Columbia River CROSSING

Road Map Item #: 5.3

Product Name: **TECHNICAL CAPACITY AND CAPABILITY PLAN (TCCP)**

PMP Appendix: APPENDIX A

Submittal Date: May 1, 2013

ABSTRACT: This deliverable describes the WSDOT and ODOT organizations, co-lead agencies on the CRC Program with a description of the interaction between the CRC Program and these agencies for resource and/or approval needs for the highway and transit components of the Program. The TCCP also provides a description of the TriMet and C-TRAN organizations. These agencies will assume operations and maintenance responsibilities of the CRC's transit facilities and new light rail line.

TECHNICAL CAPACITY AND CAPABILITY PLAN

Draft Report

May 2013

Columbia River CROSSING

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ACRONYMS

AA/EEO	Affirmative Action/ Equal Opportunity Employment
AGO	Washington State Office of the Attorney General
BNSF	BNSF Railway Company (a successor company to the former Burlington Northern Santa Fe)
CADD	Computer Aided Design and Drafting
CEVP	Cost Estimate Validation Process
GC/CM	General Contractor /Construction Manager
CPM	Critical Path Method
CRC	Columbia River Crossing
C-TRAN	Clark County Public Transportation Benefit Area
DB	Design-Build
DBB	Design-Bid-Build
DBE	Disadvantaged Business Enterprise
FAA	Federal Aviation Administration
FEIS	Final Environmental Impact Statement
FFGA	Full Funding Grant Agreement
FHWA	Federal Highway Administration
FTA	Federal Transit Administration
FWG	Financial Work Group
GEC	General Engineering Consultant
ICP	Initial Construction Program
IPS	Integrated Project Sponsors
IT	Information Technology
LPA	Locally Preferred Alternative
LRT	Light Rail Transit
MAX	Metropolitan Area Express

NEPA	National Environmental Policy Act
NPH	North Portland Harbor
ODOT	Oregon Department of Transportation
OEO	Office of Equal Opportunity
OTD	Operations Technical Director
PDPP	Project Delivery and Procurement Plan
PE	Preliminary Engineering
PMLR	Portland-Milwaukie Light Rail
PMP	Project Management Plan
PSC	Project Sponsors Council
QA/QC	Quality Assurance/ Quality Control
ROD	Record of Decision
ROW	Right of Way
RTC	Regional Transportation Council
SAPD	Systems Analysis and Program Development
SPUI	Single-Point Urban Interchange
TCCP	Technical Capacity and Capability Plan
TDD	Transportation Development Division
TPMG	Transit Program Management Group
TriMet	Tri-County Metropolitan Transportation District of Oregon
USC	United States Code
VE	Value Engineering
WSDOT	Washington Department of Transportation

1. Approach to the Program

1.1 Key Management Principles for the Columbia River Crossing ("CRC") Program

The CRC management team is committed to implementing the program on time and within budget in conformance with the policies and direction of the States of Washington and Oregon and their respective Departments of Transportation and in conformance with the requirements of the U.S. Department of Transportation and applicable federal laws and regulations.

- All material decisions regarding the funding, design, construction, and operation of the CRC Program require mutual agreement of the DOTs.
- Overall policy direction is provided by an Executive Management Group comprised of Senior/executive level principals from Washington State Department of Transportation (WSDOT) and Oregon Department of Transportation (ODOT). As sub-recipients, the Project's transit agency partners, TriMet and C-TRAN, continue to provide project leadership regarding our federal partner policies.
- Overall management of the CRC Program is provided by a Director from WSDOT and a Director from ODOT who will be jointly responsible for developing and implementing a multimodal program that achieves the CRC's goals and objectives.
- WSDOT, ODOT, TriMet, and C-TRAN staff have total management involvement and retain control over and/or input into all aspects and phases of the work. This includes self-performing the management functions of the Program, including, but not limited to, project controls, safety and security, procurement, financial management, real property acquisition management, design management, construction management, and operations of the light rail transit (LRT) system.
- Day-to-day management responsibilities of program management and administration, design oversight, preparation of procurement documents, administration of procurement contracts for equipment and materials, and construction administration including mitigation monitoring reside with functional managers from WSDOT, ODOT, TriMet, and C-TRAN under the direction of the Operations Technical Director (OTD), who in turn reports to the WA Project Director and OR Project Director.
- The General Engineering Consultant (GEC) will act in a support function and perform work under contract with WSDOT. The GEC is jointly located with agency staff in the CRC Project office in downtown Vancouver.
- The Communications Team receives direction from the Washington and Oregon leads with staffing provided by the GEC.

