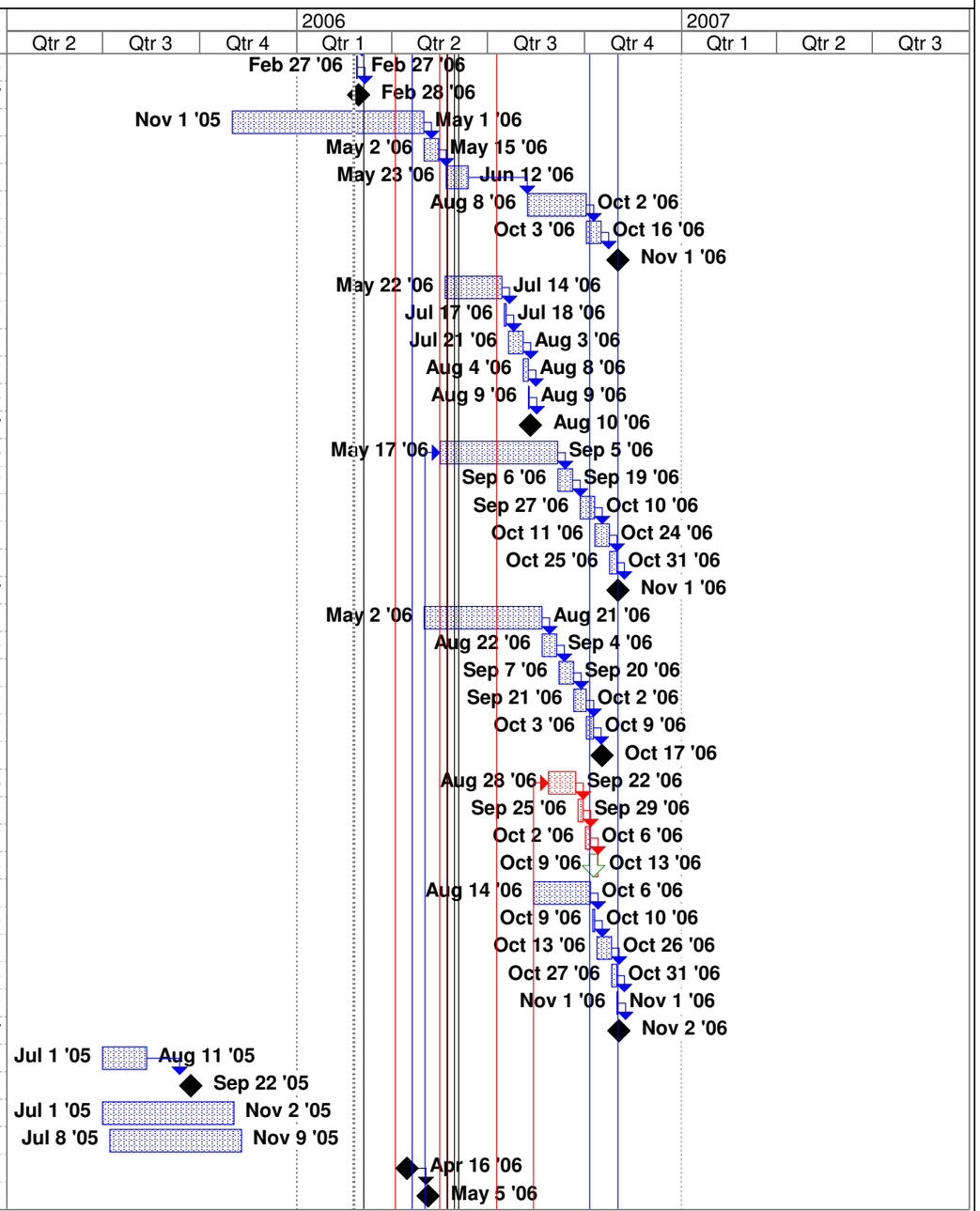
ID	Task Name	Predecessors
427	Final Plan & Prof. Dwgs for Components Consid. in the Init. Set of Transit QAQC	426
428	Final Plan & Prof. Dwgs for Components Consid. in the Init. Set of Transit Submittal	427FS+1 day
431	Draft Plan & Prof. Dwgs for Alternatives Prep.	
432	Draft Plan & Prof. Dwgs for Alternatives QAQC	431
433	Draft Plan & Prof. Dwgs for Alternatives DOT Rev.	432FS+5 days
435	Final Plan & Prof. Dwgs for Alternatives Prep.	433FS+2 mo
436	Final Plan & Prof. Dwgs for Alternatives QAQC	435
437	Final Plan & Prof. Dwgs for Alternatives Submittal	436FS+12 days
440	Draft Tech. Methods Memo Prep.	
441	Draft Tech. Methods Memo QAQC	440
442	Draft Tech. Methods Memo DOT Rev.	441FS+2 days
444	Final Tech. Methods Memo Prep.	442
445	Final Tech. Methods Memo QAQC	444
446	Final Tech. Methods Memo Submittal	445FS+1 day
449	Draft Capital Cost Est. Prep.	567SS
450	Draft Capital Cost Est. QAQC	449
451	Draft Capital Cost Est. DOT Rev.	450FS+5 days
453	Final Capital Cost Est. Prep.	451
454	Final Capital Cost Est. QAQC	453
455	Final Capital Cost Est. Submittal	454FS+1 day
458	Draft Oper. & Maint. Cost Est. Prep.	
459	Draft Oper. & Maint. Cost Est. QAQC	458
460	Draft Oper. & Maint. Cost Est. DOT Rev.	459FS+2 days
462	Final Oper. & Maint. Cost Est. Prep.	460
463	Final Oper. & Maint. Cost Est. QAQC	462
464	Final Oper. & Maint. Cost Est. Submittal	463FS+6 days
466	**CEVP Matl's Prep.**	**576SS**
467	**CEVP Matl's QAQC**	**466**
468	**CEVP Matl's DOT Rev.**	**467**
469	**CEVP Participation**	**468**
476	Draft Alt. Screening Prep.	
477	Draft Alt. Screening QAQC	476
478	Draft Alt. Screening DOT Rev.	477FS+2 days
480	Final Alt. Screening Prep.	478
481	Final Alt. Screening QAQC	480
482	Final Alt. Screening Submittal	481FS+1 day
484	Alt. Analysis Report - Transit Chapters	
485	Final Alt. Analysis Report - Transit Chapters	484FS+30 days
487	Station Area Planning	
488	Capital Facilities Planning	
506	Draft 2030 Update to Travel Markets Technical Memorandum	
507	Draft 2030 Update to Travel Markets Technical Memorandum	506FS+15 days



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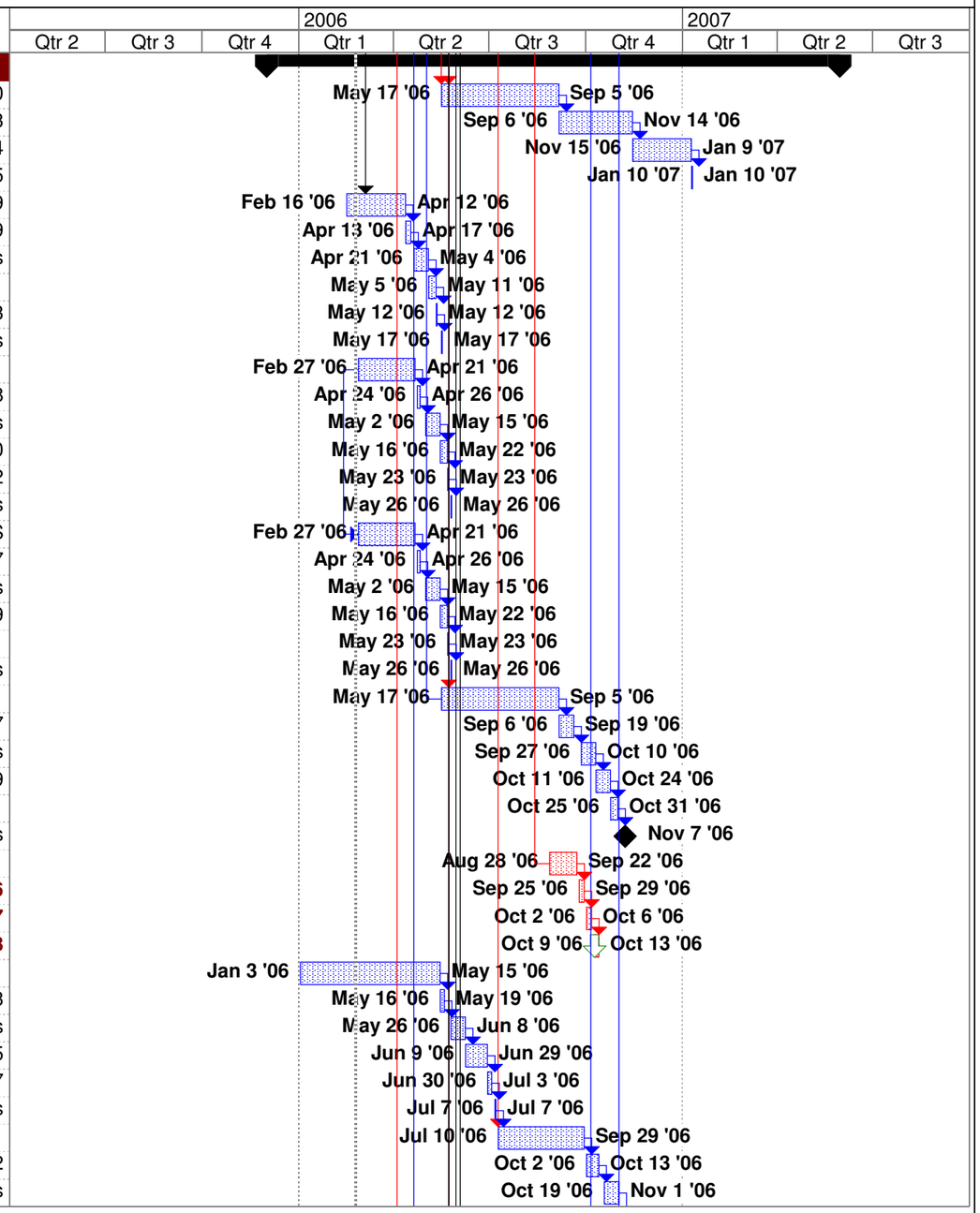
ID	Task Name	Predecessors
	HIGHWAY PLANNING AND ENGINEERING	
533	Pkgd Alt. Design	531,520
534	Alt. Screening	533
535	Screened Alt. Approval	534
536	Alternatives avail. for DEIS	535
539	Draft No Build Memo Prep.	399
540	Draft No Build Memo QAQC	539
541	Draft No Build Memo DOT Rev.	540FS+3 days
543	Final No Build Memo Prep.	541
544	Final No Build Memo QAQC	543
545	Final No Build Memo Submittal	544FS+2 days
548	Draft Crossing Aesth. Memo Prep.	
549	Draft Crossing Aesth. Memo QAQC	548
550	Draft Crossing Aesth. Memo DOT Rev.	549FS+3 days
552	Final Bridge Aesth. Memo Prep.	550
553	Final Bridge Aesth. Memo QAQC	552
554	Final Bridge Aesth. Memo Submittal	553FS+2 days
557	Draft Landside Aesth. Assessment Memo Prep.	548SS
558	Draft Landside Aesth. Assessment Memo QAQC	557
559	Draft Landside Aesth. Assessment Memo DOT Rev.	558FS+3 days
561	Final Landside Aesth. Assessment Memo Prep.	559
562	Final Landside Aesth. Assessment Memo QAQC	561
563	Final Landside Aesth. Assessment Memo Submittal	562FS+2 days
567	Draft Conceptual Cost Est. Prep.	531
568	Draft Conceptual Cost Est. QAQC	567
569	Draft Conceptual Cost Est. DOT Rev.	568FS+5 days
571	Final Conceptual Cost Est. Prep.	569
572	Final Conceptual Cost Est. QAQC	571
573	Final Conceptual Cost Est. Submittal	572FS+5 days
576	**CEVP Matl's Prep.**	
577	**CEVP Matl's QAQC**	576
578	**CEVP Matl's DOT Rev.**	577
579	**CEVP Participation**	578
583	Draft Records Search Exist. Storm Water Memo Prep.	
584	Draft Records Search Exist. Storm Water Memo QAQC	583
585	Draft Records Search Exist. Storm Water Memo DOT Rev.	584FS+4 days
587	Final Records Search Exist. Storm Water Memo Prep.	585
588	Final Records Search Exist. Storm Water Memo QAQC	587
589	Final Records Search Exist. Storm Water Memo Submittal	588FS+3 days
592	Draft Conceptual Storm Water Memo Prep.	589,531
593	Draft Conceptual Storm Water Memo QAQC	592
594	Draft Conceptual Storm Water Memo DOT Rev.	593FS+3 days



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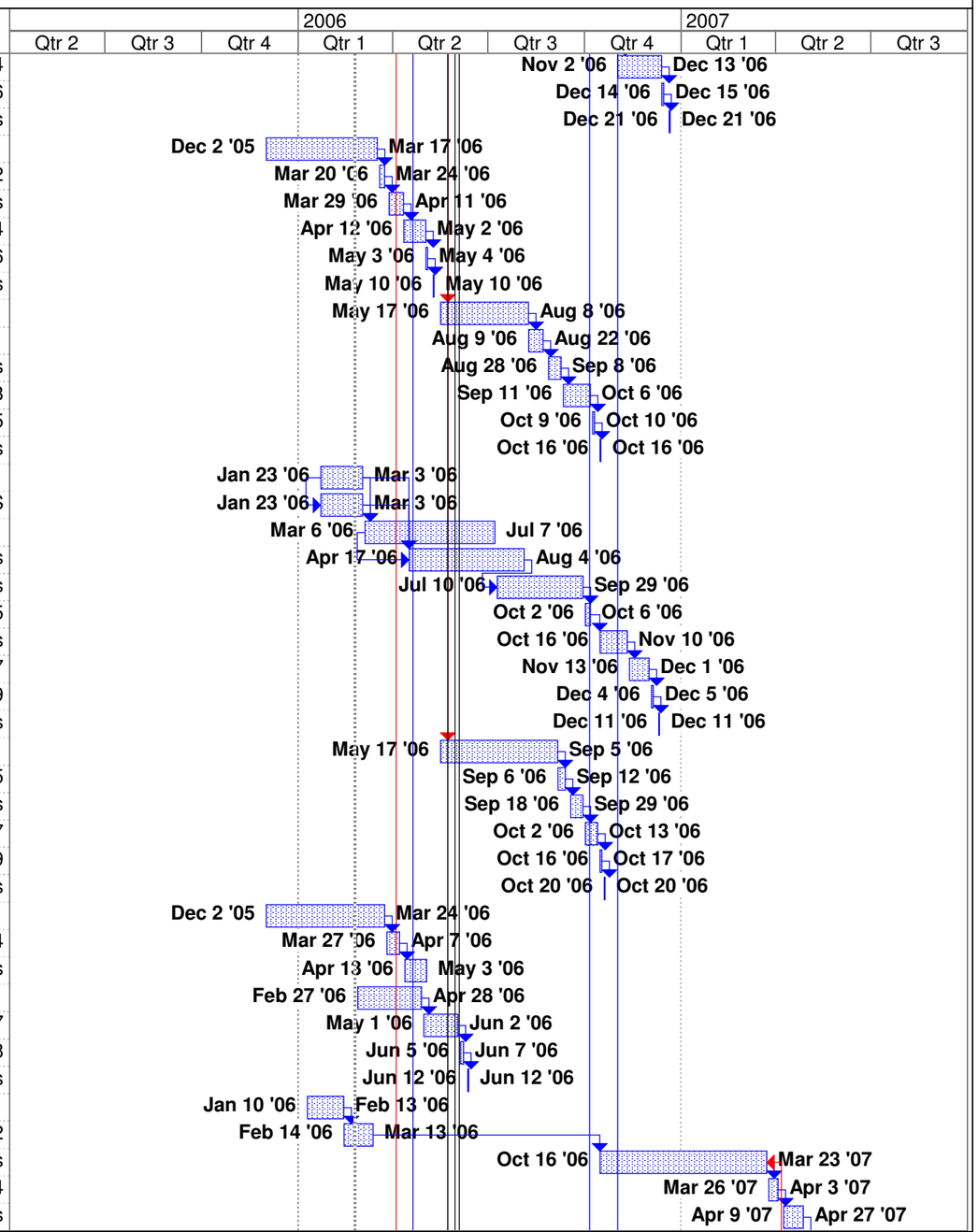
ID	Task Name	Predecessors
596	Final Conceptual Storm Water Memo Prep.	594
597	Final Conceptual Storm Water Memo QAQC	596
598	Final Conceptual Storm Water Memo Submittal	597FS+3 days
602	Draft Exist. Util. Search Memo Prep.	
603	Draft Exist. Util. Search Memo QAQC	602
604	Draft Exist. Util. Search Memo DOT Rev.	603FS+2 days
606	Final Exist. Util. Search Memo Prep.	604
607	Final Exist. Util. Search Memo QAQC	606
608	Final Exist. Util. Search Memo Submittal	607FS+3 days
611	Draft Conceptual Util. Reloc. Memo Prep.	531
612	Draft Conceptual Util. Reloc. Memo QAQC	611
613	Draft Conceptual Util. Reloc. Memo DOT Rev.	612FS+3 days
615	Final Conceptual Util. Reloc. Memo Prep.	613
616	Final Conceptual Util. Reloc. Memo QAQC	615
617	Final Conceptual Util. Reloc. Memo Submittal	616FS+3 days
620	Establish ROW Proj. Control	
621	Research ROW Survey & Deed Records	620SS
622	ROW Field Survey	620,621
623	ROW & Prop. Line Resolution	620,621,622SS+6 wks
625	Draft Exist. ROW Plans Prep.	623FS-4 wks
626	Draft Exist. ROW Plans QAQC	625
627	Draft Exist. ROW Plans DOT Rev.	626FS+5 days
629	Final Exist. ROW Plans Prep.	627
630	Final Exist. ROW Plans QAQC	629
631	Final Exist. ROW Plans Submittal	630FS+3 days
635	Draft Traffic Staging Memo Prep.	531
636	Draft Traffic Staging Memo QAQC	635
637	Draft Traffic Staging Memo DOT Rev.	636FS+3 days
639	Final Traffic Staging Memo Prep.	637
640	Final Traffic Staging Memo QAQC	639
641	Final Traffic Staging Memo Submittal	640FS+2 days
644	Draft Existing Geotechnical Database Memo Preparation	
645	Draft Existing Geotechnical Database Memo QAQC	644
646	Draft Existing Geotechnical Database Memo DOT Review	645FS+3 days
647	Develop Interim Geotechnical Design Parameters	
648	Final Existing Geotechnical Database Memo Preparation	647
649	Final Existing Geotechnical Database Memo QAQC	648
650	Final Existing Geotechnical Database Memo Submittal	649FS+2 days
652	Design Code review and PSHA Survey	
653	Interagency Seismic Design MOU	652
654	Draft Seismic Design Criteria Memo Preparation	653,674FF-13 wks
655	Draft Seismic Design Criteria Memo QAQC	654
656	Draft Seismic Design Criteria Memo DOT Review	655FS+3 days



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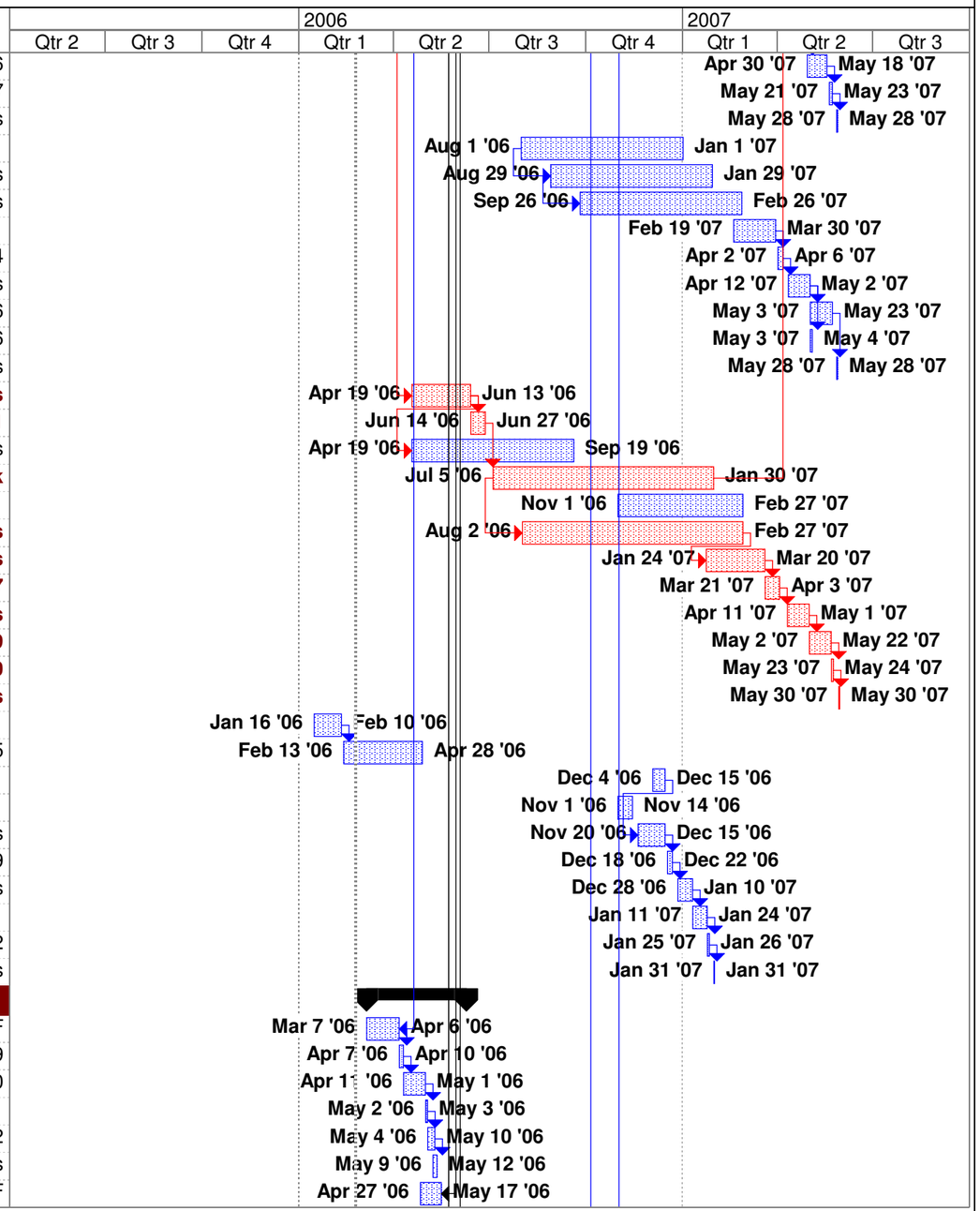
ID	Task Name	Predecessors
657	Final Seismic Design Criteria Memo Preparation	656
658	Final Seismic Design Criteria Memo QAQC	657
659	Final Seismic Design Criteria Memo Submittal	658FS+2 days
661	Geology description	
662	Geologic Hazards Analysis	661SS+4 wks
663	Hazard Mitigation Analysis	662SS+4 wks
664	Draft Project Geology Memo Preparation	
665	Draft Project Geology Memo QAQC	664
666	Draft Project Geology Memo DOT Review	665FS+3 days
667	Final Project Geology Memo Preparation	666
668	Final Project Geology Memo QAQC	666
669	Final Project Geology Memo Submittal	667FS+2 days
671	**Exploration Plan Development**	**531FS-4 wks**
672	**DOT Exploration Plan Approval**	**671**
673	Permits and Right-of-Entry Preparation and Approvals	671FS-8 wks
674	**Field Work**	**672FS+1 wk**
675	In-water Work Window	
676	**Lab Work**	**674SS+4 wks**
677	**Draft Geotechnical Report Preparation**	**676FS-5 wks**
678	**Draft Geotechnical Report QAQC**	**677**
679	**Draft Geotechnical Report DOT Review**	**678FS+5 days**
680	**Final Geotechnical Report Preparation**	**679**
681	**Final Geotechnical Report QAQC**	**680**
682	**Final Geotechnical Report Submittal**	**681FS+3 days**
685	Initial Bathymetric Imaging, Surveying and Geophysical Investigation	
686	Initial Results Memoranda	685
687	Acoustic Doppler Current Profiling	
688	Bottom Sediment Characterization	
689	Draft Bathymetric Survey Report Preparation	687FS-4 wks
690	Draft Bathymetric Survey Report QAQC	689
691	Draft Bathymetric Survey Report DOT Review	690FS+3 days
692	Final Bathymetric Survey Report Preparation	691
693	Final Bathymetric Survey Report QAQC	692
694	Final Bathymetric Survey Report DOT Review	693FS+2 days
	INTERDISCIPLINARY COORDINATION, DOCUMENTATION, AND STRATEGIES	
719	Develop Methodology for alt packages	714FF
720	Packages Charette #1	719
721	Fine tune packages	720
722	Packages Charette #2	721
723	Finalize draft packages	722
724	Prepare PP- packaging	723FS-2 days
725	PDT to task force meetings-packaging 1	734SF



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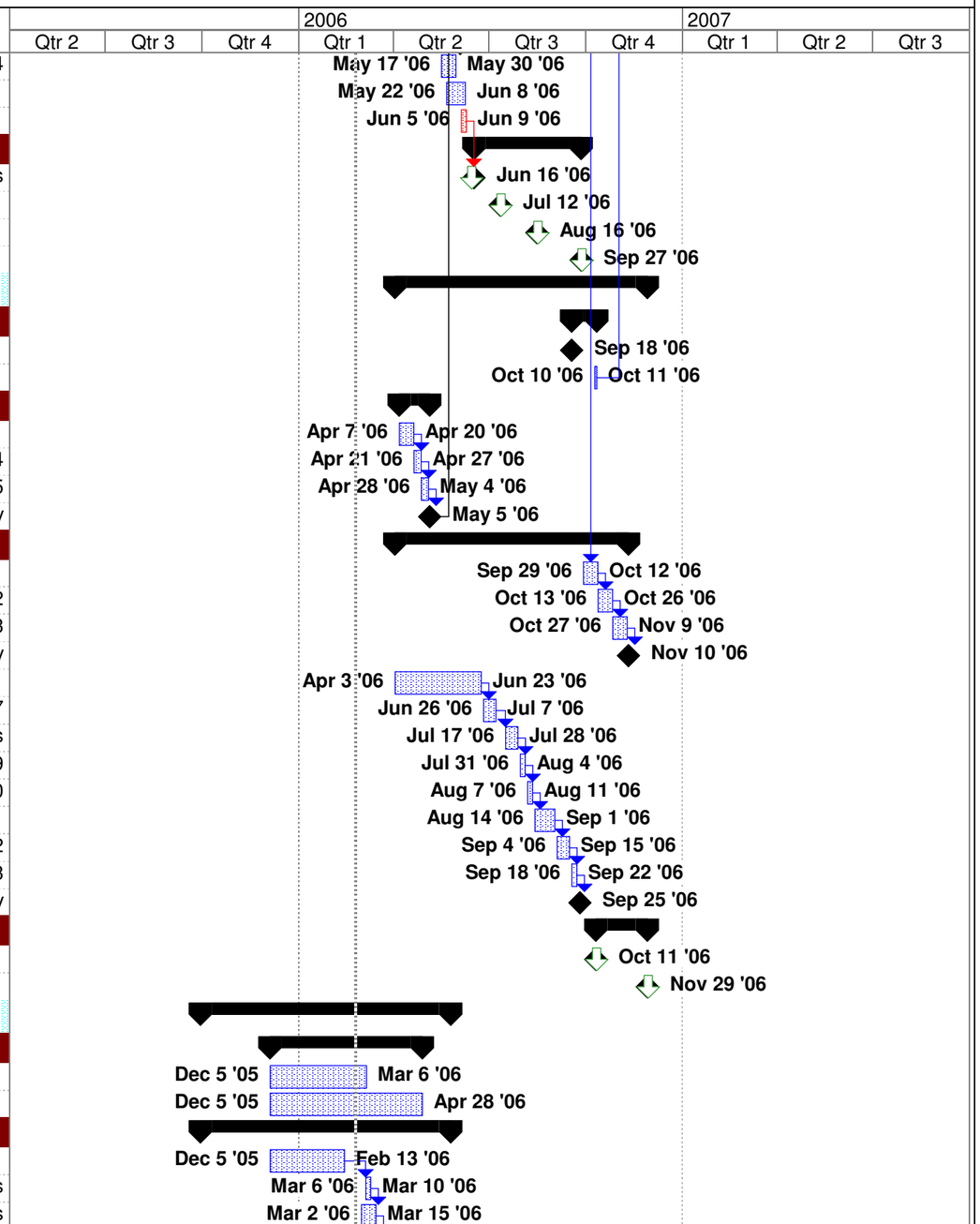
ID	Task Name	Predecessors
726	Revise/Finalize packages	734
727	PDT to task force meetings- packaging 2	
728	**Public Open Houses-Packages**	
	TASK FORCE	
735	Task Force Mtg June 14, 2006	728FS+5 days
736	Task Force Mtg July 12, 2006	
737	Task Force Mtg August 16, 2006	
738	Task Force Mtg September 27, 2006	
	Adopt Preferred Alternative	
	COMMUNICATIONS	
97	Newsletter # 5 Initiation	
98	Newsletter #5 Mailing	
	TRANSPORTATION PLANNING	
134	Draft Data Needs Summary Memo Prep.	
135	Draft Data Needs Summary Memo QA/ QC	134
136	Draft Data Needs Summary Memo DOT Rev.	135
137	Final Data Needs Summary Memo Submittal	136FS+1 day
	ENVIRONMENTAL	
302	Step B Report - Environ. Screening Memo	301
303	Step B Report - QA / QC Reviews	302
304	Step B Report - Revisions	303
305	Alternatives Screening Report	304FS+1 day
307	Draft DEIS Framework Preparation	
308	Draft DEIS Framework QA / QC Review	307
309	Draft DEIS Framework DOT Review	308FS+5 days
310	Final DEIS Framework Preparation	309
311	Final DEIS Framework QA / QC	310
312	Final DEIS Framework Project Sponsors, FTA, FHWA Review	311
313	Finalized DEIS Framework	312
314	Finalized DEIS Framework QA / QC	313
315	Finalized DEIS Framework Submittal	314FS+1 day
	TASK FORCE	
739	Task Force Mtg October 11, 2006	
740	Task Force Mtg November 29, 2006	
	Project and Task Management	
	PROJECT MANAGEMENT	
3	Draft IGAs	
4	Draft Stewardship Agreements	
	PROJECT CONTROLS	
7	Baseline Schedule Preparation	
8	Baseline Schedule QA / QC	7FS+14 days
9	Baseline Schedule DOT Review	8FS+3 days



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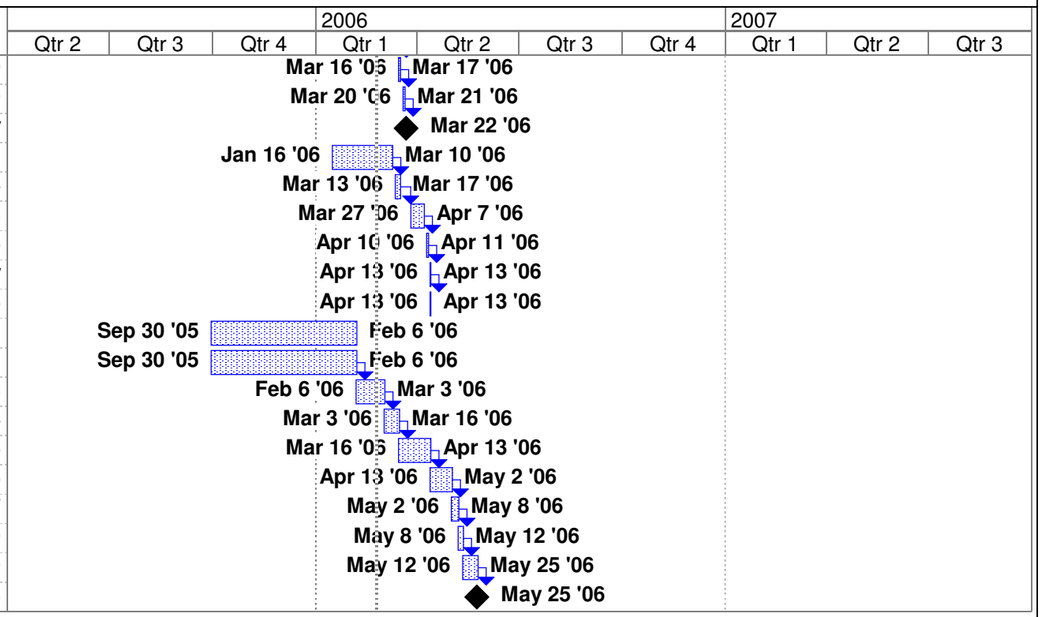
ID	Task Name	Predecessors
10	Final Baseline Schedule Prepartion	9
11	Final Baseline Schedule QA / QC	10
12	Final Baseline Schedule Submittal	11FS+1 day
14	Baseline Budget Preparation	
15	Baseline Budget QA / QC	14
16	Baseline Budget DOT Review	15FS+5 days
17	Baseline Budget Preparation	16
18	Final Baseline Budget QA / QC	17FS+1 day
19	Final Baseline Budget Submittal	18
22	Draft PMP Prepartion	
23	QA / QC Plan Prepartion	
24	QA / QC Plan QA / QC Review	23
25	Integration of QA / QC Plan into PMP	24
26	PMP QA/ QC Review	25
27	PMP DOT Review	26
29	Final PMP Preperation	27
30	Final QA / QC Review	29
31	Final DOT Review	30
32	PMP Submittal Version 1	31FS+5 days



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COLUMBIA RIVER CROSSING QUALITY ASSURANCE MANUAL

Technical Manual

June 2006

Columbia River CROSSING

Title VI

The Columbia River Crossing project team ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally assisted programs and activities.

Americans with Disabilities Act (ADA) Information

If you would like copies of this document in an alternative format, please call the Columbia River Crossing Project office at (360) 737-2726 or (503) 256-2726.

TABLE OF CONTENTS

ACRONYMS

AFR	Audit Finding Report
CRC QM	Quality Assurance Manager
EIS	Environmental Impact Statement
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
NCR	Non Conformance Report
PMP	Project Management Plan
QA	Quality Assurance
QC	Quality Control
QAM	Quality Assurance Manual

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1. Management Commitment Statement

The quality of the Columbia River Crossing project is the ultimate measure by which taxpayers of Oregon and Washington, and all people who will ultimately use this new facility, will judge the success of the project. It is the policy of the project team that the project will be planned and constructed with the highest regard for quality in all areas such as environmental, scheduling, design (both preliminary and final), geotechnical investigations, surveys, bidding, construction, maintenance, and ongoing serviceability and usability for years to come.

Quality assurance practices provide one of the most effective means of controlling, guiding, and improving planning, environmental concerns, scheduling, design, safety costs, reliability, construction quality, and longevity of the project. As such, the Columbia River Crossing project team considers the use and implementation of sound quality assurance practices to be of the utmost importance and a critical element in the delivery of the Columbia River Crossing project.

The Project Management team will identify quality objectives, specify quality-related activities, and oversee solutions to any and all issues to achieve these objectives, and will assign responsibilities for implementation and successful completion of the project.

It is the intent of the Columbia River Crossing project that quality assurance be a team effort encompassing all persons and organizations participating in the development of the project from initiation to completion. The entire project team—in providing management, planning, scheduling, design, construction, consulting, or other services—is responsible for producing quality results, and is committed to the full and faithful execution of the Columbia River Crossing Quality Assurance Program.

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2. Introduction

As an obligation to the people of Oregon and Washington, the Federal Highway Administration (FHWA), and the Federal Transit Administration (FTA), as well as funding requirements relating to grantees undertaking capital programs, the Columbia River Crossing quality management team is required to prepare a Project Management Plan (PMP) that includes a quality program comprised of written quality policies and procedures, as well as identification of a management team that supports and takes responsibility for quality and personnel who undertake quality assurance (QA) and quality control (QC) activities. The overall requirements of the project's QA program are outlined in the PMP. The Columbia River Crossing Quality Assurance Manual (QAM) provides further requirements, responsibilities, and definitions for the implementation of the project's quality program.

The Columbia River Crossing Quality Assurance Program provides for the implementation of administrative and quality control measures during preliminary investigations, Environmental Impact Statement (EIS), and preliminary engineering design. The controls established within the QAM will facilitate early identification of conditions that might, if not identified, adversely affect satisfactory completion of the project or this phase of the project. The administrative and control measures adopted by the Columbia River Crossing project team will be prepared and implemented in such a manner as to contribute to and document the successful completion of a safe, reliable, economical, and convenient public transit/transportation system.

Throughout the Columbia River Crossing project, all proposal document(s) and contract(s) for engineering or other required services will be reviewed to determine the level of quality-related activities required to be implemented by the QAM. The quality program for each phase or contract is to be based on its size, complexity, uniqueness, and impact on the safe and efficient preliminary design of the Columbia River Crossing project.

The controls necessary for preserving the integrity of quality-related activities and the required documentation of the results are categorized as follows:

- documentation to include a review of the EIS and studies leading to its preparation;
- public involvement efforts at all levels;
- project planning and implementation;
- financial plan development;
- preliminary engineering design; and
- preliminary contract documents to verify that all quality aspects have been considered.

2.1 PURPOSE/OBJECTIVE

The purpose of the QAM is to provide the processes for implementation of the Columbia River Crossing Quality Assurance Program (QA program) through written procedures, plans, and audits, including the documentation of such activities. The objective is to attain the required level

of quality during preliminary investigations, EIS development, public input, and preliminary design.

2.2 SCOPE

The QA program encompasses all activities related to the initial planning, public involvement, preliminary and final site investigation, environmental concerns, and preliminary design of the project. Consultants (including sub-consultants) will conform to the applicable QA program requirements, or utilize approved QC procedures for their work.

It is the intent of the Columbia River Crossing Quality Assurance Manager (CRC QM) and the Columbia River Crossing project team to ensure that the agency has an effective and complete QA program throughout the entire course of the project. As such, each consultant/sub-consultant will be required to abide by the PMP. Their submittal(s) will be reviewed by the CRC QM and other Columbia River Crossing representatives, as required, for comment, approval, and acceptance prior to implementation. The basis for the review, approval, and acceptance may include this document, States of Oregon and Washington guidelines and requirements, FTA quality guidelines of the quality-related specification sections in the contract documents, and other documents and requirements as deemed necessary.

2.3 RESPONSIBILITIES

The CRC QM is responsible for the administration of the QAM. The CRC QM has been delegated the authority and organizational freedom to:

- Identify and evaluate any and all quality problems; and
- Initiate, recommend, or provide solutions and to control further preliminary design, investigations, public input, etc, of non-conforming or deficient items or services until proper disposition is obtained.

The CRC QM will ensure that schedule and cost considerations do not compromise quality and will have complete, unhindered, and ready access to the Project Manager to report on quality concerns. The CRC QM reports administratively to the Project Manager.

2.4 IMPLEMENTATION

The Columbia River Crossing QAM will be implemented in accordance with the project's needs and the procedures contained in this document. The CRC QM has the responsibility to review project proposal documents in order to identify which sections of this QAM are applicable. The need for developing and providing a consultant/sub-consultant QA/QC program(s) will be included in all requests for proposals, as required.

2.5 REVISIONS

Revisions to and maintenance of the QAM are the responsibility of the CRC QM in collaboration with the Project Manager. Revisions will be made as they become necessary. An overall review of the program will be made annually, or more often if necessary, to determine if any revisions are warranted. The CRC QM will perform changes to the QAM. The QAM is a Columbia River Crossing controlled document. Revisions to the program will also be distributed as a controlled document.

Whenever revisions occur, all holders of copies will be distributed copies of the revised procedure.

2.6 PRECEDENCE

In the event that there is any discrepancy between the PMP and this QAM, the PMP will take precedence, and either or both documents will be subsequently revised to return the two documents to alignment.

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3. QUALITY ASSURANCE PROGRAM IMPLEMENTATION

3.1 Management Responsibility

3.1.1 Purpose

This section describes the management responsibility, organizational structure, and chain of command for QA/QC activities to be implemented during the preliminary design of the Columbia River Crossing project by the consultants, sub-consultants, and others involved in the successful completion of the Columbia River Crossing project.

3.1.2 Scope

These QA requirements apply to Columbia River Crossing and its consultants, sub-consultants, and all others who will perform activities that affect the overall quality of the project.

3.1.3 Policy

Authority, accountability, and responsibility of the Columbia River Crossing QA team must be identified for each organization, consultant, and sub-consultant. The management structure, function, and chain of command of each contributing organization should be clearly established.

3.1.4 Quality Program Procedures

Organization

The structure for any organization assigned to perform work affecting quality will be that organization's responsibility, subject to approval by the CRC QM or those delegated by the Columbia River Crossing project team. Each QC program and staff organization will be structured in such a manner that:

1. Quality is achieved and maintained by those who have been assigned responsibility for performing the work. This may be accomplished by utilization of QC plans and procedures already in place or by use of those embodied in the overall Columbia River Crossing QA program.

2. The organization responsible for quality will have sufficient authority, access to work areas, and organizational independence to identify quality problems, verify implementation of solutions, and assure that further processing or delivery is controlled until proper disposition of a deficiency, nonconformance, or unsatisfactory condition has been completed.

3. Appropriately qualified personnel will verify compliance with all aspects of the QA/QC program. To determine its effectiveness, they will perform planned and scheduled audits.

Personnel who do not have direct responsibility for performing the activities being audited will perform these audits in accordance with the Columbia River Crossing project's written procedures and/or checklists. Audit results will be documented and reported to and reviewed by the CRC QM and responsible management. Follow-up responses and corrective actions will be implemented where appropriate.

4. Quality achievement is verified via quality audits, quality surveillance, and first-level QC reviews of work products performed by persons or organizations not directly responsible for performing the work.

5. Quality verification persons or organizations will report to a level of management that provides sufficient authority and organizational freedom to assure that appropriate action is taken to resolve conditions adverse to quality.

Program Assessment

The adequacy and effectiveness of the project quality program will be regularly and formally assessed by the management of organizations implementing the programs and by the CRC QM.

3.1.5 Responsibilities

The Project Manager is ultimately responsible for the overall quality of the Columbia River Crossing project.

The Project Manager has assigned the responsibility of assuring the development, establishment, implementation, and evaluation of the project's QA program to the CRC QM.

The CRC QM is responsible for:

- Assuring that the project's QA program is established and maintained.
- Providing consultation and direction regarding quality issues to design, and other project tasks.
- Monitoring the quality program implementation and evaluating adequacy and effectiveness.
- Coordination of the project's QA program with the consultants' QA/QC plans to ensure that Columbia River Crossing project quality policies are not compromised.
- Resolving conflicts regarding the intent of the QA program.
- Review and approval of consultants' and sub-consultants' QA programs for compliance.