- WSDOT and ODOT staff will manage the design and construction of the highway improvements. TriMet and C-TRAN will manage the transit design and TriMet and WSDOT will manage the construction of the transit component under the direction of the Oregon and Washington Project Directors. Contract bid and award will be the responsibility of WSDOT, ODOT, and TriMet under the oversight of the Oregon and Washington Project Directors. Contract document preparation and construction administration of all executed contracts will be carried out under the oversight of the CRC Project Delivery Director.

- CRC's Project Controls team is responsible for developing and maintaining all scheduling, budgeting, cost estimating reviews, cost tracking, reporting, document control management, and change management. CRC's Business Services team is responsible for, overall quality management, policy, development and maintenance of procedures and project management plan, office information technology management, public disclosure management, and office administrative support management.

- Document controls procedures have been established and strictly observed by all WSDOT, ODOT, TriMet, and C-TRAN and consultant staff working on the project.

1.2 Management Approach

The following describes the compositions and interrelationship of the several upper management and advisory groups that the CRC Team relies upon for approval, support, and input:

- **Executive Management Group:** The Executive Management Group is an internal group composed of WSDOT and ODOT top management, including the Director of ODOT and the WSDOT Secretary of Transportation plus the Oregon Project Director and WSDOT Project Director. Key ODOT and WSDOT personnel include senior staff with expertise in finance, communications and project delivery. Its focus is providing overall policy and management guidance to the CRC Team on policy and strategy to accomplish the Program's goals and objectives. The Executive Management Group defines the Program positions on matters of importance that are destined for other groups. The Technical Capacity and Capability Plan (TCCP) describes the composition and responsibilities of the Executive Management Group.

- **Integrated Project Sponsors Staff**: Stakeholder agencies (ODOT, WSDOT, the City of Portland, City of Vancouver, Port of Portland, Port of Vancouver, TriMet, C-TRAN, Metro, and the Regional Transportation Council) each appointed a staff delegate to meet on a regular basis as the Integrated Project Sponsors Staff (IPS) to discuss and resolve outstanding Program issues timely in a collaborative manner. Two citizens, one appointed from Oregon and one appointed from Washington, alternate conducting the Integrated Project Sponsors Staff meetings.

- **Advisory Groups**: These are external advisory groups established to provide input on corridor and local improvements as the project advances through engineering and into construction. The groups are facilitated by CRC staff with ODOT, WSDOT, TriMet, and C-TRAN staff providing oversight and communication.

The CRC Team will implement an efficient framework for project execution that advances the project post-NEPA – into engineering and construction. This will be accomplished through the execution of strategies that address the following four critical needs:

- **Project Packaging Strategy** – that will optimally divide the Program into separate and distinct functional construction packages that meet broad technical, political, and financial needs;

- **Delivery Method Strategy** – that will recommend the best method by which the project is designed and constructed for each individual contract. The range of project delivery methods includes: Design-Bid-Build (DBB), General Contractor/Construction Manager (GC/CM), Design-Build (DB) and Design-Furnish-Install (DFI).

- **Procurement Strategy** – that is most suitable in combination with the delivery methods where evaluation and selection of contractors will optimally deliver each project package and will be based on price, technical qualifications, or on a combination of price, technical qualifications, schedule, and other factors.

- **Project Sequencing Strategy** – that provides better overall project management by early implementation of independently useful elements of the program, recognizes the changing economic realities and fits the anticipated cash flow.

Project sequencing, packaging, and delivery method strategies that the CRC Team will implement are discussed in the PMP and in the Project Delivery and Procurement Plan (PDPP), currently under refinement. The PDPP will be added as an appendix to the PMP.

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2. Program Overview

2.1 Overview

This Technical Capacity and Capability Plan ("TCCP") describes the WSDOT and ODOT organizations, co-lead agencies on the CRC Program, in Section 3.0 (CRC Organization) with a description of the interaction between the CRC Program and these agencies for resource and/or approval needs for the highway and transit components of the Program. The TCCP also provides a description of the TriMet and C-TRAN organizations, the two transit agencies in the Portland and Clark County metropolitan areas that are partner agencies on the CRC Program. These agencies will assume operations and maintenance responsibilities of the CRC's transit facilities and new light rail line.

The CRC Program organization details, including structure and reporting, key personnel, general functions and responsibilities, as well as the Project organization chart are described in Section 4.0 (Project Organization – Roles and Responsibilities).

Project staffing as the Program prepares to enter into a Full Funding Grant Agreement (FFGA) is discussed in Section 5.0 (Staffing Levels) and will be updated as required to reflect changes to project sequencing, project packaging, and delivery method. Additional information and discussion of program delivery can be found in the PDPP, which is an appendix to the PMP.

Resumes of key personnel describing their qualifications and relevant experience for their respective positions are included in this TCCP as Appendix B, Resumes of Key Personnel.

Over the life of the Program, organization lines will be adjusted to meet the needs of each stage of the Program, as will roles and responsibilities. The two DOTs and partner transit agencies will, at some stages, act as partners and still at other times act as "owner" to procure (advertise, bid, award, and execute a contract) individual project packages. Appreciating this perspective will be helpful in understanding the dynamic structure of the CRC Team, as described in this TCCP.

2.2 Document Purpose

The TCCP describes the array of roles and responsibilities of key personnel developing this multi-billion dollar, multimodal, bi-state transportation project. This TCCP:

- Addresses the requirements of the Federal Transit Administration (FTA) 5309 New Starts Program.
- Establishes the framework for administering this complex project in accordance with the requirements of Title 49 United States Code (USC) §5309(e)(1)(A), FTA's Final Rule on Major Capital Investment Projects of September 2001 and FTA Circular 5200.1A, "Full Funding Grant Agreements Guidance."

- Follows reporting instructions for the Section 5309 New Starts Criteria, prepared by the FTA pursuant to the Transportation Equity Act for the 21st Century (Public Law 105-178 as amended by Title IX of Public Law 105-206).
- Addresses 23 USC 106(h) and Federal Highway Administration (FHWA) guidance based on the September 24, 2012 memorandum "Interim Major Project Financial Plan Guidance."

2.3 Maintenance and Updating of the TCCP

The TCCP will be reviewed and revised, as necessary, as the Program proceeds through various phases including submittal of the application for FFGA, during Bid/Award and/or Construction phases. The Program Management Team has the responsibility for maintaining the TCCP, the PMP and various sub-plans, working closely with the functional managers to update these documents during the life of the Program. Individual functional managers will be responsible for disseminating the TCCP to their staff.

2.4 Summary Project Description

As the only continuous north-south interstate highway on the West Coast connecting the Canadian and Mexican borders, Interstate 5 (I-5) is vital to the local, regional, and national economies. At the Columbia River, I-5 provides a critical economic connection to two major ports, deep-water shipping, up-river barging, two transcontinental rail lines, and much of the region's industrial land. Truck-hauled freight movement onto, off of, and over the I-5 Columbia River crossing is critical for these industrial centers, for regional employment and to the regional and national economies. The I-5 Crossing provides the primary transportation link between Vancouver and Portland, and the only direct connection between the downtown areas of these cities.

The purpose of the CRC Program is to improve I-5 corridor mobility by addressing present and future travel demand needs in the CRC Bridge Influence Area. The Bridge Influence Area extends from approximately Columbia Boulevard in the south to SR 500 in the north. The CRC Program is intended to achieve the following objectives:

- Improve travel safety and traffic operations on the I-5 crossing's bridges and associated interchanges;
- Improve connectivity, reliability, travel times, and operations of public transportation modal alternatives in the Bridge Influence Area;
- Improve highway freight mobility and address interstate travel and commerce needs in the Bridge Influence Area; and
- Improve the I-5 river crossing's structural integrity (seismic stability).

The CRC Program is a multimodal project on and near a five-mile segment of I-5 (see Figure 2-1 – Project Area Map) from State Route (SR) 500 in Vancouver, Washington, to approximately Columbia Boulevard in Portland, Oregon, including the Interstate Bridge across the Columbia River. CRC extends LRT from its current terminus at the Expo Center, Portland, Oregon, to Clark College in Vancouver, Washington.

FIGURE 2-1. PROJECT AREA MAP

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Further details of the entire project can be found in the Final Environmental Impact Statement and the Record of Decision that can be found on the project's website at:

http://www.columbiarivercrossing.org/Library/Type.aspx?CategoryID=35

http://www.columbiarivercrossing.org/Library/Type.aspx?CategoryID=37

The following section presents more details on the Initial Construction Program.

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3. Initial Construction Program

3.1 Overview

Construction of the entire program will require a number of years to complete and will be phased to provide efficient implementation while minimizing impacts on the community and corridor users. In response to legislative direction, the CRC program team has developed an Initial Construction Program (ICP) that adapts to available resources and fits into today's economic reality.