The CRC QM is provided with the complete organizational freedom to investigate quality-related activities in all areas of the project and to identify any quality problems. The CRC QM retains authority to control further preliminary design, investigations, and/or public input of a nonconforming or deficient item or service until proper disposition has been obtained; to initiate, recommend, or provide solutions; and to verify implementation of solutions. In matters of quality, the CRC QM will have complete and ready access to the Project Manager and Task Managers.

Any decision made by the CRC QM regarding the applicability or interpretation of the QA program to consultants, sub-consultants, or others who may work on the project is subject to review only by the Project Manager.

The CRC QM reports to the Project Manager for administration purposes.

Refer to the PMP for a current organizational chart of specific flow of responsibility.

Attachments

None

3.2 Quality Assurance Program and Documentation

3.2.1 Purpose

This section describes the Columbia River Crossing project QA program and assigns responsibility for developing, approving, and implementing quality procedures.

3.2.2 Scope

The QA program described here applies to all project quality-dependent activities and participants.

3.2.3 Policy

The Quality Policy Statement requires a QA program to ensure that the expected level of quality is achieved. Implementation of the Columbia River Crossing QA program is described throughout this QAM.

3.2.4 Plans and Procedures

The QA program for the Columbia River Crossing project consists of three elements, as follows:

1. The governing policies and general requirements specified in the PMP's Quality Policy Statements and this QAM.

2. A Quality Assurance/Quality Control Plan prepared specifically for major tasks for consultants and sub-consultants.

3. Supplemental plans, procedures, or instructions that describe how additional quality-related activities are to be performed, implemented, and verified.

The requirement for implementing an effective QA/QC program will be included in all task order scoping documents.

QA program policies will comply with FTA quality assurance guidelines, quality-related requirements of the contract documents, and other documents or requirements as deemed necessary.

Consultants and sub-consultants will each be required to adhere to the requirements and standards set forth in this QAM and their own internal quality control programs, which will be reviewed and approved by the CRC QM.

All task-specific QC plans must meet the following minimum requirements:

1. Have been reviewed by task managers within the last 12 months.
2. Include provisions for annual review.
3. Be distributed to key project personnel.
4. Include QC procedures for independent or peer review of compiled data, calculations, technical reports, and drawings.
5. Provide for appropriate documentation of undertaking QC activities and written responses to review comments such that quality program implementation can be audited or verified.

Task QC plans will include appropriate approval signatures and must be submitted to the CRC QM for review, comment, and approval. The CRC QM will confer with the Project Manager prior to the issuance of a final decision on acceptance or rejection of the proposed QC plan.

The Columbia River Crossing QA program will be subject to an annual review.

This QAM will be evaluated by Columbia River Crossing upper management to ensure adequacy and effectiveness of policies and personnel.

Consultants' QA/QC plans will be reviewed by the CRC QM to assess the adequacy and effectiveness of policies and personnel.

3.2.5 Responsibilities

The CRC QM's responsibilities are outlined in Section 3.1.5

Columbia River Crossing personnel performing quality functions will be qualified by training and/or experience and be subject to the approval of the CRC QM.

Consultants are responsible for developing, implementing, and maintaining a QA/QC plan that satisfies the requirements of their current contract documents. In the event a consultant subcontracts a portion of the work, the accountability for the QA/QC plan remains with the primary consultant. The primary consultant may, however, delegate responsibility for portions of the plan to the performing sub-consultant, subject to CRC QM approval.

Attachments

None

3.3 Design Control

3.3.1 Purpose

This section describes the requirements for the quality control of design activities associated with the Columbia River Crossing project. Further clarification for design activity requirements can be found in the Technical Document Preparation Quality Control Plan.

3.3.2 Scope

These requirements apply to all transportation activities, both within the Columbia River Crossing office and the offices of any consultant/sub-consultant.

3.3.3 Policy

All design consultants and sub-consultants are required to conform to the QAM, approved by CRC QM, and to govern their work in accordance with this QAM.

3.3.4 Procedures

Preliminary design work will be governed by the most current revision of Columbia River Crossing project Preliminary Design Procedure.

3.3.5 CRC Quality Assurance

The CRC QM will perform audits and/or surveillance of the preliminary design QC process to verify that the QC plan has been implemented. QA activities will include sampling design documents for adequacy and completeness. QA staff will also examine the consultants' QC documentation to verify that the QC records are complete.

3.3.6 Responsibility

The Columbia River Crossing Task Managers are responsible to develop, implement, and maintain review procedures for their assigned work. This includes internal QC review of deliverables according to the requirements of the PMP and the QAM. The Columbia River Crossing Task Managers will designate staff responsible for review of designated deliverables.

In addition, Task Managers will participate to the extent necessary in reviews by Columbia River Crossing project team members exterior to the task groups (DOT, etc.) and in reviews performed by outside entities such as those required by the InterCEP Agreement.

The CRC QM is responsible for verification of all review procedures and disposition of quality issues.

Attachments

None

3.4 Environmental

3.4.1 Purpose

This section describes the requirements for the quality control of environmental activities associated with the project. Further clarification for environmental activity requirements can be found in the Environmental Products Quality Control Procedure.

3.4.2 Scope

These requirements apply to all environmental deliverables produced by Columbia River Crossing project consultants.

3.4.3 Policy

All environmental consultants and sub-consultants are required to conform to the QAM, approved by CRC QM, and to govern their work in accordance with this QAM.

3.4.4 Quality Control Procedures

Environmental work will be governed by the most current revision of Environmental Products Quality Control Procedure.

3.4.5 CRC Quality Assurance

The CRC QM will perform audits and/or surveillance of the environmental QC process to verify that the QC plan has been implemented. QA activities will include sampling environmental documents for adequacy and completeness. QA staff will also examine the consultants' QC documentation to verify that the QC records are complete.

3.4.6 Responsibility

The Columbia River Crossing Task Managers are responsible to develop, implement, and maintain a procedure for their assigned work. This includes internal QC review of deliverables according to the requirements of the PMP and the QAM. The Columbia River Crossing Task Managers will designate staff responsible for review of designated deliverables.

In addition, Task Managers will participate to the extent necessary in reviews by Columbia River Crossing project team members exterior to the Task Groups and in reviews performed by outside entities such as those required by the InterCEP Agreement.

The CRC QM is responsible for verification of all internal QC review procedures for environmental documents and disposition of quality issues.

Attachments

None

3.5 Transportation

3.5.1 Purpose

This section describes the requirements for the quality control of transportation activities associated with the project. Further clarification for transportation activity requirements can be found in the Technical Document Preparation Quality Control Plan..

3.5.2 Scope

These requirements apply to all transportation activities, both within the Columbia River Crossing office and the offices of any consultant/sub-consultant.

3.5.3 Policy

All transportation consultants and sub-consultants are required to conform to the QAM, approved by CRC QM, to govern their work in accordance with this QAM.

3.5.4 Procedures

Transportation work will be governed by the most current revision of Technical Document Preparation Quality Control Plan.

The CRC QM will perform audits and/or surveillance of the transportation QC process to verify that the QC plan has been implemented. QA activities will include sampling transportation documents for adequacy and completeness. QA staff will also examine the consultants' QC documentation to verify that the QC records are complete.

3.5.5 Responsibility

The Columbia River Crossing Task Managers are responsible to develop, implement, and maintain a procedure for their assigned work. This includes internal QC review of deliverables according to the requirements of the PMP and the QAM. The Columbia River Crossing Task Managers will designate staff responsible for review of designated deliverables.

In addition, Task Managers will participate to the extent necessary in reviews by Columbia River Crossing project team members exterior to the task groups (DOT, etc.) and in reviews performed by outside entities such as those required by the InterCEP Agreement.

The CRC QM is responsible for verification of all internal QC procedures relating to transportation planning and work products and disposition of quality issues.

Attachments

None

3.6 Transit

3.6.1 Purpose

This section describes the requirements for the quality control of transit activities associated with the project. Further clarification for transit activity requirements can be found in the Technical Document Preparation Quality Control Plan.

3.6.2 Scope

These requirements apply to all transportation activities, both within the Columbia River Crossing office and the offices of any consultant/sub-consultant.

3.6.3 Policy

All transit consultants and sub-consultants are required to conform to the QAM, approved by CRC QM, and to govern their work in accordance with this QAM.

3.6.4 Procedures

Transit work will be governed by the most current revision of Technical Document Preparation Quality Control Plan.

The CRC QM will perform audits and/or surveillance of the transit QC process to verify that the QC plan has been implemented. QA activities will include sampling transit documents for adequacy and completeness. QA staff will also examine the consultants' QC documentation to verify that the QC records are complete.

3.6.5 Responsibility

The Columbia River Crossing Task Managers are responsible to develop, implement, and maintain a procedure for their assigned work. This includes internal QC review of deliverables according to the requirements of the PMP and the QAM. The Columbia River Crossing Task Managers will designate staff responsible for review of designated deliverables.

In addition, Task Managers will participate to the extent necessary in reviews by Columbia River Crossing project team members exterior to the task groups (DOT, etc.) and in reviews performed by outside entities such as those required by the InterCEP Agreement.

The CRC QM is responsible for verification of all internal QC review procedures relating to transit planning and work products and disposition of quality issues.

Attachments

None

3.7 Document Control

3.7.1 Purpose

This section describes the processes utilized for the systematic control of documents as further described by Columbia River Project Management Plan.

3.7.2 Scope

These requirements apply to all agency staff or consultant/sub-consultant-prepared documents that are issued as Columbia River Crossing project documents and all documents received by the project.

3.7.3 Policy

Project documents will be controlled in accordance with established document control procedures, and quality control measures will be used to verify conformance as outlined in Section 3.2 above.

3.7.4 Procedures

Document Control: The PMP includes requirements for control of documents. An electronic database will be used for cataloging both incoming and outgoing documents. Documents will be assigned a control number for identification and filing. Document control files will be centralized.

Consultants and contractors for the project will be required to develop a filing system for their documents. All project documents sent to the Columbia River Crossing project office or developed for Columbia River Crossing project's issuance will be incorporated into Columbia River Crossing's document control system and central files. Preliminary drawings will be handled separately and are discussed below.

Drawing Control: Columbia River Crossing has established a computerized, internet-based database system for storage, distribution, and management of all project engineering drawings. Consultants are provided access rights to read and/or write to the files, depending on assigned "ownership" of the individual drawing. Drawings are checked out during design activity and are checked back in no more than three days later. Final drawing production and distribution is the responsibility of Columbia River Crossing project team.

Drawings checked back into the database will be checked by Columbia River Crossing Task Managers for adherence to reviewed standards as follows:

- Reference files will be reviewed on the system before being returned to the database.
- Sheet files will be plotted and reviewed to confirm acceptability.
- Random check plot reviews will be conducted on an ongoing basis.

Quality Assurance: The project document control system and the contractor's document and drawing control systems will be subject to review by the CRC QM at any time.

3.7.5 Responsibility

The Project Controls Manager is responsible for development and implementation of the document control system. Consultant and sub-consultant project managers are responsible for organization and control of their internal files and for providing required project documents to the Project Controls Manager for inclusion in the document control system.

The Columbia River Crossing CADD Systems Manager is responsible for the drawing management system.

The CRC QM is responsible for QA verification of the document and drawing control systems.

Attachments

None

3.8 Purchasing, Equipment Procurement, and Construction

Not applicable at this time

3.9 Control of Materials, Product Identification, and Traceability

Not applicable at this time

3.10 Control of Special Processes

Not applicable at this time

3.11 Inspection and Testing Procedures

Not applicable at this time

3.12 Inspection, Measuring, and Testing Equipment

Not applicable at this time

3.13 Inspection and Test Status

Not applicable at this time

3.14 Nonconformance

Not applicable at this time

3.15 Corrective Action

Not applicable at this time

3.16 Quality Records

3.16.1 Purpose

This section describes the requirements for production, collection, filing, and maintenance of QA/QC records.

3.16.2 Scope

These requirements apply to all quality records for the project, including its planning, preliminary design, EIS, public response, etc.

3.16.3 Policy

Written records of QA/QC activities will be prepared, compiled, and stored in a retrievable manner.

3.16.4 Procedures

Quality records will be collected, stored, and preserved in a manner that precludes damage, loss, or deterioration. Quality records may be in either hard copy or electronic form.

Quality records will be maintained to demonstrate conformance to quality-related requirements and the effectiveness of the quality system. They will be available to authorized persons at any time when requested within a reasonable timeframe.

Quality records will be assigned a unique number and a database will be maintained that includes the item description, unique number, location, and responsible authority.

Quality records will be categorized as (1) permanent quality records or (2) non-permanent quality records. Retention time will be as required by applicable law and in accordance with contract requirements.

Permanent quality records, as well as records that may be determined at a later date, are those that involve the following:

- Preliminary design development
- Demonstrated capability for proper function and safe operation of critical items
- Providing required baseline data
- Non Conformance Reports (NCR) and the resolution of the NCR

Non-permanent quality records are those that do not meet any of the above criteria for permanent records.

Quality records are subject to QA audits and or surveillance.

Consultants/sub-consultants are also responsible for retention of their quality records throughout the period of preliminary investigations, preliminary design, etc., in accordance with these requirements.

Storage facilities for quality records should include fire resistant steel file cabinets or other storage containers located within an area having features that preclude damage from fire, condensation, and extreme temperature variation whenever possible. In lieu of fire resistant files, a second (backup) copy of each quality record should be maintained in an area remote from the primary storage area described above.

Columbia River Crossing project staff performing quality control or quality assurance activities are responsible for maintaining quality records in accordance with this section.

All materials generated for the Columbia River Crossing project will be filed in the Columbia River Crossing office at 700 Washington Street, Vancouver, Washington. Unless otherwise stated in the contract, the consultants/sub-consultants' permanent quality records will be turned over to Columbia River Crossing Document Control Manager as they are generated throughout the contract.

Quality Records

Examples of quality records include:

- Design records
- Quality control plans
- Applicable criteria used in preliminary design
- Preliminary design calculations and checks
- Preliminary drawings (standards, reference, directive, contract)
- Preliminary design review report
- Preliminary contract specifications
- Quality assurance system audit and surveillance reports

3.16.5 Responsibility

Consultants/sub-consultants are responsible for establishing and maintaining a comprehensive set of quality records. This item will be addressed in their approved QC plan.

The Columbia River Crossing Document Control Manager is responsible for maintaining, assembling, and preparing all quality records for archiving. While the files are in the possession of the Document Control Manager, accessibility and retrievability of the documents must also be controlled.

The CRC QM or delegated staff will perform audits or surveillance of quality records.

Attachments

None

3.17 Quality Audits

3.17.1 Purpose

This section describes the requirements for performing quality audits.

3.17.2 Scope

These requirements apply primarily to QA audits of project QC activities performed principally by Columbia River Crossing project's QA staff (or consultants or sub-consultants) relative to overall project quality activities. Consultants and sub-consultants performing internal QA audits as part of their QC plans may use this procedure or submit one of their own which meets these requirements.

3.17.3 Policy

A program for planned, periodic audits and routine surveillance will be established to ensure full implementation of the project's QA program and the contractor's QC plans. Formal audit findings will be prepared and reviewed with the affected project participants and maintained in quality records for review by the FTA and others.

Surveillance will be performed on a random basis to check/verify conformance to the QA program. Surveillance is not considered as a scheduled audit and is performed to review and assist the Columbia River Crossing project team in verifying conformance to the QA plan. Deficiencies discovered during the surveillance activity will require corrective action(s) and acceptance by the CRC QM or designated staff.

3.17.4 Procedure

A comprehensive program of planned, periodic audits will be established to verify that applicable elements of the QA program and QC plans are acceptable and have been developed, documented, and effectively implemented in accordance with specified requirements. The activities of consultants and sub-consultants will be audited for compliance and implementation of contractually required quality activities, including evaluation of overall program effectiveness.

An auditor will be assigned for each audit performed and is responsible for all elements of the audit. Audit personnel are to have no direct responsibility in the activities to be audited. Auditors will have experience or training commensurate with the scope, complexity, or special nature of the activities to be audited. Auditors will be given access to all records necessary to identify problems, recommend solutions, and evaluate corrective actions.

This section also includes information for quality assurance assessments of daily activities performed by Columbia River Crossing project personnel.

The management of the audited organization will be required to respond to the audit report within fifteen (15) working days after receipt of the narrative and the Audit Funding Report (AFR). Circumstances may arise where responses require additional time or further clarification. Such instances will be resolved directly with the auditor and appropriately documented. The

CRC QM will be advised of any extensions to the required response time. CRC's QM is responsible for accepting or rejecting remedial action responses to audits. The reason for rejection will be stated in writing.

The auditor is responsible for scheduling closeout audits as necessary to verify completion and effectiveness of remedial actions. Deficiencies that continue to exist after the closeout audit may be closed to an appropriate document, such as an NCR, or remain open on the AFR to be addressed during a follow-up audit activity. Every reasonable effort will be made to close out audit findings on the AFR that they originated on.

Audit records are to be maintained and included as project quality records and made available for review. Records include audit schedules, audit plans, audit reports, audit checklists, audit performance records, AFR, and Corrective Action Requests as applicable.

3.17.5 Responsibility

The CRC QM is responsible for performing or having performed quality assurance audits and surveillance in accordance with these requirements.

Attachments

1. Quality Assurance Audit Schedule
2. Preliminary Design Activity Audit Checklist
3. Audit Finding Report
4. Instructions for Completing the Audit Finding Report
5. Quality Assurance Audit Log
6. Surveillance Reports

3.18 Training

3.18.1 Purpose

This section describes the requirements for training personnel performing quality-related activities as described herein.

3.18.2 Scope

These requirements apply to all project personnel involved in or responsible for quality-related activities.

3.18.3 Policy

Personnel performing quality-related activities will be technically qualified for their task and familiar with the project QA program procedures.

3.18.4 Procedure

All personnel performing quality-related activities throughout the lifecycle of the project will be technically qualified for their task on the basis of appropriate education, training, and/or experience. Each person will also be familiar with the project QA program and approved QC plans and review procedures pertaining to their work responsibilities.

The consultant or sub-consultant will establish and maintain records as to participation of key project staff in training or briefings regarding the QA program and QC procedures.

3.18.5 Responsibility

CRC's QM is responsible for ensuring that quality training for Columbia River Crossing staff is adequate and complete. The consultant/sub-consultant Project Managers are responsible for the training of their staff.

Attachments

1. Training Record
2. Read and Acknowledge Form for QA Program Training

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4. QUALITY ASSURANCE PROGRAM DEFINITIONS

The following definitions are provided to assure a uniform understanding of terms as they apply to the project QA program.

Audit – A documented activity performed in accordance with written procedures or checklists to verify, by examination and evaluation of objective evidence, that applicable elements of the QA/QC program(s) have been developed, documented, and effectively implemented in accordance with specified requirements. An audit should not be confused with surveillance or inspection.

Certification – The action of determining, verifying, and attesting, in writing, to the qualifications of personnel in accordance with applicable requirements.

Certified (Personnel) – An individual certified by a recognized standard or approved as having successfully completed requirements of the standard or procedure.

Change Control – The systematic evaluation, coordination, and approval or disapproval of all changes to the established baseline configuration. It also includes the performance of those actions necessary to ensure that the actual configuration of a system completely matches its technical description in the approved engineering drawings, specifications, and related documents.

Characteristics – Any property or attribute of an item, process, or service that is distinct, describable, and measurable as conforming or nonconforming to specified quality requirements. Quality characteristics are generally identified in specifications and drawings, which describe the item, process, or service.

Configuration Management – A management method of producing an end result which comprises three elements: product identification, change control, and configuration accountability. Configuration management may be distributed throughout a number of organizational entities.

Conformance – An affirmative indication or judgment that an item has met the requirements of the relevant specifications or regulation.

Contractor – Any organization under contract for furnishing items or services. It includes the terms of but is not limited to architect, engineer, consultant, vendor, supplier, sub-consultant, and sub-tier levels of these organizations where appropriate.

Controlled Document – A document that is intended for limited, specified, and tracked distribution and which must be periodically reviewed and updated as required. The use and distribution of controlled documents are tracked and monitored under configuration control procedures.

Corrective Action – Documented commitment of a specific action planned or being implemented to resolve a known or identified condition or conditions adverse to quality.

Corrective Action Request – A document issued to the senior management of a group whose activities are not meeting requirements. This is a significant document that, in effect, warns the consultant/sub-consultants or others that continuing deficient activities will result in consideration of contract default.

Critical Preliminary Design Review – A design review that takes place prior to the issuance of the final preliminary design.

Deficiency – A minor deviation from the QAM and/or the QA/QC documents of the Columbia River Crossing project.

Design – Technical and management processes that create, fashion, execute, or construct documents according to a pre-determined plan or requirement.

TECHNICAL DOCUMENT PREPARATION

Quality Control Plan

June 2006

Columbia River CROSSING

Title VI

The Columbia River Crossing project team ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally assisted programs and activities.

Americans with Disabilities Act (ADA) Information

If you would like copies of this document in an alternative format, or are deaf or hard of hearing, please call the Columbia River Crossing Project office at (360) 737-2726 or (503) 256-2726.

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1. Introduction

All documents (including drawings, reports, memoranda, etc.) that will be used in meetings outside of the Columbia River Crossing project should include a disclaimer regarding the preliminary nature of many of the documents produced during this phase of the work. The disclaimer shall read:

> *"This product is for informational purposes and may not have been prepared for legal, engineering, or surveying purposes. Users of this information should review or consult the primary data and information source to ascertain the usability of this information."*

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2. Technical Document Preparation

2.1 Reports and Memoranda

Reports and memoranda should be reviewed throughout their development, ultimately receiving two levels of review.

2.1.1 Document Checks

During its development, each document should be internally checked by the Task Manager and/or other qualified staff as designated by the Task Manager, for general compliance with the project scope. These checks may include multiple staff so that a wide range of experience is represented in the checking of the data and conclusions drawn within the document, particularly when the complexity of the documents spans multiple disciplines.

2.1.2 Non-technical Reviews

Prior to final review, the Task Manager may request a non-technical review of the document for general readability, grammar, and appropriate use of technical language. This type of review is particularly important for documents intended for non-technical staff or public distribution.

2.1.3 QA/QC Review

An independent (peer) QA/QC review of the document should take place prior to submittal of a deliverable. This review is to be completed by a person with appropriate experience to verify that the information presented in the document conforms to the requirements established for the project, the presentation is effective and orderly, and the material included has been checked for accuracy. The reviewer shall also assess the reasonableness of conclusions drawn or recommendations made within the report. The reviewer should not have been directly associated with the preparation of the document, and independence from the project in general is recommended.

Records of the completed review may be kept in one of two ways:

1. The reviewer may use the review comments form (see Attachment A) to prepare the review comments. The document author will respond to the comments on this form, making corrections to the document as appropriate. The completed form with comments and responses will be kept in project records.

2. The reviewer may use the Prologue document database system used by the Columbia River Crossing project to electronically review the document and store the review comments. The document author would then respond to comments within Prologue.

Note: While Microsoft Office products such as Word have reviewing capabilities through Track Changes, use of this method is not recommended for final reviews, particularly when there are multiple reviewers, since merging comments into a single document and exporting the comments for the project files can be challenging for all but expert Microsoft Office users.

Required Quality Records

- A record copy of the final review draft with evidence of review.

2.2 Data Collection and Field Investigation

The task of data collection and field investigation includes collecting and reviewing historical and background information; reviewing previous studies, reports, and designs; site visits; surveying; traffic counts; and geotechnical investigations, inspections, and condition assessments. These tasks may result in providing background information and base data for the development of the project.

2.2.1 Data Collection

Data collection is performed by obtaining appropriate source material, contacting identified sources and soliciting input, and reviewing and assessing the data when received for its suitability to the project and its completeness for project needs. All data received must clearly identify the source and the date received. Recommendations made and whether or not to use specific material will be reviewed by the Task Manager prior to distribution to other project staff. In the event that the Task Manager is making such recommendations, at least one other qualified person should also review the recommendations for technical accuracy.

2.2.2 Field Investigations

When field investigations are required, a field investigation plan is to be prepared and distributed to staff going into the field. The plan should be simple in nature and cover the objectives of the field visit, site safety procedures (including required safety devices), and any other items of interest to the investigation team that may include schedule of activities in the field, necessary equipment, personnel roles and responsibilities, data collection requirements, and other special instructions. A meeting agenda would be sufficient where a team briefing was held in lieu of a distributed plan.

Following the field investigation, a brief trip summary memorandum should be prepared that summarizes the information obtained during the visit and attaches field notes prepared during the trip.

Required Quality Records

- Final review draft of the data collection summaries with evidence of review (see 2.1, Reports and Memoranda).
- Final review draft of the field investigation summary memo with evidence of review (see 2.1, Reports and Memoranda).

2.3 Calculations

Calculations are an important part of the engineering of the project and are often used as the basis for recommendations or conclusions drawn by the technical staff. Therefore, the accuracy of the calculations is an important consideration in project development.

The originator of the calculations is responsible for preparing them in accordance with applicable project guidelines, codes, criteria, and standards. The checker is responsible for verifying the correctness of the assumptions upon which the calculations are based and for compliance with the project guidelines, codes, criteria, and standards.

2.3.1 Preparing Calculations

Manual Calculations

Manual calculations should be prepared on a computation sheet. Each sheet must show the project title, the subject of the calculations, a consecutive page number, the initials of the originator, the date of preparation, and the initials of the checker with date checked.

As necessary, all calculations should include:

- Criteria and source references for the design requirements
- Purpose
- Design assumptions
- Dimensional units
- Back-up materials, appropriately labeled and referenced

Computer-generated Calculations

Much engineering work is completed using computer applications and models designed specifically to simplify complex engineering tasks. Examples include civil engineering software such as Inroads; modeling software for structures, traffic engineering, or hydraulics; and spreadsheets. Proper use of such computer applications must be checked to validate the engineering work completed on the project. Therefore, for work performed using computer applications, the following must be completed:

- Following the above procedures, manual calculations necessary to develop the input to the computer program.
- Input that is clear and easily understood, either printed from the computer application itself or prepared following the manual calculations procedures.
- Output that is reviewed by the originator to verify that results are reasonable. The originator initials and dates the front page of the output document. The checker also initials and dates the front page of the document when the check is completed.

Checking Calculations

For manual calculations, the checker reviews the calculations for clarity, legibility, proper documentation, technical concept, and numerical accuracy. The checker gives the originator any significant comments and corrections on a copy of the original computation sheets. The originator and the checker then discuss the checker’s comments and corrections until all differences are resolved. If the corrections are significant, the original calculations are

regenerated and checked as new; otherwise the original calculation sheets are corrected by the originator and then initialed and dated by the checker.

For computer-generated calculations, the checker verifies that all input data are correct and that the output results are reasonable and correct. If required, the originator revises the input based on comments from the checker and resubmits the results to the checker. When the checker is satisfied that the output meets project requirements, the checker initials and dates the front page of the finished output document.

Note: For computer-assisted calculations, such as those prepared using spreadsheets, the checker spot-checks the output for formula correctness and initials and dates each page of the calculations.

Required Quality Records

- Signed original calculations, initialed and dated by both the originator and checker

2.4 Drawing Preparation

Phase 1 of the Columbia River Crossing project does not include the preparation of drawings in the traditional sense of engineering contract plans. It will, however, include the preparation of concept plans and a significant number of exhibits to supplement reports and to explain concepts to stakeholders and to the public at project open houses. It is also used by project staff in evaluating alternative feasibility and making other design-related recommendations.

Similar to the preparation of reports, prepared drawings receive two levels of quality review prior to submittal, described herein as a drawing check and final check print review.

2.4.1 Preparing Drawings

Drawings are prepared under the supervision of the Task Manager, but it is the responsibility of the preparer and drafter, if assigned, to develop the drawings in conformance with the project requirements and standards. The role of the preparer is to develop the concepts and details either manually or by use of CADD. The drafter is responsible for producing the drawings in accordance with the project drafting standards. The preparer reviews and back-checks the drawings during the various stages of preparation.

When the preparer is also acting as the drafter, the preparer is also responsible for adherence to project drafting standards. Additionally, since only one person is involved in the development of the drawing, the preparer shall work closely with the checker to ensure that adequate time is provided to perform multiple reviews and make any corrections.

2.4.2 Checking Drawings

The checker, who should be a project team member independent of the preparer, checks the drawing for conformance with the project design requirements, the suitability for the intended use of the drawing, and the requirements of the project drafting standards. This process may include performing alternative calculations, fatal flaw constructability analysis, comparing designs against similar proven designs from other projects, and discussions with other Task Managers to verify that the drawing meets the intended purpose.

Corrections

The checker clearly marks the drawing with any alternations or corrections.

The drafter (or preparer) incorporates any alterations or corrections on the drawing and indicates that each correction has been completed.

2.4.3 Final Check Print

Prior to each deliverable submittal, a final check print is prepared for each drawing. The drawing should be reviewed by both the checker and the Task Manager or designated reviewer prior to submittal.

Note: A deliverable submittal includes all deliverables listed in the project scope, but may also include drawings prepared for distribution or exhibit (in electronic format or hardcopy) outside of the project staff, such as exhibits for public open houses, stakeholder meetings, information to elected officials, and posting on the project Web site.

The drawing designated as the final check print contains the following information:

- Final check print designation
- Indication of "checked by" with initials of the checker and date of check
- Indication of "reviewed by" with the initials of the Task Manager or designated reviewer and date of review
- Indication of "corrected by" with initials of the drafter/preparer and date of correction
- The drafter may include as part of the CADD drawing a Microstation cell similar to the following to identify the print as a final check print and provide a location to initial and date the print.

FINAL CHECK PRINT		
	Initial	Date
Checked By:		
Reviewed By:		
Corrected By:		

Required Quality Records

- Final check prints, initialed and dated.

Note: The hard copy final check print may be discarded when a revised submittal, generating a new final check print, of the same drawing is made.

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ATTACHMENT A — REVIEW Comments Form

Project Title:					
Job Charge:	Reviewed By	Office & Mail Stop:	Phone:	Date:	Sheet ___ of ___

#	Sht/Pg	Reviewer's Comment	Designer's Response	Init.
1				
2				
3				
4				
5				
6				
7				
8				
9				
10				
11				
12				
13				
14				
15				
16				
17				
18				
19				
20				

ENVIRONMENTAL PRODUCTS QUALITY CONTROL PROCEDURE

April 25, 2006

Columbia River CROSSING

Title VI

The Columbia River Crossing project team ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally assisted programs and activities.

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List of Tables

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1. Introduction

This report details the processes and protocols that the Parametrix team will follow for its environmental deliverables associated with the Columbia River Crossing (CRC) project . The Quality Assurance/Quality Control (QA/QC) plan applies to all Parametrix project team members and project deliverables.

To clarify, Quality Assurance is defined as the process that focuses on assuring that Quality Control is occurring. Quality Control is the independent examination and review of the deliverable to make sure that it meets the requirements of the contract, client, and professional standard of care.

Parametrix will designate a QA/QC Manager for this contract who, at various increments of time, will check that deliverables possess the required QC documentation. However, it will be the responsibility of team members to ensure that all deliverables live up to the standards outlined here.

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2. Implementation

2.1 Reports

Each report will go through a three-tiered review process at each draft phase.

1. Once the writer is finished drafting his/her section of the report, he/she will complete a writer's review form. This form is to check that writers have met all necessary guidelines, such as using the report templates or following correct style guidelines.

2. After the writer's review form has been completed, the report proceeds through technical review. At this stage, a technical editor will review the report for grammar, consistency, flow, citations, and references.

3. Finally, the report goes through senior review. Senior reviewers will check that the report meets all primary goals. They look at the substance of the report and conclusions to identify any portions that need further explanation or correction.

All reviewer checklist forms will be kept with Parametrix project files. Electronic templates of these forms will be kept on the Parametrix server for the duration of the project.

The review forms used by Parametrix team members are shown in Tables 2-1 and 2-2.

QA/QC Team

The QA/QC Manager will lead the QA/QC team for reports. The following individuals will have QA responsibilities for the focus areas identified.

2.2 Data

Data will be stored on the CRC project office server. Only GIS staff will have write access to the data. Original data will be stored separately from data used and manipulated for analysis or cartographical production. Separating 'raw' and 'usable' data will ensure that data gathered in the field or acquired from other sources will be retained unchanged for future uses while also accommodating mapping and spatial analysis.

Standards for data formats, projection, and metadata have been developed by the CRC project team. GIS data will be stored in ESRI shapefile format, using the Lambert Conformal Conic, NAD83, Washington State Plane South (US feet) projection. FGDC compliant metadata will be created and maintained for data used in final production maps or analyses used in the development or screening or alternatives.

The GIS team has two staff functions: GIS Coordinator and GIS Analyst. The Coordinator is responsible for ensuring GIS analyses and maps adhere to the standards outlined in this document. The Analyst(s) will perform the majority of data management, analysis, and mapping work.

The majority of GIS deliverables will be support for other deliverables, such as:

- Agency Coordination and Regulatory
- Public Involvement
- Scoping Report
- Alternatives Screening and Development

2.3 Project Management

The CRC Project Management Plan outlines the responsibilities of team members. Each phase of the project requires the creation of a phase level scope of work, project schedule and project budget. These documents will be independently self-sufficient, but will also correspond. All documents will use the same numbering system to ensure easy readability. Specifically for the project schedule, we will outline the necessary time needed for document drafting, editing and review. This schedule will be adhered to by project team members, unless the client specifically requests changes that require delays.

QC Adjudication

When client or QC reviewer comments are received, the deliverable task manager and project coordinator are responsible for tracking and briefly adjudicating review comments and communicating with the QC reviewer for each review phase. This will ensure that QC comments are properly interpreted and dealt with more efficiently. Where adjudication is required, it will be documented using the Parametrix comment tracking form.

Documentation

All project QC forms, review comments, and adjudication, will be filed in the project files under a QC subfolder for each deliverable. These files will be maintained by Parametrix and will include both final deliverables and all draft documents sent out for external review.

Table 2-1 Form A – For Writers

Columbia River Crossing
MDR Quality Assurance Checklist
Form A - For Writers

Writers: Please fill out this form upon completing your MDR and forward it (hard copy) to your technical lead or QA/QC designee. Place your MDR in the directory noted below, and name it according to conventions.

Tech Leads or QA/QC Designees: Collect this form from your writer(s) and complete Form B with your review. Forward both completed forms, in hard copy, to Colin McConnaha.

Section Title:	
File Name and Path:	X:\3012-004 I-5 CRC\06_MDR\01_Drafts\Draft 02**MDR_XXX_2006-XX-XX-v1-xx.doc**
Technical Lead:	
Section Writer:	
Writer Signature (on hardcopy)	
Date:	
Comments:	

Quality Assurance Review Task (only check tasks that you feel are fulfilled)	**Comments** (please provide explanation for task not checked)
1. Content & Style	
☐ Used correct template (2005-12-16 version)	
☐ Cited all applicable regulations following ODOT Style Guide	
☐ Have drawn a clear link between regulations and data	
☐ Identified data needs as specifically as possible in sections 1.4.2 and 1.4.3	
☐ References are included as footnotes	
☐ Paragraphs have introductory sentences (alerting reader to content of paragraph)	
☐ Conclusions are appropriate, supported, and complete	
2. Tables	
☐ All tables include a footer reference	
☐ Data have been checked for accuracy	
3. Maps and Figures	
☐ All figures are referenced in text	
4. Proper spelling & grammar	
☐ Text	
☐ Tables	
☐ Maps/Figures/Tables/Graphics	

Table 2-2 Form B – For Reviewers

Columbia River Crossing
***MDR* Quality Assurance Checklist**
Form B - For Reviewers

Reviewers: Please collect Form A from the writer, and complete Form B with your review. Please forward signed hard copies of both completed forms to Colin McConnaha.	
Section Title:	
File Name and Path:	
(Writer's Version): X:\3012-004 I-5 CRC\06_MDR\01_Drafts\Draft 02**MDR_XXX_2006-XX-XX-v1-xx.doc**	
(Reviewed Version): X:\3012-004 I-5 CRC\06_MDR\01_Drafts\Draft 02**MDR_XXX_2006-XX-XX-v1-xx.doc**	
Senior Reviewer's Signature (hardcopy):	
Date:	
General Comments:	
Quality Assurance Review Task (only check tasks that you feel are fulfilled)	**Comments** (please provide comments on tasks not checked)
- Senior Review -	
1. Content	
☐ Content: Addresses project/client objectives	
☐ Identified and properly explained relevant regulations	
☐ Data: appropriate and described in enough detail	
☐ Have drawn a clear link between regulations and data	
☐ Methods: appropriate and described in enough detail	
☐ Link between methods and data well defined	
☐ Well written (clear & concise)	
☐ Conclusions are appropriate, supported, and complete	
2. Tables, figures and maps	
☐ Data are accurate	
☐ Data are displayed properly	
Technical Review form on back	
- Technical Review –	

Table 2-2 Form B – For Reviewers (reverse side)

Tech Reviewer's Signature (hardcopy):	
Date:	
Comments:	
1. Content & Style	
☐ Fully complies with template and style standards	
☐ Clear link between regulations and data	
☐ Clear link between methods and data well defined	
☐ Paragraphs have introductory sentences	
☐ References are included as footnotes	
☐ Well written (clear & concise)	
☐ Conclusions are appropriate, supported, and complete	
2. Tables, figures and maps	
☐ All tables, figures and maps include a footer reference	
☐ All figures are referenced in text	
☐ Information in figures is accurate	
3. Proper spelling & grammar	
☐ Text	
☐ Tables	
☐ Maps/Figures/Tables/Graphics	

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

CRC PROJECT TEAM MEMBER CO-LOCATION GUIDELINES RECEIPT ACKNOWLEDGMENT: form letter to be signed by each team member to indicate he or she has received the guidelines and understands their effect

I have received my copy of the *CRC Co-Location Guidelines.* Contained in these Guidelines are 4 basic documents:

1. WSDOT Internet Use Guidelines
2. WSDOT Electronic Communications Systems Guidelines
3. WSDOT Chapter 42.52 Ethics Law
4. Frequently Asked Questions

My signature below indicates that I have received the four documents and that I understand that it is my responsibility to read and understand the matters set forth in these four documents.

Date: _____

Firm: _____

Signed By: _____

Printed Name: _____

WSDOT Internet Use Guidelines

Washington State Department Of Transportation
Internet Use Guidelines
March 2002

POLICIES

The Internet is to be utilized as a research and communication tool for conducting official agency business.

It is a state resource, and as such, its use will be governed by applicable state laws and regulations dealing with the appropriate and ethical use of state resources.

The Internet may not be utilized to transmit information that promotes discrimination on the basis of race, creed, color, gender, religion, handicap, sexual preference; sexual harassment; copyright infringement; promotion of personal political beliefs; personal business or other personal interest; or any unlawful activity.

WSDOT has the authority to monitor employee use of the Internet to ensure appropriate use.

Failure to abide by policies established for use of the Internet or participation in any activity deemed inappropriate may result in the loss of access privileges and/or disciplinary action.

GUIDELINES

The Internet is an easy-to-use tool with relatively inexpensive access costs. It can be accessed by all Level Playing Field workstations and has been defined as part of that infrastructure. However, since there is an overwhelming amount of information available on almost any topic, it is possible to spend excessive time "surfing" around on the Internet. Here are some guidelines on Internet access and use:

Managers

Management approval has been given for employees to be connected to the Internet. This access is a privilege, not a right, and employees must have demonstrated to their managers that they have earned this privilege. Managers can gauge appropriate use by evaluating if employees are getting their job done with value added from Internet, and if the employee has done so without misusing the resource. As a manager, if you feel that someone is abusing this privilege, you have complete discretion about how to proceed.

Internet access is considered a state resource and the same rules apply for its use as for the use of telephones, computers, and copy machines. (As a guideline, all accesses to Internet should be closely related to the employee’s job function and be department related. Any use that appears to be inappropriate should be questioned. In those cases where further investigation is warranted, senior managers can request an audit from the WSDOT Audit Office).

Employees

An employee who has been granted access to the Internet has the same ethical responsibilities about its use as they have for other State owned resources, i.e. phones, computers, and copiers. This tool is to be used for business purposes only as specified in the 1994 State ethics law. Use of this tool should be directly related to the job function and in the interest of the department.

To protect against unauthorized use of Internet services, employees should never leave their machine unattended in a logged on, unlocked status. Locking your workstation is simple and quick. To lock your workstation, depress Ctrl-Alt-Delete simultaneously then choose 'Lock Computer' from the dialog box. To unlock your workstation, depress Ctrl-Alt-Delete simultaneously and type in your password.

Employee Use of

Electronic Communication Systems

Executive Order

Number: E 1021.00

/s/ Douglas B. MacDonald Date: August 1, 2002

Secretary of Transportation

I. Introduction

This Executive Order establishes both permissible and prohibited use of state-owned electronic communication systems by Washington State Department of Transportation (WSDOT) employees.

WSDOT firmly believes that Information Technology (IT) empowers users and makes their jobs more fulfilling by allowing them to deliver better services at lower costs. As such, employees and contractors are encouraged to use IT services to the fullest extent. Each WSDOT employee has the responsibility to read, understand and follow this Executive Order.

II. Executive Order

WSDOT employees are responsible for using state-owned electronic communication system resources in an ethical, lawful, responsible, and non-discriminatory manner.

A. Definitions

For purposes of this Executive Order:

Electronic communication systems (ECS): ECS include, but are not limited to, any agency owned, funded or acquired electronic media that is used to generate, transmit, display, reproduce, or store communications for business purposes. Such electronic media includes, but is not limited to:

Employee Use of Electronic Communication Systems Executive Order E 1021.00 August 1, 2002

- • Personal computers
- • Portable laptop computers
- • Personal digital assistants
- • Software

- • E-mail systems
- • Telephones
- • Cellular phones
- • Voicemail systems
- • Facsimile (fax) machines
- • Other electronic message systems that store and transmit communications, including the Internet, pagers and related resources.

Internet: Internet means the connection to and use of interconnected networks in the public and private domains to access the World Wide Web, e-mail, file transfer protocols, and other state network resources.

III. Rules and Procedures

A. Permissible Use Established

In accordance with Washington Administrative Code (WAC) 292-110-010, permissible use of ECS is defined as communications that are reasonably related to the conduct of official state duties.

Permissible use of ECS is broken into three categories:

- 1. Conducting state business.
- 2. Agency-approved activities.
- 2 Employee Use of Electronic Communication Systems Executive Order E 1021.00 August 1, 2002
- 3. Authorized, limited (de minimis) personal use per WAC 292-110-010.