The CRC project improvements that were described in the NEPA documents are known as the Locally Preferred Alternative (LPA). A Record of Decision was issued in December 2012. The construction of the LPA will be phased and the initial phase is referred to as the ICP. The ICP includes highway, transit, and bicycle and pedestrian improvements, as summarized below.

- The new river crossing over the Columbia River and the I-5 highway improvements, including improvements to three interchanges, as well as associated enhancements to the local street network.
- Extension of light rail from the Expo Center in Portland to Clark College in Vancouver, and associated transit improvements, including transit stations, park-and-rides, bus route and station changes, and expansion of a light rail transit (LRT) maintenance facility.
- Upgrades and modifications to the Steel Bridge and transit command center.
- Purchase of 19 light rail vehicles (LRVs), public art, and other transit-related procurements.
- Bicycle and pedestrian improvements throughout the project corridor that connect to the transit system.
- Toll system for the river crossing.
- Transportation demand and system management measures to be implemented with the project.

The ICP will require multiple construction contract bundles or packages (see attached figure). The following narrative contains a description of each construction package.

3.2 ICP Construction Packages

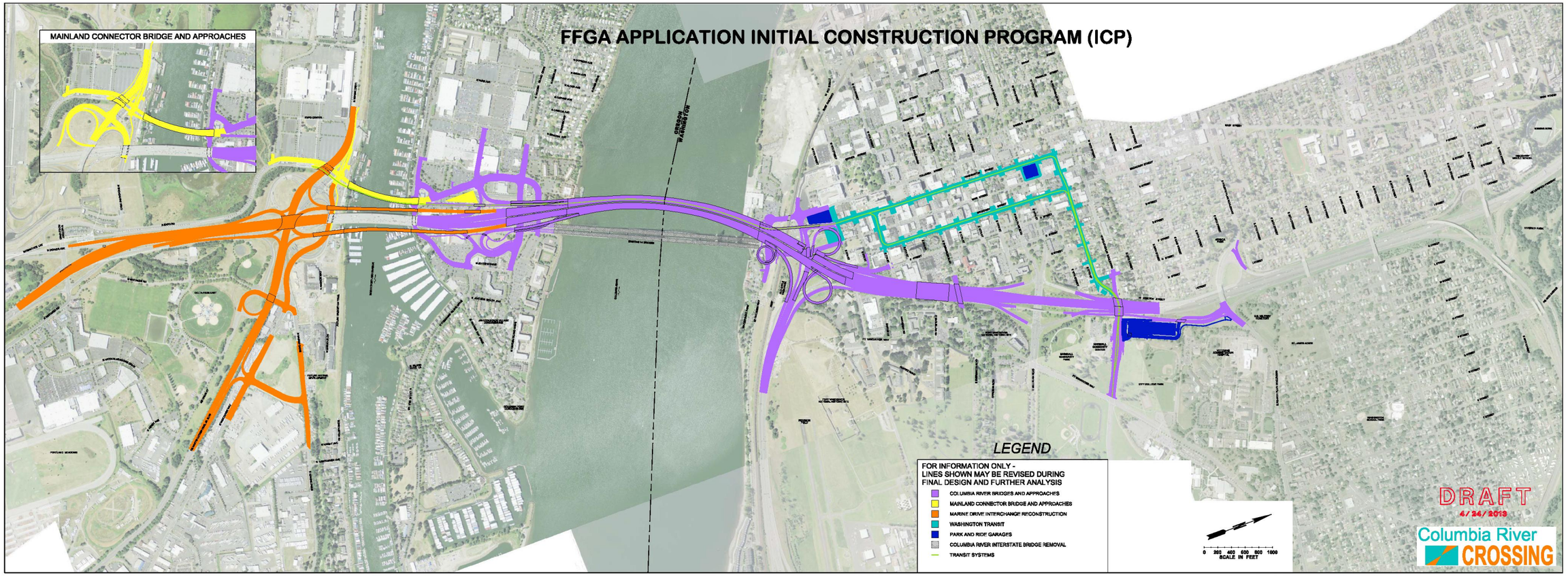
As described above, the ICP is broken into major packages. The packages consist of the following:

- Columbia River Bridges and Approaches (RC)

- Mainland Connector Bridge and Approaches (MC)
- Marine Drive Interchange Reconstruction (MD)
- Washington Transit (WT)
- Park-and-Ride Garages (PR)
- Transit Systems (TS)
- Columbia River Interstate Bridge Removal (BR)
- Ruby Junction Maintenance Facility Phase II Expansion
- Steel Bridge Modifications
- Light Rail Vehicle Procurement
- Command Center Upgrades/Modifications
- Ticket Vending Machine Procurement
- Transit Owner-Furnished Materials Procurement
- Pre-Completion Tolling
- Sandy River Habitat Mitigation

Detailed descriptions of these packages can be found in the PDPP. It is noted that some of the contract packages listed above may include more than one separate construction contract.