The purpose of the agency ECS is to support agency business activities. A WSDOT employee may make occasional but limited personal use of state ECS, including e-mail and Internet resources, if subject matter is not related to activities listed as prohibited and:

- Little or no cost to the state.
- Does not interfere with the performance of official duties.
- Duration is brief, occurs infrequently.
- Does not distract from the conduct of state business.
- Does not compromise the security of state information or software.

B. Prohibited Use Established

In accordance with WAC 292-110-010 and this Executive Order, the following activities are prohibited:

- No personal use of e-mail distribution lists.
- No promotion of outside business interests.
- No support, promotion, or solicitation for any outside organization, charity, or group unless provided for by law or authorized by an agency head or designee.

- Please refer to Ethics in Public Service Executive Order E 1004.00 Sections III A, B, and C regarding fund raising and charitable activities.
- No promotion of personal political beliefs or religious affiliations.
- No harassment.
- No downloading of software or files via the Internet for personal use. Downloading of business related software or files must be arranged through the Help Desk.
- No infringement of copyrights.
- No discrimination on the basis of race, creed, color, marital status, religion, sex, national origin, Vietnam-era or veteran's status, age, or the presence of any sensory, mental or physical disability, or sexual orientation.
- No promotion of unlawful or unethical activity.
- No use to access, transmits, display, chat, or post on the Web sexually explicit content or auction sites on the Internet.
- No web surfing of shopping sites.

C. Employee Use of Electronic Communication Systems Executive Order E 1021.00 August 1, 2002

Employees Responsible to Maintain Security

WSDOT will take appropriate measures to provide ECS that are secure for business purposes. However, all users should be aware that electronic message systems are vulnerable to interception and to security violations. In an attempt to maintain security of data created, received, stored, etc., on ECS, WSDOT employees are responsible to:

- Establish and protect confidential passwords and/or access codes that are used to gain access to ECS (e.g., network ID, e-mail, voice mail, screensaver).
- Access only messages intended for their review.
- Notify the appropriate supervisor if they believe their password or access code has been compromised and immediately change the password/code.
- Supervisors are responsible to ensure proper employee use of ECS. Supervisors may access any communication system used by an employee to carry out business functions and may request a log of activity if necessary.

Take Appropriate Precautions When Using Electronic Communication Systems

Employees need to take appropriate precautions before requesting or transmitting privileged information and messages. Disclosure of privileged information may occur unintentionally or inadvertently when an unauthorized user gains access to electronic messages. Disclosure may also occur when messages are forwarded to unauthorized users, directed to the wrong recipient, or printed in a common area where others can read the messages.

Employees should be aware that it is possible for those outside state government to identify them as visitors to an Internet site. Employees should always exercise conservative judgment in selecting the sites they visit when accessing information on the Internet.

When using Internet services, employees should be aware that certain electronic documents, which potentially include e-mail messages composed or transmitted on the WSDOT network or the Internet, may constitute public records. Public records must be retained in accordance with RCW and WAC requirements and may be disclosed to requesters. Users must not consider their electronic documents, communications or transactions to be private or confidential, or exempt from litigation related disclosure requests.

Information Is Stored According to Established Standards

WSDOT maintains information stored on ECS in accordance with retention schedules approved by the Office of the Secretary of State and the agency.

Employee Use of ECS is Monitored and Can Be Restricted

The Internet is a public communications medium. Monitoring capabilities exist within the agency. The WSDOT Audit Office conducts monitoring of employee use of ECS. This monitoring includes logging of message content and recording all Internet sites visited. Reports of site access logs will be reviewed for inappropriate usage, which will be reported to the WSDOT Audit Office.

WSDOT may restrict employee use of, or limit access to, the Internet using gateways and proxy servers, by group or on an individual by individual basis.

Violation of This Executive Order May Result in Disciplinary Action

Violation of this Executive Order may be grounds for disciplinary action up to and including termination of employment.

Alternate Formats: Persons with disabilities may request this information be prepared and supplied in alternate forms by calling collect (206) 389-2839. Persons with hearing impairments may call 1-800-833-6388 (Washington State Telecommunications Relay Service) and ask for (206) 515-3683.

ETHICS IN PUBLIC SERVICE

Background

The 1994 Legislature passed into law Engrossed Substitute Senate Bill (ESSB) 6111. This bill established ethical standards for all state officers and employees within the executive, legislative, and judicial branches of government. The standards were codified in a single chapter of the Revised Code of Washington (RCW) Chapter 42.52, Ethics In Public Service. The new law took effect January 1, 1995.

State Ethics Board Advisory Opinions

The complete RCW Chapter 42.52, Ethics In Public Service can be found below:

Chapter 42.52 RCW
ETHICS IN PUBLIC SERVICE

RCW SECTIONS

RCW 42.52.010
Definitions.

Unless the context clearly requires otherwise, the definitions in this section apply throughout this chapter.

(1) "Agency" means any state board, commission, bureau, committee, department, institution, division, or tribunal in the legislative, executive, or judicial branch of state government. "Agency" includes all elective offices, the state legislature, those institutions of higher education created and supported by the state government, and those courts that are parts of state government.

(2) "Head of agency" means the chief executive officer of an agency. In the case of an agency headed by a commission, board, committee, or other body consisting of more than one natural person, agency head means the person or board authorized to appoint agency employees and regulate their conduct.

(3) "Assist" means to act, or offer or agree to act, in such a way as to help, aid, advise, furnish information to, or otherwise provide assistance to another person, believing that the action is of help, aid, advice, or assistance to the person and with intent so to assist such person.

(4) "Beneficial interest" has the meaning ascribed to it under the Washington case law. However, an ownership interest in a mutual fund or similar investment pooling fund in which the owner has no management powers does not constitute a beneficial interest in the entities in which the fund or pool invests.

(5) "Compensation" means anything of economic value, however designated, that is paid, loaned, granted, or transferred, or to be paid, loaned, granted, or transferred for, or in consideration of, personal services to any person.

(6) "Confidential information" means (a) specific information, rather than generalized knowledge, that is not available to the general public on request or (b) information made confidential by law.

(7) "Contract" or "grant" means an agreement between two or more persons that creates an obligation to do or not to do a particular thing. "Contract" or "grant" includes, but is not limited to, an employment contract, a lease, a license, a purchase agreement, or a sales agreement.

(8) "Ethics boards" means the commission on judicial conduct, the legislative ethics board, and the executive ethics board.

(9) "Family" has the same meaning as "immediate family" in RCW 42.17.020.

(10) "Gift" means anything of economic value for which no consideration is given. "Gift" does not include:

(a) Items from family members or friends where it is clear beyond a reasonable doubt that the gift was not made as part of any design to gain or maintain influence in the agency of which the recipient is an officer or employee;

(b) Items related to the outside business of the recipient that are customary and not related to the recipient's performance of official duties;

(c) Items exchanged among officials and employees or a social event hosted or sponsored by a state officer or state employee for coworkers;

(d) Payments by a governmental or nongovernmental entity of reasonable expenses incurred in connection with a speech, presentation, appearance, or trade mission made in an official capacity. As used in this subsection, "reasonable expenses" are limited to travel, lodging, and subsistence expenses incurred the day before through the day after the event;

(e) Items a state officer or state employee is authorized by law to accept;

(f) Payment of enrollment and course fees and reasonable travel expenses attributable to attending seminars and educational programs sponsored by a bona fide governmental or nonprofit professional, educational, trade, or charitable association or institution. As used in this subsection, "reasonable expenses" are limited to travel, lodging, and subsistence expenses incurred the day before through the day after the event;

(g) Items returned by the recipient to the donor within thirty days of receipt or donated to a charitable

organization within thirty days of receipt;

(h) Campaign contributions reported under chapter 42.17, RCW;

(i) Discounts available to an individual as a member of an employee group, occupation, or similar broad-based group; and

(j) Awards, prizes, scholarships, or other items provided in recognition of academic or scientific achievement.

(11) "Honorarium" means money or thing of value offered to a state officer or state employee for a speech, appearance, article, or similar item or activity in connection with the state officer's or state employee's official role.

(12) "Official duty" means those duties within the specific scope of employment of the state officer or state employee as defined by the officer's or employee's agency or by statute or the state Constitution.

(13) "Participate" means to participate in state action or a proceeding personally and substantially as a state officer or state employee, through approval, disapproval, decision, recommendation, the rendering of advice, investigation, or otherwise but does not include preparation, consideration, or enactment of legislation or the performance of legislative duties.

(14) "Person" means any individual, partnership, association, corporation, firm, institution, or other entity, whether or not operated for profit.

(15) "Regulatory agency" means any state board, commission, department, or officer, except those in the legislative or judicial branches, authorized by law to conduct adjudicative proceedings, issue permits or licenses, or to control or affect interests of identified persons.

(16) "Responsibility" in connection with a transaction involving the state, means the direct administrative or operating authority, whether intermediate or final, and either exercisable alone or through subordinates, effectively to approve, disapprove, or otherwise direct state action in respect of such transaction.

(17) "State action" means any action on the part of an agency, including, but not limited to:

(a) A decision, determination, finding, ruling, or order; and

(b) A grant, payment, award, license, contract, transaction, sanction, or approval, or the denial thereof, or failure to act with respect to a decision, determination, finding, ruling, or order.

(18) "State officer" means every person holding a position of public trust in or under an executive, legislative, or judicial office of the state. "State officer" includes judges of the superior court, judges of the court of appeals, justices of the supreme court, members of the legislature together with the secretary of the senate and the chief clerk of the house of representatives, holders of elective offices in the executive branch of state government, chief executive officers of state agencies, members of boards, commissions, or committees with authority over one or more state agencies or institutions, and employees of the state who are engaged in supervisory, policy-making, or policy-enforcing work. For the purposes of this chapter, "state officer" also includes any person exercising or undertaking to exercise the powers or functions of a state officer.

(19) "State employee" means an individual who is employed by an agency in any branch of state government. For purposes of this chapter, employees of the superior courts are not state officers or state employees.

(20) "University" includes "state universities" and "regional universities" as defined in RCW 28B.10.016 and also includes any research or technology institute affiliated with a university, including without limitation, the Spokane Intercollegiate Research and Technology Institute and the Washington Technology Center.

(21) "University research employee" means a state officer or state employee employed by a university, but only to the extent the state officer or state employee is engaged in research, technology transfer, approved consulting activities related to research and technology transfer, or other incidental activities.

(22) "Thing of economic value," in addition to its ordinary meaning, includes:

(a) A loan, property interest, interest in a contract or other chose in action, and employment or another

arrangement involving a right to compensation;

(b) An option, irrespective of the conditions to the exercise of the option; and

(c) A promise or undertaking for the present or future delivery or procurement.

(23)(a) "Transaction involving the state" means a proceeding, application, submission, request for a ruling or other determination, contract, claim, case, or other similar matter that the state officer, state employee, or former state officer or state employee in question believes, or has reason to believe:

(i) Is, or will be, the subject of state action; or

(ii) Is one to which the state is or will be a party; or

(iii) Is one in which the state has a direct and substantial proprietary interest.

(b) "Transaction involving the state" does not include the following: Preparation, consideration, or enactment of legislation, including appropriation of moneys in a budget, or the performance of legislative duties by an officer or employee; or a claim, case, lawsuit, or similar matter if the officer or employee did not participate in the underlying transaction involving the state that is the basis for the claim, case, or lawsuit.

[2005 c 106 § 1; 1998 c 7 § 1; 1996 c 213 § 1; 1994 c 154 § 101.]

RCW 42.52.020
Activities incompatible with public duties.

No state officer or state employee may have an interest, financial or otherwise, direct or indirect, or engage in a business or transaction or professional activity, or incur an obligation of any nature, that is in conflict with the proper discharge of the state officer's or state employee's official duties.

[1996 c 213 § 2; 1994 c 154 § 102.]

RCW 42.52.030
Financial interests in transactions.

(1) No state officer or state employee, except as provided in subsection (2) of this section, may be beneficially interested, directly or indirectly, in a contract, sale, lease, purchase, or grant that may be made by, through, or is under the supervision of the officer or employee, in whole or in part, or accept, directly or indirectly, any compensation, gratuity, or reward from any other person beneficially interested in the contract, sale, lease, purchase, or grant.

(2) No state officer or state employee may participate in a transaction involving the state in his or her official capacity with a person of which the officer or employee is an officer, agent, employee, or member, or in which the officer or employee owns a beneficial interest, except that an officer or employee of an institution of higher education or the Spokane intercollegiate research and technology institute may serve as an officer, agent, employee, or member, or on the board of directors, board of trustees, advisory board, or committee or review panel for any nonprofit institute, foundation, or fundraising entity; and may serve as a member of an advisory board, committee, or review panel for a governmental or other nonprofit entity.

[2005 c 106 § 2; 1996 c 213 § 3; 1994 c 154 § 103.]

RCW 42.52.040
Assisting in transactions.

(1) Except in the course of official duties or incident to official duties, no state officer or state employee may assist another person, directly or indirectly, whether or not for compensation, in a transaction involving the state:

(a) In which the state officer or state employee has at any time participated; or

(b) If the transaction involving the state is or has been under the official responsibility of the state officer or state employee within a period of two years preceding such assistance.

(2) No state officer or state employee may share in compensation received by another for assistance that the

officer or employee is prohibited from providing under subsection (1) or (3) of this section.

(3) A business entity of which a state officer or state employee is a partner, managing officer, or employee shall not assist another person in a transaction involving the state if the state officer or state employee is prohibited from doing so by subsection (1) of this section.

(4) This chapter does not prevent a state officer or state employee from assisting, in a transaction involving the state:

(a) The state officer's or state employee's parent, spouse, or child, or a child thereof for whom the officer or employee is serving as guardian, executor, administrator, trustee, or other personal fiduciary, if the state officer or state employee did not participate in the transaction; or

(b) Another state employee involved in disciplinary or other personnel administration proceedings.

[1994 c 154 § 104.]

RCW 42.52.050
Confidential information -- Improperly concealed records. ***(Effective until July 1, 2006.)***

(1) No state officer or state employee may accept employment or engage in any business or professional activity that the officer or employee might reasonably expect would require or induce him or her to make an unauthorized disclosure of confidential information acquired by the official or employee by reason of the official's or employee's official position.

(2) No state officer or state employee may make a disclosure of confidential information gained by reason of the officer's or employee's official position or otherwise use the information for his or her personal gain or benefit or the gain or benefit of another, unless the disclosure has been authorized by statute or by the terms of a contract involving (a) the state officer's or state employee's agency and (b) the person or persons who have authority to waive the confidentiality of the information.

(3) No state officer or state employee may disclose confidential information to any person not entitled or authorized to receive the information.

(4) No state officer or state employee may intentionally conceal a record if the officer or employee knew the record was required to be released under chapter 42.17, RCW, was under a personal obligation to release the record, and failed to do so. This subsection does not apply where the decision to withhold the record was made in good faith.

[1996 c 213 § 4; 1994 c 154 § 105.]

RCW 42.52.050
Confidential information -- Improperly concealed records. ***(Effective July 1, 2006.)***

(1) No state officer or state employee may accept employment or engage in any business or professional activity that the officer or employee might reasonably expect would require or induce him or her to make an unauthorized disclosure of confidential information acquired by the official or employee by reason of the official's or employee's official position.

(2) No state officer or state employee may make a disclosure of confidential information gained by reason of the officer's or employee's official position or otherwise use the information for his or her personal gain or benefit or the gain or benefit of another, unless the disclosure has been authorized by statute or by the terms of a contract involving (a) the state officer's or state employee's agency and (b) the person or persons who have authority to waive the confidentiality of the information.

(3) No state officer or state employee may disclose confidential information to any person not entitled or authorized to receive the information.

(4) No state officer or state employee may intentionally conceal a record if the officer or employee knew the record was required to be released under chapter 42.56, RCW, was under a personal obligation to release the record, and failed to do so. This subsection does not apply where the decision to withhold the record was made in good faith.

[2005 c 274 § 292; 1996 c 213 § 4; 1994 c 154 § 105.]

NOTES:

Part headings not law -- Effective date -- 2005 c 274: See RCW 42.56.901 and 42.56.902.

RCW 42.52.060
Testimony of state officers and state employees.

This chapter does not prevent a state officer or state employee from giving testimony under oath or from making statements required to be made under penalty of perjury or contempt.

[1994 c 154 § 106.]

RCW 42.52.070
Special privileges.

Except as required to perform duties within the scope of employment, no state officer or state employee may use his or her position to secure special privileges or exemptions for himself or herself, or his or her spouse, child, parents, or other persons.

[1994 c 154 § 107.]

RCW 42.52.080
Employment after public service.

(1) No former state officer or state employee may, within a period of one year from the date of termination of state employment, accept employment or receive compensation from an employer if:

(a) The officer or employee, during the two years immediately preceding termination of state employment, was engaged in the negotiation or administration on behalf of the state or agency of one or more contracts with that employer and was in a position to make discretionary decisions affecting the outcome of such negotiation or the nature of such administration;

(b) Such a contract or contracts have a total value of more than ten thousand dollars; and

(c) The duties of the employment with the employer or the activities for which the compensation would be received include fulfilling or implementing, in whole or in part, the provisions of such a contract or contracts or include the supervision or control of actions taken to fulfill or implement, in whole or in part, the provisions of such a contract or contracts. This subsection shall not be construed to prohibit a state officer or state employee from accepting employment with a state employee organization.

(2) No person who has served as a state officer or state employee may, within a period of two years following the termination of state employment, have a direct or indirect beneficial interest in a contract or grant that was expressly authorized or funded by specific legislative or executive action in which the former state officer or state employee participated.

(3) No former state officer or state employee may accept an offer of employment or receive compensation from an employer if the officer or employee knows or has reason to believe that the offer of employment or compensation was intended, in whole or in part, directly or indirectly, to influence the officer or employee or as compensation or reward for the performance or nonperformance of a duty by the officer or employee during the course of state employment.

(4) No former state officer or state employee may accept an offer of employment or receive compensation from an employer if the circumstances would lead a reasonable person to believe the offer has been made, or compensation given, for the purpose of influencing the performance or nonperformance of duties by the officer or employee during the course of state employment.

(5) No former state officer or state employee may at any time subsequent to his or her state employment assist another person, whether or not for compensation, in any transaction involving the state in which the former state officer or state employee at any time participated during state employment. This subsection shall not be construed to prohibit any employee or officer of a state employee organization from rendering assistance to state

officers or state employees in the course of employee organization business.

(6) As used in this section, "employer" means a person as defined in RCW 42.52.010 or any other entity or business that the person owns or in which the person has a controlling interest. For purposes of subsection (1) of this section, the term "employer" does not include a successor organization to the rural development council under chapter 43.31, RCW.

[1999 c 299 § 3; 1994 c 154 § 108.]

RCW 42.52.090
Limited assistance by former state officers and employees.

This chapter shall not be construed to prevent a former state officer or state employee from rendering assistance to others if the assistance is provided without compensation in any form and is limited to one or more of the following:

(1) Providing the names, addresses, and telephone numbers of state agencies or state employees;

(2) Providing free transportation to another for the purpose of conducting business with a state agency;

(3) Assisting a natural person or nonprofit corporation in obtaining or completing application forms or other forms required by a state agency for the conduct of a state business; or

(4) Providing assistance to the poor and infirm.

[1994 c 154 § 109.]

RCW 42.52.100
Conditions on appearance before state agencies or doing business with the state -- Hearing -- Judicial review.

(1) The head of an agency, upon finding that any former state officer or state employee of such agency or any other person has violated any provision of this chapter or rules adopted under it, may, in addition to any other powers the head of such agency may have, bar or impose reasonable conditions upon:

(a) The appearance before such agency of such former state officer or state employee or other person; and

(b) The conduct of, or negotiation or competition for, business with such agency by such former state officer or state employee or other person, such period of time as may reasonably be necessary or appropriate to effectuate the purposes of this chapter.

(2) Findings of violations referred to in subsection (1)(b) of this section shall be made on record after notice and hearing, conducted in accordance with the Washington Administrative Procedure Act, chapter 34.05, RCW. Such findings and orders are subject to judicial review.

(3) This section does not apply to the legislative or judicial branches of government.

[1994 c 154 § 110; 1969 ex.s. c 234 § 27. Formerly RCW 42.18.270.]

RCW 42.52.110
Compensation for official duties or nonperformance.

No state officer or state employee may, directly or indirectly, ask for or give or receive or agree to receive any compensation, gift, reward, or gratuity from a source for performing or omitting or deferring the performance of any official duty, unless otherwise authorized by law except: (1) The state of Washington; or (2) in the case of officers or employees of institutions of higher education or of the Spokane intercollegiate research and technology institute, a governmental entity, an agency or instrumentality of a governmental entity, or a nonprofit corporation organized for the benefit and support of the state employee's agency or other state agencies pursuant to an agreement with the state employee's agency.

[1996 c 213 § 5; 1994 c 154 § 111.]

RCW 42.52.120
Compensation for outside activities.

(1) No state officer or state employee may receive any thing of economic value under any contract or grant outside of his or her official duties. The prohibition in this subsection does not apply where the state officer or state employee has complied with *RCW 42.52.030(2) or each of the following conditions are met:

(a) The contract or grant is bona fide and actually performed;

(b) The performance or administration of the contract or grant is not within the course of the officer's or employee's official duties, or is not under the officer's or employee's official supervision;

(c) The performance of the contract or grant is not prohibited by RCW 42.52.040 or by applicable laws or rules governing outside employment for the officer or employee;

(d) The contract or grant is neither performed for nor compensated by any person from whom such officer or employee would be prohibited by RCW 42.52.150(4) from receiving a gift;

(e) The contract or grant is not one expressly created or authorized by the officer or employee in his or her official capacity;

(f) The contract or grant would not require unauthorized disclosure of confidential information.

(2) In addition to satisfying the requirements of subsection (1) of this section, a state officer or state employee may have a beneficial interest in a grant or contract or a series of substantially identical contracts or grants with a state agency only if:

(a) The contract or grant is awarded or issued as a result of an open and competitive bidding process in which more than one bid or grant application was received; or

(b) The contract or grant is awarded or issued as a result of an open and competitive bidding or selection process in which the officer's or employee's bid or proposal was the only bid or proposal received and the officer or employee has been advised by the appropriate ethics board, before execution of the contract or grant, that the contract or grant would not be in conflict with the proper discharge of the officer's or employee's official duties; or

(c) The process for awarding the contract or issuing the grant is not open and competitive, but the officer or employee has been advised by the appropriate ethics board that the contract or grant would not be in conflict with the proper discharge of the officer's or employee's official duties.

(3) A state officer or state employee awarded a contract or issued a grant in compliance with subsection (2) of this section shall file the contract or grant with the appropriate ethics board within thirty days after the date of execution; however, if proprietary formulae, designs, drawings, or research are included in the contract or grant, the proprietary formulae, designs, drawings, or research may be deleted from the contract or grant filed with the appropriate ethics board.

(4) This section does not prevent a state officer or state employee from receiving compensation contributed from the treasury of the United States, another state, county, or municipality if the compensation is received pursuant to arrangements entered into between such state, county, municipality, or the United States and the officer's or employee's agency. This section does not prohibit a state officer or state employee from serving or performing any duties under an employment contract with a governmental entity.

(5) As used in this section, "officer" and "employee" do not include officers and employees who, in accordance with the terms of their employment or appointment, are serving without compensation from the state of Washington or are receiving from the state only reimbursement of expenses incurred or a predetermined allowance for such expenses.

[1997 c 318 § 1; 1996 c 213 § 6; 1994 c 154 § 112.]

NOTES:

***Reviser's note:** RCW 42.52.030 was amended by 2005 c 106 § 2, deleting subsection (2).

RCW 42.52.130
Honoraria.

(1) No state officer or state employee may receive honoraria unless specifically authorized by the agency where they serve as state officer or state employee.

(2) An agency may not permit honoraria under the following circumstances:

(a) The person offering the honorarium is seeking or is reasonably expected to seek contractual relations with or a grant from the employer of the state officer or state employee, and the officer or employee is in a position to participate in the terms or the award of the contract or grant;

(b) The person offering the honorarium is regulated by the employer of the state officer or state employee and the officer or employee is in a position to participate in the regulation; or

(c) The person offering the honorarium (i) is seeking or opposing or is reasonably likely to seek or oppose enactment of legislation or adoption of administrative rules or actions, or policy changes by the state officer's or state employee's agency; and (ii) the officer or employee may participate in the enactment or adoption.

[1994 c 154 § 113.]

RCW 42.52.140
Gifts.

No state officer or state employee may receive, accept, take, seek, or solicit, directly or indirectly, any thing of economic value as a gift, gratuity, or favor from a person if it could be reasonably expected that the gift, gratuity, or favor would influence the vote, action, or judgment of the officer or employee, or be considered as part of a reward for action or inaction.

[1994 c 154 § 114.]

RCW 42.52.150
Limitations on gifts.

(1) No state officer or state employee may accept gifts, other than those specified in subsections (2) and (5) of this section, with an aggregate value in excess of fifty dollars from a single source in a calendar year or a single gift from multiple sources with a value in excess of fifty dollars. For purposes of this section, "single source" means any person, as defined in RCW 42.52.010, whether acting directly or through any agent or other intermediary, and "single gift" includes any event, item, or group of items used in conjunction with each other or any trip including transportation, lodging, and attendant costs, not excluded from the definition of gift under RCW 42.52.010. The value of gifts given to an officer's or employee's family member or guest shall be attributed to the official or employee for the purpose of determining whether the limit has been exceeded, unless an independent business, family, or social relationship exists between the donor and the family member or guest.

(2) Except as provided in subsection (4) of this section, the following items are presumed not to influence under RCW 42.52.140, and may be accepted without regard to the limit established by subsection (1) of this section:

(a) Unsolicited flowers, plants, and floral arrangements;

(b) Unsolicited advertising or promotional items of nominal value, such as pens and note pads;

(c) Unsolicited tokens or awards of appreciation in the form of a plaque, trophy, desk item, wall memento, or similar item;

(d) Unsolicited items received by a state officer or state employee for the purpose of evaluation or review, if the officer or employee has no personal beneficial interest in the eventual use or acquisition of the item by the officer's or employee's agency;

(e) Informational material, publications, or subscriptions related to the recipient's performance of official duties;

(f) Food and beverages consumed at hosted receptions where attendance is related to the state officer's or state employee's official duties;

(g) Gifts, grants, conveyances, bequests, and devises of real or personal property, or both, in trust or otherwise accepted and solicited for deposit in the legislative international trade account created in RCW 44.04.270;

(h) Gifts, grants, conveyances, bequests, and devises of real or personal property, or both, in trust or otherwise accepted and solicited for the purpose of promoting the expansion of tourism as provided for in RCW 43.330.090;

(i) Gifts, grants, conveyances, bequests, and devises of real or personal property, or both, solicited on behalf of a national legislative association or host committee for the purpose of hosting an official conference under the circumstances specified in RCW 42.52.820. Anything solicited or accepted may only be received by the national association or host committee and may not be commingled with any funds or accounts that are the property of any person;

(j) Admission to, and the cost of food and beverages consumed at, events sponsored by or in conjunction with a civic, charitable, governmental, or community organization; and

(k) Unsolicited gifts from dignitaries from another state or a foreign country that are intended to be personal in nature.

(3) The presumption in subsection (2) of this section is rebuttable and may be overcome based on the circumstances surrounding the giving and acceptance of the item.

(4) Notwithstanding subsections (2) and (5) of this section, a state officer or state employee of a regulatory agency or of an agency that seeks to acquire goods or services who participates in those regulatory or contractual matters may receive, accept, take, or seek, directly or indirectly, only the following items from a person regulated by the agency or from a person who seeks to provide goods or services to the agency:

(a) Unsolicited advertising or promotional items of nominal value, such as pens and note pads;

(b) Unsolicited tokens or awards of appreciation in the form of a plaque, trophy, desk item, wall memento, or similar item;

(c) Unsolicited items received by a state officer or state employee for the purpose of evaluation or review, if the officer or employee has no personal beneficial interest in the eventual use or acquisition of the item by the officer's or employee's agency;

(d) Informational material, publications, or subscriptions related to the recipient's performance of official duties;

(e) Food and beverages consumed at hosted receptions where attendance is related to the state officer's or state employee's official duties;

(f) Admission to, and the cost of food and beverages consumed at, events sponsored by or in conjunction with a civic, charitable, governmental, or community organization; and

(g) Those items excluded from the definition of gift in RCW 42.52.010 except:

(i) Payments by a governmental or nongovernmental entity of reasonable expenses incurred in connection with a speech, presentation, appearance, or trade mission made in an official capacity;

(ii) Payments for seminars and educational programs sponsored by a bona fide governmental or nonprofit professional, educational, trade, or charitable association or institution; and

(iii) Flowers, plants, and floral arrangements.

(5) A state officer or state employee may accept gifts in the form of food and beverage on infrequent occasions in the ordinary course of meals where attendance by the officer or employee is related to the

performance of official duties. Gifts in the form of food and beverage that exceed fifty dollars on a single occasion shall be reported as provided in chapter 42.17, RCW.

[2003 1st sp.s. c 23 § 2. Prior: 2003 c 265 § 3; 2003 c 153 § 6; 1998 c 7 § 2; 1994 c 154 § 115.]

NOTES:

Findings -- 2003 c 153: See note following RCW 43.330.090.

RCW 42.52.160
Use of persons, money, or property for private gain.

(1) No state officer or state employee may employ or use any person, money, or property under the officer's or employee's official control or direction, or in his or her official custody, for the private benefit or gain of the officer, employee, or another.

(2) This section does not prohibit the use of public resources to benefit others as part of a state officer's or state employee's official duties.

(3) The appropriate ethics boards may adopt rules providing exceptions to this section for occasional use of the state officer or state employee, of de minimis cost and value, if the activity does not result in interference with the proper performance of public duties.

[1996 c 213 § 7; 1994 c 154 § 116; 1987 c 426 § 3. Formerly RCW 42.18.217.]

RCW 42.52.170
Giving, paying, loaning, etc., any thing of economic value to state employee.

No person shall give, pay, loan, transfer, or deliver, directly or indirectly, to any other person any thing of economic value believing or having reason to believe that there exist circumstances making the receipt thereof a violation of RCW 42.52.040, 42.52.110, 42.52.120, 42.52.140, or 42.52.150.

[1994 c 154 § 117; 1987 c 426 § 5; 1969 ex.s. c 234 § 23. Formerly RCW 42.18.230.]

RCW 42.52.180
Use of public resources for political campaigns.

(1) No state officer or state employee may use or authorize the use of facilities of an agency, directly or indirectly, for the purpose of assisting a campaign for election of a person to an office or for the promotion of or opposition to a ballot proposition. Knowing acquiescence by a person with authority to direct, control, or influence the actions of the state officer or state employee using public resources in violation of this section constitutes a violation of this section. Facilities of an agency include, but are not limited to, use of stationery, postage, machines, and equipment, use of state employees of the agency during working hours, vehicles, office space, publications of the agency, and clientele lists of persons served by the agency.

(2) This section shall not apply to the following activities:

(a) Action taken at an open public meeting by members of an elected legislative body to express a collective decision, or to actually vote upon a motion, proposal, resolution, order, or ordinance, or to support or oppose a ballot proposition as long as (i) required notice of the meeting includes the title and number of the ballot proposition, and (ii) members of the legislative body or members of the public are afforded an approximately equal opportunity for the expression of an opposing view;

(b) A statement by an elected official in support of or in opposition to any ballot proposition at an open press conference or in response to a specific inquiry. For the purposes of this subsection, it is not a violation of this section for an elected official to respond to an inquiry regarding a ballot proposition, to make incidental remarks concerning a ballot proposition in an official communication, or otherwise comment on a ballot proposition without an actual, measurable expenditure of public funds. The ethics boards shall adopt by rule a definition of measurable expenditure;

(c) Activities that are part of the normal and regular conduct of the office or agency; and

(d) De minimis use of public facilities by statewide elected officials and legislators incidental to the preparation or delivery of permissible communications, including written and verbal communications initiated by them of their views on ballot propositions that foreseeably may affect a matter that falls within their constitutional or statutory responsibilities.

(3) As to state officers and employees, this section operates to the exclusion of RCW 42.17.130.

[1995 c 397 § 30; 1994 c 154 § 118.]

NOTES:

Effective date -- Captions -- Severability -- 1995 c 397: See RCW 42.17.960 through 42.17.962.

RCW 42.52.185
Restrictions on mailings by legislators.

(1) During the twelve-month period beginning on December 1st of the year before a general election for a state legislator's election to office and continuing through November 30th immediately after the general election, the legislator may not mail, either by regular mail or electronic mail, to a constituent at public expense a letter, newsletter, brochure, or other piece of literature, except as follows:

(a) The legislator may mail two mailings of newsletters to constituents. All newsletters within each mailing of newsletters must be identical as to their content but not as to the constituent name or address. One such mailing may be mailed no later than thirty days after the start of a regular legislative session, except that a legislator appointed during a regular legislative session to fill a vacant seat may have up to thirty days from the date of appointment to send out the first mailing. The other mailing may be mailed no later than sixty days after the end of a regular legislative session.

(b) The legislator may mail an individual letter to (i) an individual constituent who has contacted the legislator regarding the subject matter of the letter during the legislator's current term of office; (ii) an individual constituent who holds a governmental office with jurisdiction over the subject matter of the letter; or (iii) an individual constituent who has received an award or honor of extraordinary distinction of a type that is sufficiently infrequent to be noteworthy to a reasonable person, including, but not limited to: (A) An international or national award such as the Nobel prize or the Pulitzer prize; (B) a state award such as Washington scholar; (C) an Eagle Scout award; and (D) a Medal of Honor.

(2) For purposes of subsection (1) of this section, "legislator" means a legislator who is a "candidate," as defined by RCW 42.17.020, for any public office.

(3) A violation of this section constitutes use of the facilities of a public office for the purpose of assisting a campaign under RCW 42.52.180.

(4) The house of representatives and senate shall specifically limit expenditures per member for the total cost of mailings. Those costs include, but are not limited to, production costs, printing costs, and postage costs. The limits imposed under this subsection apply only to the total expenditures on mailings per member and not to any categorical cost within the total.

(5) For purposes of this section, persons residing outside the legislative district represented by the legislator are not considered to be constituents, but students, military personnel, or others temporarily employed outside of the district who normally reside in the district are considered to be constituents.

[1997 c 320 § 1; 1995 c 397 § 5; 1993 c 2 § 25 (Initiative Measure No. 134, approved November 3, 1992). Formerly RCW 42.17.132.]

RCW 42.52.190
Investments.

(1) Except for permissible investments as defined in this section, no state officer or state employee of any agency responsible for the investment of funds, who acts in a decision-making, advisory, or policy-influencing capacity with respect to investments, may have a direct or indirect interest in any property, security, equity, or debt instrument of a person, without prior written approval of the agency.

(2) Agencies responsible for the investment of funds shall adopt policies governing approval of investments

and establishing criteria to be considered in the approval process. Criteria shall include the relationship between the proposed investment and investments held or under consideration by the state, the size and timing of the proposed investment, access by the state officer or state employee to nonpublic information relative to the proposed investment, and the availability of the investment in the public market. Agencies responsible for the investment of funds also shall adopt policies consistent with this chapter governing use by their officers and employees of financial information acquired by virtue of their state positions. A violation of such policies adopted to implement this subsection shall constitute a violation of this chapter.

(3) As used in this section, "permissible investments" means any mutual fund, deposit account, certificate of deposit, or money market fund maintained with a bank, broker, or other financial institution, a security publicly traded in an organized market if the interest in the security at acquisition is ten thousand dollars or less, or an interest in real estate, except if the real estate interest is in or with a party in whom the agency holds an investment.

[1994 c 154 § 119.]

RCW 42.52.200
Agency rules.

(1) Each agency may adopt rules consistent with law, for use within the agency to protect against violations of this chapter.

(2) Each agency proposing to adopt rules under this section shall forward the rules to the appropriate ethics board before they may take effect. The board may submit comments to the agency regarding the proposed rules.

(3) This section applies to universities only to the extent their activities are not subject to RCW 42.52.220.

[2005 c 106 § 3; 1994 c 154 § 120.]

RCW 42.52.220
Universities -- Administrative processes.

(1) Consistent with the state policy to encourage basic and applied scientific research by the state's research universities as stated in RCW 28B.140.005, each university may develop, adopt, and implement one or more written administrative processes that shall, upon approval by the governor, apply in place of the obligations imposed on universities and university research employees under RCW 42.52.030, 42.52.040, 42.52.080, 42.52.110, 42.52.120, 42.52.130, 42.52.140, 42.52.150, and 42.52.160. The universities shall coordinate on the development of administrative processes to ensure the processes are comparable. A university research employee in compliance with the processes authorized in this section shall be deemed to be in compliance with RCW 42.52.030, 42.52.040, 42.52.080, 42.52.110, 42.52.120, 42.52.130, 42.52.140, 42.52.150, and 42.52.160.

(2) The executive ethics board shall enforce activity subject to the written approval processes under this section, as provided in RCW 42.52.360.

[2005 c 106 § 4.]

RCW 42.52.310
Legislative ethics board.

(1) The legislative ethics board is created, composed of nine members, selected as follows:

(a) Two senators, one from each of the two largest caucuses, appointed by the president of the senate;

(b) Two members of the house of representatives, one from each of the two largest caucuses, appointed by the speaker of the house of representatives;

(c) Five citizen members:

(i) One citizen member chosen by the governor from a list of three individuals submitted by each of the four legislative caucuses; and

(ii) One citizen member selected by three of the four other citizen members of the legislative ethics board.

(2) Except for initial members and members completing partial terms, nonlegislative members shall serve a single five-year term.

(3) No more than three of the public members may be identified with the same political party.

(4) Terms of initial nonlegislative board members shall be staggered as follows: One member shall be appointed to a one-year term; one member shall be appointed to a two-year term; one member shall be appointed to a three-year term; one member shall be appointed to a four-year term; and one member shall be appointed for a five-year term.

(5) A vacancy on the board shall be filled in the same manner as the original appointment.

(6) Legislative members shall serve two-year terms, from January 31st of an odd-numbered year until January 31st of the next odd-numbered year.

(7) Each member shall serve for the term of his or her appointment and until his or her successor is appointed.

(8) The citizen members shall annually select a chair from among themselves.

[1994 c 154 § 201.]

RCW 42.52.320
Authority of legislative ethics board.

(1) The legislative ethics board shall enforce this chapter and rules adopted under it with respect to members and employees of the legislature.

(2) The legislative ethics board shall:

(a) Develop educational materials and training with regard to legislative ethics for legislators and legislative employees;

(b) Issue advisory opinions;

(c) Adopt rules or policies governing the conduct of business by the board, and adopt rules defining working hours for purposes of RCW 42.52.180 and where otherwise authorized under chapter 154, Laws of 1994;

(d) Investigate, hear, and determine complaints by any person or on its own motion;

(e) Impose sanctions including reprimands and monetary penalties;

(f) Recommend suspension or removal to the appropriate legislative entity, or recommend prosecution to the appropriate authority; and

(g) Establish criteria regarding the levels of civil penalties appropriate for different types of violations of this chapter and rules adopted under it.

(3) The board may:

(a) Issue subpoenas for the attendance and testimony of witnesses and the production of documentary evidence relating to any matter under examination by the board or involved in any hearing;

(b) Administer oaths and affirmations;

(c) Examine witnesses; and

(d) Receive evidence.

(4) Subject to RCW 42.52.540, the board has jurisdiction over any alleged violation that occurred before January 1, 1995, and that was within the jurisdiction of any of the boards established under *chapter 44.60,

RCW. The board's jurisdiction with respect to any such alleged violation shall be based on the statutes and rules in effect at [the] time of the violation.

[1994 c 154 § 202.]

NOTES:

***Reviser's note:** Chapter 44.60, RCW was repealed by 1994 c 154 § 304, effective January 1, 1995.

RCW 42.52.330
Interpretation.

By constitutional design, the legislature consists of citizen-legislators who bring to bear on the legislative process their individual experience and expertise. The provisions of this chapter shall be interpreted in light of this constitutional principle.

[1994 c 154 § 203.]

RCW 42.52.340
Transfer of jurisdiction.

On January 1, 1995, any complaints or other matters under investigation or consideration by the boards of legislative ethics in the house of representatives and the senate operating pursuant to *chapter 44.60, RCW shall be transferred to the legislative ethics board created by RCW 42.52.310. All files, including but not limited to minutes of meetings, investigative files, records of proceedings, exhibits, and expense records, shall be transferred to the legislative ethics board created in RCW 42.52.310 pursuant to their direction and the legislative ethics board created in RCW 42.52.310 shall assume full jurisdiction over all pending complaints, investigations, and proceedings.

[1994 c 154 § 204.]

NOTES:

***Reviser's note:** Chapter 44.60, RCW was repealed by 1994 c 154 § 304, effective January 1, 1995.

RCW 42.52.350
Executive ethics board.

(1) The executive ethics board is created, composed of five members, appointed by the governor as follows:

(a) One member shall be a classified service employee as defined in chapter 41.06, RCW;

(b) One member shall be a state officer or state employee in an exempt position;

(c) One member shall be a citizen selected from a list of three names submitted by the attorney general;

(d) One member shall be a citizen selected from a list of three names submitted by the state auditor; and

(e) One member shall be a citizen selected at large by the governor.

(2) Except for initial members and members completing partial terms, members shall serve a single five-year term.

(3) No more than three members may be identified with the same political party.

(4) Terms of initial board members shall be staggered as follows: One member shall be appointed to a one-year term; one member shall be appointed to a two-year term; one member shall be appointed to a three-year term; one member shall be appointed to a four-year term; and one member shall be appointed to a five-year term.

(5) A vacancy on the board shall be filled in the same manner as the original appointment.

(6) Each member shall serve for the term of his or her appointment and until his or her successor is appointed.

(7) The members shall annually select a chair from among themselves.

(8) Staff shall be provided by the office of the attorney general.

[1994 c 154 § 205.]

RCW 42.52.360
Authority of executive ethics board.

(1) The executive ethics board shall enforce this chapter and rules adopted under it with respect to statewide elected officers and all other officers and employees in the executive branch, boards and commissions, and institutions of higher education.

(2) The executive ethics board shall enforce this chapter with regard to the activities of university research employees as provided in this subsection.

(a) With respect to compliance with RCW 42.52.030, 42.52.110, 42.52.130, 42.52.140, and 42.52.150, the administrative process shall be consistent with and adhere to no less than the current standards in regulations of the United States public health service and the office of the secretary of the department of health and human services in Title 42 C.F.R. Part 50, Subpart F relating to promotion of objectivity in research.

(b) With respect to compliance with RCW 42.52.040, 42.52.080, and 42.52.120, the administrative process shall include a comprehensive system for the disclosure, review, and approval of outside work activities by university research employees while assuring that such employees are fulfilling their employment obligations to the university.

(c) With respect to compliance with RCW 42.52.160, the administrative process shall include a reasonable determination by the university of acceptable private uses having de minimis costs to the university and a method for establishing fair and reasonable reimbursement charges for private uses the costs of which are in excess of de minimis.

(3) The executive ethics board shall:

(a) Develop educational materials and training;

(b) Adopt rules and policies governing the conduct of business by the board, and adopt rules defining working hours for purposes of RCW 42.52.180 and where otherwise authorized under chapter 154, Laws of 1994;

(c) Issue advisory opinions;

(d) Investigate, hear, and determine complaints by any person or on its own motion;

(e) Impose sanctions including reprimands and monetary penalties;

(f) Recommend to the appropriate authorities suspension, removal from position, prosecution, or other appropriate remedy; and

(g) Establish criteria regarding the levels of civil penalties appropriate for violations of this chapter and rules adopted under it.

(4) The board may:

(a) Issue subpoenas for the attendance and testimony of witnesses and the production of documentary evidence relating to any matter under examination by the board or involved in any hearing;

(b) Administer oaths and affirmations;

(c) Examine witnesses; and

(d) Receive evidence.

(5) Except as provided in RCW 42.52.220, the executive ethics board may review and approve agency policies as provided for in this chapter.

(6) This section does not apply to state officers and state employees of the judicial branch.

[2005 c 106 § 5; 1994 c 154 § 206.]

RCW 42.52.370
Authority of commission on judicial conduct.

The commission on judicial conduct shall enforce this chapter and rules adopted under it with respect to state officers and employees of the judicial branch and may do so according to procedures prescribed in Article IV, section 31 of the state Constitution. In addition to the sanctions authorized in Article IV, section 31 of the state Constitution, the commission may impose sanctions authorized by this chapter.

[1994 c 154 § 207.]

RCW 42.52.380
Political activities of board members.

(1) No member of the executive ethics board may (a) hold or campaign for partisan elective office other than the position of precinct committeeperson, or any full-time nonpartisan office; (b) be an officer of any political party or political committee as defined in chapter 42.17, RCW other than the position of precinct committeeperson; (c) permit his or her name to be used, or make contributions, in support of or in opposition to any state candidate or state ballot measure; or (d) lobby or control, direct, or assist a lobbyist except that such member may appear before any committee of the legislature on matters pertaining to this chapter.

(2) No citizen member of the legislative ethics board may (a) hold or campaign for partisan elective office other than the position of precinct committeeperson, or any full-time nonpartisan office; (b) be an officer of any political party or political committee as defined in chapter 42.17, RCW, other than the position of precinct committeeperson; (c) permit his or her name to be used, or make contributions, in support of or in opposition to any legislative candidate, any legislative caucus campaign committee that supports or opposes legislative candidates, or any political action committee that supports or opposes legislative candidates; or (d) engage in lobbying in the legislative branch under circumstances not exempt, under RCW 42.17.160, from lobbyist registration and reporting.

(3) No citizen member of the legislative ethics board may hold or campaign for a seat in the state house of representatives or the state senate within two years of serving on the board if the citizen member opposes an incumbent who has been the respondent in a complaint before the board.

[1997 c 11 § 1; 1994 c 154 § 208.]

RCW 42.52.390
Hearing and subpoena authority.

Except as otherwise provided by law, the ethics boards may hold hearings, subpoena witnesses, compel their attendance, administer oaths, take the testimony of a person under oath, and in connection therewith, to require the production for examination of any books or papers relating to any matter under investigation or in question before the ethics board. The ethics board may make rules as to the issuance of subpoenas by individual members, as to service of complaints, decisions, orders, recommendations, and other process or papers of the ethics board.

[1994 c 154 § 209.]

RCW 42.52.400
Enforcement of subpoena authority.

In case of refusal to obey a subpoena issued to a person, the superior court of a county within the jurisdiction of which the investigation, proceeding, or hearing under this chapter is carried on or within the jurisdiction of which the person refusing to obey is found or resides or transacts business, upon application by the appropriate ethics

board shall have jurisdiction to issue to the person an order requiring the person to appear before the ethics board or its member to produce evidence if so ordered, or to give testimony touching the matter under investigation or in question. Failure to obey such order of the court may be punished by the court as contempt.

[1994 c 154 § 210.]

RCW 42.52.410
Filing complaint.

(1) A person may, personally or by his or her attorney, make, sign, and file with the appropriate ethics board a complaint on a form provided by the appropriate ethics board. The complaint shall state the name of the person alleged to have violated this chapter or rules adopted under it and the particulars thereof, and contain such other information as may be required by the appropriate ethics board.

(2) If it has reason to believe that any person has been engaged or is engaging in a violation of this chapter or rules adopted under it, an ethics board may issue a complaint.

[1994 c 154 § 211.]

RCW 42.52.420
Investigation.

(1) After the filing of any complaint, except as provided in RCW 42.52.450, the staff of the appropriate ethics board shall investigate the complaint. The investigation shall be limited to the allegations contained in the complaint.

(2) The results of the investigation shall be reduced to writing and the staff shall either make a determination that the complaint should be dismissed pursuant to RCW 42.52.425, or recommend to the board that there is or that there is not reasonable cause to believe that a violation of this chapter or rules adopted under it has been or is being committed.

(3) The board's determination on reasonable cause shall be provided to the complainant and to the person named in such complaint.

[2000 c 211 § 1; 1994 c 154 § 212.]

RCW 42.52.425
Dismissal of complaint.

(1) Based on the investigation conducted under RCW 42.52.420 or 42.52.450, and subject to rules issued by each board, the board or the staff of the appropriate ethics board may issue an order of dismissal based on any of the following findings:

(a) Any violation that may have occurred is not within the jurisdiction of the board;

(b) The complaint is obviously unfounded or frivolous; or

(c) Any violation that may have occurred does not constitute a material violation because it was inadvertent and minor, or has been cured, and, after consideration of all of the circumstances, further proceedings would not serve the purposes of this chapter.

(2) Written notice of the determination under subsection (1) of this section shall be provided to the complainant, respondent, and the board. The written notice to the complainant shall include a statement of the complainant's right to appeal to the board under subsection (3) of this section if the dismissal order was issued by staff.

(3) In the event that a complaint is dismissed by staff under this section, the complainant may request that the board review the action. Following review, the board shall:

(a) Affirm the staff dismissal;

(b) Direct the staff to conduct further investigation; or

(c) Issue a determination that there is reasonable cause to believe that a violation has been or is being committed.

(4) The board's decision under subsection (3) of this section shall be reduced to writing and provided to the complainant and the respondent.

[2005 c 116 § 1; 2000 c 211 § 2.]

RCW 42.52.430
Public hearing -- Findings.

(1) If the ethics board determines there is reasonable cause under RCW 42.52.420 that a violation of this chapter or rules adopted under it occurred, a public hearing on the merits of the complaint shall be held.

(2) The ethics board shall designate the location of the hearing. The case in support of the complaint shall be presented at the hearing by staff of the ethics board.

(3) The respondent shall file a written answer to the complaint and appear at the hearing in person or otherwise, with or without counsel, and submit testimony and be fully heard. The respondent has the right to cross-examine witnesses.

(4) Testimony taken at the hearing shall be under oath and recorded.

(5) If, based upon a preponderance of the evidence, the ethics board finds that the respondent has violated this chapter or rules adopted under it, the board shall file an order stating findings of fact and enforcement action as authorized under this chapter.

(6) If, upon all the evidence, the ethics board finds that the respondent has not engaged in an alleged violation of this chapter or rules adopted under it, the ethics board shall state findings of fact and shall similarly issue and file an order dismissing the complaint.

(7) If the board makes a determination that there is not reasonable cause to believe that a violation has been or is being committed or has made a finding under subsection (6) of this section, the attorney general shall represent the officer or employee in any action subsequently commenced based on the alleged facts in the complaint.

[1994 c 154 § 213.]

RCW 42.52.440
Review of order.

Except as otherwise provided by law, reconsideration or judicial review of an ethics board's order that a violation of this chapter or rules adopted under it has occurred shall be governed by the provisions of chapter 34.05, RCW applicable to review of adjudicative proceedings.

[1994 c 154 § 214.]

RCW 42.52.450
Complaint against legislator or statewide elected official.

(1) If a complaint alleges a violation of RCW 42.52.180 by a legislator or statewide elected official other than the attorney general, the attorney general shall, if requested by the appropriate ethics board, conduct the investigation under RCW 42.52.420 and recommend action.

(2) If a complaint alleges a violation of RCW 42.52.180 by the attorney general, the state auditor shall conduct the investigation under RCW 42.52.420 and recommend action to the appropriate ethics board.

[2005 c 116 § 2; 1994 c 154 § 215.]

RCW 42.52.460
Citizen actions.

Any person who has notified the appropriate ethics board and the attorney general in writing that there is reason to believe that RCW 42.52.180 is being or has been violated may, in the name of the state, bring a citizen action for any of the actions authorized under this chapter. A citizen action may be brought only if the appropriate ethics board or the attorney general have failed to commence an action under this chapter within forty-five days after notice from the person, the person has thereafter notified the appropriate ethics board and the attorney general that the person will commence a citizen's action within ten days upon their failure to commence an action, and the appropriate ethics board and the attorney general have in fact failed to bring an action within ten days of receipt of the second notice.

If the person who brings the citizen's action prevails, the judgment awarded shall escheat to the state, but the person shall be entitled to be reimbursed by the state of Washington for costs and attorneys' fees incurred. If a citizen's action that the court finds was brought without reasonable cause is dismissed, the court may order the person commencing the action to pay all costs of trial and reasonable attorneys' fees incurred by the defendant.

Upon commencement of a citizen action under this section, at the request of a state officer or state employee who is a defendant, the office of the attorney general shall represent the defendant if the attorney general finds that the defendant's conduct complied with this chapter and was within the scope of employment.

[1994 c 154 § 216.]

RCW 42.52.470
Referral for enforcement.

As appropriate, an ethics board may refer a complaint:

(1) To an agency for initial investigation and proposed resolution which shall be referred back to the appropriate ethics board for action; or

(2) To the attorney general's office or prosecutor for appropriate action.

[1994 c 154 § 217.]

RCW 42.52.480
Action by boards.

(1) Except as otherwise provided by law, an ethics board may order payment of the following amounts if it finds a violation of this chapter or rules adopted under it after a hearing under RCW 42.52.370 or other applicable law:

(a) Any damages sustained by the state that are caused by the conduct constituting the violation;

(b) From each such person, a civil penalty of up to five thousand dollars per violation or three times the economic value of any thing received or sought in violation of this chapter or rules adopted under it, whichever is greater; and

(c) Costs, including reasonable investigative costs, which shall be included as part of the limit under (b) of this subsection. The costs may not exceed the penalty imposed. The payment owed on the penalty shall be reduced by the amount of the costs paid.

(2) Damages under this section may be enforced in the same manner as a judgment in a civil case.

[1994 c 154 § 218.]

RCW 42.52.490
Action by attorney general.

(1) Upon a written determination by the attorney general that the action of an ethics board was clearly erroneous or if requested by an ethics board, the attorney general may bring a civil action in the superior court of the county in which the violation is alleged to have occurred against a state officer, state employee, former state officer, former state employee, or other person who has violated or knowingly assisted another person in violating any of the provisions of this chapter or the rules adopted under it. In such action the attorney general may recover the following amounts on behalf of the state of Washington:

(a) Any damages sustained by the state that are caused by the conduct constituting the violation;

(b) From each such person, a civil penalty of up to five thousand dollars per violation or three times the economic value of any thing received or sought in violation of this chapter or the rules adopted under it, whichever is greater; and

(c) Costs, including reasonable investigative costs, which shall be included as part of the limit under (b) of this subsection. The costs may not exceed the penalty imposed. The payment owed on the penalty shall be reduced by the amount of the costs paid.

(2) In any civil action brought by the attorney general upon the basis that the attorney general has determined that the board's action was clearly erroneous, the court shall not proceed with the action unless the attorney general has first shown, and the court has found, that the action of the board was clearly erroneous.

[1994 c 154 § 219.]

RCW 42.52.500
Optional hearings by administrative law judge.

If an ethics board finds that there is reasonable cause to believe that a violation has occurred, the board shall consider the possibility of the alleged violator having to pay a total amount of penalty and costs of more than five hundred dollars. Based on such consideration, the board may give the person who is the subject of the complaint the option to have an administrative law judge conduct the hearing and rule on procedural and evidentiary matters. The board may also, on its own initiative, provide for retaining an administrative law judge. An ethics board may not require total payment of more than five hundred dollars in penalty and costs in any case where an administrative law judge is not used and the board did not give such option to the person who is the subject of the complaint.

[1994 c 154 § 220.]

RCW 42.52.510
Rescission of state action.

(1) The attorney general may, on request of the governor or the appropriate agency, and in addition to other available rights of rescission, bring an action in the superior court of Thurston county to cancel or rescind state action taken by a state officer or state employee, without liability to the state of Washington, contractual or otherwise, if the governor or ethics board has reason to believe that: (a) A violation of this chapter or rules adopted under it has substantially influenced the state action, and (b) the interest of the state requires the cancellation or rescission. The governor may suspend state action pending the determination of the merits of the controversy under this section. The court may permit persons affected by the governor's actions to post an adequate bond pending such resolution to ensure compliance by the defendant with the final judgment, decree, or other order of the court.

(2) This section does not limit other available remedies.

[1994 c 154 § 221.]

RCW 42.52.520
Disciplinary action.

(1) A violation of this chapter or rules adopted under it is grounds for disciplinary action.

(2) The procedures for any such action shall correspond to those applicable for disciplinary action for employee misconduct generally; for those state officers and state employees not specifically exempted in chapter 41.06, RCW, the rules set forth in chapter 41.06, RCW shall apply. Any action against the state officer or state employee shall be subject to judicial review to the extent provided by law for disciplinary action for misconduct of state officers and state employees of the same category and grade.

[1994 c 154 § 222; 1969 ex.s. c 234 § 26. Formerly RCW 42.18.260.]

RCW 42.52.530
Additional investigative authority.

In addition to other authority under this chapter, the attorney general may investigate persons not under the jurisdiction of an ethics board whom the attorney general has reason to believe were involved in transactions in violation of this chapter or rules adopted under it.

[1994 c 154 § 223.]

RCW 42.52.540
Limitations period.

Any action taken under this chapter must be commenced within five years from the date of the violation. However, if it is shown that the violation was not discovered because of concealment by the person charged, then the action must be commenced within two years from the date the violation was discovered or reasonably should have been discovered: (1) By any person with direct or indirect supervisory responsibilities over the person who allegedly committed the violation; or (2) if no person has direct or indirect supervisory authority over the person who committed the violation, by the appropriate ethics board.

[1994 c 154 § 224.]

RCW 42.52.550
Compensation of ethics boards.

The citizen members of the legislative ethics board and the members of the executive ethics board shall be compensated as provided in RCW 43.03.250 and reimbursed for travel expenses as provided in RCW 43.03.050 and 43.03.060. Legislator members of the legislative ethics board shall be reimbursed as provided in RCW 44.04.120.

[1994 c 154 § 227.]

RCW 42.52.800
Exemptions -- Solicitation for state capitol historic furnishings and preservation and restoration of state legislative building.

(1) When soliciting charitable gifts, grants, or donations solely for the limited purposes of RCW 27.48.040, members of the capitol furnishings preservation committee are exempt from the laws of this chapter.

(2) When soliciting charitable gifts, grants, or donations solely for the limited purposes of RCW 27.48.050 or when assisting a nonprofit foundation established for the purposes of RCW 27.48.050, state officers and state employees are exempt from the laws of this chapter.

[2002 c 167 § 3; 1999 c 343 § 4.]

NOTES:

Findings -- Effective date -- 2002 c 167: See notes following RCW 27.48.050.

Findings -- Purpose -- 1999 c 343: See note following RCW 27.48.040.

RCW 42.52.801
Exemption -- Solicitation to promote tourism.

When soliciting charitable gifts, grants, or donations solely for the purposes of promoting the expansion of tourism as provided for in RCW 43.330.090, state officers and state employees are presumed not to be in violation of the solicitation and receipt of gift provisions in RCW 42.52.140.

[2003 c 153 § 5.]

NOTES:

Findings -- 2003 c 153: See note following RCW 43.330.090.

RCW 42.52.802
Exemption -- Solicitation for oral history, state library, and archives account.

This chapter does not prohibit the secretary of state or a designee from soliciting and accepting contributions to the oral history, state library, and archives account created in RCW 43.07.380.

[2003 c 164 § 4.]

RCW 42.52.810
Solicitation for the legislative international trade account -- Report. ***(Effective until July 1, 2006.)***

(1) When soliciting charitable gifts, grants, or donations solely for the legislative international trade account created in RCW 44.04.270, the president of the senate is presumed not to be in violation of the solicitation and receipt of gift provisions in RCW 42.52.140.

(2) When soliciting charitable gifts, grants, or donations solely for the legislative international trade account created in RCW 44.04.270, state officers and state employees are presumed not to be in violation of the solicitation and receipt of gift provisions in RCW 42.52.140.

(3) An annual report of the legislative international trade account activities, including a list of receipts and expenditures, shall be published by the president of the senate and submitted to the house of representatives and the senate and be a public record for the purposes of *RCW 42.17.260.

[2003 c 265 § 2.]

NOTES:

***Reviser's note:** RCW 42.17.260 was recodified as RCW 42.56.070 pursuant to 2005 c 274 § 103, effective July 1, 2006.

RCW 42.52.810
Solicitation for the legislative international trade account -- Report. ***(Effective July 1, 2006.)***

(1) When soliciting charitable gifts, grants, or donations solely for the legislative international trade account created in RCW 44.04.270, the president of the senate is presumed not to be in violation of the solicitation and receipt of gift provisions in RCW 42.52.140.

(2) When soliciting charitable gifts, grants, or donations solely for the legislative international trade account created in RCW 44.04.270, state officers and state employees are presumed not to be in violation of the solicitation and receipt of gift provisions in RCW 42.52.140.

(3) An annual report of the legislative international trade account activities, including a list of receipts and expenditures, shall be published by the president of the senate and submitted to the house of representatives and the senate and be a public record for the purposes of RCW 42.56.070.

[2005 c 274 § 293; 2003 c 265 § 2.]

NOTES:

Part headings not law -- Effective date -- 2005 c 274: See RCW 42.56.901 and 42.56.902.

RCW 42.52.820
Solicitation for hosting national legislative association conference.

When soliciting gifts, grants, or donations to host an official conference within the state of Washington of a national legislative association as approved by both the chief clerk and the secretary of the senate, designated legislative officials and designated legislative employees are presumed not to be in violation of the solicitation and receipt of gift provisions in this chapter. For the purposes of this section, any legislative association must include among its membership the Washington state legislature or individual legislators or legislative staff.

[2003 1st sp.s. c 23 § 1.]

RCW 42.52.900
Legislative declaration.

Government derives its powers from the people. Ethics in government are the foundation on which the structure of government rests. State officials and employees of government hold a public trust that obligates them, in a special way, to honesty and integrity in fulfilling the responsibilities to which they are elected and appointed. Paramount in that trust is the principle that public office, whether elected or appointed, may not be used for personal gain or private advantage.

The citizens of the state expect all state officials and employees to perform their public responsibilities in accordance with the highest ethical and moral standards and to conduct the business of the state only in a manner that advances the public's interest. State officials and employees are subject to the sanctions of law and scrutiny of the media; ultimately, however, they are accountable to the people and must consider this public accountability as a particular obligation of the public service. Only when affairs of government are conducted, at all levels, with openness as provided by law and an unswerving commitment to the public good does government work as it should.

The obligations of government rest equally on the state's citizenry. The effectiveness of government depends, fundamentally, on the confidence citizens can have in the judgments and decisions of their elected representatives. Citizens, therefore, should honor and respect the principles and the spirit of representative democracy, recognizing that both elected and appointed officials, together with state employees, seek to carry out their public duties with professional skill and dedication to the public interest. Such service merits public recognition and support.

All who have the privilege of working for the people of Washington state can have but one aim: To give the highest public service to its citizens.

[1994 c 154 § 1.]

RCW 42.52.901
Liberal construction.

This chapter shall be construed liberally to effectuate its purposes and policy and to supplement existing laws as may relate to the same subject.

[1994 c 154 § 301.]

RCW 42.52.902
Parts and captions not law -- 1994 c 154.

Parts and captions used in this act do not constitute any part of the law.

[1994 c 154 § 302.]

RCW 42.52.903
Serving on board, committee, or commission not prevented.

Nothing in this chapter shall be interpreted to prevent a member of a board, committee, advisory commission, or other body required or permitted by statute to be appointed from any identifiable group or interest, from serving on such body in accordance with the intent of the legislature in establishing such body.

[1969 ex.s. c 234 § 33. Formerly RCW 42.18.330.]

RCW 42.52.904
Effective date -- 1994 c 154.

Sections 101 through 121, 203, 204, 207 through 224, and 301 through 317 of this act shall take effect January 1, 1995.

[1994 c 154 § 319.]

RCW 42.52.905
Severability -- 1994 c 154.

If any provision of this act or its application to any person or circumstance is held invalid, the remainder of the act or the application of the provision to other persons or circumstances is not affected.

[1994 c 154 § 320.]

Frequently Asked Questions:

(revised November 12, 2004)

These frequently asked questions are intended to provide examples of how the Board would interpret and apply RCW 42.52.160, RCW 42.52.180 and WAC 292-110-010 to common occurrences in the state workplace. The Board encourages state agencies to adopt policies applying these principles to their unique circumstances. In some instances state agencies have adopted policies that are more restrictive than the Board's rules. In addition to reviewing the Board's rules, state officers and employees should consult applicable agency policies.

Use of State Resources

E-Mail and Internet Use

Use of State or Resources to Support Charities

Solicitations by State Employees on Behalf of Charitable Organizations

Political or Campaign Buttons, Bumper Stickers, Signs

During the last election, several co-workers wore large political buttons promoting a candidate that I opposed. One co-worker hung a political sign in his work space promoting the passage of an initiative that would impact our agency. Another co-worker placed several political yard signs in the window of her van and parked it in the agency lot.

Use of State Resources

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Question 1: Are there general guidelines for the use of state resources?

Answer: Yes. All state officers and employees have a duty to ensure the proper stewardship of state resources, including funds, facilities, tools, property, employees and their time. Accordingly, the

Ethics in Public Service Act states that resources under your official control may not be used for the private benefit or gain of a state officer, state employee, or another person. (See and RCW 42.52.160(1))

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Question 2: What types of state resources are covered under the ethics law?

Answer: The guidelines on use of state resources apply to all resources under an employee's control including, but not limited to, facilities of an agency, state employees, computers, equipment, vehicles, and consumable resources. State resources also include state information, e.g., databases, employee lists. (See RCW 42.52.160(1) and RCW 42.52.180(1))

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Question 3: What exactly is a "private benefit or gain"?

Answer: A private benefit or gain can range from avoiding a cost or expense by the use to using resources to support your outside business or paying a discounted government rate for a personal phone call. There are some uses that do not appear to have a cost but may result in private benefit or gain. For example, it may not cost a significant amount of money to use a state computer to access the Internet. Nevertheless, by making a personal use of a resource available to you only because you are a state employee, you are receiving a private benefit or gain.

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Question 4: I've heard that de minimis use is allowed. What is a de minimis use anyway?

Answer: A de minimis use is an infrequent or occasional use that results in little or no actual cost to the state. An occasional brief local phone call to make a medical or dental appointment is an allowable de minimis use of state resources. The cost of a brief phone call is negligible and is not likely to interfere with your job. The following examples address "de minimis" use: (See WAC 292-110-010(3))

Example A: An employee makes a telephone call or sends an e-mail message to his/her children to make sure that they have arrived home safely from school. This is not an ethical violation. So long as the call or e-mail is brief in duration, there is little or no cost to the state, i.e., your SCAN code is not used, and sending a brief message does not interfere with the performance of official duties.
Example B: An employee uses his/her agency computer to send electronic mail to another employee wishing them a happy birthday. This is not an ethical violation. The personal message is brief and does not interfere with the performance of official duties.
Example C: Every spring a group of employees meets during lunch to organize an agency softball team. The meeting is held in a conference room that is not needed for agency business during the lunch hour. This is not an ethical violation. There is little or no cost to the state, the meeting does not interfere with the performance of official duties, and off site recreational activities such as softball teams can improve organizational effectiveness.

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Question 5: What does "promoting organizational effectiveness" really mean?

Answer: Organizational effectiveness relates to an agency's mission and encompasses activities that enhance or augment the agency's ability to perform its mission. The Board recognizes that state agencies may allow employees to participate in activities that are not official state duties but promote organizational effectiveness by supporting a collegial work environment. The Board believes that so long as the employees who participate in the activity limit their use of state resources, then these activities would not undermine public confidence in state government. In addition, the Ethics Act normally prohibits the use of state resources to support outside organizations or groups, including charities, unless the support is part of the agency's official duties. The Board's rule allows agency heads to nevertheless approve a de minimis use of state resources for activity that promotes organizational effectiveness even if that activity may incidentally support a private organization. Agency heads are cautioned, however, that activity allowed under this rule may not involve a state

agency's endorsement or promotion of a commercial activity such as advertising or selling products. The following examples address "promoting organizational effectiveness." (See WAC 292-110-010(3) and (6))

Example A: An agency determines that an agency wide retirement lunch will enhance organizational effectiveness. The retirement lunch will last a half hour longer than the normal one hour lunch break. An employee uses his or her office computer to compose a flyer about the lunch, send a few reminder e-mails, and collect for a retirement present. This is not an ethical violation. The use supports organizational effectiveness and was approved by the agency. Since most of the activity takes place outside of normal working hours, it will not interfere with the performance of each employee's official duties. In addition, the employee's use of the office computer and printer will result in little or no cost to the state.
Example B: An agency decides that attending a specific sporting event or going to a local amusement park as a group will promote organizational effectiveness. In order to organize the event the agency uses a very limited amount of state paid time and agency resources to send one email notifying employees of the event and to post flyers and discount coupons in a break room so that employees who attend can take advantage of the discounts available. The flyers and coupons promote a commercial organization, such as a local amusement park, or promote a specific event, such as a state employee appreciation day at a sporting event. This is not an ethical violation. Attending the sporting event or going to an amusement park may improve employee morale, which supports organizational effectiveness. The agency approved this very limited use of resources and the activity falls within the de minimis use guidelines.
Example C: An agency decides that attending a specific sporting event or going to a local amusement park as a group will promote organizational effectiveness. The agency uses state paid time and agency resources to distribute multiple flyers or multiple discount coupons to all agency employees. The flyers and coupons promote a commercial organization, such as a local amusement park, or promote a specific event, such as a state employee appreciation day at a sporting event. This is an ethical violation. While attending the sporting event or going to the amusement park may improve employee morale, the use of state resources exceeds the de minimis use guidelines. When there is no statutory authority for the use of state resources to support a private commercial product or organization, the extensive use of state resources for that activity undermines public confidence in state government.

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Question 6: Are there any uses of state resources that are prohibited?

Answer: Yes. The allowance for de minimis use does not apply to the following uses: conducting an outside business; political or campaign activities; commercial uses like advertising or selling products; lobbying that is unrelated to official duties; solicitation on behalf of other persons unless approved by the agency head; and illegal or inappropriate activities. The following examples address prohibited uses. (See WAC 292-110-010(6))

Example A: An employee operates an outside business. She makes an outside business call on her state telephone. The call is local. This is an ethical violation. The employee is conducting a private business on state time using state resources, which is prohibited under WAC 292-110-010(6).
Example B: An employee puts a state telephone number or work address on business cards or letterhead for his/her outside business. Several customers contact the employee at the office number to conduct the outside business. This is an ethical violation. Although the use of the telephone may result in a negligible cost to the state, conducting a private business is an illegal use of state resources.
Example C: After working hours, an employee uses the office computer and printer to prepare client billings for a private business using his/her own paper. This is an ethical violation. Although use of the office computer and printer may result in a negligible cost to the state, conducting a private business is an illegal use of state resources.
Example D: One night an employee takes an agency owned video player home to watch videos of his/her family vacation. This is an ethical violation. Although there is little or no cost to the state, an employee may not make private use of state equipment removed from state facilities or other official

duty station.
Example E: An employee is assigned to do temporary work in another city away from his/her usual duty station. To perform official duties the employee takes an agency laptop computer. While away, the employee uses the computer to do tax work for a private client. This is an ethical violation. Although use of the laptop may result in a negligible cost to the state, conducting a private business is an inappropriate use of state resources.

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Question 7: Can I play games on my computer during lunch and break times?

Answer: Generally No. When employees download games or load interactive games onto state owned computers, the game play often involves several state employees or can undermine the security of state information and databases. In addition, the computer at your workstation remains a state resource regardless of whether you are working or on a break. Nevertheless, subject to your agency's prior approval a brief and occasional personal use, during lunch or break times, of a game that was preloaded by the manufacturer on your state computer would be allowed under the de minimis rule. (See WAC 292-110-010(3))

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Question 8: If I use a state resource, can't I just reimburse my agency for the use?

Answer: No. Reimbursing for a personal use may result in a personal benefit and may impose significant administrative burdens on the state. For example, the price of a SCAN call is less than you would pay using your local telephone company. Reimbursing also creates the misperception that personal use is ok as long as we pay for it. Personal use should be the exception not the rule. (See WAC 292-110-010(7))

E-Mail and Internet Use

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Question 9: Can I send a personal e-mail message without violating the ethics law?

Answer: Yes. The general ethics standard is that any use of a state resource other than for official state business purposes needs to brief in duration and frequency to ensure there is little or no cost to the state and the use does not interfere with the performance of official duties. Extensive personal use of state provided e-mail is not permitted. (See WAC 292-110-010(4))

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Question 10: Are my e-mail or voice messages private?

Answer: No, if you use state equipment do not expect a right to privacy for any of your e-mail or voicemail communications. E-mail and voicemail communications may be considered public records and could be subject to disclosure. Aside from disclosure, employees should consider that e-mail communications are subject to alteration and may be forwarded to unintended recipients. Avoid these potential problems by treating e-mail communications as another form of business correspondence. (See WAC 292-110-010(5))

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Question 11: Are there any restrictions on e-mail communications?

Answer: Yes. E-mail messages cannot be for any of the following uses: conducting an outside business; political or campaign activities; commercial uses like advertising or selling products; solicitation on behalf of other persons unless approved by the agency head; and illegal or inappropriate activities, such as harassment. In addition, broadly distributing or chain-mailing an e-mail that is not related to official business is prohibited because it disrupts other state employees and obligates them to make a personal use of state resources. (See WAC 292-110-010(6))

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Question 12: What are the guidelines on Internet use?

Answer: Just like the guidelines for e-mail discussed above, any personal use of state provided Internet access must be both brief and infrequent. Extensive personal use of state provided Internet access is not permitted. In addition, your agency must have adopted a policy that specifically permits personal use of the Internet. (See WAC 292-110-010(4)) The following examples address uses of the Internet:

Example A: Several times a month an employee quickly uses the Internet to check his or her children's school website to confirm if the school will end early that day. The transaction takes about five minutes. This is not an ethical violation. The use is brief and infrequent, there is little or no cost to the state, and the use does not interfere with the performance of official duties.
Example B: An employee routinely uses the Internet to manage her personal investment portfolio and communicate information to her broker. This is an ethical violation. Using state resources to monitor private stock investments or make stock trades are private activities that can result in a private financial benefit or gain. Allowing even an occasional or limited use of state facilities to facilitate a private financial gain undermines public confidence in state government.
Example C: An employee spends thirty to forty minutes looking at various web sites related to a personal interest. This is an ethical violation. The use is not brief and can interfere with the performance of state duties.
Example D: An employee visits several humor and joke sites. While at a site, he/she downloads a joke file and e-mails it to several co-workers. This is an ethical violation. By e-mailing a file to co-workers the employee disrupts other state employees and obligates them to make a personal use of state resources. In addition, downloading files and distributing them to co-workers can introduce a computer virus, which can compromise state databases.

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Question 13: What do I do if I access the wrong Internet site?

Answer: Don't panic! The best thing to do is to back out of the site and remember what it was that got you there and don't go back. Everyone makes this kind of mistake. It is also advisable to contact your supervisor or information systems staff to notify them of your mistake.

Use of State or Resources to Support Charities

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Question 14: Can I use state resources to support charities?

Answer: The limited use of state resources to support charities may be allowed if an agency head or his/her designee approves the activity as one that promotes organizational effectiveness. Approval may be in the form of a specific policy that establishes guidelines for limited use of state resources. (See WAC 292-110-010(3))

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Question 15: Can you give me examples of limited uses that might be ok?

Answer: Yes. Sending an e-mail to notify employees of a blood drive would be a limited and acceptable use of state resources. Another example might be a bake sale to support an Adopt-A-Family Program. Here, the baking would be performed at home and after working hours. The baked goods are then displayed for purchase during break times and the lunch hour. When gifts are purchased for the family, the purchases are made after working hours.

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Question 16: Is there anything employees shouldn't do while conducting charity work on state time?

Answer: Any use of state resources that results in an expenditure of funds should be avoided. Consider this scenario: a group of employees spend 6 working hours of staff time a week for over a four-week period to plan a charitable fund-raiser, and use the computer, fax, and copier to produce fund-raising materials. This is an expenditure of state funds that would not be considered a de minimis or limited use of state resources. In addition, state resources may not be used for the benefit of any other person, whether or not operated for profit, unless the use is within the course of official duties. The following example addresses another area of concern. (See WAC 292-110-010(3))

Example: An employee is active in a local PTA organization that holds fund-raising events to send children to the nation's capital. Although a parental payment of expenses for the trip is expected, the more raised through individual contributions, the less the parent must pay. The employee uses agency e-mail to solicit contributions to the fund-raiser from a broad distribution list of co-workers. The e-mail asks each recipient to pass along the e-mail to other state employees. This is an ethical violation. The employee is using state resources to promote an outside organization and a private interest. By sending the e-mail to other state employees and asking state employees to pass the solicitation along, the employee is asking other state employees to improperly use state resources in a manner that interferes with the performance of official duties.

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Question 17: What about the Combined Fund Drive?

Answer: The Combined Fund Drive is somewhat different than other independent charitable organizations because it has been established by the state legislature. Therefore, it is part of the official duties of those employees who are assigned by the agency to conduct the Drive. Fund Drive coordinators should confine the time and effort spent conducting the drive to agency guidelines. (See WAC 292-110-010(2) and EEB Advisory Opinion 00-09)

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Question 18: What about the employees who are not officially assigned to conduct the Combined Fund Drive?

Answer: As noted above with charitable groups, the use of state resources to support the Combined Fund Drive charities should be reasonable, involve little or no cost the agency, and should not disrupt the conduct of official business in state offices. (See WAC 292-110-010(3) and EEB Advisory Opinion 96-11)

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Question 19: How about agency participation in commercial activity that benefits the Combined Fund Drive?

Answer: State agencies should avoid direct involvement in commercial activity even if the proceeds may benefit the Combined Fund Drive. Examples of improper direct involvement include distributing commercial product sales brochures and order forms to agency employees, collecting product order forms in the workplace or on state paid time, and distributing products in the workplace or on state paid time. Activities permitted under the de minimis rule, such as those described in the answer to Question 15, should not involve commercial activities. (See WAC 292-110-010(6))

Solicitations by State Employees on Behalf of Charitable Organizations

The solicitation of goods and services from private companies is addressed under several provisions of the Ethics in Public Service Act. In addition to interpreting and applying the use of state resources provisions, this section of the FAQ's are intended to provide examples of how the Board would interpret and apply RCW 42.52.070, 42.52.140, and 42.52.150 to common occurrences in the state workplace.

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Question 20: Can agency employees solicit donations for charitable events from outside businesses?

Answer: The state's ethics law contains a very strong presumption against solicitation by any state officer or state employee for any purpose, including charitable events. Solicitation by state employees can create the appearance that a donation might result in favorable treatment from the state, whereas a failure to donate might result in unfavorable treatment. A state officer or state employee whose official duties include regulation or the contracting for goods and services needs to be especially careful about solicitation. Accordingly, State officers and employees may not use their official state positions to solicit goods and services from private organizations and businesses. The following examples address solicitation on behalf of charitable organizations. (See RCW 42.52.070, RCW 42.52.140 and RCW 42.52.150(4))

Example A: The head of a state agency purchasing office sends a letter requesting gifts or donations for use at a CFD kick off luncheon to several vendors who provide goods and services to the agency. This is an ethical violation. While the purchasing supervisor will not personally benefit from the gifts, the CFD charities and the gift recipients would benefit from them. In addition, it would be reasonably expected that vendors who respond favorably to the solicitation did so with the intent to influence the vote, action, or judgment of the purchasing supervisor. (See RCW 42.52.070 and RCW 42.52.140)

Example B: The head of a state agency sends a letter to local businesses, including several vendors who provide goods and services to the agency, requesting gifts or donations for a use that will benefit agency employees and a private charity. This is an ethical violation. While the agency head will not personally benefit from the gifts, the private charity would benefit from them. In addition, it would be reasonably expected that vendors who respond favorably to the solicitation did so with the intent to influence the vote, action, or judgment of the agency head. This expectation in the vendors would be true even if the agency head did not routinely participate in such decisions. (See RCW 42.52.070 and RCW 42.52.140)

Example C: On their lunch break a group of agency employees who work for an agency that regulates or administers benefits for private business, but who are not personally involved in regulating or administering benefits for their agency, solicit holiday gifts on behalf of a family sponsored by Adopt-a-Family. When soliciting the gifts they voluntarily inform the businesses that they are employed by their state agency but are soliciting on behalf of the sponsored family or Adopt-a-Family. This is an ethical violation. By stating that they are employed by an agency that regulates or administers benefits for the private businesses they are using their state positions to influence the private businesses and support the private charity. (See RCW 42.52.070)

Example D: On their lunch break or after work a group of agency employees who are involved in regulating or contracting on behalf of their agency solicit holiday gifts on behalf of a family sponsored by Adopt-a-Family. They do not solicit from agency vendors or other individuals with whom they conduct state business. When soliciting the gifts they tell the businesses that they are soliciting on behalf of the sponsored family or Adopt-a-Family. This is not an ethical violation. By soliciting on behalf of the private charity and not a state agency they are not using their state positions to influence the private businesses. In addition, the employees are not using state paid time or resources for the solicitation.

Example E: After work or on the weekend a group of state employees solicit holiday gifts on behalf of a family sponsored by Adopt-a-Family or their local private school. They solicit door to door in their neighborhood and do not solicit from agency vendors or other individuals with whom they conduct state business. When soliciting the gifts they indicate that they are soliciting on behalf of the private school, the sponsored family, or Adopt-a-Family. This is not an ethical violation. The employees are not using their state positions to influence the private businesses and are not using state resources to support the private charities.

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Question 21: Are there any other considerations we should take into account when conducting charitable solicitations?

Answer: Yes, avoid direct personal solicitations of your co-workers and colleagues and opt for voluntary participation. Managers and supervisors should always avoid direct personal solicitations of employees who work under their supervision. In this way, employees avoid creating a situation in which others feel pressured to give or perceive the risk of an unfavorable job action if they fail to give. Please remember that our valuable dedication to helping others sometimes obscures the fact that those we ask to give may not be able to give or may chose to give to other charities.

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Question 22: If we can't solicit, then what should we do?

Answer: A state employee may purchase a gift certificate or other item for its fair market value and donate the item to an agency-sponsored charitable event.

Political or Campaign Buttons, Bumper Stickers, Signs

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Question 23: During the last election, several co-workers wore large political buttons promoting a candidate that I opposed. One co-worker hung a political sign in his work space promoting the passage of an initiative that would impact our agency. Another co-worker placed several political yard signs in the window of her van and parked it in the agency lot. Isn't political campaigning in the work place prohibited?

Answer: Yes, the Ethics in Public Service Act prohibits a state officer or employee from using state facilities to support or oppose political campaigns. "Facilities" is broadly defined and includes agency office space and working hours. Personal clothing and personal vehicles, however, would not be considered an agency facility. Therefore, the Ethics Act would not absolutely prohibit an agency policy that permits wearing typical political buttons on an individual's clothing or affixing a political bumper sticker to a personal vehicle. Officials or employees who wear political pins or buttons are urged to exercise caution and prudence. Closely related activity in the state workplace, such as wearing political buttons while interacting with the public or displaying political signs in public areas, could result in prohibited campaigning or violate agency policy. In determining if certain activity violates the Ethics Act the Board would determine if the conduct would lead a reasonable person to believe that the state officer or employee was making a political endorsement. The Board may review and approve agency policies adopted to prevent agency employees from violating the Act. See RCW 42.52.180, WAC 292-110-010, WAC 292-110-020, WAC 292-120-035.

Approved by the Executive Ethics Board, this 12th day of November, 2004.

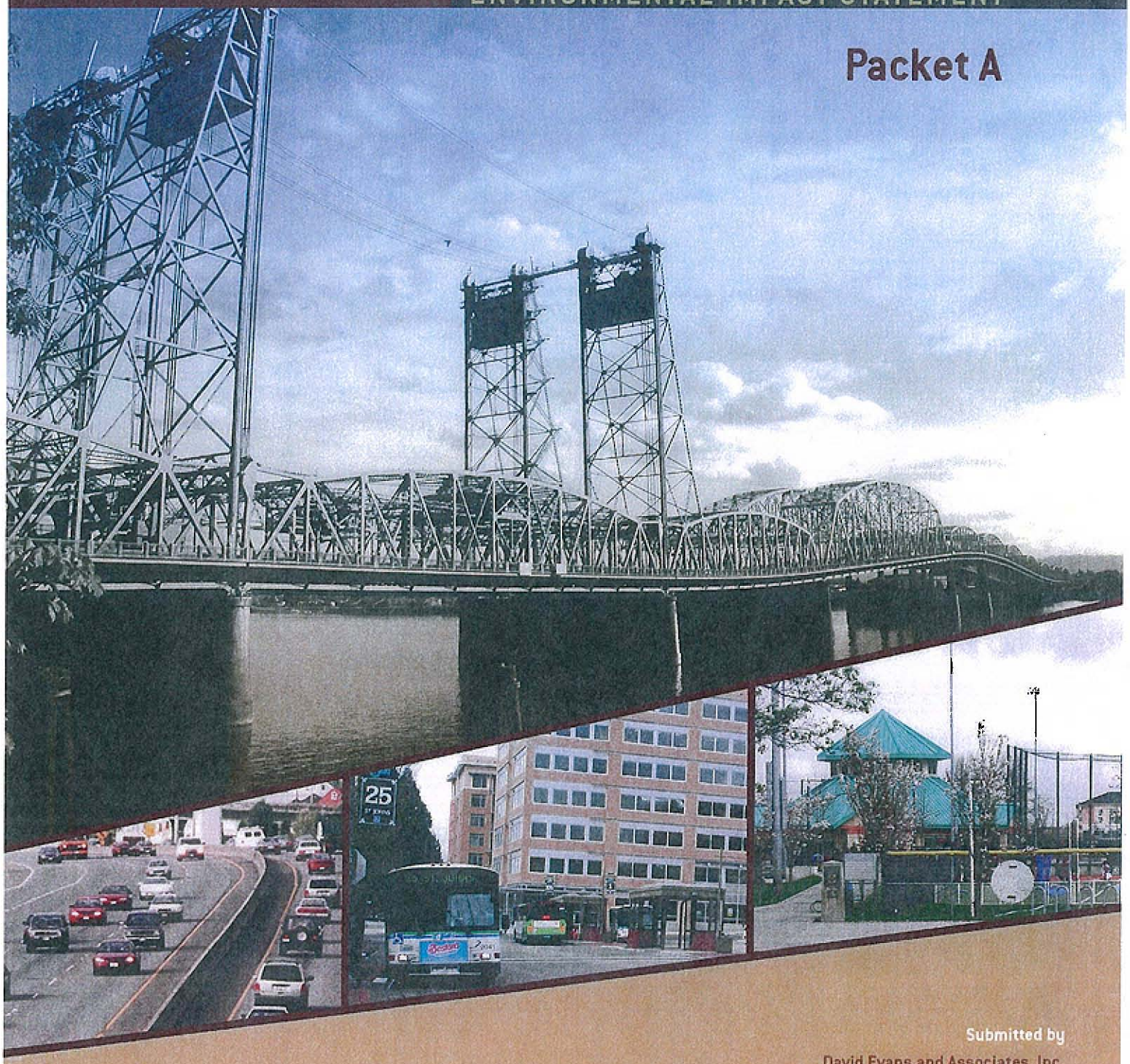
March 23, 2005

Statement of Qualifications for

I-5 COLUMBIA RIVER CROSSING

ENVIRONMENTAL IMPACT STATEMENT

Packet A



Submitted by

David Evans and Associates, Inc.

in association with

Parsons Brinckerhoff

Parametrix

CH2M HILL

The JD White Company

DAVID EVANS AND ASSOCIATES INC.