FIGURE 3-1. INITIAL CONSTRUCTION PROGRAM



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4. Agency Partners and their Role in the CRC Organization

The CRC Program is a bi-state multimodal project with joint WSDOT, ODOT, TriMet, and C-TRAN ownership. The Program is under the direction of an Executive Management Group consisting of senior/executive level principals from WSDOT and ODOT. The Executive Management Group includes the WSDOT State Secretary of Transportation and the ODOT Director of Transportation who have ultimate responsibility for design and construction of the highway components of the Program. Since WSDOT is the FTA Grantee for transit grants, WSDOT Secretary of Transportation has ultimate responsibility for design and construction of the transit component of the Program. Below are detailed descriptions of the two organizations and their divisions with a description of the interaction between the Program and these divisions, as necessary, for resource and/or approval needs.

The WA and OR CRC Program Directors report to WSDOT and ODOT, respectively. The WA Program Director, Nancy Boyd, reports to the WSDOT Chief Engineer, Keith Metcalf (acting Chief Engineer),who heads the engineering and regional operations division of the WSDOT. The OR Program Director, Kris Strickler, is part of the ODOT Headquarters Transportation Division and reports to ODOT Director Matthew Garrett. The WA and OR CRC Program Directors are members of the Executive Management Group, whose members include the Washington Secretary of Transportation, the Director of ODOT, and senior members of their departments with special expertise in finance, communications, and project delivery.

WSDOT and ODOT have extensive responsibilities for the highway systems in their respective states. These responsibilities include operations, maintenance and new construction of highway systems, including the Interstate system. The scope of responsibilities and agency organization of WSDOT and ODOT are summarized in Sections 4.1 and 4.2, respectively. Personnel from WSDOT are assigned to the CRC Program including the WA and OR Project Directors plus others in key leadership positions.

TriMet and C-TRAN, the two transit agencies in the Portland and Clark County metropolitan areas, are partner agencies. TriMet and C-TRAN will operate and maintain the new LRT extension between the Expo Center in Portland and Clark College in Vancouver. The CRC Program recognizes the size, importance, and multi-jurisdictional nature of the project. The two transit agency partners have designated management representatives to work under the direction of the CRC management team, along with a variety of supporting services for the program. They consist of transit professionals from TriMet and C-TRAN with expertise in transit system management, operations, start-up, safety, systems engineering financial planning, bond issuance, revenue management, and risk services. This close coordination between the CRC Program, TriMet and C-TRAN operations staff will ensure compatibility and integration with the existing light rail system. Detailed descriptions of the two transit organizations are summarized in Sections 4.3 and 4.4.

4.1 WSDOT Organization

WSDOT is composed of operating divisions that cover an array of the state's transportation needs. The following is a list of the key WSDOT divisions, and a brief description of the responsibilities of those divisions with a potential role on the Project.

Strategic Planning & Finance

- Works with the legislature on planning and development of overall programs and projects. Focus on building and managing the WSDOT program for future biennia, as well as establishing program and subprogram funding levels.
- Will assist CRC in financial planning needs.

Administration

- Responsible for agency administrative needs including accounting, human resources, information technology (IT), and enterprise risk management.
- Will produce payment on WSDOT contract invoices. Aid employment, training, and disputes. Maintain CRC's IT needs. The Enterprise Risk Management office will aid in risk management and insurance needs as detailed in Chapter 5 - Risk Management and Insurance of the PMP.

Audit Office

- Performs internal audits, ethics investigations, monitors employee use of state resources, and advises management staff.
- Will perform periodic audits on services related to consultant contracts and inter-agency agreements at pre-award, 14 months into contract, and after final contract completion.

Engineering and Regional Operations

- Responsible for the WSDOT Highway Capital Improvements and Preservation Program including project development and maintenance of the Washington State's highway system. Additionally, responsible for maintaining the biennial program budget and reporting on program development and operations.
- Will review, advise, and approve designs for the highway and bridge components of the CRC project for adherence to standards and quality.

Public Transportation

- Creates an integrated multimodal transportation system to maximize the efficiency and effectiveness of individual, community, and system-wide mobility.

- Will support CRC as grantee for FTA funds and coordination. Assists CRC with implementation of the transit components of the project. Complete the annual self-certification that WSDOT's procurement system complies with FTA requirements.

Aviation

- Manages Washington State's 139 public use general aviation airports.
- Will support CRC in discussions with Pearson Field and Federal Aviation Administration (FAA) permitting needs.

Freight Systems

- Provides strategic planning for state freight investments. Manages the state's rail program.
- Will aid CRC in coordination with freight-related issues, communications, agreements, and other needs associated with trucking, rail, and marine systems.

Governmental Relations

- Assists Native American tribes and the department with implementing effective government-to-government relations.
- Will support CRC primarily with tribal-related communications and issues.

Communications

- Keeps the public informed about the activities of the agency.
- Will provide advice and assistance to the CRC Communications Team, as necessary.

Toll Division

- Responsible for the advancement of tolling and innovative funding that improves the transportation system. Develops and operates an integrated network of toll roadways and bridges across the state.
- Will contract the planning, design development, and procurement of the necessary tolling facilities.

Office of Equal Opportunity

- Manages and monitors the department's Equal Opportunity, Affirmative Action, Contract Compliance, and Non-Discrimination programs.
- Will advise and aid in the settlement of compliance issues that may arise during the life of the project.

Washington State Office of the Attorney General (AGO)

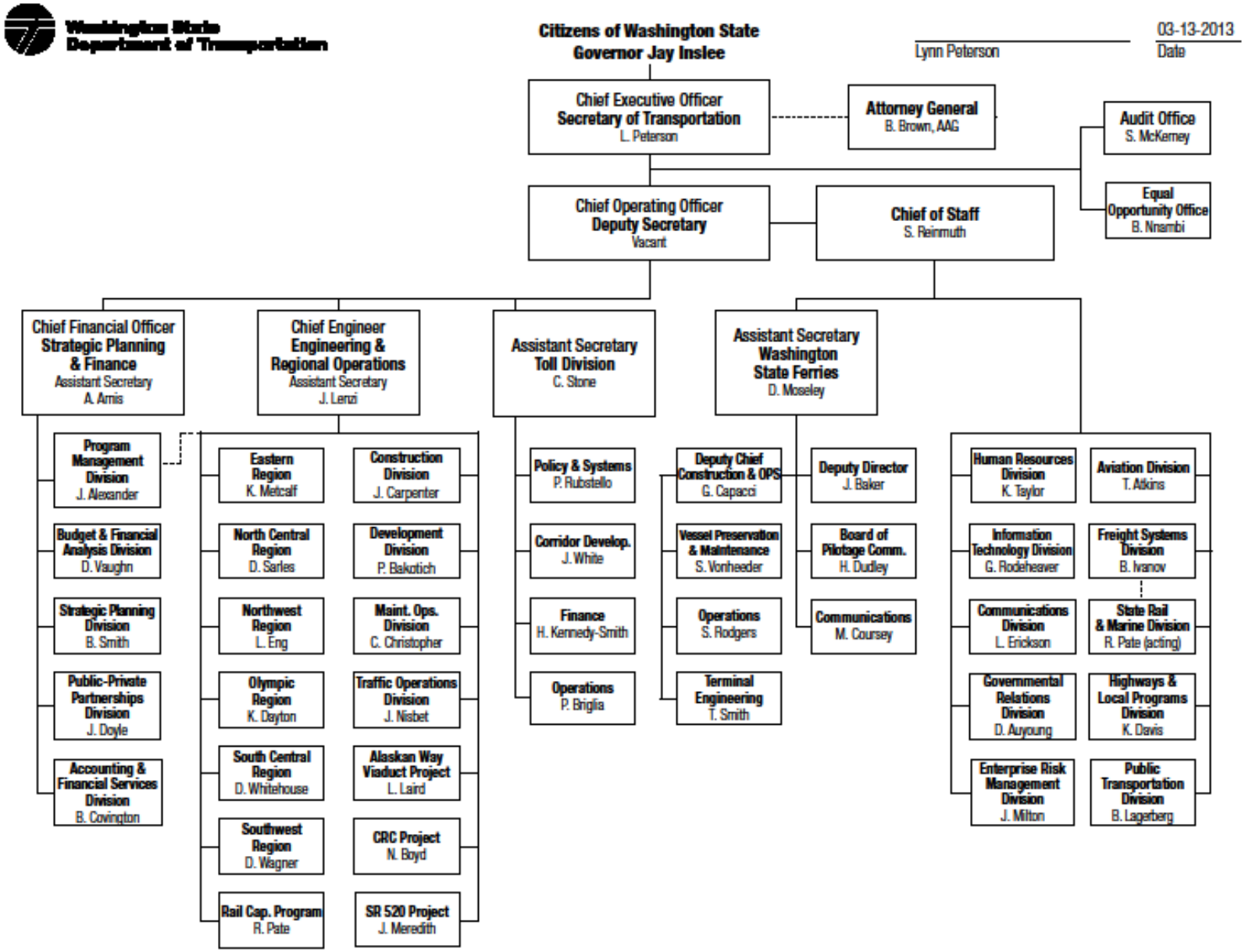
- While not a division of WSDOT, the AGO aids WSDOT in providing legal advice on a variety of issues, including regulatory compliance, tort claims, labor contracts, agreements, and many others.
- Will support CRC in reviewing agreements and disputes. Ensures compliance with state and federal laws.