SCORING CRITERIA 1

QUALIFICATIONS/EXPERTISE OF FIRMS ON TEAM

Section Contents:

The I-5 Columbia River Crossing (CRC) project is the largest undertaking to date in addressing the congestion problem that threatens to cripple our region's economic vitality, community livability, and transportation efficiency. The goal of the EIS phase is not simply to deliver a Record of Decision (ROD), but to ***successfully complete the environmental phase with a clear path from ROD to ribbon-cutting.***

We are confident in our ability to deliver this goal. Our team brings an unparalleled understanding of local and regional issues, as well as national expertise in bi-state and other FHWA mega projects. The **David Evans and Associates, Inc.** (DEA) team includes **Parsons Brinckerhoff** (PB), **Parametrix, CH2M HILL,** and **The JD White Company** (JDW) as key partners. Other important firms include **Parisi Associates, Nossaman Guthner Knox Elliott, LLP** (NGKE), and **Zimmer Gunsul Frasca Partnership** (ZGF). Combined we have more than 900 personnel in the Vancouver-Portland metropolitan area and more than 2,600 in Washington and Oregon. Together, we have delivered more than 2,000 task orders and projects for ODOT and WSDOT. Nationally, our firms have been responsible for developing a wide range of signature projects that include major river crossings, transit, and tolling elements.

Our team understands the sensitive local and regional issues through our work on the I-5 Transportation and Trade Partnership and hundreds of other local projects for area cities, counties, and both states. We understand the importance of establishing a decision framework within the context of regulatory requirements. Our team members have developed projects using both WSDOT and ODOT standards. We have developed innovative financing and delivery models.

Our deep local resources will allow us to staff this project from a co-located facility. Combined with our depth of experience we will assist WSDOT and ODOT in reaching the ROD and beyond. In doing so we will deliver:

1 **STRATEGIC IMPLEMENTATION PLANS FOR ALL PHASES OF THE PROJECT.** A strategic course must be plotted for the entire project, from expedited delivery of the EIS, including effective multi-agency decision-making and intergovernmental agreements, through ownership, construction strategies, and innovative delivery.

2 **CONSENSUS ON WHAT TO BUILD.** This includes formulating a clear purpose and need, developing an evaluation framework, addressing the goals and interests of the communities impacted by the project, determining how interstate transit moves forward in the region, developing the project with an understanding of the potential funding and delivery strategies, and assuring a cost-effective, constructible solution that meets transportation needs.

3 **A CLEAR FUNDING STRATEGY.** A viable funding strategy must be in place prior to the ROD. The strategy must address the potential use of federal and state sources, such as the new "Projects of National and Regional Significance" program under consideration by Congress, as well as New Starts funds through FTA. Moreover, potential local sources of funds, such as bridge tolling and transportation improvement districts, should be fully evaluated, along with the institutional structures needed for their implementation. For all potential funding sources, close and ongoing liaison with our local, state, and national legislators will be critical.

4 **REGULATORY APPROVAL.** The oversight, regulatory, and approval context for this project is complex. Regulatory agencies in both Washington and Oregon will be involved throughout the project in bi-state environmental streamlining efforts to set the stage for successful permitting. Consistency with regional plans is essential. Finally, the project must be developed with an understanding of FHWA's policies and guidelines regarding mega projects, including the financial and project management plans.

A. FIRM PROFILES

Figure 1.1 on the following page lists all proposed team members, including the expertise that each can provide, years of experience, and number of employees. The organizational chart in Figure 1.2 on page 5 illustrates the proposed role of each firm. Beyond the key team members noted above, the majority of our subconsultants are fulfilling specialty roles under the direction of our task managers.

Figure 1.1 Proposed team members bring local staff resources in excess of 900 people capable of providing all of the expertise required for the project.

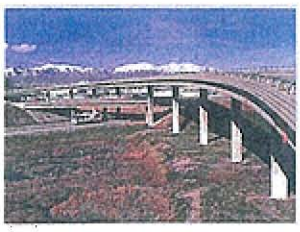
NAME / YEARS OF EXPERIENCE / EXPERTISE	No. of Emp. Metro Area	No. of Emp. WA/OR	No. of Emp. Nationwide
David Evans and Associates, Inc. (DEA) / 29 years / Multimodal transportation planning and design; traffic engineering; environmental analysis and documentation	264	551	858
Parsons Brinckerhoff (PB) and PB Consult / 120 yrs / project/program management; alternate delivery; multi-modal transportation planning and design; environmental analysis and documentation; financial planning; tolling	80	220	5,146
Parametrix (PMX) / 35 yrs / Natural resources and planning; transportation planning and design; environmental engineering and science; water resources; GIS and graphics	77	397	421
CH2M HILL / 59 yrs / Global project delivery company delivering transportation, water/wastewater, and environmental projects and programs; specializing in transportation planning, design, construction, and operations/maintenance	227	1,069	6,635
The JD White Company (JDW) / 29 yrs / Strategic planning and communications; government relations; facilitation; mediation; public information and project communications; web site development and maintenance; graphic design and display	30	30	30
Parisi Associates (PA) / 20 yrs / Travel demand forecasting; traffic engineering; managed lanes evaluation	0	0	4
Nossaman Guthner Knox Elliott LLP (NGKE) / 46 yrs / Innovative and conventional procurement and contracting; financing; tolling, toll systems and technology agreements; federal and state policy development	0	0	135
Zimmer Gunsul Frasca Partnership (ZGF) / 30 yrs / Urban design, transportation planning, transportation architecture	202	269	367
Vollmer Associates, LLP / 46 yrs / Transportation engineering and planning; revenue forecasting; toll analyses and modeling	0	0	650
Jeanne Lawson Associates, Inc. (JLA) / 16 yrs / Mediation; meeting facilitation; public information; media relations; risk communication; strategic planning; community relations/liaison; survey/preference polling; environmental justice *WBE (OR)/DBE*	11	11	11
RESOLVE/ 28 yrs / Facilitation, mediation, consensus building	6	6	33
Cooper Zeitz Engineers, Inc. / 14 years / Quality engineering; QA/QC plans; construction engineering and documentation; environmental compliance *MBE (WA)/DBE*	8	25	28
Pacific Rim Geotechnical (PRG) / Geotechnical engineering, applied earth sciences, and geotechnical inspection services *MBE (WA and OR)/DBE*	3	14	14
Heffron Transportation (HT) / 14 yrs / Highway freight operations analysis. *WBE (WA)/DBE*	0	7	7
Mainline Management (MLM) / 10 yrs / Freight rail operations and capacity planning and analysis; model simulation (rail traffic controller); strategy development and negotiation support; feasibility studies; costing analysis	0	2	4
ExelTech / 18 yrs / Bridge and transportation engineering, environmental permitting and documentation, structural design, site-civil engineering, and public involvement *MBE (WA)/DBE*	4	33	33
Thomas/Wright, Inc. (T/WI) / 34 yrs / Water, sanitary sewer, and stormwater and water quality facility design; surveying. *WBE (WA)/DBE*	10	10	10
Wayne W. Kober, Inc. (WKI) / 31 yrs / EIS contracting, management, scoping, preparation, and review for major transportation improvements	0	0	1
Howell Consulting LLC / 2 yrs / NEPA, environmental/land use analysis, and transportation planning *WBE/ESB (OR)/DBE*	1	1	1
Earth Dynamics / 39 yrs / Vibration/sound monitoring, analysis, and prediction	2	2	2
TW Environmental, Inc. (TWE) / 12 yrs / Air quality and noise assessments; noise mitigation design recommendations *WBE (WA)/DBE*	7	7	7
Heritage Research Associates (HRA) / 26 yrs / Cultural and historic resource studies and documentation *WBE (OR)/DBE*	0	10	10
Luna Jimenez Seminars (LJS) / 11 yrs / Cross-cultural group facilitation and training	1	1	1
Alki Strategies / 30 yrs / Strategic planning for infrastructure project development, including legislative strategies and financing	0	1	1
Conkling Fiskum & McCormick, Inc. (CFM) / 15 yrs / Public affairs, strategic communications, research	14	14	16
Markgraf & Associates / 14 yrs / Stakeholder organizing, facilitation, media outreach, business recruitment, and lobbying	1	1	1
Grove Insights / 8 yrs / Public opinion research	3	3	3
	951	2,684	14,429

Project Specific Expertise and Capabilities

Our collective expertise is broad enough to assist WSDOT and ODOT in managing the CRC project in all its dimensions, and our local resources are deep enough to provide experienced staff to fill all functions, including those normally staffed by the DOTs. The paragraphs that follow provide more information on the specific expertise our team brings that will be critical to the success of the project.

Mega Project Experience

Team members DEA, PB, Parametrix, and CH2M HILL have been involved in projects with construction values ranging from $1 billion to nearly $15 billion. We have been involved in 20 of the 24 FHWA current and planned future mega projects. This experience includes developing technical solutions in extremely complex environments, including highly urbanized areas and sensitive natural environments, as well as providing strategic planning assistance related to navigating the public, political, and regulatory landscape, and developing sound financial strategies. Our firms have performed in a range of capacities, including program



manager, design-build engineer, pure designer, and construction-at-risk. We will take advantage of our team's national expertise in mega project delivery to map effective strategies for addressing the complete range of complex issues on the CRC project.

Examples of our work include:

- Serving as GEC for the $2.4B Maryland-Virginia Woodrow Wilson Bridge/Capital Beltway Improvements
- Managing the $8B King County I-405 Corridor Program EIS
- Delivering the ROD and providing DB program management for the $1.59B Salt Lake City I-15 Freeway Reconstruction/LRT

Understanding of Sensitive Local and Regional Issues

Members of our team, including DEA, PB, JDW, and Parisi, have been involved in the CRC project continuously since the I-5 Trade Corridor Study began in 1999. We have worked effectively to support the bi-state DOT management structure, and with all of the project partners, including RTC, Metro, C-TRAN, TriMet, the cities and ports of Vancouver and Portland, and Clark and Multnomah counties. In addition, team member ZGF has been integrally involved in planning efforts related to the City of Vancouver's downtown. Our team has the reputation of being effective consensus builders who understand regional issues and who work diligently to make sure they are integrated into project development. Our deep understanding of the regional conversation regarding the crossing will enable us to quickly narrow the range of alternatives and expedite delivery of the EIS. The trust our team enjoys with the project partners will enable us to facilitate decision making that advances the project.

Examples of our work include:

- Facilitating discussions between all project partners and key stakeholders through the I-5 Trade Corridor and Transportation and Trade Partnership projects
- Working with the task force and project management team on pre-EIS tasks.
- Working with potentially impacted environmental justice populations through the I-5 Delta Park Lombard EA

Innovative and Conventional Finance Strategies

The CRC project is one of a number of transportation mega projects that face critical funding challenges associated with implementation, ongoing operations, maintenance, and financing. With federal grants increasingly competitive and scarce, agencies are seeking new strategies and tools to deliver projects.

Our financial planning, travel demand, and project delivery professionals are experts in maximizing an agency's ability to supplement traditional grant and revenue sources with the innovative funding and financing necessary to successfully fund projects and accelerate their delivery. We understand the complex mix of traditional federal, state, regional, and local funding sources; project-generated revenues, including tolls; as well as the most beneficial public and private sector debt and equity instruments available to transportation infrastructure projects today. Our team brings industry leaders in:

Examples of our work include:

- Participation worldwide in more than 100 innovative public-private partnerships
- Authorship for the financial plan for the $2.4B Woodrow Wilson Bridge project
- Development of the San Diego SR 125 Toll Road, including securing a $141M TIFIA loan
- Assessment of funding sources and a toll feasibility study for the Alaskan Way Viaduct and Seawall project
- Analysis of toll feasibility and financial capacity for the SR 520 Lake Washington Bridge

- Mega project financial planning;
- Financial modeling and funding capacity analysis;
- Capital program/life cycle budgeting;
- Toll facility development and operations;
- Toll and farebox revenue forecasting and pricing strategies;
- Private financial contributions;
- Taxable and tax-exempt financing mechanisms;
- Local improvement districts and tax increment financing;
- Federal credit assistance programs, such as TE-045, TIFIA and GARVEE bonds;
- Local, state, and federal grant program advice, including FTA New Starts; and
- Policy and legislative strategies to support project delivery requirements.

We understand that your goals are to maximize the purchasing power of revenue and grant funds, and to optimize project delivery within the available funding. We will combine industry-leading knowledge with the needs of public and private interests within the bi-state region to develop a recommended menu of funding opportunities and strategies that provide a flexible framework for achieving these project goals.

Alternate Procurement and Contracting

Large, complex projects increasingly rely on alternate procurement and contracting vehicles. Our team has served in a variety of roles ranging from ownership/equity investor to owner's representative for design-build, CM/GC, and public-private partnerships for billion-dollar projects. We bring extensive legal and institutional expertise, including negotiating con-

tracts for concessions and franchises, design-build, design-build-operate-maintain, and long-term warranties, as well as the requisite state or federal agreements (such as SEP-14) and interagency/interstate memorandums of agreement. Our team understands the approaches attempted by project owners in the past, how the contracting community and stakeholders have reacted to these approaches, and why they succeeded or failed. This knowledge, combined with continuous stakeholder interaction, will provide maximum flexibility in utilizing the most advantageous alternative forms of procurement and contracting.

Examples of our work include:

- Serving as program manager for the $1 billion I-95 New Haven Harbor Crossing Corridor
- Serving as ODOT's design-build program manager
- Leading the design of the $125 million Airport MAX LRT Design-Build Extension, the region's first public-private partnership

Environmental Strategy

Collectively, our team has prepared hundreds of NEPA and SEPA EISs on a wide variety of projects, including some of the largest and most important highway and transit projects in the Northwest and throughout the US. We bring nationally-recognized NEPA, ESA, environmental streamlining, 4(f), and Section 106 expertise. We provide all of the technical expertise required to assess project impacts and develop successful permitting strategies. Our team members have worked with FHWA as the lead agency in Washington and Oregon, and have prepared FTA Alternatives Analysis/EISs in compliance with New Starts requirements. In Oregon, we are on the leading edge of environmental streamlining, facilitating resource agency involvement on the award-winning Environmental Strategy for ODOT's Statewide Bridge Delivery Program. This strategy has been nationally recognized for its success in streamlining permits, integrating NEPA with the permit process, creating an efficient and effective mitigation program, and facilitating unprecedented collaboration among more than a dozen federal, state, and local agencies.

Examples of our work include:

- Delivering the award-winning Environmental Strategy for ODOT's Statewide Bridge Delivery Program
- Achieving the NAEP President's National Environmental Excellence Award for the I-405 Corridor Program EIS

Complex Urban Multimodal Design

There are a number of challenges inherent to major urban projects. Tight right-of-way constraints, highly developed adjacent land uses, complex subsurface utilities, multiple agencies and jurisdictions, diverse public interests, and maintenance of traffic requirements during construction come together to create some of the most challenging engineering and construction environments. Working around these constraints in providing for access, capacity, and mobility, while protecting and enhancing the delicate fabric of the urban community, is a multidiscipline challenge that our team is uniquely suited to address. In addition to the design of multi-modal at-grade improvements, our expertise includes signature bridges that incorporate architectural elements designed to reflect and enhance the surrounding community.

Examples of our work include:

- $330 million Fort Washington Way Reconstruction Program in Cincinnati that included 42 new bridges
- Fast-track I-290 Hillside Interchange west of Chicago that was constructed under six lanes of traffic carrying more than 190,000 cars daily
- Conceptual design of 150 separate multi-modal projects in a 30-mile stretch of I-405 in King County that carries 300,000 to 600,000 people every day

Managed Lanes

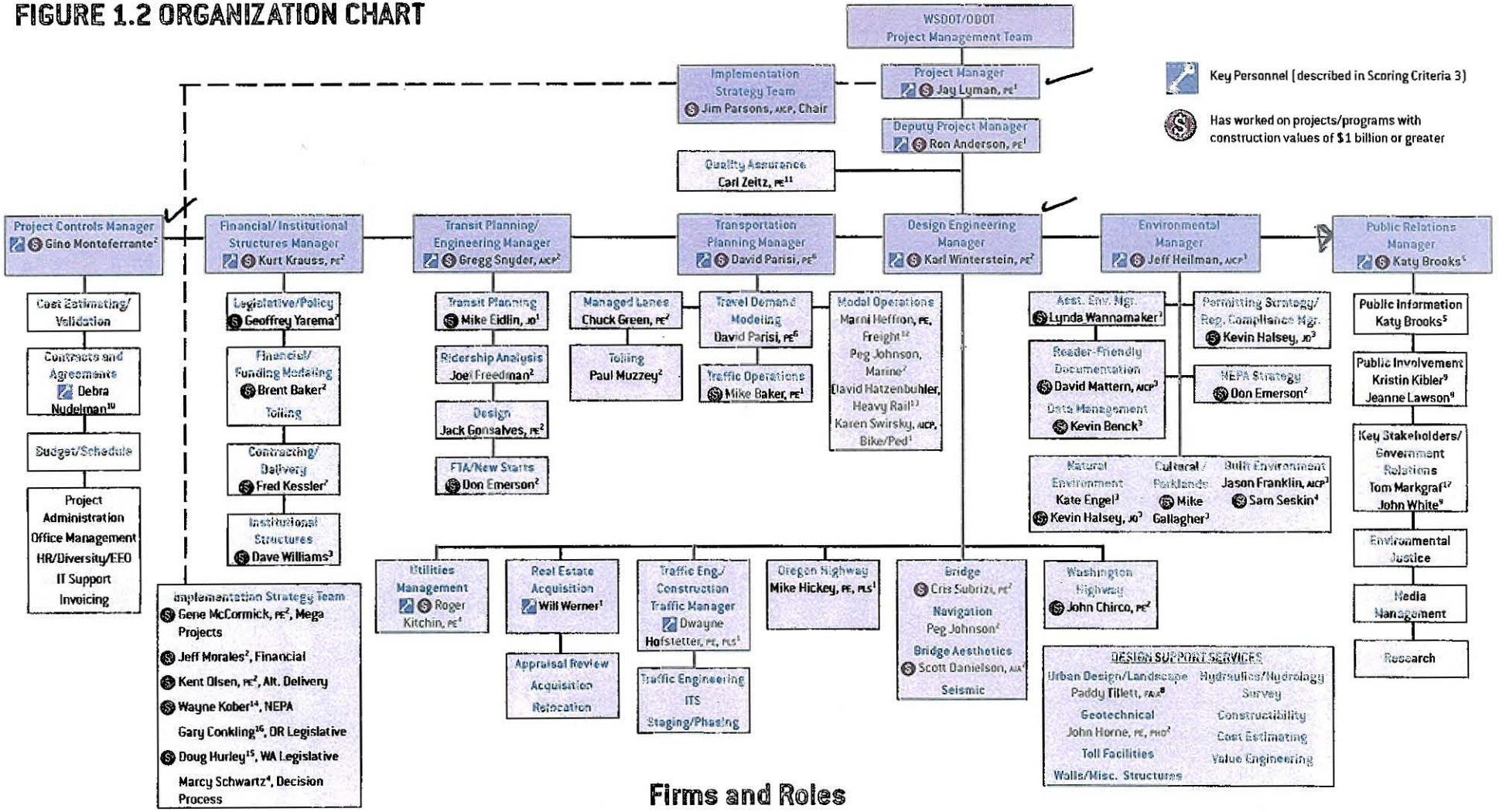
Our team members are recognized for their expertise in HOV and managed lanes projects ranging from research and studies through project design, operations, implementation, maintenance, and performance evaluation. Team member PB has more in-house HOV and managed lane experts and has successfully completed more studies and projects than any other firm in the world.

PB staff serve on national committees that are establishing strategic plans for the HOV and managed lane systems of the future. These include opportunities for lane conversions, congestion pricing, safety and enforcement improvements, bus and bus guidance technologies, direct access enhancements, transit facility integration, and training and education. HOV and managed lane treatments work in concert with transit and bus services, park-and-ride lots, state-of-the-art ITS, Transportation System Management (TSM) techniques, and other unique facilities, such as automated vehicle guidance, on-line tolling, automatic vehicle identification and driver information, guidance, and navigation systems.

Examples of our work include:

- Boston's new "zipper" lane on the Southeast Expressway created by movable barrier technology
- California's I-5 Transitway with exclusive lanes and ramps behind concrete barriers through some of the most complex interchanges in the US
- Houston's I-10 Katy Freeway, the nation's first integrated special-use lanes that include HOV, trucks, tolling concepts, and fully managed roadway demand

FIGURE 1.2 ORGANIZATION CHART



Firms and Roles

1 David Evans and Associates, Inc. .... Project management, traffic analysis, bridge and highway design
2 Parsons Brinckerhoff/PB Consult .... Financial management, controls, transit planning, managed lanes, design
3 Parametrix ..... Environmental management
4 CH2M HILL ..... Utilities management, design
5 The JD White Company ..... Public relations management
6 Parisi Associates ..... Transportation planning management
7 Nossaman Guthner Knox Elliott LLP Funding and delivery strategies, contracts and agreements legal assistance
8 Zimmer Gunsul Frasca Partnership . Urban design/landscape architecture
9 Jeanne Lawson Associates, Inc. ..... Public involvement
10 RESOLVE ..... Contracts and agreements management
11 Cooper Zeitz Engineers, Inc. ..... QA management
12 Heffron Transportation ..... Freight operations
13 Mainline Management ..... Freight rail operations/railroad agreements assistance
14 Wayne W. Kober, Inc. ..... Environmental/decision making strategies
15 Alki Strategies ..... Legislative strategies
16 Conkling Fiskum McCormick ..... Legislative strategies
17 Markgraf & Associates ..... Key stakeholder outreach and government relations

The following firms are providing support services to the project. Staff do not appear on the organization chart:

Vollmer Associates, LLP ..... Tolling scenarios/revenue projections
Pacific Rim Geotechnical ..... Geotechnical design support
ExelTech ..... Structural engineering support
Thomas/Wright, Inc. ..... Civil engineering support
Howell Consulting LLC ..... Environmental advisor
Earth Dynamics ..... LRT vibration analysis
TW Environmental, Inc. ..... Noise and air quality assessment
Heritage Research Associates ..... Cultural and historic resources
Luna Jimenez Seminars ..... Environmental justice facilitation
Grove Insights ..... Public opinion research

B. FIRM LOCATIONS

The bulk of the day-to-day services and expertise required for this project will be provided by offices and staff already located in the Northwest. Figure 1.3 illustrates the key expertise requested in the RFQ and our Northwest office locations.

Figure 1.3 The Northwest offices of our primary team members provide all of the key expertise requested*

FIRM	No. of Emp.	Mega Projects	Bi-State Projects	Multi-Modal Transportation Design	Serving as the Owner's Representative	Resolution of Complex Technical Elements with Various Stakeholders	Communication with Diverse Groups and Stakeholders	Cost Control and Contracting Approaches	Organizational Development	QA/QC / Project Controls	NEPA/SEPA Documentation	FHWA/FTA Environmental Process	Public Works Standards, Methods, and Procedures	Interagency Agreements	Real Estate Acquisition	Understanding of Sensitive Local/Regional Issues	Endangered Species	WSDOT/ODOT Standards, Methods, and Procedures	Alternate Project Delivery Methods	Utility Relocation Strategies	Managed Lanes	Maintenance of Traffic During Construction	Conventional and Innovative Finance Strategies, Including Tolling	Co-Location Experience	Urban Freeway Design	Major River Crossing Design	Tolling
DEA																											
Portland, OR	199	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔		✔
Salem, OR	65			✔	✔	✔	✔	✔	✔	✔	✔	✔	✔					✔	✔	✔						✔	
Corvallis, OR	14				✔	✔	✔	✔	✔	✔			✔					✔		✔							
Bend, OR	29			✔	✔	✔	✔	✔	✔	✔	✔	✔	✔				✔	✔		✔							
Tacoma, WA	25			✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔			✔	✔	✔	✔						✔		
Bellevue, WA	78	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔		✔	✔		✔
Everett, WA	22			✔	✔	✔	✔	✔	✔	✔			✔					✔		✔							
Spokane, WA	28			✔	✔	✔	✔	✔	✔	✔	✔	✔	✔				✔	✔		✔							
Bellingham, WA	27			✔	✔	✔	✔	✔	✔	✔			✔		✔			✔		✔							
PB																											
Portland, OR	72	✔	✔	✔		✔	✔		✔	✔	✔	✔	✔			✔		✔	✔		✔	✔		✔	✔		✔
Seattle, WA	140	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔		✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔
Salem, OR	8				✔	✔	✔	✔	✔	✔			✔	✔		✔		✔	✔					✔	✔		
Parametrix																											
Portland, OR	77	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔			✔	✔	
Bellevue, WA	117	✔		✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔	✔
Sumner, WA	133			✔	✔	✔	✔	✔		✔		✔	✔	✔	✔	✔	✔	✔	✔	✔		✔		✔	✔	✔	
Bremerton, WA	29			✔		✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔		✔		✔	✔		
Corvallis, OR	14					✔	✔			✔						✔											
Olympia, WA	27			✔	✔	✔	✔	✔		✔	✔		✔	✔	✔	✔	✔		✔	✔		✔	✔		✔		
CH2M HILL																											
Portland, OR	227		✔	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔		✔		✔	✔		
Seattle, WA	350	✔	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔	✔	✔	✔	✔	✔	✔	✔	✔	✔		✔
Salem, OR	6			✔		✔	✔	✔		✔			✔			✔	✔	✔	✔	✔		✔		✔			
Corvallis, OR	362	✔		✔		✔	✔	✔	✔	✔	✔		✔	✔		✔	✔	✔	✔	✔		✔		✔	✔	✔	
JDW																											
Vancouver, WA	28	✔	✔			✔	✔		✔		✔	✔	✔	✔		✔	✔	✔									
Portland, OR	2	✔	✔			✔	✔		✔			✔	✔	✔		✔		✔									

**Due to space constraints, we have limited the information to those firms providing the bulk of the day-to-day management, technical, and administrative resources.*

C. FIRM COLLABORATION

Proposed key team members and supporting firms have collaborated on similar projects in the Northwest over the past decade. As illustrated in Figure 1.4 on the following page, many of the firms proposed have been involved with DEA in past phases of the CRC project. Our experience working together in the past will lead to enhanced coordination and efficiency on the CRC EIS.

Figure 1.4 Collaboration on similar projects will lead to enhanced efficiency and coordination.

FIRM	PROJECT/DATES	FIRM'S ROLE	OTHER TEAM MEMBERS
PB	I-5 Transportation and Trade Partnership (2000-2002)	DEA - prime; PB - conceptual design, transportation	JDW, Parisi, JLA, LJS
Parametrix	I-5 Downtown Seattle Reconstruction EIS (2004-2007)	PMX - prime; DEA - roadway design	PB, Heffron
CH2M HILL	I-5 Delta Park - Lombard EA (2002-2006)	CH2M HILL - prime for EA; DEA - prime for transportation	Parisi, JLA, LJS
JDW	I-205 Corridor Study/EA (2005-2008)	DEA - prime; JDW - public involvement	Parisi, TWE, HRA
Parisi	I-5 Transportation and Trade Partnership (2000-2002)	DEA - prime; Parisi - transportation planning	PB, JDW, JLA, LJS
ZGF	Albany Multimodal Transportation Center (2002-2005)	DEA - prime; ZGF - urban design, architecture	
Vollmer	I-5 Traffic and Tolling Analysis (2004-2005)	DEA - prime; Vollmer - toll scenarios/revenue analysis	Parisi
JLA	Sunrise Corridor SDEIS (2003-2006)	DEA - prime; JLA - public involvement	Howell, TWE
Heffron	East Marginal Way Grade Separation (2002-2005)	DEA - prime; Heffron - freight operations	MLM, Exeltech
MLM	East Marginal Way Grade Separation (2002-2005)	DEA - prime; MLM - rail operations	Heffron, Exeltech
ExelTech	Sound Transit Commuter Rail Improvements (2000 - 2004)	DEA - prime; Exeltech - civil and bridge engineering	
T/WI	Columbia Slough/Simmons Pump Stations (2001-2005)	DEA - prime; T/WI - mechanical engineering	
Howell	I-5 to 99W Connector EIS (2004-2007)	DEA - prime; Howell - project management	PB, JLA, TWE
TWE	170th/173rd Baseline to Walker (2003-2005)	DEA - prime; TWE - air and noise analysis	Howell
HRA	Bybee Boulevard Bridge Replacement (2002-2004)	DEA - prime; HRA - cultural/historic resources	
LJS	I-5 Delta Park - Lombard EA (2002-2006)	DEA - transportation analysis; LJS - EJ outreach/facilitation	CH2M HILL, JLA, Parisi
ALKI	I-405 Corridor Program (1999-2002)	DEA - prime; ALKI (Doug Hurley) - senior advisor	CH2M HILL, PB
CFM	Fort-toSea Trail (2004-present)	DEA - pro bono design; CFM - pro bono communications	
RESOLVE	I-5 Transportation and Trade Partnership (2000-2002)	DEA - prime; RESOLVE - facilitation	PB, Parisi, JDW, JLA, LJS

D. TEAM MEMBER AVAILABILITY

Our team has been planning for this project for several years. Our firms have extensive resources based in the metro area that are available and committed to the successful delivery of the CRC project. The timing is such that we are nearing completion on several major projects, which frees up technical and production resources for the project. We have identified key personnel who are largely based in the Vancouver-Portland area and who are committed to successful delivery of this project.

Figure 1.5 The available hours per month of our key staff supports successfully achieving the project objectives.

			2005								2006				2008
KEY STAFF	FIRM	LOCATION	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR		APR
Jay Lyman, Project Manager	DEA	Portland, OR	160	160	160	160	160	160	160	160	160	160	160	→	160
Ron Anderson, Deputy Project Manager	DEA	Portland, OR	80	80	80	80	80	80	80	80	80	80	80	→	80
Karl Winterstein, Design Engineering Manager	PB	Portland, OR	160	160	160	160	160	160	160	160	160	160	160	→	160
Jeff Heilman, Environmental Manager	Parametrix	Portland, OR	80	80	80	80	80	80	80	160	160	160	160	→	160
Gregg Snyder, Transit Planning/Design Manager	PB	Portland, OR	100	100	160	160	160	160	160	160	160	160	160	→	160
David Parisi, Transportation Planning Manager	Parisi	Mill Creek, CA	100	100	100	100	100	100	100	100	100	100	100	→	100
Kurt Krauss, Funding/Institutional Strategies Manager	PB	Washington DC	40	40	40	40	40	40	40	40	40	40	40	→	40
Katy Brooks, Public Relations Manager	JDW	Vancouver, WA	144	144	144	144	144	144	144	144	144	144	144	→	144
Gino Monteferrante, Controls Manager	PB	Portland, OR	160	160	160	160	160	160	160	160	160	160	160	→	160
Dwayne Hofstetter, Construction Traffic Manager	DEA	Portland, OR	40	40	40	40	40	40	40	80	80	80	80	→	80
Debra Nudelman, Contracts/Agreements Manager	RESOLVE	Portland, OR	0	0	0	0	40	40	40	40	80	80	80	→	80
Will Werner, Real Estate Acquisition Manager	DEA	Portland, OR	40	40	40	40	40	40	40	80	80	80	80	→	80
Roger Kitchin, Utilities Manager	CH2M HILL	St. Helens, OR	40	40	40	60	60	80	80	120	120	120	160	→	160

E. FIRM EXPERIENCE

The following projects demonstrate the expertise required for the CRC project.

I-5 Transportation and Trade Partnership

for ODOT and WSDOT, Portland, OR, to Clark County, WA (DEA)

DEA led a team providing transportation planning, traffic engineering, highway and bridge engineering, environmental studies, and public involvement for a corridor study of I-5 between the I-84 interchange in Portland, Oregon, and the I-205 junction north of Vancouver, Washington. The project involved developing and evaluating alternatives to improve transportation in the corridor, including extending LRT or express bus service to Clark County; additional HOV or express lanes on I-5; and interchange improvements to facilitate freight movements to port and industrial facilities in Portland and Vancouver. It also included evaluating a wide range of design options for a new bridge across the Columbia River.

Size: $1.5M (fee)/$1.2B (construction)

Dates: 2000-2002

Key elements:

- Bi-state river crossing
- Multi-modal urban freeway corridor improvements
- Multi-jurisdictional, bi-state decision making structure
- Extensive public outreach

Recipient of 2003 ACEC Oregon Honor Award in Transportation

Key capital investment recommendations include extending LRT to Clark County along the I-5 and I-205 corridors, supplementing or replacing the I-5 Columbia River bridges, addressing safety and capacity problems at interchanges, and improving the freight and passenger rail system. Key management recommendations include bi-state agreements for management of land development in the corridor, TDM and TSM strategies, and impact mitigation and neighborhood enhancement for those neighborhoods affected by improvements.

DEA provided project management, transportation planning; traffic, highway, and bridge engineering; environmental studies; and public involvement support. Additional key team members included PB (transportation planning/engineering and conceptual design); Parisi (transportation planning task leader); and JDW and JLA (public information/involvement).

I-405 Corridor Program EIS

for WSDOT, King County, WA (DEA)

Size: $6.5M (fee)/$8B (construction)

Dates: 1998 - 2002

Key Elements:

- Early action environmental mitigation process.
- Highway and transit design and alternatives analysis in highly urbanized corridor.
- Multi-agency decision-making that involved local, state, regional, and federal entities.
- Rigorous public involvement program.

Recipient of:

- NAEP President's National Environmental Excellence Award, 2002
- ACEC WA Gold Award, 2003
- PSRC Vision 2020 Regional Cooperation Award, 2002

I-405 in Washington is the backbone of the transportation network that connects communities east of Lake Washington to Seattle and I-5. The 30-mile stretch carries from 300,000 to 600,000 people a day, making it one of the most congested corridors in the state. DEA led the I-405 Corridor Program that identified improvements to relieve congestion and enhance movement of people and freight through the corridor over the next 20 to 30 years. The program combined a transportation study and an extensive EIS into what has been called the most comprehensive transportation analysis in state history. The multi-modal transportation study identified 150 separate projects over a 227-square-mile area, estimated to cost $8 billion.

DEA was the prime consultant responsible for the transportation study and the three-volume EIS. DEA's services included preparation of a BA addressing ESA species and assessment of stream, shoreline, wetland, and wildlife impacts associated with four programmatic-level alternatives. DEA also provided conceptual design of four "build" alternatives that added from two to six more lanes to the 30-mile I-405 alignment, as well as modifications to 23 interchanges. To gain public acceptance, innovative designs were required that are on the cutting edge for new urban freeways. In addition, DEA prepared the Draft Right-of-Way and Displacements Report assessing the potential impacts of the four alternatives.

I-405 HOV Direct Access Improvements

for WSDOT and Sound Transit, Kirkland, WA (DEA)

Size: $4.2M (fee)/$40M (construction)

Dates: 1998-2005

Key Elements:

- Proactive community involvement process.
- Developed WSDOT direct access standards.
- Incorporation of transit plans into freeway design.

DEA was retained to perform work on three Sound Transit Regional Express projects in Kirkland. The projects included developing locations and preliminary designs for two transit centers, an HOV direct access interchange on I-405, and a park-and-ride lot. The project approach required a collaborative decision-making process for siting the two transit centers and direct access interchange. For the I-405 direct access interchange, DEA developed the 30% design and prepared a NEPA EA and Access Point Decision Report (APDR) in accordance with FTA and FHWA requirements. Extensive community involvement was required along with guidance from a project management team and executive advisory committee.

Under a subsequent contract with WSDOT and Sound Transit, DEA completed the final PS&E for the new direct access interchange. The PS&E was co-developed with WSDOT in a unique partnership arrangement. A primary purpose of the direct access interchange was to reduce travel times for express bus service. The interchange was designed to provide an in-line flyer stop, as well as enhanced direct access to the existing HOV lanes for car and van pools.

Woodrow Wilson Bridge

for the US DOT and Maryland State Highway Administration, Virginia Department of Transportation, and Washington, D.C. Department of Transportation, MD, and VA (PB)

PB is leading the GEC joint venture for the $2.4 billion replacement of an existing six-lane bridge on the Capital Beltway (I-495/95) with a new 12-lane bridge consisting of two six-lane structures. One of the largest highway and bridge projects in the nation, the undertaking includes replacement of the existing bridge and improvements to the Route 1 and Telegraph Road (Route 241) interchanges in Virginia and the I-295 and MD 210 interchanges in Maryland. The project provides for HOV lanes or fixed transit systems along with pedestrian and bicycle access.

Size: $33M (fee)/$2.4B (construction)

Dates: 1998-2007

Key elements:

- Bi-state mega project
- Representing owner as GEC
- Major urban bridge replacement involving multiple interchanges and modes of transportation

Recipient of Transportation Design Achievement Award, U.S. Department of Transportation and National Endowment for the Arts, 2000

Because of the bridge's location in a heavily developed metropolitan area that is also rich in parks and natural areas, improvements require compatibility with a wide range of local environmental, traffic, aesthetic, historic, and socioeconomic features and issues. Significant sensitivities include parkland compatibility, maintenance of traffic, community disruptions and relocations, and cost control and scheduling.

PB's services include managing, overseeing, and coordinating five section design consultants; managing and implementing all public information and involvement programs; managing and obtaining all environmental permitting; managing the integration of all memoranda of agreement and ROD provisions; and managing all contract administration and project cost and schedule controls, including the project's financial plan.

William H. Natcher Bridge

for the Commonwealth of Kentucky Transportation Cabinet, the Indiana Department of Highways, and FHWA (PB)

This PB signature bridge was designed to help relieve traffic congestion from the aging, two-lane Glover Cary Bridge in downtown Owensboro, KY and open the area for increased economic development. PB worked with the bi-state project management team as the chief designer on the project from conceptual design to construction oversight and final contract documentation. In addition to signature bridge design, services included hydraulic modeling and scour analysis, ship impact analysis, and flood-relief structures location and sizing. The challenge was to create a bridge as easy and economical to construct, inspect, and maintain as it was beautiful, with a span protected from expansion joint water leakages and other damaging factors.

Size: $3.5M (fee)/$70M (construction)

Dates: 1991 - 2002

Key elements:

- Bi-state bridge connecting Kentucky and Indiana
- Ship impact analysis
- Major structure with overall length of 4,510 feet

Recipient of:

- Grand Conceptor Award Kentucky Consulting Engineering Companies
- Named one of the top ten bridges of 2002 by *Roads & Bridges Magazine*

The William H. Natcher Bridge opened to traffic on time and within budget, with high praise from the client:

"This new bridge improves accessibility from Kentucky to Indiana in the growing metropolitan Owensboro area...the William H. Natcher Bridge is a magnificent structure...Parsons Brinckerhoff identified our needs and exceeded our expectations."

--James C. Codell, III, Secretary of the Kentucky Transportation Cabinet.

Alaskan Way Viaduct

for WSDOT and the City of Seattle, WA(PB)

PB, with key team member Parametrix, is completing a NEPA/SEPA EIS documenting the environmental impacts of replacing or retrofitting the Alaskan Way Viaduct and Seawall, which were damaged in the February 2001 Nisqually earthquake. Improvements in the four-mile corridor will include a new interchange with SR 519, rehabilitation of the Battery Street Tunnel, a new ferry access holding area, railroad track relocation, and $300 million of utility relocations. Alternatives for the viaduct include surface replacement, a six-lane tunnel, a four-lane bypass tunnel, an aerial structure (bridge), and a seismic retrofit and rebuild of the existing structure.

Size: $67M (fee)/$4B (construction)

Dates: 2001 - 2007

Key elements:

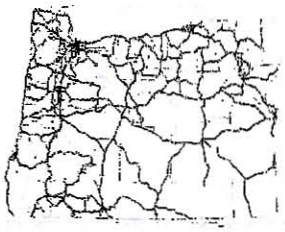
- Mega project
- Multiple interchanges
- Extensive public involvement
- NEPA/permitting strategy
- Complex urban design

In addition to managing the overall project, PB's services include transportation planning, including travel demand forecasting and traffic analysis, funding analysis and financial feasibility, tolling analysis, conceptual alternatives preliminary engineering and design, constructability review, and cost estimating/CEVP®. Under PB's management Parametrix led development of the precedent-setting NEPA EIS.

Oregon Statewide Bridge Delivery Program Environmental Strategy

for ODOT, Statewide (Parametrix)

As the prime consultant, Parametrix developed a streamlined environmental strategy and obtained major permits to cover replacement and repair of approximately 400 bridges on I-5, I-84, and state highways throughout Oregon. Parametrix prepared baseline reports, NEPA documentation, programmatic permits, Biological Opinion and incidental take permits on 14 species, environmental performance standards, and a mitigation/conservation program. Services provided by Parametrix included environmental strategy, NEPA compliance, and permitting and mitigation.



Size: $15M (fee)/ $1.3B (construction)

Dates: 2003-2005

Key Elements:

- Comprehensive environmental strategy for major bridge program
- Streamlined and integrated environmental process
- Major programmatic permits

"I personally appreciate that you envisioned and understood the enormous potential in this undertaking even while the process and methodologies had to literally be built on the fly. This has been a truly remarkable project and a terrific accomplishment, and I attribute ODOT's success in large part to your contribution."