Highways and Local Programs

- Assists customers in the successful delivery of transportation projects by providing educational, technical, and financial support to cities, counties, and other transportation partners such as tribal governments, ports, and transit agencies.
- Under the Federal-Aid Stewardship Agreement with WSDOT, serves as the steward of the FHWA funding that goes to public agencies throughout the state.
- Administers and manages federal funds from project development through construction.
- Prepares and submits the Statewide Transportation Improvement Program (STIP) to FHWA and FTA for approval.
- Ensures reasonable compliance with state and federal regulations for FHWA and state funded programs.
- Offers technical assistance and guidance on project development and construction administration issues.

Figure 4-1 below provides a high-level overview of the WSDOT Organization in relationship to the CRC Program.

FIGURE 4-1. WSDOT ORGANIZATIONAL CHART



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4.2 ODOT Organization

ODOT is composed of nine operating divisions to cover an array of the state's transportation needs. The following is a list of the ODOT divisions, and a brief description of the responsibilities of those divisions with a potential role on the Project.

Central Services

- Provides Financial Services (including Budget), Human Resources, Information Systems, and Audit Services (including Ethics/Safe Haven).
- Audit Services will continue to monitor the CRC for the life of the project.
- Will track and monitor funding and expenses from ODOT. Human Resources will aid in CRC employment, training, and disputes, among other employee-related needs.

Communications

- Responsible for ODOT's internal and external media, and to educate and provide information about ODOT programs and activities.
- Will provide advice and assistance to the CRC Communications Team, as necessary.

Highway

- Responsible for Highway Capital Improvements and Preservation Program including the biennial program budget and program development and operations.
- Will review, advise, and approve design exceptions for the highway and bridge components of the CRC program.

Motor Carrier

- Responsible for safe, efficient, and responsible commercial transportation industry.
- Will assist CRC in coordination with freight-related issues.

Transportation Development

- Responsible for producing statewide long-range planning.
- Will assist CRC in transportation planning.

Transportation Safety

- Provides information, direct services, grants, and contracts to the public and to partner agencies and organizations.
- Will assist in development of CRC's Safety and Security Management Plan.