--Lori Sundstrom, Chief of Staff, ODOT (letter to Parametrix)

SR 520 Bridge Replacement and HOV

for WSDOT/Sound Transit (Parametrix)

Parametrix is the lead consultant and is responsible for the corridor development planning, tolling studies, operational analyses, alternatives analysis, and preparation of a project-level EIS for more than six miles of corridor improvements. The primary objective of the project is to replace the Evergreen Point Floating Bridge across Lake Washington, the longest floating bridge in the world. The project involves multiple freeway interchanges. It traverses Seattle, Bellevue, Kirkland, Medina, Clyde Hill, Yarrow Point, and Hunts Point and requires sensitivity to the issues of each community.

Planning for future high-capacity transit (HCT) planning is part of the work. The team, which includes PB and CH2M HILL, is also providing financial, strategic, corridor, programming, and political facilitation to assist in successful delivery.

Size: $3.9M (fee)/$1.7-$2.9B (construction)

Dates: 2003-2006

Key Elements:

- Multi-jurisdictional and private sector consensus building
- Political decision facilitation
- Reader-friendly documentation

Environmental and political strategy development

Puget Sound Central Corridor Light Rail

for Sound Transit (Parametrix)

Parametrix is the prime consultant providing NEPA/SEPA and related environmental services to support Sound Transit's proposed light rail system known as Link. FTA is the NEPA lead agency. Parametrix's ongoing efforts include alternatives analysis, EIS development, and related environmental services for LRT alignment, station, and maintenance base alternatives. The alignment passes through the highest density commercial and residential centers in the Northwest, has several bridges crossing salmon-bearing waters, and is along or crosses I-5, I-90, SR 520, SR 99, and SR 518.

Size: $9.8M (fee)/$4.5B (construction)

Dates: 1998 - Ongoing

Key Elements:

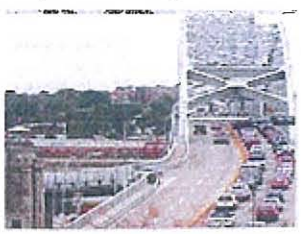
- FTA NEPA/SEPA lead
- High density urban context
- Documented compliance with ESA, CWA, Section 4(f)/106, and the Executive Order on Environmental Justice

Parametrix has also conducted special studies for compliance with ESA, CWA, Section 106, Section 4(f), the Executive Order on Environmental Justice, and other state and federal regulations.

I-74 Iowa-Illinois Corridor Study

for the Iowa DOT, Quad Cities, IA/IL (CH2M HILL)

As the prime consultant, CH2M HILL prepared the EIS and completed preliminary engineering and environmental studies for eight miles of interstate widening/reconstruction; I-74 Mississippi River Bridge construction, and reconstruction of



seven interchanges. This project examined a range of solutions and developed a recommended plan to improve traffic flow and mobility along the I-74 corridor and to provide a functional and aesthetically pleasing bridge across the Mississippi River. The project is a joint effort of the Iowa and Illinois DOTs, in cooperation with other agencies and officials. The DEIS was published in 2003. The team is now developing the preferred alternative, and will complete the FEIS in Spring 2007.

Size: $14M (fee)/$700M (construction)
Dates: 1998 - Ongoing
Key Elements:
- Bi-state
- EIS/Section 4(f) preparation
- Alternatives development/ evaluation
- Public involvement
- Context sensitive solutions
- Bridge type studies
- Preliminary roadway/structure design

I-5 Delta Park to Lombard EA

for ODOT, Portland, OR (CH2M HILL, Parisi)

As prime consultant, CH2M HILL is preparing the NEPA EA, various technical reports supporting the EA, the decision document and revised EA, and is supporting public involvement activities on this project. The project will address the need for a third travel lane on I-5 southbound and widening of the shoulder northbound between the Victory Interchange and Lombard Street in North Portland, as well as for a full-service interchange between the termini of the existing Columbia Boulevard ramps and the Victory Boulevard Interchange.

Size: $1.1M (fee)/$100M (construction)
Dates: 2002 - 2006
Key elements:
- Controversial project with respect to environmental justice impacts, including air quality, loss of employment base, and loss of housing

The transportation analysis, led by Parisi Associates with assistance from DEA, included travel demand modeling, traffic engineering, managed lane operations, and impacts during construction.

20-Year Transit Plan Community Outreach

for C-TRAN, Clark County, WA (JDW)

JDW provided facilitation, public involvement, and outreach services for C-TRAN in the development of a 20-Year Plan for projecting financial and service levels over an extended period. The plan detailed C-TRAN's mission, goals, and priorities. JDW conducted an extensive community outreach program that gathered public concerns, suggestions, and recommendations about the future of public transportation in Clark County and southwest Washington. This information was incorporated in C-TRAN's 20-Year Plan, adopted in October 2003, which will function as a roadmap for C-TRAN's future to allow it to respond to the community's changing needs.

Size: $94,824 (fee)
Dates: 2003-2004
Key elements:
- Public information campaign
- Communications strategies
- Political sensitivities
- Multi-faceted public outreach and involvement program

JDW provided facilitation, public involvement, and outreach services. JDW conducted an extensive community outreach program that gathered public concerns, suggestions, and recommendations about the future of public transportation in Clark County and southwest Washington.

I-5/I-205 North Corridor Study and 134th Street and 219th Street Access Point Decision Report

for WSDOT, Clark County, WA (JDW)

JDW worked with WSDOT to develop and conduct the public involvement program for the I-5/I-205 North Corridor Study. This program included a variety of elements, including stakeholder interviews and assessments, coordination of three advisory committees, open houses, newsletters, press releases, newspaper advertisements, and a project web page. The community concerns raised through the public involvement process were incorporated into the study, which contributed to a successful Access Point Decision Report and, ultimately, to funding for a new interchange on I-5.

Size: $85,513 (fee)
Dates: 2000-2002
Key elements:
- Community outreach
- Agency consultation
- Project coordination
- Public involvement

JDW developed and implemented the public and agency involvement program, including scoping and findings hearings, meetings with interchange stakeholders, open houses, advisory committee meetings, community updates, project web page development and posting, access report project team meetings, and coordination with review and regulatory agencies, including FHWA and WSDOT.

Tacoma Narrows Bridge

for WSDOT (Nossaman)

Size: $1.34M (fee)/$615M (construction)
Dates: 1996-current
Key elements:
- Washington Public-Private Toll Road Program
- Develop, finance, operation, maintain agreement
- Design-build agreement

Nossaman provided services to all phases of WSDOT's Public-Private Toll Road Program. Nossaman originally negotiated a comprehensive development agreement for the development, finance, operation, and maintenance of a new toll bridge span over the South Puget Sound, the $849 million second Tacoma Narrows Bridge, highway improvements at the approaches, and seismic strengthening and reconfiguring for the existing bridge. Following a Washington Supreme Court decision on the project and new state legislation, responsibility for financing, operating, and maintaining the project shifted to WSDOT and as a result Nossaman renegotiated the comprehensive development agreement and led extensive negotiation for WSDOT of a $615 million fixed price design-build contract, resulting in the State's first major design-build transportation contract signing in July 2002 and notice to proceed in September 2002. Nossaman negotiated a separate $9.2 million toll agreement and is currently negotiating a toll system operations agreement.

Mid-Corridor Design-Build Project

for the Alameda Corridor Transportation Authority (Nossaman)

Size: $1M (fee)/$2.4B (construction)
Dates: 1997-current
Key elements:
- Design-build procurement
- Extensive third-party negotiations

The Mid-Corridor design-build project includes 10 miles of railroad tracks connecting the ports of Los Angeles and Long Beach to rail yards and other transportation facilities in central Los Angeles. Built below grade in an open trench, it is the single most significant element of the Alameda Corridor freight rail consolidation and grade separation project. Nossaman assisted in all phases of the design-build contract procurement and contract management and advised on a range of project matters, including utility, local agency, and other third party agreements. Nossaman also assisted in the negotiation of ROW acquisition agreements and condemnation actions, and assisted in obtaining revenue financing.

Central Texas Turnpike Program/SH 130

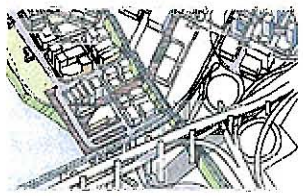
for the Texas DOT (Nossaman)

Size: $1.8M (fee)/$1.3B (construction)
Dates: 2000-current
Key elements:
- Mega project
- Innovative financing and delivery

The Central Texas Turnpike is a new 122-mile turnpike facility in the Austin-San Antonio corridor, the largest element of which is the 90-mile SH 130 project that includes capacity for managed lanes and rail. In 2002, the Texas DOT executed an exclusive development agreement and a capital maintenance agreement for the design and construction of the SH 130 project and, at the Department's option, up to 15 years of long-term capital maintenance. The $1.3 billion exclusive development agreement is the largest transportation construction contract in the state's history. Nossaman assisted in developing the procurement strategy and the procurement and contract documents for this agreement. The firm also assisted in the successful application for a $916 million TIFIA loan, and provided strategic planning for utility relocations and in the drafting of utility agreements.

Vancouver Central City Vision

City of Vancouver, Port of Vancouver, Identity Clark County (ZGF)



Size: $150,000 (fee)
Dates: 2004
Key elements:
- Downtown Vancouver planning

The City of Vancouver, supported by the Port and Identity Clark County, wanted to build on the successes of the 1998 Esther Short Redevelopment plan. Implementation of that plan had yielded 40 projects and millions of dollars in private investment. A practical plan and redevelopment strategy was sought for 120 central city blocks. The Citizen Resource Group of the earlier plan was reformed and expanded.

ZGF led the consultant team in extensive business and citizen outreach, investigated six functionally distinct sub-areas, and prepared development and reinvestment strategies for each. Development agendas were created for a six-year horizon and for longer term implementation. A measure of the realistic nature of the near term agenda was the Success Audit that detailed forty projects undertaken in the preceding six years. Following approval of the VCCV, the City, and others are now acting on its recommendations.

SCORING CRITERIA 2

QUALIFICATIONS OF PROPOSED PROJECT MANAGER

Section Contents:

DEA is pleased to propose Jay Lyman, PE, as our project manager. He brings to the project a unique and valuable combination of skills and experience that will move the project forward. He is a clear and effective communicator, a consensus builder, and a very experienced project manager with the ability to keep complex projects moving forward. Jay is known and respected by both DOTs and virtually all of the partner agencies . He has a demonstrated ability to provide strategic advice to DOTs on major projects, effectively integrating and addressing the technical, political, financial, and public outreach elements of projects. Through his work on the previous two phases of this project, he brings a solid understanding of the issues and concerns of the project partners. He has managed large and complex project teams (for example, the I-5 Transportation and Trade Partnership involved work products produced by an integrated team of staff from ODOT, WSDOT, Metro, RTC, TriMet, RTC, the cities of Portland and Vancouver, and more than a dozen subconsultants).

Ron Anderson, PE, will support Jay as deputy project manager. With his 38 years of experience managing a wide range of multi-modal projects, he will specifically be responsible for staffing and resourcing the project team and coordinating subconsultant activities. Ron's experience is described in Scoring Criteria 3.

In addition, the project management capabilities of the team are strengthened by the very senior and experienced staff that are proposed as managers reporting directly to Jay. Each has extensive project management experience in his or her own right. Furthermore, we have structured the team to draw on national expertise—our advisory team includes strategic thinkers who have successfully delivered similar projects throughout the nation, such as the Woodrow Wilson Bridge near Washington, D.C. and the Tappan Zee Bridge in New York State.

A. PM'S RELEVANT EXPERIENCE

Proposed Project Manager Jay Lyman has managed well over 30 projects and served as principal-in-charge on many others during his career. He has worked closely with six state departments of transportation, including WSDOT and ODOT, and numerous local agencies; and has managed corridor studies, city and regional transportation system plans, NEPA documentation for roadway and freeway projects, and construction plans and specifications for transportation projects. Three relevant, recent projects managed by Jay include:

I-5 Transportation and Trade Partnership Strategic Plan

The I-5 Transportation and Trade Partnership produced the Strategic Plan that set the stage for the upcoming I-5 CRC EIS. Led by a 28-person Task Force appointed by the governors of Washington and Oregon, the Strategic Plan lays the groundwork for the range of project alternatives to be considered during scoping and the EIS. As the consultant team project manager, Jay worked closely with ODOT and WSDOT managers to develop a project strategy to organize and manage the development and evaluation of corridor alternatives, and an implementation plan to coordinate the engineering and environmental studies and the public outreach program. He managed the scope and budget for a large inter-discipline team of consultant staff. He coordinated activities and work products produced by the multiple agencies that provided technical oversight and staff for the project, including WSDOT, ODOT, Metro, RTC, TriMet, the cities of Portland and Vancouver, and others.

Role: Project Manager
Client: ODOT and WSDOT
Estimated construction cost: $1.2B
Dates: 2000-2002

"You...were very responsive and creative in responding to the issues that arose during this process. Your ability to communicate clearly and calmly was an asset that cannot be over estimated. You helped agency staff, interested citizens, and the Task Force to understand the problems and potential solutions for the Corridor. As a result...the Task Force was able to develop a bi-state consensus for how to develop and manage the

Portland/Vancouver I-5 Corridor...the resulting Strategic Plan...enjoys broad support in the community and is widely admired for the public involvement process that accompanied its creation."

--Kate Deane, Project Manager, ODOT

Sunrise Project, I-205 to Rock Creek, Supplemental Draft EIS

Role: Project Manager
Client: Clackamas County and ODOT
Estimated construction cost: $250M
Dates: March 2004-Present

Working with Clackamas County and ODOT project managers, Jay is coordinating an integrated project team of ODOT, Clackamas County, Metro, and consultant staff.

The Sunrise Corridor project is a proposed limited access (interstate freeway standard) facility linking I-205 at the Milwaukie Expressway to the junction of OR 212 and OR 224 at Rock Creek. The project includes four miles of new alignment for a four- to six-lane freeway, and up to three potential interchanges. The current phase builds on a Draft EIS completed in 1993 (Jay led DEA's team in a subconsultant role on the Draft EIS), and includes review and refinement of project alternatives, leading to selection of a preferred alternative and a Record of Decision. As project manager, Jay is responsible for the project approach, and for preparation and ongoing management of the scope of services, budget, and schedule. Working with Clackamas County and ODOT project managers, he is coordinating an integrated project team of ODOT, Clackamas County, Metro, and consultant staff. Major tasks completed to date include implementation of an extensive public outreach program (including a two-day public alternatives workshop), transportation modeling and traffic analyses, baseline environmental studies, and initial design development of project alternatives.

I-84 Corridor Study

Role: DEA Project Manager
Client: Idaho Transportation Department
Estimated construction cost: $200M
Dates: 1999-2001

Jay managed DEA's work and played a key role in developing the study approach and decision-making strategy. He was instrumental in crafting the technical and public involvement methodology and strategies to address the highly controversial siting of interchanges.

The I-84 Corridor Study updated the Treasure Valley Transportation Plan for the portion of the MPO extending from Boise west to Nampa and Caldwell. It addressed transportation needs on I-84, two east-west parallel highways (US 26 and Highway 44), major north-south intersecting streets, and also developed recommendations for transit system improvements, including express bus service, park-and-ride facilities, and a potential conversion of a freight rail corridor for high capacity transit (BRT or LRT). DEA served as a subconsultant, responsible for developing and evaluating alternative freeway and interchange improvements. Jay managed DEA's work and played a key role in developing the study approach and decision-making strategy. He was instrumental in crafting the technical and public involvement methodology and strategies to address the highly controversial siting of interchanges in the Nampa-Caldwell area.

B. PM'S ODOT/WSDOT/FEDERAL KNOWLEDGE

Jay has a deep familiarity with the regulations and procedures that will guide the CRC project, including extensive work with WSDOT and ODOT on project development and NEPA documentation. In addition, virtually all of his experience is in highly visible, major public projects that required an understanding of federal and state requirements for public outreach and involvement.

Jay's professional career (more than 25 years and counting) has been spent in planning and design of major transportation projects. He has a deep familiarity with the regulations and procedures that will guide the CRC project, including extensive work with WSDOT and ODOT on project development and NEPA documentation. In addition, virtually all of his experience is in highly visible, major public projects that require an understanding of federal and state requirements for public outreach and involvement.

Based on his experience, Jay has a solid grasp on the range and complexities of state and federal regulations and procedures that apply to this project. From macro-scale issues, such as FHWA requirements for mega projects, NEPA requirements and procedures as implemented by FHWA, and federal and state requirements for conventional and innovative funding and project delivery; to highly-specific procedural requirements, such as WSDOT and ODOT requirements for design development, this project requires both strong leadership and depth of expert knowledge.

In addition to his own experience, Jay has assembled a strong team of expert managers and advisors who provide in-depth expertise and understanding of all applicable federal, state, and local regulations and procedures. Jay has direct access to advisors with national expertise on similar bi-state projects, and is supported by experts who clearly understand WSDOT and ODOT policies and procedures, as well as other state and federal requirements.

As an example, this bi-state project will require an awareness and understanding of the policies and procedures in

each state, and in many cases we will need to go beyond "normal" practices and look for innovative approaches to streamline the work efforts. One example of that will be the ongoing coordination with regulatory agencies. Each state has established procedures and working groups (e.g., CETAS in Oregon, SAC in Washington). Conceivably, this project could simply follow the existing procedures for interacting with each group. However, significant time and cost savings can potentially be achieved by integrating the review and approval cycles that each group uses. Our team of expert managers brings a strong understanding of the NEPA procedures used by each DOT, and can work strategically to develop approaches that will efficiently bridge the two state processes.

Our combination of national and Northwest experience enables us to develop a project approach and methodology that efficiently addresses regulatory and policy requirements, while we keep the ultimate goal clearly in focus - the goal of setting the project up for design and construction.

Our team's combination of national and Northwest experience enables us to develop a project approach and methodology that efficiently addresses regulatory and policy requirements, while we keep the ultimate goal clearly in focus—the goal of setting the project up for design and construction following the successful completion of a NEPA ROD.

C. PM'S MANAGEMENT CAPABILITIES

Jay has directly managed more than 30 projects in his 25-year career, and virtually all were completed according to the original project parameters, or incorporated changes that were initiated and/or fully supported by the client agencies.

Jay's project management skills are held in high regard. As vice president of professional services for DEA, Jay developed and implemented a firm wide project management program, including certification, training, and accounting systems support to track and monitor project performance for approximately 300 project managers in the firm. He was senior editor and reviewer for DEA's Project Management Manual, which is the foundation of DEA's in-house project manager training program.

Jay specializes in the up-front planning, preliminary design, and environmental review of major transportation projects. By their nature, these phases (preceding contract plans and construction) are highly fluid. Changes in scope occur as the project becomes defined, and often the changes need to be managed within existing budgets and schedules. Jay's management approach is based on core principles, including:

- close and collaborative working relationships with client project managers;
- clearly written and well-defined scopes of work;
- weekly monitoring of work efforts and budget utilization;
- early identification and discussion of potential issues that may affect scope, schedule, or budget, and taking immediate steps to reach agreement on how to resolve those issues;
- building flexibility into the work program, so minor changes in scope can be accommodated without affecting budget or schedule; and
- prompt action when a scope, budget, or schedule change is needed, and ensuring that all parties agree on the steps needed to address the change.

While all of the above are critical, it is the first element (building close and collaborative working relationships) that is the foundation for successfully managing dynamic projects. The following projects are examples of how Jay has used this foundation to successfully address challenging project issues.

I-5 Transportation and Trade Partnership Study

- **Project schedule:** aggressive, fast-tracked, accelerated
- **Managing scope:** incorporated small changes; revisions for major changes quickly developed and accepted
- **Budget issues:** flexibility and collaborative work approach meant that many, many changes in scope were addressed without requiring an increase in the overall project budget
- **Changes that arise throughout the life of the project:** a contract revision for additional evaluation of project options within the Bridge Influence Area was quickly developed and accepted

This study is a very good example of how building close and collaborative working relationships with the client benefits the project schedule, scope, and budget. Jay worked closely with the ODOT and WSDOT project managers to respond to a changing project landscape. Numerous small changes in tasks were easily incorporated, and when major changes of direction were required (such as the additional evaluation of project options within the Bridge Influence Area), a revised scope, schedule, and budget were quickly developed and accepted.

Jay managed the work to meet a very aggressive schedule. Design development for highway and transit options, travel demand forecasting and traffic analyses, and environmental reviews for all of the corridor "option packages" were completed on a fast-track, accelerated schedule, requiring the coordination of work efforts among multiple agencies (ODOT, WSDOT, Metro, RTC, and TriMet) and the consultant team. Jay developed the integrated work schedule in collaboration with the ODOT and WSDOT project managers, and coordinated activities among all the participants.

Sunrise Project, I-205 to Rock Creek

- **Project schedule:** Fast track
- **Managing scope:** Work to date completed within authorized scope and budget.
- **Budget issues:** None to date. Contract has been amended to address out-of-scope work that has been needed.
- **Changes that arise throughout the life of the project:** Many small changes have been incorporated without impacting the budget.

This is another good example of the approach that Jay uses to manage projects. The Sunrise project is being jointly developed by Clackamas County and ODOT, which means that management decisions must be reached collaboratively. Jay excels in this environment because of his ability to work closely with the project managers from each agency in understanding their issues and reaching solutions that meet the needs of both agencies.

The SDEIS is being completed on a very aggressive timeline, requiring careful coordination and management of work efforts produced by the Clackamas County, ODOT, Metro, and the consultant team.

D. PM'S PROFESSIONAL CREDENTIALS

Registered Professional Civil Engineer, Washington, 1984

Registered Professional Civil Engineer, Oregon, 1986

SCORING CRITERIA 3

KEY TEAM MEMBERS QUALIFICATIONS

Key team members will support Project Manager Jay Lyman by filling very distinct and important roles on the team serving as task managers for significant portions of work that will be accomplished. Several factors were considered in filling these roles. Technical expertise; knowledge of the community; knowledge of WSDOT, ODOT, and public agency regulations and procedures; experience with significant transportation projects; and availability for the duration of the project were taken into account. Several of our key team members also provide continuity with earlier phases of the I-5 CRC project, having worked on the original I-5 Trade Corridor Study, the I-5 Transportation and Trade Partnership Strategic Plan, the Traffic and Tolling Analysis, and the I-5 Delta Lombard Environmental Assessment.

A. KEY TEAM MEMBERS' EXPERIENCE

Ron Anderson, PE, Deputy Project Manager (DEA)

- 38 years of experience
- M.S., Civil Engineering
- Professional Civil Engineer: WA, OR, MT, ID
- Associate Value Specialist, SAVE International

Ron has 38 years of experience in developing and managing multi-modal transportation solutions that fit within tight urban constraints and incorporate the goals and issues of surrounding communities. He developed and managed some of Washington's largest and most complex interstate projects, both during his 30-year tenure with WSDOT and as a consultant. His expertise in major interstate reconstruction includes using innovative techniques to expand facilities in restricted corridors. While with WSDOT, Ron was in charge of the $1.5 billion I-90 completion into Seattle. Since joining DEA, he managed development of concepts for reconstruction of the I-405 corridor in King County, including the award-winning I-405 Corridor Program, an $8 billion project that required preparation of a programmatic EIS, a federal pilot project under "reinventing NEPA." *Example projects include:*

- **I-405 Corridor Program, for WSDOT, King County, WA** – Project manager for development of a programmatic EIS that included 150 multi-modal projects over a 224-square-mile study area to relieve congestion and enhance the movement of people and freight through the corridor over the next 30 years.
  Size: $6.5M (fee)/$8B (construction); ***Dates:*** 1998-2002; ***Agencies involved:*** WSDOT, FHWA, FTA, King County, Sound Transit, and 13 local jurisdictions
- **I-405 HOV Direct Access Improvements, for WSDOT, Kirkland, WA** – Project manager/principal-in-charge for design of two HOV direct access interchanges on I-405; the Kirkland Transit Center park-and-ride facility; and transit enhancements to aid Express Route 540.
  Size: $6.3M (fee)/$40M (construction); ***Dates:*** 1998-2005; ***Agencies involved:*** WSDOT, Sound Transit, FHWA, FTA, USACE, Kirkland, King County Metro, Snohomish County Community Transit, Department of Fish and Wildlife
- **Traffic and Tolling Analysis, I-5 Columbia River Crossing Partnership, for ODOT and WSDOT, Portland, OR to Vancouver, WA** – Project manager for study to establish the methodology to assess toll volumes and impacts; identify toll rate scenarios; identify tolling system and plaza configuration/operation concepts; and estimate revenue generation, traffic impacts, and costs of the scenarios, including tolling the I-5 crossing alone, or both the I-5 and I-205 crossings.
  Size: $640,000 (fee); ***Dates:*** 2004-2005; ***Agencies involved:*** WSDOT, ODOT, RTC, Metro, Vancouver, and Portland

Ron has 38 years of experience in applying state and federal standards and guidelines to interstate projects and working with public agencies, including WSDOT, ODOT, FHWA, FTA, MPOs, transit agencies, cities, counties, and environmental resource agencies.

Karl Winterstein, PE, Design Engineering Manager (PB)

- 24 years of experience
- B.S., Civil Engineering
- Professional Engineer: WA, TX

Karl has primarily worked on WSDOT projects over the last 14 years, providing him with extensive knowledge of WSDOT policy and standards. He plays an integral role in all aspects of the planning, design, and plan production of major and mega highway and transportation projects. Karl draws upon his diverse highway engineering background to provide leadership and project management skills on complex multidisciplinary projects.

Example projects include:

- **Alaskan Way Viaduct EIS/PE, Seattle, WA** – Project manager for the largest multi-agency project ever undertaken in the State of Washington. A NEPA/SEPA EIS to document the environmental consequences for alternative solutions to replace or retrofit the existing Alaskan Way Viaduct and adjacent Seawall is being prepared. PB is also leading the conceptual and preliminary engineering for the preferred alternative.
  Size: $67M (fee)/$4B (construction); ***Dates:*** 2001-2004 (project is ongoing; Karl has transitioned out); ***Agencies involved:*** WSDOT, Seattle DOT, FHWA
- **I-90 Sunset Interchange EIS/PS&E, Issaquah, WA** – Project manager for EIS and final design of major interchange modifications to improve the existing I-90 Sunset Interchange in Issaquah. One of the more complex facilities built in Washington in the last decade, this three-level interchange provides for all traffic movements to and from I-90.
  Size: $11M (fee)/ $118M (construction); ***Dates:*** 1997-2002; ***Agencies involved:*** WSDOT, City of Issaquah
- **I-5 Tacoma HOV EA/PE, Tacoma, WA** – Project manager for preliminary engineering, cost estimating, and environmental documentation support for a 10-mile, $750 million project on I-5. The project includes more than 20 miles of HOV lanes, 51 bridges, and the full reconstruction of nine major interchanges through downtown Tacoma.
  Size: $6M (fee)/ $750M (construction); ***Dates:*** 1996-1997; ***Agencies involved:*** WSDOT, FHWA, City of Tacoma

Karl has the proven ability to manage large and diverse teams to accomplish assignments that provide the utmost in client satisfaction and technical excellence. He understands that the key to mega project success is an open line of communication to ensure that public agencies and stakeholders are involved are well informed on the project.

Jeff Heilman, AICP, Environmental Manager (Parametrix)

- 17 years of experience
- Master of Planning
- American Institute of Certified Planners

Jeff specializes in managing multi-discipline environmental review and permitting projects, effectively integrating environmental issues and agency coordination into successful decision-making. He helps clients complete NEPA and SEPA documentation, alternatives analyses and site selection, and comply with environmental regulations for major federal, state, and local highway and transit projects. He is recognized for developing successful environmental streamlining strategies, programmatic regulatory compliance, and comprehensive environmental mitigation. Jeff has been project manager on some of the largest EISs and environmental compliance projects in the Northwest, including projects in excess of $7 billion in construction value. *Example projects include:*

- **Central Link LRT EIS, for Sound Transit, Seattle to SeaTac, WA** – Project manager for preparation of SEPA/NEPA EIS for a 26-mile LRT corridor from north Seattle, through the University District, Capitol Hill, downtown and south Seattle, to the Sea-Tac International Airport. The project passes through the highest density commercial and residential centers in the Northwest, and crosses salmon-bearing waters. A highly controversial project, the EIS was challenged and upheld.
  Size: $9M (fee)/$2.9B (construction); ***Dates:*** 1998-2000; ***Agencies involved:*** Sound Transit, FTA, FHWA, EPA, USFWS, NOAA, WSDOT, Ecology, SHPO, King County, Seattle, Tukwila, and SeaTac
- **Bridge Delivery Program Environmental Strategy, for ODOT, Statewide** – Project manager for development of streamlined environmental strategy; obtained major permits for replacing and repairing approximately 400 bridges on I-5, I-84, and state highways. Included baseline environmental reports, NEPA, programmatic permits, Biological Opinion and incidental take permit on 14 species, environmental performance standards, and mitigation/conservation program.
  Size: $15M (fee)/$1.3B (construction); ***Dates:*** 2003-2005; ***Agencies involved:*** ODOT, FHWA, USACE, NOAA, USFWS, EPA, USFS, BLM, ODSL, ODEQ, ODFW, SHPO, and cities and counties
- **US 97 Redmond Reroute EA, for ODOT, Redmond, OR** – Project manager for preparation of NEPA EA and Section 106 and Section 4(f) documentation for a proposed four-mile reroute of US 97 around downtown Redmond.
  Size: $250,000 (fee)/$40M (construction); ***Dates:*** 2000-2001; ***Agencies involved:*** ODOT, FHWA, SHPO, ODSL, ODEQ, and Redmond

Jeff has worked closely with WSDOT and ODOT procedures, as well as state and federal resource agencies, in managing environmental compliance projects over the past 15 years. This includes experience in both states with FHWA and FTA as lead agencies.

Gregg Snyder, AICP, Transit Planning/ Engineering Manager (PB)

- 14 years of experience
- M.S., Transportation Planning
- American Institute of Certified Planners

Gregg has an extensive background in alternatives analysis, transit service planning, and bus capital program management. He has worked on five MIS/Alternatives Analysis (AA)/DEIS projects, seven transit centers, five park-and-rides, three maintenance facilities, and more than 36 transit service planning projects in seven western states. Gregg has served as the consultant program manager for the Regional Public Transportation Authority (RPTA) $250 million bus capital development program in Arizona. He has worked for more than 25 agencies, and his transit planning work was recently recognized in the 2004 Transportation Planning Excellence Awards Program sponsored by the FHWA, FTA, and APA. *Example projects include:*

- **RPTA AA/DEIS, for the City of Albuquerque, NM** – Deputy project manager and planning manager of the AA/DEIS for an 11-mile high capacity transit line in the Central Avenue corridor.
  Size: $2.2M (fee)/$300M (construction); ***Dates:*** 2003-2005; ***Agencies involved:*** City of Albuquerque, Mid-Region Council of Governments, NMDOT, FTA, and state and federal resource agencies
- **Central Phoenix/East Valley Light Rail General Engineering Consultant, for the RPTA, Phoenix, AZ** – Lead transit planner and project controls manager for the CE/DEIS and PE/FEIS for a 20-mile New Start LRT system linking Phoenix, Tempe, and Mesa.
  Size: $25M (fee)/$1.1B (construction); ***Dates:*** 1998-2002; ***Agencies involved:*** RPTA; Phoenix, Mesa, and Tempe; Arizona DOT; FTA; and state and federal resource agencies.
- **Scottsdale/Tempe North-South Transit Corridor Study, for the City of Scottsdale, AZ** – Lead transit planner for the AA for a high capacity transit system in the Scottsdale Road corridor linking Tempe and Scottsdale.
  Size: $750,000 (fee)/$300M (construction); ***Dates:*** 2000-2003; ***Agencies involved:*** RPTA, cities of Scottsdale Tempe, and Phoenix; Maricopa Association of Governments

Gregg is experienced in FTA's NEPA and New Starts policies and procedures, and in ODOT's transportation planning practices. He understands the challenges inherent in delivering the I-5 CRC EIS project and how to navigate the requirements for the project's transit and transportation demand management elements.

David Parisi, PE, Traffic Engineering Manager (PA)

- 20 years of experience
- B.S., Civil Engineering
- Professional Civil Engineer: WA, OR, CA
- Professional Traffic Engineer: OR, CA

David manages challenging transportation projects throughout the West Coast. His 20 years of experience includes transportation and environmental planning, and civil and traffic engineering. He spearheads multi-discipline transportation projects from inception through design and development, including environmental assessments; highway, railway, and multi-modal corridor studies; area-wide traffic circulation studies; rail transit projects; roadway and interchange feasibility analyses; access planning for pedestrians, bicyclists, and people with disabilities; localized traffic impact evaluations; and transportation system improvements. David works closely with regional planning agencies. For the I-5 Trade Corridor and I-5 Transportation and Trade Partnership projects, he led a team of consultant, RTC, and Metro staff to develop a travel demand model and use operational analysis tools, such as FREQ and VISSIM. *Example projects include:*

- **Traffic and Tolling Analysis, I-5 Columbia River Crossing Partnership, Portland, OR to Vancouver, WA** – Transportation task leader for travel demand modeling, traffic engineering, managed lanes operations.
  Size: $125,000 (fee); ***Dates:*** 2004-2005; ***Agencies involved:*** WSDOT, ODOT, RTC, Metro, Vancouver, and Portland
- **Portland/Vancouver I-5 Transportation and Trade Partnership, for ODOT and WSDOT, Portland, OR to Clark County, WA** – Transportation task leader for travel demand modeling, traffic engineering, transit planning, managed lanes operations.
  Size: $100,000 (fee)/$1.2B (construction); ***Dates:*** 2002-2003; ***Agencies involved:*** WSDOT, ODOT, RTC, Metro, Vancouver, Portland, and the ports of Portland and Vancouver
- **I-5 Delta Lombard Environmental Assessment, for ODOT, Portland, OR** – Transportation task leader for travel demand modeling, traffic engineering, managed lane operations, and impacts during construction.
  Size: $85,000 (fee)/$100M (construction); ***Dates:*** 2004-2005; ***Agencies involved:*** WSDOT, ODOT, RTC, Metro, Vancouver, and Portland

David has more than 12 years of experience serving WSDOT, ODOT, and other regional agencies on multi-modal corridor projects. He has worked closely with staff from RTC, Metro, the cities of Vancouver and Portland, C-TRAN, and TriMet. He has facilitated multi-agency transportation advisory committees for several major transportation projects in the region.

Katy Brooks, Public Relations Manager (JDW)

- 19 years of experience
- B.S., Communications

Katy is an expert in developing public outreach programs for major environmental projects. She builds effective communications programs that identify and solve public and stakeholder issues by addressing controversy directly and successfully. Tailored to each project, these programs employ issue management, team and stakeholder facilitation, mediation, conflict resolution, and strategies for public involvement, communications, and media management. Katy understands technical environmental issues and is a skillful facilitator of multi-party/multi-interest processes that accompany complicated, high profile projects. She has worked extensively in local, state, and federal compliance, including NEPA, and is experienced in natural resource agency coordination/facilitation. Katy has developed communications programs for environmental permitting, remediation, and compliance in conjunction with natural resource regulators in Oregon, Washington, and Alaska, and for federal agencies, including USACE, USFWS, NOAA, and EPA. *Example projects include:*

- **I-5 Columbia River Crossing Pre-EIS, for WSDOT/ODOT, Portland, OR to Vancouver, WA** – Public involvement task manager working with WSDOT and ODOT to complete preliminary work prior to commencement of the EIS. Mediated an MOU between WSDOT and ODOT to effectively deliver this project.
  Size: $79,000 (fee); ***Dates:*** 2003-2004; ***Agencies involved:*** WSDOT, ODOT
- **Lower Columbia Channel Deepening, Lower Columbia River Improvement Project Coalition, Portland, OR** – Led a bi-state, multi-agency communications effort that included media and community relations in the metro area and communities along the lower Columbia.
  Size: $158M (construction); ***Dates:*** 1998-2003; ***Agencies involved:*** NMFS, USACE, USFWS, Lower Columbia River Ports, US Coast Guard
- **Columbia Gateway SEPA EIS, Port of Vancouver, WA** – Strategic development, research, and implementation of public communications for development of a draft and final EIS, subarea plan, and environmental studies to plan for development and comply with federal, state, and local permitting requirements for one of the largest remaining industrial-zoned parcels in the metro area.
  Size: $2.1M (fee)/; ***Dates:*** 1998-2004; ***Agencies involved:*** WSDOT, City of Vancouver, Clark County, WDOE, SHPO, and USFWS

Katy has substantial experience working with WSDOT and ODOT, and is intimately familiar with the operational, political, and cultural distinctions of the two agencies. As a former ODOT employee, Katy led the communications effort on the award-winning 1997 I-5 Bridge Trunnion Repair Project. Her recent consultant experience includes negotiating MOUs with WSDOT, ODOT and Clark County.

Kurt Krauss, Financial/Institutional Structures Manager (PB Consult)

- 10 years of experience
- M.B.A., Finance
- M.S., Civil Engineering
- Professional Engineer: VA

Kurt has participated in and managed the development of large infrastructure financial plans and feasibility studies, which include various privately and publicly available financing mechanisms, for large public and private transportation clients nationwide. Currently, Kurt is serving as the project finance manager for the Woodrow Wilson Bridge project, the East Coast's second largest active transportation infrastructure project. *Example projects include:*

- **Woodrow Wilson Bridge Project, Alexandria, VA, Oxon Hill, MD and Washington, DC** – Project finance manager and primary author of the mega project's Initial Financial Plan. The comprehensive document serves as the baseline for all future financial performance and includes details regarding the project cost estimate, implementation plan, financing and revenue projections, and cash flow forecasts.
  Size: $33M (fee)/$2.4B (construction); ***Dates:*** 2000-present; ***Agencies involved:*** FHWA, Maryland State Highway Administration, Virginia DOT, and DC DOT
- **Intercounty Connector (ICC), Prince Georges and Montgomery Counties, MD** – Task manager for Mega Project Finance Plan Development for the Initial Financial Plan. Complex funding sources currently incorporated in the plan include project and system toll revenue bonds, direct federal grant anticipation revenue vehicle (GARVEE) bonds, state transportation trust fund allocations, and special federal fund earmarks.
  Size: fee under negotiation/ $2.4B (construction); ***Dates:*** 2004-present; ***Agencies involved:*** MDOT, Maryland State Highway Administration, and Maryland Transportation Authority
- **Automated People Mover from Fort Lauderdale International Airport to Port Everglades, Broward County, FL** – Project manager for a high level pro forma financial plan and 25 sensitivity analyses to support design, procurement, and construction.

Size: $200,000 (fee)/$1B (construction); ***Dates:*** 2003-2004; ***Agencies involved:*** Broward County

Kurt is a highly skilled financial planner with knowledge and experience gained from working on numerous mega project funding strategies. He understands the complexities and challenges of large scale projects, and provides innovative approaches that help communities build their projects.

Gino Monteferrante, Project Controls Manager (PB)

- 27 years of experience
- B.S., Construction Engineering Management

Gino has project controls experience on mega projects and programs around the globe. He brings a wealth of knowledge and experience in sophisticated estimating, scheduling, cost control, documentation, and reporting systems that is invaluable to project managers and teams. Gino's experience has involved federal and local public agency compliance to support their requirements, and to provide and present data for dissemination.

- **Louisiana Transportation Infrastructure Model for Economic Development, Statewide** – Project implementation/program controls manager for the largest transportation program in state history. The program expands 549 miles of state highways to four lanes, widening and/or new construction of three major bridges, and improvements to both the Port of New Orleans and Louis Armstrong International Airport.
  Size: $162M (fee)/ $3.5B (construction); ***Dates:*** 2002-2012 (project is ongoing; Gino has transitioned out); ***Agencies involved:*** LA DOTD
- **Orlando International Airport, for Greater Orlando Airport Authority, Orlando, FL** – Program management support services to the Greater Orlando Airport Authority. Provided project controls preparation and oversight, contractor progress reviews, and quality assurance monitoring, and supported the GOAA staff committee with project status and reports.
  Size: $28M (fee)/ $450M (construction); ***Dates:*** 1998-2001; ***Agencies involved:*** GOAA, FAA
- **Denver International Airport, Denver, CO** – Supervised 65 project control personnel for conformance and compliance with program project controls objectives. Coordinated 128 design and engineering contracts, and more than 180 prime construction contracts.
  Size: $123M (fee)/ $3.3B (construction); ***Dates:*** 1998-2001; ***Agencies involved:*** City and County of Denver, FAA, EPA, FTA

Gino's experience with project controls practices and procedures has given him with the expertise to successfully navigate state, federal, and regional policies on mega projects across the US, and enables him to understand the complexities and demands of a complex urban project like the Columbia River Crossing EIS.

Debra Nudelman, Contracts and Agreements Manager (RESOLVE)

- 15 years of experience
- J.D.

Debra is a consensus building and conflict resolution professional with more than 15 years of experience. She is responsible for convening, facilitating, and mediating multi-party processes involving complex environmental, natural resource, and public policy issues including: national policy dialogues; advisory committees; collaboratives; and consensus-building/agreement-focused processes, conferences, workshops, retreats, and strategic planning sessions. Debra designs and delivers training and seminars for environmental negotiation skills, facilitation, public involvement, strategic planning, and consensus building. She also designs and implements dispute resolution systems. Prior to joining RESOLVE, Debra was a staff attorney with the US Department of Agriculture in Washington, DC, where she provided legal advice to the USFS; and the director of a community-based mediation center in Wisconsin for nearly five years. *Example projects include:*

- **I-5 Transportation and Trade Partnership Project** – Mediation and consultation services to state and regional transportation agencies of Washington and Oregon as they worked to partner in developing a bi-state approach to address multi-faceted trade and transportation issues in the I-5 corridor.
  Size: $26,700 (fee); ***Dates:*** 2001-2002; ***Agencies involved:*** WSDOT, ODOT, Vancouver, Portland, RTC, Metro, C-TRAN, and TriMet
- **Columbia River Channel Improvement Project, for USACE, NMFS, Port Authorities** – Senior facilitator responsible for mediation of a joint decision making process between representatives of USACE, NMFS, USFWS, and six Port Authorities along the Columbia River to develop a legally defensible, scientifically credible Biological Opinion within a reasonable timeframe.
  Size: $75,000(fee); ***Dates:*** 2001-2002; ***Agencies involved:*** USACE; NMFS; and the ports of Portland, Vancouver, St. Helens, Longview, Woodland, and Kalama

- **Pelton Round Butte Relicensing, for Portland General Electric** – Senior mediator for design, consultation, and mediation assistance to a diverse group of regulatory agencies and stakeholders working with PGE. The group achieved a comprehensive settlement agreement submitted to FERC for the Pelton Round Butte Hydro Project Relicensing.

  Size: $725,000; ***Dates:*** 2003-2004; ***Agencies involved:*** PGE, Confederated Tribes of Warm Springs, BIA, BLM, USFWS, NMFS, USFS, ODFW, Oregon DEQ, Oregon Water Resources Department, Oregon Parks and Recreation Department, Avion Water Company, American Rivers, The Native Fish Society, Oregon Trout, Trout Unlimited, and WaterWatch of Oregon, and cities and counties

Debra has knowledge and understanding of the mission, function, issues, and challenges facing WSDOT, ODOT, Vancouver, Portland, Clark County, Multnomah County, ports of Vancouver and Portland, RTC, Metro, C-TRAN, TriMet, railroads, and major franchise utilities. She has worked with all of these agencies with an emphasis on assisting them in addressing public policy issues.

Will Werner, Right-of-Way Manager (DEA)

- 37 years of experience
- M.S., Psychology
- State Certified Appraiser: OR
- General Real Estate Appraiser: WA
- Real Estate Broker: OR
- Real Estate Broker: WA

Will has more than 37 years of experience in real estate appraisal, negotiation, acquisition, and relocation on transportation projects; and more than 30 years of experience working under the Uniform Act. He has negotiated the acquisition of millions of dollars worth of land for highways, parks, greenways, airports, and mass transit. His experience includes meeting with the public on behalf of public agencies, conducting public meetings to gather citizen input on proposed projects, meeting with individuals being displaced by projects, assessing human and economic impacts, identifying relocation strategies, and authoring relocation studies. Prior to joining DEA, Will worked at ODOT for 14 years, where he appraised and negotiated the purchase of right-of-way and access rights for the 12-mile Banfield Light Rail project with 100 percent success; and appraised complex industrial properties and successfully negotiated difficult partial acquisitions for the I-405 urban freeway expansion. *Example projects include:*

- **Bridging the Valley, for Spokane Regional Transportation Council, Spokane County, WA and Kootenai County, ID** – Real estate cost estimates for alternatives on a major transportation project to separate road and rail traffic through a 42-mile corridor across state lines. The project was complicated by coordinating reviews and approvals with two states, two federal agencies, two counties, four cities, numerous special districts, and a very tight funding schedule.

  Size: $402,000 (fee)/$370M (construction); ***Dates:*** 2003-2005; ***Agencies Involved:*** WSDOT, ITD, Spokane County, Kootenai County, Spokane RTC, City of Spokane, three cities, special districts, and two federal agencies

- **SE 192nd Avenue, Phases I and II, Right-of-Way Services, for the City of Vancouver, WA** – Managed right-of-way appraisal and acquisition services for this road improvement project to create a north-south arterial connecting to SR 14. Portions of commercial, residential, and school sites were appraised.

  Size: $1.8M (fee)/$11M(construction); ***Dates:*** 1999-2002; ***Agencies Involved:*** Vancouver, WSDOT

- **Parks Highway MP 35.5 - 40 Glenn Hwy to Seward Meridian, for the Alaska DOT, Alaska** – Acquisition and relocation services for Phase II of this highway reconstruction project affected more than 60 properties and required 80 acquisitions along a 4.5-mile stretch of the state's major east-west corridor.

  Size: $810,000 (fee)/$10M (construction); ***Dates:*** 2000-2002; ***Agencies Involved:*** Alaska DOT

Will works extensively for public agencies in Oregon and Washington, applying uniform federal law and state law in the process of appraising and acquiring land for public projects.

Dwayne Hofstetter, PE, PLS, Construction Traffic Manager (DEA)

- 42 years of experience
- B.S., Civil Engineering
- Professional Civil Engineer: OR
- Professional Traffic Engineer: OR, CA
- Professional Land Surveyor: OR

Dwayne is a senior transportation and traffic engineer with expertise in traffic engineering, transportation planning, transportation operations, and ITS. His experience includes 32 years with ODOT, including six years as the State Traffic Engineer. As Region 2 Maintenance Engineer and while in the Traffic Section, Dwayne was involved with the analysis, public involvement, detours, and plans for handling traffic during construction and maintenance activities on projects on the interstate system. He was responsible for developing plans to handle traffic during construction ranging from staged construction requiring minimal impacts to highway operations, to

detour plans for complete highway closures. Since joining DEA, Dwayne has developed construction traffic control plans for all of DEA's major bridge and highway projects. *Example projects include:*

- **Portland Bridges, for the City of Portland, Multnomah County, ODOT, and TriMet, Portland, OR** – Project manager for multi-agency partnership to conduct a comprehensive assessment of the transportation effects of major concurrent construction projects in downtown Portland, including the Willamette River bridge rehabilitation projects, and the development of traffic impact mitigation measures.
  Size: $60,000 (fee); ***Dates:*** 2001; ***Agencies involved:*** Portland, Multnomah County, ODOT, and TriMet
- **Airport MAX LRT Extension, Portland, OR** – Traffic engineering task leader responsible for developing all construction traffic control and detour plans, including plans for maintaining traffic on I-205 and I-84 during construction of two major bridges. Construction was completed with no long-term interruption of the highway or railroad traffic beneath the bridge.
  Size: $2.5M (fee)/$125M (construction); ***Dates:*** 1997-2001; ***Agencies involved:*** ODOT, Portland, Port of Portland, Multnomah County, and TriMet
- **I-5 Shady Bridges, Douglas County, OR** – Traffic engineering task leader responsible for developing construction traffic control plans to shift traffic to a detour alignment during construction of four I-5 mainline structures, which involved cross-overs and ramp closures.
  Size: $6.2M (fee)/$29.6M (construction); ***Dates:*** 2002-2004; ***Agencies involved:*** ODOT, Douglas County

Dwayne's years of experience as an ODOT employee and as a consultant include working with numerous local, state, and federal agencies and procedures, including work with WSDOT on interstate policies and research. In addition to his extensive background on ODOT projects, he has worked with WSDOT and RTC on several HOV studies and corridor plans.

Roger Kitchin, Utilities Manager (CH)

- 30 years of experience
- Master of Business Administration
- B.S., Civil Engineering

Roger is a seasoned professional with 30 years of management and technical experience. He is adept at solving complex problems and has developed numerous cost-effective, innovative solutions on projects ranging from environmental impact assessments to river engineering to watershed planning and water and wastewater treatment infrastructure. He is a strategic, "big-picture" thinker with expertise in stakeholder communications and sustainable development. *Example projects include:*

- **Stub Tunnel, for Sound Transit, Seattle, WA –** Led the underground utilities and tunnel drainage task for a 900-foot extension of a tunnel in downtown Seattle for the LINK Light Rail Line. Construction in this extremely confined site has a significant impact on utilities, which requires coordination with numerous utility owners (power, telephone, water, sewer, cable, and steam).
  Size: $700,000 (fee)/$32M (construction); ***Dates:*** 2003-2004; ***Agencies involved:*** Sound Transit, Seattle City Light, Seattle Public Utilities, Seattle Steam, and cable and telephone companies
- **I-5 Widening, for WSDOT, WA** – Led evaluation of alternatives for stormwater drainage for 10 miles of highway, including treatment and detention/retention facilities.
  Size: $200,000 (fee)/$220M (construction); ***Dates:*** 2001-2002; ***Agencies involved:*** WSDOT, USACE, Chehalis, Centralia
- **Brightwater Wastewater Treatment Plant, Woodinville, WA** – QA/QC Manager for preliminary design of drainage facilities for an influent pump station for this large facility, which is located in a tightly constrained, developed area. Also assisting with preparation of permit applications for grading and drainage. Closely coordinating with WSDOT regarding adjacent highway improvements.
  Size: $30M (fee)/$250M (construction); ***Dates:*** 2004-ongoing; ***Agencies involved:*** King County, Snohomish County, Snohomish PUD, Bothell, and WSDOT

Roger formed strong working relationships with literally hundreds of staff/agencies over the 30 years of his career-nationally and internationally.

SCORING CRITERIA 4

FIRM'S PROJECT MANAGEMENT SYSTEM

While DEA has successfully used our management systems on hundreds of WSDOT and ODOT projects, a project of this size and complexity requires a custom approach. We will use DEA's existing integrated quality program and project management controls as the base framework for project delivery, and develop custom controls for the I-5 CRC EIS project, as described in this section.

The base framework includes our firm wide and Portland office management and quality systems, along with a project-specific work plan. These systems, already in place, include assigning dedicated staff with day-to-day responsibility for quality, change management, scheduling, estimating, budget controls, and progress reporting. The project administration and quality control functions are shown on the organization chart as a separate group, headed by Gino Monteferrante. Gino is one of the team's key task managers and reports directly to Project Manager Jay Lyman.

A. PROJECT MANAGEMENT SYSTEMS

The following sections describe the specific elements of DEA's project management system in more detail, along with how they will be enhanced for the I-5 CRC EIS project.

DEA's Quality Assurance/ Quality Control Process

DEA is experienced with a number of approaches to total quality management (TQM), including "Six Sigma," and "ISO 9000." DEA leaders found these systems could be tailored to assure better quality of our products, and have adapted them to better meet the needs of our clients.

DEA PROJECT MANAGEMENT/ QUALITY CONTROL FRAMEWORK

Firm Wide Management Systems

- Solomon management and accounting system
- Project management manual and training
- Discipline plans and standards
- Workflow standards
- DEA standard agreements
- Health and safety program
- Personnel practices manual

DEA Portland Office Processes and Documentation

- Project set-up
- Master file list
- Office training plan
- Office quality plan

Project Specific Management/ Quality Plan (Work Plan)

- Scope of work
- Organizational structure and management
- Project schedule and budget
- Communication plan
- Quality management plan
- Change management plan
- Project controls, invoicing, and progress reports
- Environmental management

Under the DEA approach, "quality assurance" refers to an ongoing process that reduces the potential for error throughout all phases of a project. The goal of quality assurance is to anticipate, avoid, or reduce the cost of errors or poor strategic management decisions.

Quality control typically refers to "checking" procedures for verifying the quality of deliverables, which commonly occur at the end of the process. While quality control checks at project milestones or completion are essential, we strive to build quality into the project through quality assurance procedures.

Eight Critical Points of Quality

The essence of DEA's quality management process is to consider appropriate quality assurance and control measures at eight critical points in the life of a project:

- Business development
- Project set-up
- Kick-off meeting
- Communication
- Transitions or handoffs
- Intermediate and supplemental reviews
- Final reviews
- Post-project analysis

The quality of our services is an important factor in attracting and retaining employees, securing and maintaining clients, and achieving a professional reputation of which we can all be proud.

"Be open to input that may arise from supplemental reviews, and ask team members to adopt the same mindset. Constructive suggestions about how to improve a deliverable are a gift. Use them to enhance client deliverables and enrich DEA's value to the client."

--Quote from DEA Project Management Manual

The DEA Quality Management Process

As project manager, Jay is responsible for implementing DEA's quality management process. He has a full-time QA manager, Carl Zeitz, who is responsible for proactively planning and directing the quality of the work process, services, and deliverables. DEA specifically asks four things of the project QA manager:

1. Incorporate quality assurance in the Project Work Plan's quality management section, which serves as the project's quality program.
2. Set aside funds for quality assurance and quality control

tasks and reviews. An appropriate quality budget is between 2% and 5% of the project's total labor hours.
3. Create and communicate a project-specific definition of quality.
4. Monitor and control quality throughout the project at eight critical points.

Defining Quality for the Project

At DEA, one of the key elements of quality assurance is developing a project-specific definition of quality. When quality is defined, team members have a common understanding of the quality expectations, and can readily discuss, assign, measure, and verify quality. The definition process begins with the client's definition of quality, and is then expanded to include quality review processes through all phases of project development.

When quality is defined, team members have a common understanding of the quality expectations, and can readily discuss, assign, measure, and verify quality.

For the I-5 CRC EIS, the initial quality definition framework will be developed in the ***Managing Project Delivery*** (MPD) process with all key participants. The MPD workshop will establish the project vision, team mission, operating guidelines, boundaries, roles and responsibilities, and measures of success. Subsequent MPD steps and elements will determine the quality elements that need to be incorporated into the Work Plan.

Developing the Work Plan

Quality assurance is incorporated into all elements of the Work Plan, and includes a specific quality management plan for each element; together, these make up the overall quality management plan for the project. Following are examples of quality review processes that may be included in the quality management plan. For each process, DEA has prepared review guidelines and checklists.

- **Peer reviews.** An independent, experienced person from each discipline checks the calculations, reports, drawings, and specifications produced by that discipline.
- **Fatal flaw analysis or conceptual reviews.** Independent reviewers check the basic concepts on which the project is based.
- **Interdisciplinary review.** A detailed review to assure consistency and identify interferences between disciplines.
- **Drawing-specification cross-check.** A review of specifications that should appear on the drawings, and checking for inconsistencies.
- **Multi-facility cross-check.** This review identifies inconsistencies between adjoining facilities.
- **Operability review.** The purpose is to identify aspects of the design that may make the facility difficult to operate or maintain.
- **Constructibility reviews.** Conducted by an experienced construction engineer.

DEA's Tracking and Monitoring System for Project Budget and Scope

From the onset, the success of the I-5 CRC EIS project will hinge on developing a process that assures best use of the available funding. Developing a coordinated scope, schedule, and budget with WSDOT, ODOT, and the participating agencies is critical in achieving this success. DEA will participate in an MPD workshop with the agency team. In partnership with WSDOT, ODOT, and the participating agencies, Jay and his key task managers will participate in the workshop, with a focus on developing a scope of work that will deliver the project objectives within the allocated project funds. DEA will prepare the draft and final scope and budget based on agency review comments.

Once contracting is complete, internal project tracking and monitoring systems that reflect the Work Breakdown Structure (WBS) are set up. DEA uses the Solomon accounting system for budget tracking and invoicing. Time is entered daily and budgets are typically tracked on a weekly basis for the duration of the project. With Solomon, DEA project managers have access at any time to daily project charges and are able to track hours by individual work elements to ensure conformance with budgets.

Due to the large number of subconsultants on the I-5 CRC EIS project, the system will be set up to track all subconsultant expenditures weekly. Prior to initial invoicing, the invoice format will be discussed and agreed upon and will be included in the Work Plan. Monthly invoice reports will be produced from Solomon in a format acceptable to the funding agencies. In addition, Solomon has the ability to produce many different types of reports for any period of time up

Steps of the DEA Project Budget and Scope Set-Up Process

- Defining the project objectives
- Developing the scope of work
- Developing a project deliverables list
- Developing a Work Breakdown Structure (WBS) according to the scope
- Developing a WBS-based project budget
- Developing a WBS-based preliminary schedule
- Negotiating and contracting with WSDOT
- Formal monitoring and tracking tool set up—Solomon, earned value reports, and project schedule
- Purchasing reviews—Supplemental reviews of materials and methods for buying them.

to the current week of the project, so if a need is identified for project management tracking and monitoring, a custom report can be written.

There will be no surprises in the status of our project delivery. To monitor project budget and work progress simultaneously, DEA will generate Earned Value Reports (EVR). The EVR measures the current expenditure of budget against the percentage complete of each individual work element and/or deliverable, and for the project as a whole. The EVR is usually in a Microsoft Excel workbook format and can include graphic and/or chart components. The EVR is easy to understand and a very effective tool used to monitor project budget, scope, and schedule. The EVR identifies potential problems very early, and through the Change Management Plan, allows for immediate corrections to get back on track.

DEA's Scheduling Program(s) and Process

For the I-5 CRC EIS, our project controls group will actively track the project schedule as a key tool for project management. DEA uses a variety of scheduling software, including Scitor PS8, Microsoft Project, and Primavera P3. The scheduling process is integrated into the scope and budget tracking process described above. Schedule control is achieved by establishing clear expectations for the timing of deliverables, by maintaining realistic expectations, by providing the needed resources, and by nurturing a motivated team including both the consultant and agency staff. DEA will accommodate any type of scheduling software required for this project. Examples of our experience with key software packages are provided in Figure 4.1.

The process for developing the schedule starts during project set-up, along with scoping and budgeting. A preliminary project schedule is developed based on coordination with the participating agencies during the MPD workshop. The schedule is then developed in detail to identify work elements and/or deliverable schedules. On large projects, DEA frequently tracks several hundred WBS tasks.

Once under contract, the schedule will be monitored and updated by the project controls group, and reviewed by Jay and the key task managers. Overall project schedule reviews will occur monthly at minimum, or more frequently when adjustments are required. Jay will keep WSDOT and ODOT informed of project status at weekly meetings throughout the project, with schedule monitored monthly as part of the communications protocol. Schedule issues will be resolved as they arise.

Because of the number of agencies involved, DEA recommends a formal reporting process for scope, schedule, and budget tracking. Reporting can be elevated to provide for monthly, bi-monthly, or quarterly formal progress/issue briefings to keep agencies apprised of project status.

DEA's Process for Interacting with Internal Project Team, Client, and Stakeholders

DEA's project management system recognizes that interaction within the team and interaction with the client and stakeholders are fundamental to project success. Interaction begins at the very first stages of a project and aligns with the first step of WSDOT's MPD system to ***Initiate and Align the Team.*** DEA's project management system begins with holding internal team and external team project kickoff meetings as a means of establishing interaction within the team and with the client and stakeholders.

Process for Interacting with Internal Project Team

DEA begins interacting and communicating with its internal project team at a formal internal team project kickoff meeting. This is a meeting of DEA personnel and subconsultants on the DEA team. The purpose of this meeting is for all internal team members to meet as a team for the first time, and for the project manager to communicate important project information as they start work. In advance of this meeting the project manager has prepared a binder containing the project work plan, which is provided to each team member. The kickoff meeting essentially follows the outline of the project work plan binder.

Figure 4.1 DEA's scheduling software experience

SCITOR PS8	MICROSOFT PROJECT	PRIMAVERA P3
• SR 28 Eastside Corridor Study, East Wenatchee (WSDOT) • I-5 to SR 539 East West Corridor Study, Bellingham (WSDOT)	• I-405 Corridor Study, King County (WSDOT) • I-5 Transportation and Trade Partnership* (ODOT and WSDOT) • Sunrise Project, I-205 to Rock Creek* (ODOT and Clackamas County) • I-84 Corridor Study, Boise (ITD)* • I-405, Kirkland Direct Access (WSDOT) • I-5 Preservation Project (ODOT)	• I-405 Kirkland Direct Access, King County (Sound Transit) • I-5 Federal Way Direct Access (WSDOT) • St. John's Bridge Rehabilitation Construction Scheduling Assistance (ODOT)

**Managed by Project Manager Jay Lyman*

Important project information conveyed during the kickoff meeting includes the quality definition, quality program, scope, schedule, budget, WBS, and other details. An open discussion of details is encouraged. Questions are answered and a positive, productive precedent is set for the team's work relationships, with an emphasis on communication.

Project Work Plan Elements

- The overall Project Plan and Objectives
- The lines of authority, supervision, and responsibility
- The lines of authority, supervision, and responsibility
- Scope, budget and schedule
- Standard procedures, including project documentation
- Communication Plan and reporting requirements
- Quality Control and Assurance requirements

Communication is key to project success. The communication plan provides protocols for meetings, strategies for identifying and resolving issues and conflicts, and methods for sharing information. This will include clear direction on documenting internal and external communications. DEA relies heavily on both face-to-face, direct phone contact, and electronic communication among team members. E-mail allows for documentation and sharing of information.

A major advantage for communications on the I-5 CRC EIS is the opportunity to co-locate with our key team members. We expect to work in a team setting with day-to-day interaction for focused project delivery.

Process for Interacting with the External Project Team (Client and Stakeholders)

External project coordination for the I-5 CRC EIS will begin with the MPD process of ***Initiating and Aligning the Team***, and will continue through final project closeout. We anticipate involving client staff from WSDOT, ODOT, and other key agencies in the MPD workshop to help shape the work. Participants are those who will be involved with the project team throughout the project, and will have an active role in communicating with the team. At the conclusion of the MPD workshop, we will have an external communication framework developed for the team, an outline of the elements of the work plan, and gained endorsement from the participants. DEA and our key subconsultants have participated in previous MPD work sessions and have found the process to be invaluable for building an effective project team.

Once the project starts, DEA will hold weekly project management team meetings for the duration of the project. Participants from the consultant team will include Jay and key task leaders, and the project managers from the lead EIS agencies. At the weekly project management team meetings, we will jointly review progress on task items underway, discuss evolving issues, create and maintain an action item process, and revise budget and schedule forecasts if necessary. The decisions and discussions of all meetings, both internal and external, will be documented. In addition, all formal and e-mail communication will be documented within the project electronic and hard copy file system. The protocols for these meetings will be included in the Communication Plan that is part of the overall Work Plan for the project.

Co-location of key project team members will enhance both internal and external communications.

Interaction with Outside Stakeholders

DEA has served as prime consultant for very large and complex projects that require extensive public involvement and outreach. Our experience extends to developing and implementing innovative public involvement and outreach programs. The I-5 CRC EIS has already established an outside Task Force and begun defining the process that will lead to a successful EIS. Our project scope will further define the outreach program for the project.

We have built a strong team for public information and outreach, from our project manager and task managers through our public involvement team. We understand the importance of coordination and consistency when communicating with public, stakeholders, and government audiences that are as diverse as those that will be involved with this project. Our comprehensive communications plan will begin with an understanding of the overall program schedule and when outreach needs to occur. We will determine the optimal communication forums, tools, and team members. Regardless of whether the team member responsible for communication is from the consultant team or WSDOT, ODOT, or one of the partner agencies, we will assure that the message is consistent and targeted.

In addition, we recognize the importance of professional-looking communication materials that make a favorable impression on the targeted audience. Our team has experience developing state-of-the-art graphics, visualizations, and presentation materials for use in committee meetings, public notices and mailings, and for public meetings.

SCORING CRITERIA 5

ABILITY OF TECHNICAL PERSONNEL AND CAPACITY TO SUPPLY WORKFORCE SOLELY TO THE PROJECT

Section Contents:

The experience and key staff highlighted in this section show that this team fully understands the magnitude of the work necessary to make the I-5 CRC EIS project a success. We bring experience on transportation projects in complex urban environments, experience in co-locating and willingness to co-locate for the benefit of the project, and experience managing and working in on-call consultant contracts. The depth of experience that individual team members bring is clearly illustrated in the brief paragraphs that summarize the technical, project, policy, and process expertise of key team members. In addition, our depth of resources by expertise is illustrated in the resource tables that summarize the experience of additional staff.

A. COMPLEX URBAN PROJECT EXPERIENCE

The workforce of DEA, PB, Parametrix, and CH2M HILL brings tremendous experience designing complex urban projects in the Northwest and throughout the US. Key issues for such projects include tight right-of-way constraints, highly developed surrounding land uses, complex existing underground and overhead utilities, and protection of the urban community context, among others. Figure 5.1 below provides example projects on which proposed technical staff have dealt with these and other issues inherent to complex urban projects.

Figure 5.1 Proposed staff have had roles in similar complex urban projects in the West and across the country

PROJECT NAME/LOCATION	CONSTRUCTION VALUE	FIRM	Tight R/W Constraints	Design Exceptions/Deviations	Highly Developed Adjacent Land Uses	Complex Utility Relocations	Coordination With Multiple Jurisdictions	Public Involvement/Addressed Diverse Public Interests	Environmental Studies/NEPA Documentation	Context Sensitive Design/Visual/Urban Enhancements	HOV/Managed Lanes	Mainline Design	Interchange/Bridge Design	Transit Facilities	Bicycle/Pedestrian Design	Construction Phasing/Staging Under Traffic	Value Engineering	Cost Estimating
I-405 Corridor Program EIS, King Co., WA	$8 billion (est.)	DEA (Prime)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
I-405 Direct Access, Kirkland, WA	$40 million	DEA (Prime)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
I-5 Transportation and Trade Partnership, Portland, OR to Clark Co., WA	$1.2 billion	DEA (Prime) PB (Sub)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓		✓
Alaskan Way Viaduct and Seawall, Seattle, WA	$4 billion	PB (Prime) PMX (EIS Lead)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
San Francisco Oakland Bay Bridge, CA	$3 billion	PB (Civil PS&E)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓	✓	✓
Central Valley/East Valley LRT, Phoenix, AZ	$1.1 billion	PB (GEC) DEA (Segment Lead)	✓	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓
Fort Washington Way, Cincinnati, OH	$330 million	PB (Program Manager)	✓	✓	✓	✓	✓	✓	✓	✓		✓	✓	✓		✓	✓	✓
Interstate MAX LRT Extension, Portland, OR	$350 million	PB (GEC) DEA (DB Prime Engineer)	✓		✓	✓	✓	✓	✓	✓			✓	✓	✓	✓	✓	✓
Woodrow Wilson Bridge, MD and VA	$2.4 billion	PB (Lead JV member of GEC)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
SR 520, Seattle, WA	$2.6 - 2.9 billion	Parametrix (Prime) PB (Sub)	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
I-5 Reconstruction, Seattle, WA	$2 billion	Parametrix (Prime) DEA (Design Sub)	✓	✓	✓			✓	✓	✓	✓	✓	✓	✓		✓	✓	✓
Sound Transit C735, Seattle, WA	$128 million	CH2M HILL (Prime)	✓	✓	✓	✓	✓			✓				✓	✓	✓	✓	✓
I-5 Delta Park EA, Portland, OR	$100 million	CH2M HILL (Prime)	✓	✓	✓	✓	✓	✓	✓	✓	✓*	✓*	✓*	✓*	✓*		✓	✓*
Westside CSO, Portland, OR	$260 million	PB (Prime) CH2M HILL (Design Lead)	✓	✓	✓	✓	✓	✓		✓						✓	✓	✓

** Performed by agency and integrated into EA.*

Ability to Supply Workforce Solely to the Project at a Co-located Facility

Our team offers two advantages in dedicating staff to the project at a co-located facility. First, we have the capacity with more than 700 staff located in the Vancouver-Portland metropolitan area. The majority of our key personnel and day-to-day technical experts in transportation planning, design, and environmental analysis are already located in the area. Our team

includes four major, multi-discipline consulting firms with substantial local resources, as well as a number of medium to small specialty firms. Our existing local capacity and distribution of responsibilities assures no single firm bears the burden of completely staffing the project.

Our second advantage in co-locating staff is based on our experience in establishing project offices, including co-located facilities. DEA has capacity in our Portland office at 2100 SW River Parkway to immediately house 50 co-located staff on our fourth floor. However, we recognize that there may be advantages to leasing space in Vancouver, and we are prepared to do so, if appropriate. Our experience extends to leasing space and supplying furniture, computers, phones, copiers, and other related office equipment. We are prepared to negotiate special project office overhead rates based on utilization and participation by the co-located firms and agencies.

Our recent experience in establishing project offices is demonstrated by the following examples:

- **FTA Project Management Oversight of Fulton Street Station and South Ferry Terminal Projects, Manhattan, NY** - DEA established a project office in lower Manhattan to oversee two projects.
- **Alaskan Way Viaduct and Seawall EIS, Seattle, WA** - PB established a project office in downtown Seattle that included staff from six firms, WSDOT, the City of Seattle, and FHWA.
- **SR 520 Bridge Replacement and HOV NEPA/SEPA EIS, Seattle, WA** - Parametrix established a 10,000 square-foot project office in downtown Seattle that includes staff from four firms co-located with WSDOT staff.
- **Seattle-Tacoma International Airport Program Management, Port of Seattle, WA** - CH2M HILL staff augment the Port's staff as a co-located, integrated team.

B. ABILITY TO SERVE AS OWNER'S REPRESENTATIVE

As the owner's representative, our role may range from assisting in the acquisition strategy to complete development of a design-build program from procurement through contract administration. Our experience providing the complete range of services indicates that clarity of roles, responsibilities, and the precision of the communication between our team and the owner is key to success. It is critical to stay abreast of the owner's expectations and needs. To effectively represent the owner in matters that are subject to legal, political, and administrative constraints also requires a great deal of mutual trust and confidence in the judgment, capability, and integrity of the consulting team. Our ability to successfully serve as the owner's representative is demonstrated by the following examples:

- **Project Management Oversight, Nationwide, Federal Transit Administration** - DEA is one of 15 firms nationwide overseeing more than $87 billion in transit projects for the FTA. DEA's primary PMO assignment is with the Lower Manhattan Recovery Office in New York City, where DEA has established an office to oversee two Metropolitan Transportation Agency projects totaling more than $1 billion in construction. As FTA's representative, DEA monitors and evaluates the projects to ensure that they progress according to schedule and budget, and that the work is done in accordance with project management plans.
- **I-15 Corridor Replacement, Salt Lake City, Utah, Utah Department of Transportation** - PB was the program manager for the $1.59 billion, 16-mile design-build reconstruction of I-15 through Salt Lake City. Following the preparation of the FEIS, PB oversaw the entire design-build contract process, from developing the acquisition strategy to contract award and support of the Utah DOT in providing contract administration and design and construction oversight. PB developed performance-based specifications for design and construction; coordinated 10 section designers for refinements to alignment and grade; and managed contract actions at all stages. The project was completed five months early.
- **Seattle-Tacoma International Airport Program Management, Port of Seattle, WA** - CH2M HILL is providing complete program and construction management for the Port of Seattle's $3.5 billion, 10-year capital improvement program. CH2M HILL staff are integrated at nearly all levels of the Port's project management team, providing oversight of design and construction projects, including project management, scheduling, estimating, controls, and construction inspection. This includes overseeing the work of more than 20 subconsultants, and serving as the Port's representative in developing legal, financial, acquisition, and facility development strategies, including coordinating and facilitating discussions with external stakeholders.

C. EXPERIENCED STAFF TO AUGMENT AGENCY WORKFORCE

The key advantage our team brings to successfully augmenting your staff functioning in positions typically held by agency employees is our depth of WSDOT and ODOT experience. As illustrated in Figure 5.2, key team members have nearly 150 years of combined experience with WSDOT and ODOT, completing more than 2,000 projects and task orders.

Because of WSDOT and ODOT's staffing limitations, effectively serving as an extension of your staff is critical to successfully managing this project in all its dimensions. This means the consultant team needs to change and adapt as the project needs change. For example, as the EIS process nears the ROD and the DOTs implement the selected design and construction contracting strategies, the EIS team may be asked to continue on in a program manager/GEC capacity. This will require a slightly different set of skills and a different operating structure than when we are aggressively pursuing the EIS. Our team members have experience serving in the full range of capacities that may be required, and we are prepared to augment your needs effectively throughout the life of the project. We have demonstrated this through:

Figure 5.2 Key team member's depth of experience with the agencies enables us to effectively augment your workforce

FIRM	PERFORMED WORK SINCE		NO. OF PROJECTS/ TASK ORDERS
DEA	WSDOT	1991	325+
	ODOT	1991	450+
PB	WSDOT	1983	167
	ODOT	1990	76
Parametrix	WSDOT	1991	25
	ODOT	2000	34
CH2M HILL	WSDOT	1972	500+
	ODOT	1975	500+

- **WSDOT and ODOT On-Call Contracts.** DEA effectively supplements WSDOT and ODOT workforces through more than 25 on-call contracts in Oregon and Washington. These contracts range from providing complete, multidiscipline planning, engineering, and environmental services to deliver projects, to providing specialized, discipline specific services to supplement agency staff. Specialized services range from transportation planning to support project programming and development to construction engineering assistance, including contractor schedule oversight.
- **South Carolina Department of Transportation (SCDOT) Construction and Resource Manager (CRM) Program.** PB is one of two consultants helping the SCDOT deliver 200 construction projects in seven years. PB serves as an extension of SCDOT staff in managing the delivery of approximately $750 million in construction projects (approximately half of the entire program). As one of two CRMs, PB is alleviating the need for SCDOT to hire approximately 500 full-time employees to deliver the aggressive program, or to hire consultants on a project-by-project basis and take on time-consuming consultant administration.
- **Oregon's Bridge Assessment Program Environmental Strategy** - Acting as an extension of ODOT staff, Parametrix managed 12 subconsultant firms and more than 80 project staff to create and implement this new approach to environmental compliance and mitigation on a statewide scale. Parametrix provided environmental program oversight; secured new MOAs and programmatic agreements covering all the major state and federal environmental permits; created a statewide mitigation/conservation banking program; completed NEPA documentation; and trained ODOT, state, and federal agency staff and consultants to implement the new environmental approach through project delivery.
- **Washington State Ferries On-Call Design and Environmental Services, Seattle, WA.** CH2M HILL has augmented the staff of WSF for the past 11 years, completing 24 concurrent task orders totaling $1.6 million in fees. Services include project management, design, and environmental compliance. At times, staff have worked on-site at WSF.

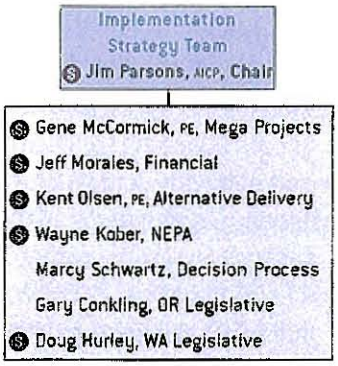
D. COMPREHENSIVE EXPERTISE TO CREATE AN INTEGRATED CRC TEAM

Our comprehensive team combines national expertise on similar projects, WSDOT and ODOT knowledge and understanding; local experience; and technical capability to address the project's critical objectives and key technical, project, policy, and process requirements. We have identified expertise to deliver the whole project regardless of the changes that may occur throughout its life.

Implementation Strategy Team

We have integrated the knowledge of national experts from our firms by hosting two full-day workshops to capture their knowledge gained on such projects as the Woodrow Wilson Bridge, the Tappan Zee Bridge, and the Katy Freeway project. At the workshops we discussed case studies and lessons learned on projects similar to CRC, which helped us in formulating approaches to deliver the project's critical objectives.

The creative approaches and synergy generated from the workshop will continue to benefit the project, as we will engage this team of expert resources in formulating strategic approaches to project implementation following selection. After the strategic course is mapped, some members of the implementation strategy team will continue on in project roles. The strategic implementation team includes individuals with national expertise in mega/bi-state project delivery, financial strategies, alternate delivery and contracting, NEPA, legislative strategies, and decision processes, as described on the following page.



Has participated in projects/programs $1B or greater in construction value.

Jim Parsons, AICP, Chair/ Mega Projects (Parametrix)
Jim brings more than 30 years of experience in the delivery of complex transportation projects. He has managed a number of highway, transit, and multimodal mega projects throughout the country, both as a consultant and as an agency employee. In recent years, he has been responsible for managing the NEPA review phases of the Hudson-Bergen Light Rail project in New Jersey and the I-287/Tappan Zee Bridge project in New York; the design phase of Sound Transit's Central Light Rail Line in Seattle; the program management of the SR 520 Bridge Replacement in Seattle; and the planning phase of the I-5 Pavement Rehabilitation project, also in Seattle.

Gene McCormick, PE, Mega/Bi-State Projects (PB)
Gene's successful mega-project management experience on the Woodrow Wilson Bridge, a $2.4 billion bi-state GEC, provides a current and timely resource for guidance on other major highway/bridge projects like the Columbia River Crossing. As a senior highway professional within PB, Gene provides first-hand knowledge and experience on how to successfully manage large, complex projects. Gene is frequently called upon to testify before congressional committees and subcommittees on transportation policy, authorization, and appropriations legislation. Prior to joining PB, Gene served in a senior administrative role for FHWA. In addition, he brings 25 years of owner/implementer experience from his tenure with the Illinois DOT.

Jeff Morales, Financial (PB Consult)
Jeff joined PB Consult after a strong public sector career focused on transportation policy. An expert in strategic planning and program implementation, he is nationally recognized for developing innovative policies and practices that have resulted in improved productivity and customer service across the agencies he has served. Most recently, Jeff served as director of Caltrans, where he managed a $10 billion program and more than 23,000 employees working to build, maintain, and operate the largest state transportation system in the country.

Kent Olsen, PE, Alternate Delivery (PB Consult)
Prior to joining PB Consult, Kent was president of a partially owned PB subsidiary, California Transportation Ventures, Inc. (CTV). CTV is a corporation awarded a franchise by the State of California to finance, design, build, and operate the 11.2-mile, $600 million SR 125 toll facility in San Diego County - the first new privately owned and operated toll road in the western United States. During Kent's tenure as president, CTV completed environmental approval of the project; negotiated agreements for funding with local agencies; secured a TIFIA loan; and advertised for, selected, and negotiated a design-build contract.

Wayne Kober, Decision Processes (WKI)
Wayne has 32 years of experience in environmental process. He provides senior-level management and technical assistance for transportation systems planning, design, construction, maintenance, and operations. As the director of the Bureau of Environmental Quality in the Chief Engineer's Office of the Pennsylvania Department of Transportation for almost 10 years, he developed environmental strategies for large, complex transportation improvements, including the Billion Dollar Bridge Replacement Program, Mon Fayette, Southern Beltway, and numerous other transit and highway projects. He has served as senior technical advisor for mega-projects, such as the Pittsburgh Maglev Deployment project. Locally, he has consulted on EIS and environmental management approaches for the I-5 Transportation and Trade Partnership and Oregon's statewide bridge program.

Marcy Schwartz, Decision Processes (CH2M HILL)
A sought-after urban and regional planner with 28 years of experience, Marcy specializes in the design of decision processes for complex, controversial transportation projects. She has conducted seminars on decision process design, context sensitive solutions, and public involvement for the International Association of Public Participation Professionals, the Transportation Research Board, National Association of County Engineers, and others. These sessions focused on collaborative problem solving using public involvement and decision science tools. Marcy was also a principal author of NCHRP's "Guide to Best Practices for Achieving Context Sensitive Solutions" and is an instructor for FHWA's Context Sensitive Solutions Training Program.

Gary Conkling, Legislative Strategies (CFM)
Gary is one of the founding partners of CFM. Prior to this, he was director of public affairs at Tektronix, where he was active in national and state-level policy matters for the electronics industry, especially in the tax, environment and trade areas. Gary served as staff director in Washington D.C. for Oregon Congressmen Les AuCoin and Ron Wyden, now the state's senior US senator. His practice includes state lobbying and strategic communications. He has successfully lobbied major legislation to restructure Oregon's electricity market, increase funding for transportation, and to protect Oregon's wine industry.

Doug Hurley, Legislative Strategies (Alki Strategies)
Doug has provided strategic consultant services for Washington state infrastructure projects since 1975. His focus has been on early development, including agreement among governmental decision makers, financing, and other necessary approvals. He co-founded the Washington Transportation Alliance advocacy group, served actively on the Blue Ribbon Commission on Transportation, and co-chaired Puget Sound's successful Sound Transit campaign in 1996 that adopted and funded the first regional high capacity transit measure in the state with $3.9 billion in funding. He works closely with the chairs and ranking minority members of the Washington Senate and House Transportation Committees and senior DOT staff through his current position as chair of the Washington Transportation Performance Audit Board.

Financial/Institutional Structures Team

Key personnel - qualifications detailed in Scoring Criteria 3

As described under Scoring Criteria 1, there are many options for project financing that range from grant appropriations to private participation. Our financial/institutional structures team led by Kurt Krauss brings experience in the complete range of options, including the special institutional structures that may be required to support the finance and delivery methods chosen. The following individuals will support Kurt:

Geoff Yarema, Legal/Institutional Policies (Nossaman)
Geoff has more than 26 years of experience in the innovative development, financing, and operation of large transportation projects throughout the US and abroad. As Special Assistant Attorney General, he is advising both WSDOT and ODOT in the development and implementation of their Public-Private Transportation Initiative Program and Innovative Partnerships Program, respectively. In Oregon this currently includes development of four projects for public-private solicitation. In Washington, this included negotiating a public-private partnership to develop the new Tacoma Narrows Bridge, the State's first major design-build transportation contract. He has worked for numerous other public agencies and special transportation authorities in the development and structuring of finance packages for major infrastructure projects.

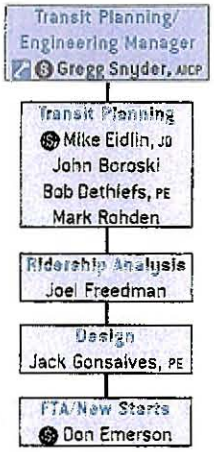
Brent Baker, Financial/Funding Modeling (PB)
Brent has extensive experience in transportation economics and project finance. He serves as PB's northwest expert in evaluating the economic viability and financial feasibility of transportation projects, and developing funding strategies. He was the project manager for the SR 520 Toll Feasibility Study that ultimately supported bridge replacement and the HOV project. As the current financial task leader on Alaskan Way Viaduct, Brent is providing analysis of potential federal, state, regional, and local funding sources; stakeholder funding workshops; and a toll feasibility study.

Gerald Nielsten, PE, Tolling (Vollmer)
Gerry has more than 33 years of experience in transportation planning. He has been involved in various aspects of toll revenue forecasting and studies and has worked with financial institutions for bond revenue generating and sales. His experience includes electronic toll collection, toll plaza design, projection of future revenues on an existing highway network through the use of traffic model data, and evaluating market penetration and developing incentives to increase off-peak penetration. Projects include the design and development of a new toll collection system for the West Virginia Turnpike. Tasks included procurement, including development of the RFP, evaluation of the proposals, vendor selection assistance, negotiation, and oversight of installation.

Fred Kessler, Innovative Contracting/Delivery (Nossaman)
Fred has more than 25 years of experience in infrastructure development and transactions. For WSDOT, he assists in procurement and contracting for projects in the department's Urban Corridors program, including design-build procurements for I-5 widening and improvements in the Everett area and I-405 Stage I widening and improvements in the Kirkland area. Fred is serving as special counsel for the Texas DOT, focusing on the procurement of a comprehensive development agreement for the 400-mile $40 billion Trans-Texas Corridor 35 Project, including an initial $7.2 billion private concession investment. He also served as a consultant on the public-private transaction to design, finance, and build the Pocahontas Parkway near Richmond, Virginia.

Dave Williams, Institutional Structures (Parametrix)
Dave is a transportation planner with more than 25 years of public experience, primarily with ODOT. His career has been spent in regional planning, intergovernmental relations, project finance, and legislative affairs. Dave directed ODOT's participation in regional and bi-state planning forums and was responsible for STIP development. He has participated in a variety of regional funding initiatives, managed studies on a range of tolling and innovative finance methods, and participated in the formation of ODOT's public-private partnership program. He has also had management responsibility for the planning, programming, and transportation analysis of major projects in the Portland-Vancouver metro area.

Transit Planning/ EngineeringTeam



The decision regarding how transit moves forward in the region is critical to the success of this project, both politically and from the standpoint of helping to pay for the project through FTA New Starts funding. Transit Planning/Engineering Manager Gregg Snyder will be supported by the following team.

Mike Eidlin, JD, Transit Planning

Mike has 30 years of experience in the management of complex transit projects, including the technical complexities of mega projects. Mike managed the alternatives analysis, preliminary engineering, and EIS preparation for a 13-mile LRT project in Ohio, including alternatives evaluation and preparation of the FTA New Starts Report with an updated financial plan. He managed a bi-state regional rail plan for nearly 200 miles of transit in the Cincinnati metro area that included developing capital and operating costs, ridership estimates, and a comprehensive financial and benefit-cost analysis. He also served as the GEC directing a consultant team in preparing an EIS and preliminary engineering for LRT in the bi-state I-71 corridor between Ohio and Kentucky. As director of engineering for TriMet, Mike coordinated with agencies, communities, and stakeholders on the final phase of design and construction of the $944 million Westside LRT project.

Joel Freedman, Ridership Analysis

Joel specializes in transportation planning and computer methods to develop and apply travel demand forecasting models, develop computer software applications, and analyze travel demand modeling results. He is an expert in developing integrated land use/transport models and state-of-the-art, tour-based micro-simulation models. His experience estimating and applying travel demand models spans metropolitan areas throughout the US. He also serves as adjunct faculty to the School of Urban Planning and the Department of Civil Engineering at PSU teaching courses on travel demand forecasting.

Jack Gonsalves, PE, Transit Design

Jack specializes in the design and construction of transportation improvements. Most recently, his experience has centered on the design of multimodal transit facilities. He was the project manager for the Interstate MAX LRT extension, providing oversight for the final design of the $350 million, 5.8-mile extension that includes 10 stations. Jack also specializes in Bus Rapid Transit design and provides company-wide guidance and expertise on the FTA guidelines and requirements for BRT alternative analysis.

Don Emerson, FTA Criteria

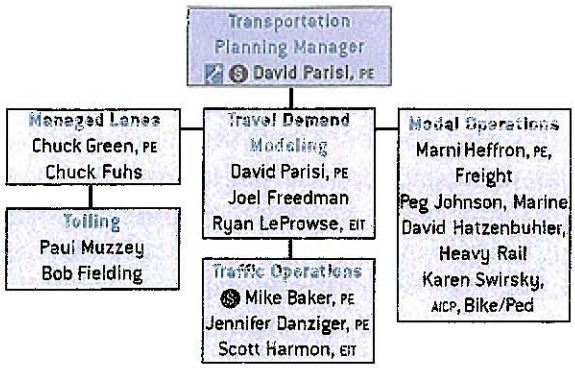
Don offers strategic advice on transit, highway, and multimodal transportation planning with expertise in system and corridor level alternatives analyses, federal planning and environmental requirements, and project funding. He previously served as chief of the FTA's Analysis Division, where he was responsible for planning and project development for the FTA New Starts program. Don helped create the FTA's New Starts Criteria. He also managed FTA's review and approval of environmental documents pursuant NEPA.

Transportation Planning Team

Transportation analysis is critical to formulating a clear purpose and need and a solid framework through which to evaluate alternatives. Transportation Planning Manager David Parisi will lead our team's multi-modal travel demand modeling, operations analyses, and planning efforts. His team is described on the following page.

Transit Planning/Engineering Support Team

Name	Firm	Location	Years	Education	Registration	Projects
John Boroski Transit Planning	PB	Portland	8	MUP		C-TRAN 20-Year Transit Development Plan (Deputy Project Manager) • I-5 Transportation and Trade Partnership (alternatives evaluation, planning)
Bob Dethlefs Transit Planning	PB	Portland	15	BS	PE	Willamette Shoreline Streetcar Corridor Analysis • Tri Met South Corridor EIS • I-205 High Capacity Transit Options
Mark Rohden Transit Planning	PB	Portland	6	MURP		Portland Mall SDEIS (Transit Planner/Analyst) • Light-Rail Systems Study (Transit Planner/Analyst) • South Corridor EIS (Transit Planner/Modeler)
Dennis Henderson Transit Advisor	PB	Tempe	27	MURP	AICP	Atlanta Northwest Corridor HOV/BRT Project EIS (EIS Manager) • Houston Southeast Corridor AA/DEIS (EIS Manager) • New Orleans Desire Streetcar Line PE/EIS (EIS Manager) • Central Phoenix/East Valley LRT EIS (EIS Manager) • Central Florida LRT System (EIS Manager)
Steve Hogan Transit Advisor	PB	Tempe	30	MS	PE/TE	Albuquerque High Capacity Transit Project (PM) • Reno New Transit Centers (PM) • Scottsdale-Tempe MIS, Scottsdale (PM)
Dick Page Transit Advisor	PB	Seattle	40	PhD		Statewide Transit Plan, Nashville (PM) • Tennessee DOT 25-Year Transit Plan (Project Manager) • Austin Rail Transit Planning (PIC)



Chuck Green, PE, Managed Lanes (PB)

Chuck brings essential understanding and knowledge of managed lanes operations. His recent work includes serving as project manager for the I-5 HOV Operational Study for RTC. He also led the traffic analyses for the Mountainview Corridor in Salt Lake County, which included HOV, managed lanes with HOV, and HOT lanes. While with the Denver Regional Council of Governments, Chuck led the demand forecasting for the I-25 Corridor and E-470, which included toll roads, HOV, busway, and various lane configurations on I-25 and light rail.

Paul Muzzey, Tolling (PB)

Paul is a civil engineer with extensive experience in computers, communications, and systems integration, with a focus on electronic toll collection technologies. His experience includes design, traffic engineering, systems engineering, systems integration, and construction phase services. He recently completed oversight of systems integration, testing, and construction on the $16 million electronic toll collection system installed on the MassPike for the Massachusetts Turnpike Authority, and he continues to consult to the Authority on technical and other program issues.

Mike Baker, PE, Traffic Operations (DEA)

Mike has 14 years of experience in transportation engineering and planning, including freeway corridor operations, the analysis of HOV lanes, and rural and urban transportation system planning. He has been involved in analyzing I-5 freeway operations for several projects over the past seven years, including the I-5 Delta Park - Lombard EA, the I-5 Transportation and Trade Partnership, the I-5 NB and SB HOV analysis projects for ODOT, the I-5 NB/SB HOV Analysis for RTC, and the I-5 Trade Corridor.

Marni Heffron, PE, PTOE, Freight Operations (Heffron)

Marni has 17 years of experience in transportation planning and traffic engineering, including specialized expertise in freight transportation planning. She managed the Freight Mobility Study for the SR 509 Extension Project. This study developed new methodologies to estimate future truck traffic based on land use patterns in the region, and evaluated the freight benefits of extending SR 509.

Peg Johnson, Marine Operations (PB)

Peg Johnson is a transportation planner who specializes in marine operations and navigation. Peg has worked on both the I-5 Transportation and Trade Partnership and the Trade Corridor projects where she analyzed vessel traffic patterns and clearance requirements for US Coast Guard permitting and identified and described marine and port operating and trade characteristics of the region. Peg also worked on the West Hayden Island Bridge Feasibility Study/Preliminary Engineering project for the Port of Portland to determine vessel patterns and clearance requirements.

Dave Hatzenbuhler, Heavy Rail Operations (MLM)

Dave provides technical and functional expertise to various clients having issues, projects, or concerns with railroads. He assists clients in negotiation of contracts and agreements with rail entities and provides operational review and analysis of various options or alternatives. His career includes 26 years of experience with BNSF. He is certified as an Expert in North American Rail Operations by the Canadian Transportation Agency.

Transportation Planning Support Team

Name	Firm	Location	Years	Education	Registration	Projects
Danziger, Jennifer Local Roadway Operations	DEA	Portland	18	BS	PE	BNSF Portland Hub Access Study (PM) • Vancouver 39th Street Closure Study (PM) • Van Street/Swedetown Interchange Traffic Study (PM) • Goose Hollow/Civic Stadium Transportation Study (Traffic Eng. Task Leader)
Harmon, Scott Freeway Operations	DEA	Portland	8	BS	EIT	I-5 Bridge Influence Area Analysis VISSIM Simulation (Traffic Analyst) • New Portland Meadows Transportation Impact Study (Lead Traffic Analyst) • BNSF Portland Hub Access Study (Traffic Analyst)
LeProwse, Ryan Auto-Truck	DEA	Portland	6	BS	EIT	I-5 Transportation and Trade Partnership (Transportation Analyst) • RTC I-5 NB/SB HOV Study (Transportation Analyst) • Boise I-84 Corridor Study (Transportation Analyst)
Fuhs, Chuck Managed Lanes	PB	Houston	31	MURP		Orange County I-5 Widening and HOV lanes (Dept. PM) • Houston I-10 Major investment Study/GEC (Managed Lanes Task Leader) • Charlotte I-77 HOV/Operation Plan (Dept. PM) • Boston I-93 HOV (PM) • Long Island I-495 HOV Lanes (Task Manager)
Fielding, Bob Electronic Toll Collection	PB	New York	40	MBA		Port Authority of New York and New Jersey E-ZPass Plus Electronic Toll Collection (PM) • Puerto Rico Highways and Transportation Authority Electronic Toll Collection System (Technical Manager) • West Virginia Parkways Electronic Toll Collection System (Technical Manager)

Karen Swirsky, AICP, Bike/Ped Planning (DEA)
Karen has 22 years of experience in transportation and land use planning and public involvement. Her extensive knowledge and interest in pedestrian and bicycle transportation issues led to her current and past appointments to statewide transportation planning committees, including the Oregon Bicycle and Pedestrian Advisory Committee, where she served for more than nine years. Karen has prepared bicycle and pedestrian plans for more than 10 communities and regions in Oregon and Washington.

Design Engineering Team

Design Engineering Manager Karl Winterstein and his team will work closely with our transit and transportation planning teams to efficiently arrive at the range of alternatives to be studied in the EIS and clearly communicate the trade-offs between alternatives to stakeholders and the public. In addition to creatively addressing the technical challenges related to navigation, impacts to natural and community resources, and interstate requirements, Karl's team has extensive experience developing cost-effective, constructible solutions for complex urban multimodal projects.

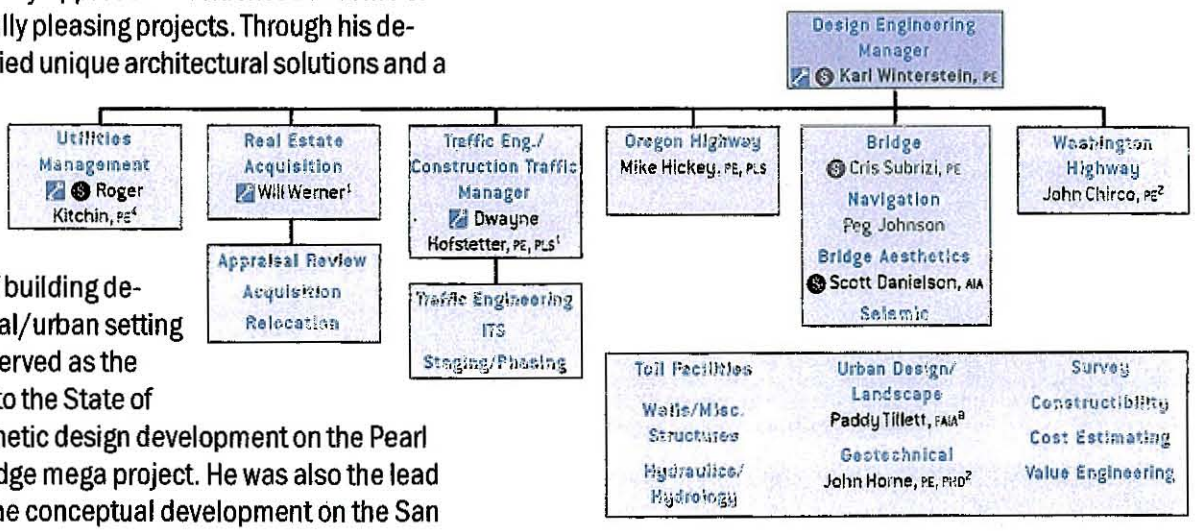
Cris Subrizi, PE, Bridge Segment Lead (PB)
Cris specializes in long-span bridge design, most notably on the Doyle Drive Design Study and the San Francisco Bay Crossing studies. On the Doyle Drive Design, Cris developed the conceptual candidate replacement bridge types consisting of a 984 foot-high viaduct and a 656 foot to 1,968 foot-long low viaduct. On the San Francisco Bay Crossing Study, Cris developed the conceptual candidate bridge and tunnel types for various transportation corridors, both road and rail. This design includes improvements to existing crossings and their respective approaches.

Scott Danielson, AIA, Bridge Architecture/Aesthetics (PB)
Scott's multidisciplinary approach is evidenced in some of PB's most aesthetically pleasing projects. Through his designs, Scott has applied unique architectural solutions and a special sensitivity to the movement of people, whether on foot or in vehicles; the regional character of building design; and the historical/urban setting of structures. Scott served as the consulting architect to the State of Connecticut for aesthetic design development on the Pearl Harbor Memorial Bridge mega project. He was also the lead architect of a JV for the conceptual development on the San Francisco Oakland Bay Bridge, East Span Replacement Competition.

Mike Hickey, PE, PLS, Oregon Segment Lead (DEA)
Mike has 25 years of transportation engineering experience ranging from preliminary design and environmental compliance through final PS&E for interstate freeways, highways, and urban arterials. His experience includes design and value engineering for interstate freeway and other controlled access highways, including interchange modifications and mainline realignments. He was a design engineer for modifications to several US 26 interchanges in conjunction with Westside LRT. More recently, Mike has been involved with numerous contractor-led value engineering studies for interstate projects. He has also led conceptual design programs for NEPA and non-NEPA projects that examine a range of alternatives, present technical information to public stakeholders, and solicit and incorporate public feedback.

John Chirco, PE, Washington Segment Lead (PB)
John has 18 years of experience on complex urban transportation projects. He served as design manager for the $2 billion Sound Transit Link LRT project in Seattle, WA. He also served as the project manager for the $800 million Long Island Expressway in Nassau County, NY, and deputy project manager/project engineer for the $150 million Grand Central Parkway/Van Wyck on the Long Island Expressway. John's key contribution to the team is his ability to manage and organize project details.

John Horne, PE, PhD, Geotechnical Design Lead (PB)
With 18 years of experience in geotechnical engineering and structural design, John has developed specific expertise in geotechnical engineering for critical infrastructure, which was highlighted by his doctoral studies at the University of Washington. John is currently serving as the



geotechnical lead on the ODOT design-build projects, including the US 20 Pioneer Mountain to Eddyville and I-5 Sutherlin to Roseburg projects. In addition, he was the geotechnical project manager for the proposed Missouri River Pedestrian Bridge, which will link Omaha, Nebraska with neighboring Council Bluffs, Iowa.

Paddy Tillett, FAIA, Urban Design/Landscape Architecture (ZGF)

Paddy has more than 30 years of experience in planning and urban design, including large-scale transportation developments. His experience includes the Esther Short Redevelopment Plan and WSU Vancouver Campus Master Plan, as well as nationally-recognized transportation/urban redevelopment projects, including projects in Denver, Boise, Seattle, New York, and Portland, among others.

Design Engineering Support Team

Name	Firm	Location	Years	Education	Registration	Projects
Phil Boultinghouse Structures	DEA	Portland	15	BS	PE, SE	WSDOT I-405 P2 Kirkland HOV Direct Access (Structural Engineer) • Vancouver SE 192nd Avenue Phase II (Structural Engineer) • Vancouver Fruit Valley Road Improvement (Structural Engineer) • TriMet Interstate MAX Line Section 10c (Structural Engineer)
David Brierley-Green Bridge Eng.	Exeltech	Olympia	40	MS	PE	Tacoma Narrows Suspension Bridge Seismic Vulnerability Study • Port Angeles 8th Street Bridge Replacements • Tacoma East "D" Street Separation • Lions Gate Suspension Bridge
Barry Chen Geotechnical Eng.	PRG	Seattle	17	PhD	PE	WSDOT I-5/SR18/SR161 Triangle Improvements (Geotechnical Engineer) • WSDOT I-5 Roanoke Noise Walls (Geotechnical Engineer) • WSDOT I-90 Snoqualmie Pass East Improvements EIS (Geotechnical Engineer)
Susan Fell Structures	PB	Portland	17	MSCE	PE	Hansen Bridge (SH-50) Rehabilitation (PM/Structural Engineer) • US 20 Pioneer Mountain-Eddyville (Design Compliance/Structural Engineer) • Fort Washington Way Reconfiguration (Bridge Task Lead), Interstate Route H-3 (Design Manager)
Dick Fleming Highway Design	DEA	Portland	47			I-5 Pacific Highway Staging Plans (Designer) • US 26 Camelot-Sylvan Interchange, Zoo Interchange, Highway 217 Interchange, and Cornell Road Interchange (Designer)
Robert Harbuck Cost Est./ Validation	PB	Orlando	24	BSCE	PE	Vancouver 18th Street Extension (Cost Estimator) • SR-35 Columbia River Crossing Feasibility Study (Cost Estimator) • Major River Crossings Study for the South/North Transit Corridor Project (Cost Estimator)
Christopher Hemmer Staging/Phasing	PB	Portland	10	BSCE	PE	Eugene Bus Rapid Transit (Dept. PM) • SR 502 EA (Engineering Task Lead) • US 20 Pioneer Mountain - Eddyville (Dept. PM) • I-5 Corridor Study (Civil Engineer)
Mark Hirota Bridge Eng.	PB	Portland	22	BSCE	PE	Interstate Bridge Painting Project (OR State Bridge Engineer) • Interstate Bridge Trunnion Rehabilitation (OR State Bridge Engineer) • Interstate Bridge Deck/Rail Rehabilitation (OR Lead Bridge Design Engineer)
Karl Krema Hydraulics	PB	Portland	25	BS	PE	Ash Creek FEMA FY 01 Limited Updates (PM) • Wynoochee River Two-Dimensional Modeling (PM) • McCormick/Baxter Superfund Site In-Water Sediment Cap (Hydraulic Modeling) • Johnson Creek Hydraulic Analysis for Bridge Retrofits (PM)
Santosh Kuruvilla Structural Eng.	Exeltech	Salem and Olympia	19	MS	PE, SE	Tacoma East "D" Street Grade Separation • SR 16 Sprague Avenue to Snake Lake HOV Lanes • Port of Seattle East Duwamish Waterway Crossing
Seung Woo Lee Bridge Eng.	Exeltech	Olympia	17	PhD	PE	Sounder Commuter Rail, Portland Avenue Bridge • Port Angeles 8th Street Bridge Replacements • McCall East/West Loop Payette River Bridge
Cynthia Lowe Hydrology, Hydraulics	PB	Portland	10	MS	PE	US 20 Pioneer Mountain to Eddyville (Hydraulics Lead) • I-5/SR-432 Interchange (Hydraulics/Water Resources Lead) • Bend Southern River Crossing (Hydraulics Lead) • Interstate MAX Bridge over Lower Columbia Slough (Hydraulics Lead)
Steve Metz Rail	DEA	Portland	18	BS	PE	PDX Terminal Access Plan (Project Engineer) • United Grain Corp. Vancouver Yard Modifications (Project Engineer) • Portland Hub Intermodal Crane Pads (Design Manager)
André Maré Geotechnical Eng.	PRG	Portland	15	MS	PE, GE	WSDOT I-5 / 196th Street SW Interchange, Lynnwood (Geotechnical Engineer) • WSDOT 20th Avenue I-205 Bridge Widening (Geotechnical Engineer) • ODOT Sutherlin to Roseburg Bridges (Geotechnical Engineer)
Carlos Rodriguez Highway Design	DEA	Portland	34			ODOT Bend Parkway (Senior Designer) • ODOT I-5 North Jefferson to South Jefferson (Senior Designer) • ODOT I-5 N. Roseburg Interchange (Senior Designer)
Ali Seyedmadani Highway/Bridge Eng.	PB	Sacramento	20	PhD	PE	ODOT Design-Build Program (Task Manager/Senior Engineer) • San Diego SR 125 Gap/Connector Design-Build (Senior Engineer) • Phoenix Pima Freeway Loop 101 Design (Structures Lead) • Alameda County Route I-238 Widening (Structures Lead)
Joe Showers Bridge Constructibility	CH2M HILL	Seattle	35	MS	PE	Design-Build Bridge Program, ODOT (Reviewer) • Legacy Parkway, Davis County, UT (Bridge Engineer) • SR 51 HOV Design-Build, ADOT (Lead Bridge Engineer)
Teddy Theryo Bridge Eng.	PB	Tampa	27	MSCE	PE	Sunshine Skyway Cable Stayed Bridge (Chief Engineer) • Bangladesh Paksey Bridge (Project Engineer) • Pascagoula River Bridge (Principal Engineer)

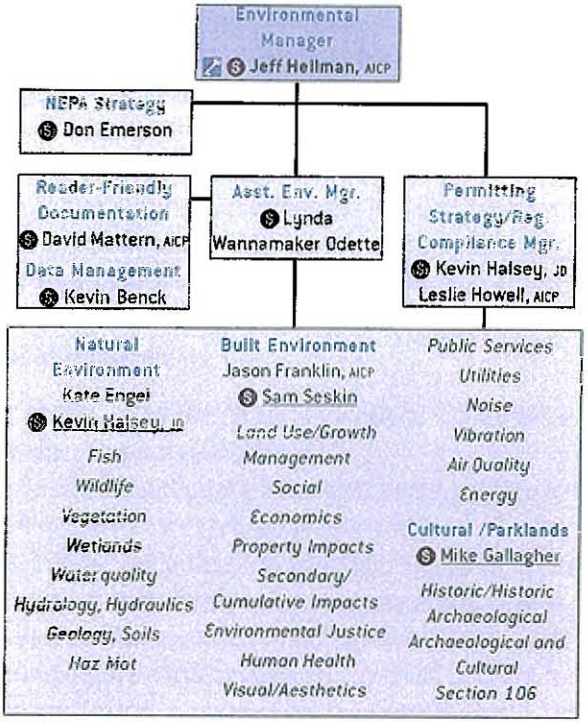
Environmental Team

A key advantage our environmental structure and staffing brings is the ability to combine the knowledge gained in preparing the precedent-setting, reader-friendly EIS techniques from the WSDOT Alaskan Way Viaduct project with the award-winning streamlining techniques from the ODOT Statewide Bridge Program.

Linda Wannamaker Odette, Assistant Environmental Manager (Parametrix)
Lynda is an environmental planner, public involvement specialist, and project manager with more than 22 years of experience. She specializes in managing multidisciplinary environmental review and permitting projects, community involvement, and strategic planning and problem resolution. Her experience includes serving as the assistant project manager for NEPA compliance, agency coordination, and ESA consultation elements of the Oregon Statewide Bridge Program Environmental Strategy. She assisted Environmental Manager Jeff Heilman in managing the team, developing and implementing a strategy and approach for NEPA compliance, and coordinating ESA compliance for the program.

Kevin Halsey, JD, Permitting Strategy/Regulatory Compliance Manager (Parametrix)
Kevin is a regulatory specialist with expertise in environmental law, permitting, hazard mitigation planning, environmental policy, and planning related documentation. He specializes in environmental regulation and was formerly a case manager for complex litigation in environmental and cultural resource fields. In addition to focusing on ESA, NEPA and Clean Water Act issues, he provides a critical review function for projects to assure efficiently thorough environmental compliance. His regulatory knowledge is used to help ensure that projects develop in compliance with relevant regulations, which minimizes the potential for last minute, major project redesign due to unresolved environmental issues. He was the regulatory compliance manager for the Oregon Statewide Bridge Program Environmental Strategy.

David Mattern, AICP, Reader-Friendly Documentation Manager (Parametrix)
David is a senior planner with more than 20 years experience in environmental studies and documentation. His responsibilities include managing environmental documentation under federal and state regulations for major public facilities. He has directed the environmental process for major transportation facilities, such as the Alaskan Way Viaduct through downtown Seattle; Cross-Base Highway, a new six-mile four lane limited access roadway; and the LINK light rail system serving the Seattle urban area. David is currently assisting an



AASHTO/ACEC task group developing guidelines and procedures to improve the quality and readability of environmental documents.

Kevin Benck, Data Manager (Parametrix)
Kevin is currently leading the GIS integration for the Comprehensive Mitigation and Conservation Strategy of the ODOT Statewide Bridge Assessment. Kevin has developed the GIS and analytical methods for a credit and accounting system drawn from the Johnson-O'Neil Wildlife-Habitat Relationships, in partnership with the Northwest Habitat Institute. Kevin's role includes development of field data collection forms and procedures, field training, database design, data creation and mapping, and quantitative analysis to determine habitat values. Previously, at the Port of Portland, Kevin managed and maintained all GIS data and databases relevant to the Port's Natural Resource Assessment and Management Plan.

Kate Engel, Natural Environment Task Leader (Parametrix)
Kate is a project manager and senior wildlife scientist with more than 25 years of experience in leading evaluations of the effects of various types of projects throughout the western US, including work on several large and high-profile NEPA EISs involving the assessment of transportation projects and land management activities. She has worked directly for WSDOT and works frequently with state and federal resource agencies. Kate also specializes in ESA documentation, including the preparation of biological assessments, as well as the development and evaluation of multi-species habitat conservation plans.

Jason Franklin, Built Environment Task Leader (Parametrix)
Jason is a land use planner with 12 years of experience in a wide variety of projects in Oregon and Washington. He has managed and participated in NEPA documentation, visioning projects, town center planning efforts, comprehensive plan updates, zoning code rewrites, model code handbooks and plan implementation projects. Jason has facilitated numerous advisory committees and specializes in engaging stakeholders in the often-technical process of land use and transportation planning, finding creative planning solutions based on that dialogue. Some of his recent projects include managing the public involvement and built environment sections for an ODOT EA in Brookings, Oregon, leading the built environment analysis for the ODOT Bridge Program Environmental Strategy, and managing the comprehensive plan for Battle Ground, Washington.

Mike Gallagher, Cultural/Parklands Task Leader (Parametrix)
Mike Gallagher is an environmental planner and project manager with more than 19 years of experience. He manages multidisciplinary teams for environmental review projects, principally NEPA/SEPA documentation, alternatives analyses, and facility siting studies. He has managed NEPA and SEPA documentation for more than 30 projects, including roadway, transit, aerospace, and pipeline transportation projects. Mike specializes in recreational, cultural, and social resource disciplines in land use compliance, permitting, and code writing. His experience includes integrating complex cultural and recreational issues for a wide variety of projects, ranging from interchanges in highly urbanized, yet environmentally sensitive locations to developing programmatic approaches to Section 106 and Section 4(f) and Section 6(f) compliance for statewide DOT bridge replacements/repairs.

Sam Seskin, Land Use/Socioeconomics, Cumulative/Secondary Impacts (CH2M HILL)
Sam Seskin is a national leader in estimating and managing the effects of transportation investments on the built environment. In three decades of consulting and research, his innovative and successful planning assignments have won awards from the American Planning Association, the U.S. Environmental Protection Agency, and the Congress for New Urbanism. He has evaluated the land use impacts of interstate highways in Maryland, New Hampshire, Washington, and was the director of the NCHRP report, "Land Use Impacts of Transportation: A Guidebook." Sam led work on land use and economic issues for the I-5 Trade Corridor Study.

Environmental Support Team

Name	Firm	Location	Years	Education	Registration	Projects
Tom Arnold Land Use/ Growth Mgmt	CH2M HILL	Portland	30	MS		ODOT I-5: Delta Park (Victory Blvd. Lombard Section) EA (PM) • ODOT US 20 Pioneer Mountain – Eddyville EIS (PM) • ODOT Van Duzer Corridor EA (PM)
Mark Assam Environmental Justice	CH2M HILL	Seattle	15	BS	AICP	Sound Transit Central Link LRT (EJ Lead) • WSDOT I-405 Corridor Program (EJ Lead) • WSDOT Trans-Lake Washington Project (EJ Lead)
Theresa Carr Social; Acq., Displace., Rel.	CH2M HILL	Portland	6	MURP		ODOT I-5: Delta Park to Lombard EA (Social Tech Rpt) • WSDOT/ODOT I-5 Columbia River Crossing Pre-Scoping (Env. Planner) • ODOT US 20 Pioneer Mountain to Eddyville EIS (EIS Author)
Margaret Clancy Vegetation, Wetlands	Parametrix	Bellevue	18			WSDOT Trans-Lake Washington (Natural Resources EIS Lead) • Sound Transit Central Link EIS (Natural Resources Task Leader) • Clark County Best Available Science Review and Code Restructure (Natural Resources Lead)
Michael Feves Vibration Impact Analysis	Earth Dynamics	Portland	28	PhD		TriMet Westside Light Rail (Vibration Analysis/Monitoring) • TriMet South Corridor Light Rail (Vibration Impact Analysis)
Angela Findley Streamlining Coordination	PB	Portland	12	MS		RTC SR-35 Hood River Bridge DEIS (Dept. Env. Task Lead) • WSDOT Alaskan Way Viaduct and Seawall Replacement EIS (Economics Task Lead) • Vancouver 18th Street Extension EA (Env. Task Lead) • WSDOT I-5/SR 502 Interchange EA (Env. Task Lead)
William Hall Fisheries	Parametrix	Portland	12	BS		ODOT Statewide Bridge Delivery Program Environmental Strategy (Task Leader) • Port of Portland Underwater Grading Permitting (Task Leader) • Cottage Grove Bridge Replacement (Environmental Manager)
Erika Harris Env. Justice	Parametrix	Bellevue	8	BA		WSDOT Cross Base Highway EIS (Social/EJ Author) • WSDOT Alaskan Way Viaduct DEIS (EJ Author) • Seattle Monorail Green Line EIS (Project Coord. and author for EJ, Cumulative Effects, and Energy)
John Horne Soils/Geology	PB	Portland	18	PhD	PE	Missouri River Pedestrian Bridge • ODOT I-5 South Medford Interchange • ODOT Highway 62 Corridor

Environmental Support Team, Continued

Name	Firm	Location	Years	Education	Registration	Projects
Leslie Howell Senior Advisor	Howell Consulting	Portland	27	BA	AICP	ODOT I-5 Corridor Plan • ODOT Sunrise Corridor Unit 1 SEIS • ODOT I-5 -99W Connector EA • City of Portland Marine Drive and Airport Way FEISs • Clackamas Co. Sunnyside Rd EA
John Howland Geology/Soils	Parametrix	Portland	13	BS	RG	ODOT Statewide Bridge Delivery Program (Task Manager) • Portland Fire Station 01 Environmental Due Diligence & Phase II ESA (Project Geologist) • Portland South Waterfront Redevelopment Area Remedial Investigations (Project Geologist)
John Lowe Human Health	CH2M HILL	Dayton	25	BS	CIH	Delta Energy Center, Calpine (Public Health Discipline Specialist) • Orange County International Airport EIR (Human Health Risk Assessment Lead) • San Diego International Airport Upgrade (Senior Consultant Human Health Risk Assessment)
John Marsh Fisheries	Parametrix	Portland	24	JD		Columbia River Channel Improvement Project (PM) • Walla Walla Watershed Bi-State Habitat Conservation Plan (PM) • Columbia Basin Subbasin Planning (PM)
Gary Maynard Energy	Parametrix	Bellevue	18	BA	AICP	Sound Transit Central Link LRT EIS (Energy) • TriMet South North LRT EIS (Energy) • WSDOT Cross Base Highway EIS and Siting Studies (SR 704)/1-5 to SR 7 (Economics)
Michelle Michaud Wildlife	Parametrix	Portland	10	MS		ODOT Comprehensive Mitigation Banking Program (Dept. PM) • Habitat Conservation Plan for the Western Snowy Plover and Species Management Plans (PM) • Port of Portland Hillsboro Airport Runway Extension (PM)
Stephanie Miller Documentation	Parametrix	Sumner	10	BA		WSDOT Alaskan Way Viaduct EIS (Lead Author) • WSDOT Reader-Friendly Document Tool Kit (PM/Lead Author)
Martha Moore Air/Noise	TWE	Portland	20	BS	PE	WSDOT I-5 Corridor Study (NE 134th Street to NE 319th Street) Noise Assessment (Task Lead) • Metro South Corridor LRT Noise, Vibration and Air Quality Analysis (Task Lead)
Dan Pitzler Economics	CH2M HILL	Seattle	20	MA		WSDOT SR 520 EIS (Economics/Energy Lead) • WSDOT I-405 EIS (Economics/Benefit-Cost Lead) • Sound Transit LINK Light Rail EIS (Economics Lead)
Richard Roche Haz. Mat.	Parametrix	Portland	18	MS		ODOT Statewide Bridge Assessments (Task Manager) • South Waterfront District 2002 EPA Brownfields Assessment Grant (PM) • Port of Vancouver SMC Site RI/FS (Sr. Reviewer)
Kathryn Toepel Historic/Cultural	HRA	Eugene	30	PhD	RPA	Vancouver SE 164th Viewpoint • Port of Vancouver Columbia Gateway NEPA • WSDOT SR 432 • Vancouver NE 18th Street, NE 49th Street (NE 112th Avenue to NE 122nd Avenue)
Mike Turaski Water Qual./ Hydrol./Hydraul.	Parametrix	Portland	4	MS		Oregon Comprehensive Mitigation Banking Program (Task Lead) • Upper Klamath River Management Plan and EIS (Task Lead) • Klamath Basin Total Maximum Daily Load (TMDL) Development (PM)
Susan Wessman Visual/Aesth.	Parametrix	Bellevue	23	MS		WSDOT SR 520 Bridge Replacement & HOV (Visual Quality) • Seattle Monorail Project (Visual Quality, Parks & Recreation) • Jarbidge Canyon EIS (Scenic Resources, Recreation)

Public Relations

Public relations and strategic communications for this project will benefit from a centralized organization that promotes a consistent, comprehensive approach. Public Relations Manager Katy Brooks will have overall responsibility for developing messages and involvement and outreach strategies. She will be supported in implementation by JLA for public involvement and by Markgraf & Associates for key stakeholder and government relations.

Kristin Kibler, Public Involvement (JLA)

Kristen has five years of experience in the design and implementation of public involvement and outreach programs on transportation projects in Oregon and Washington. She has experience managing projects, budgeting and scoping, writing and designing public information materials, designing and facilitating public meetings and committees, coordinating with committee members and agency contacts, conducting stakeholder interviews, and compiling and analyzing data from surveys. Kristen's recent Portland-area transportation experience includes the Portland/Vancouver I-5 Transportation and Trade Partnership, I-5 Delta Park to Lombard Widening, and NE 179th Street Improvements in Clark County.

Jeanne Lawson, Public Involvement Strategy (JLA)

Jeanne has 27 years experience in community relations, with the last 16 years focused exclusively on designing and managing comprehensive public involvement programs. Working throughout the West, Jeanne has a strong reputation for developing effective public involvement and information programs on a wide range of public planning, policy and siting efforts, with a particular emphasis on transportation and water resources. She helped design Oregon's corridor planning strategy, and has led the public involvement on numerous transportation planning and improvement projects in Oregon, Washington, and Idaho.

Tom Markgraf, Key Stakeholders/Government Relations

Tom Markgraf has 14 years of experience in strategic planning, public involvement, and facilitation. Tom is known for

Public Relations Support Team

Name	Firm	Location	Years	Education	Registration	Projects
Karen Ciocia Public Involvement	JDW	Vancouver	17	BS		Mill Plain Extension (Public Involvement Task Leader) • 18th Street Corridor Study (Public Involvement Task Leader) • 34th Street and 219th Street Access Decision Report (Public Involvement Task Leader)
Kyle Brown Web Maintenance	JDW	Vancouver	4	BS		WSDOT I-5 North Corridor Study (web maintenance) • I-5 Transportation and Trade Partnership (web maintenance) • Port of Portland Part 150 Study (web maintenance)
Nancl Luna Jiménez EJ Facilitation	LJS	Portland	11	BA		I-5 Delta Park to Lombard Widening Project (EJWG Facilitation/Outreach) • Portland International Language Communities–Collaborative Assessment Project (Project Manager) • San Jose Genuine Gender Partnerships (Trainer)
Madeleine Dulemba Writing/Editing	JDW	Vancouver	15	MA		Columbia Gateway Draft and Final EIS (writing/editing) • WSU Vancouver SEIS (writing/editing) • Camas Comprehensive Plan Update (writing/editing)
Rich Nardine Graphics	JDW	Vancouver	29	BA		C-TRAN 20-Year Transit Plan (Print Materials) • Transportation Priorities Project (Print Materials) • I-5/SR502 Interchange (Print Materials)
Lisa Grove Public Opinion Research	Grove	Portland	21	BA		City of Salem Transportation Bond Levy (opinion research and communication strategy) • Multnomah County Income Tax (opinion research and communication strategy) • Port of Vancouver Columbia Gateway (opinion research and communication strategy)

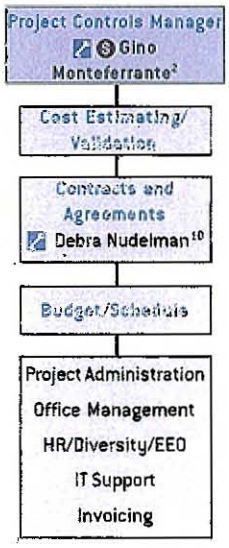
his ability to reach out to key stakeholders and community groups in developing coalitions engaged in statewide transportation issues. He has significant experience working on multimodal transportation issues. Tom has worked extensively for TriMet on the Transit Choices for Livability project and with Metro on its Clackamas County outreach for South/North light rail. He was also responsible for the downstate press relations for the South/North special legislative sessions. He served as the State of Oregon's consultant for the Oregon Economic Development Department and for Rural Development Initiatives' managing of community outreach, facilitation, strategic planning, and technical assistance for rural communities.

John White, Key Stakeholders/Government Relations (JDW)

John White has 31 years of experience in metro area planning, development, and transportation projects. He is particularly well connected to agency leaders and the business community in Vancouver. His experience includes providing liaison and outreach to key community leaders and elected officials on urban redevelopment projects, such as the Esther Short Subarea and Redevelopment Plan/EIS, as well as major transportation improvements, including the I-5 Transportation and Trade Partnership and the I-5 North Corridor Study.

Project Controls Team

Effective project controls will be essential for a project of this size. Project Controls Manager Gino Monteferrante will oversee critical program functions, such as cost estimating, budget and schedule monitoring, and the development of various contracts and agreements, as well as the administrative functions unique to the requirements of a co-located project office, such as technology, human resoures and diversity/EEO, and office administration functions. Gino's background and experience are described in Scoring Criteria 3.

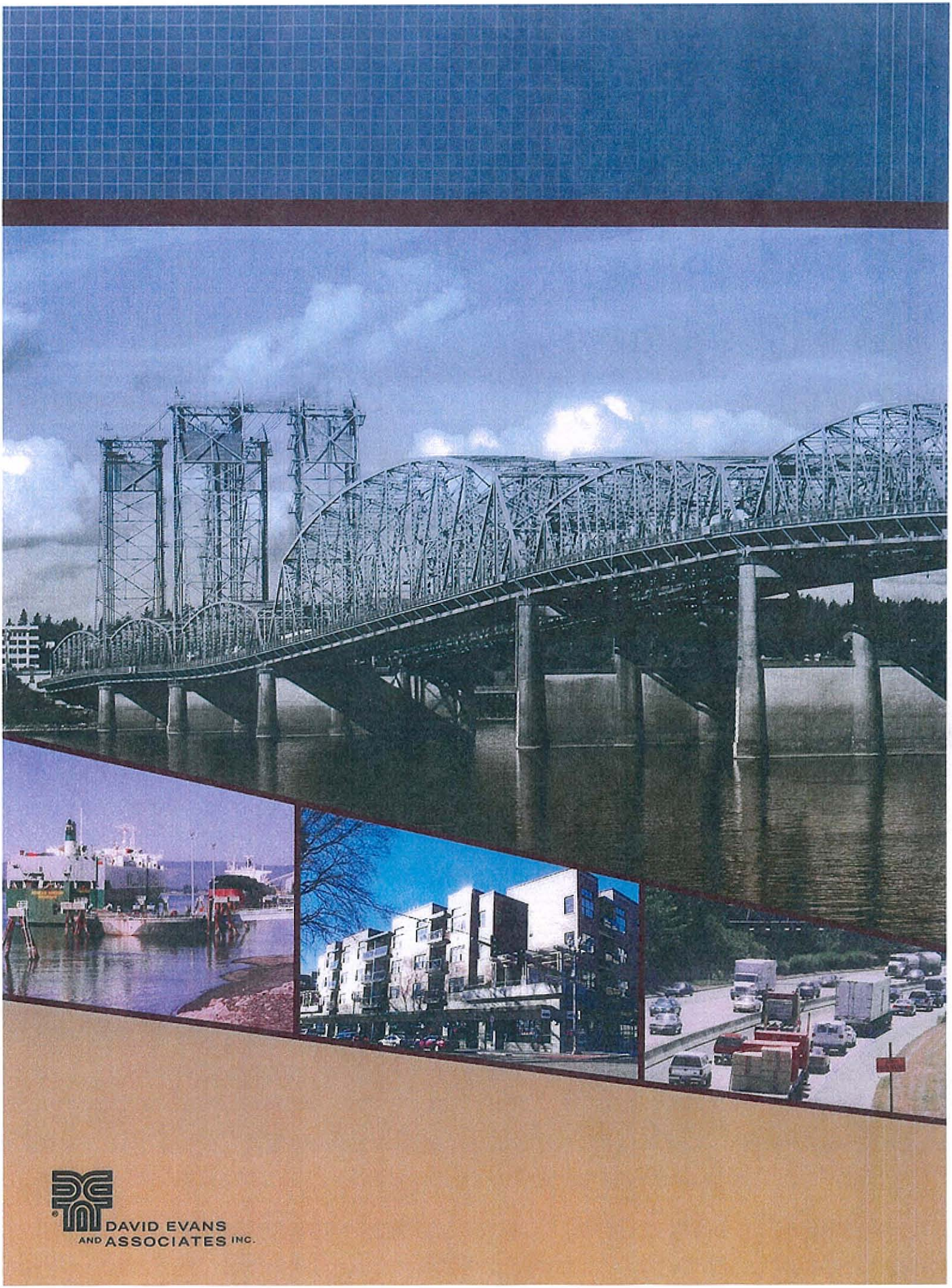


Quality Assurance

Carl Zietz will be our full-time QA manager dedicated to assisting our project manager in assuring the quality of reports, drawings, and other deliverables. He is responsible for proactively planning and directing the quality of the work process, services, and deliverables, beginning with finalizing the quality management section of the project work plan. During the project, he will make sure quality procedures are being followed by all firms.

Carl Zietz, QA Manager (CZE)

Carl has more than 24 years of experience in managing design, construction and quality assurance/quality control programs for large civil, transportation, military defense and public works projects including design validation and constructability reviews, quality control documentation, certification of construction completion and acceptance and supervision of construction quality control and inspection personnel. He has been responsible for supervising over 40 project engineers and field inspectors involved in numerous highway and bridge projects located throughout the Northwest and Alaska. He is a graduate of OSU in Corvallis and a registered professional engineer in the States of Washington and Oregon with over 10 years of experience in quality control and construction of transportation projects.



DAVID EVANS
AND ASSOCIATES INC.