Public Transit

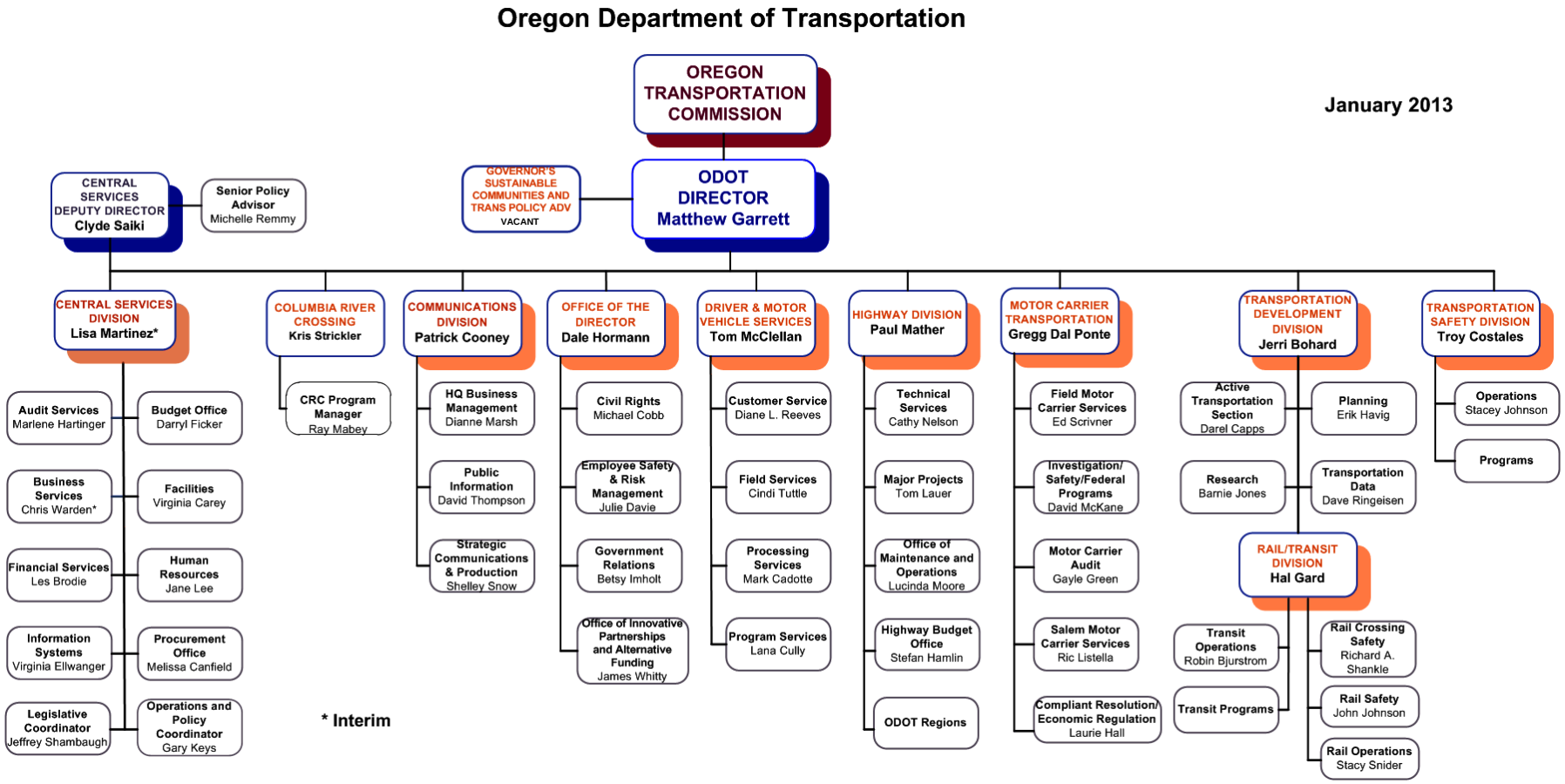
- Supports mobility options for Oregonians through advocacy, collaborative partnerships, and grant programs. Provides grants, policy leadership and technical assistance to communities and local transportation providers to provide transportation to people.
- Develops and encourages the use of transit, ridesharing, telecommuting, alternative work schedules, walking, bicycling and other alternatives to driving alone.
- As part of administering federal and state transit funds, works with the Public Transportation Advisory Committee (PTAC) and the Oregon Transportation Commission on significant transit issues.

Rail

- Represents and advocates for customers of railroads, both passenger and freight, to ensure a safe, efficient and reliable rail transportation system.
- Provides crossing safety authority over all public highway-railroad crossings.
- Manages 150 miles of state-owned railroad right of way along the Astoria Line and the Oregon Electric Line.
- Acts as an agent for the Federal Railroad Administration (FRA) by inspecting track, railroad equipment and cars, hazardous materials and operating practices.
- Regulates clearances between railroad tracks and structures to ensure the safety of railroad employees.
- Inspects tracks, including industrial spurs and sidings for compliance with ODOT regulations.
- Responsible for sate safety oversight of transit agencies with rail-fixed guideway systems; including street cars and trolleys operated by other government bodies.

Figure 4-2 below provides a high-level overview of the ODOT Organization in relationship to the CRC Project.

FIGURE 4-2. ODOT ORGANIZATIONAL CHART



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4.3 TriMet Organization

TriMet is organized into six divisions, as shown below. An executive director manages each division and reports to the General Manager.

- Office of the General Manager
- Communications and Technology
- Finance and Administration
- Operations
- Capital Projects and Facilities
- General Counsel/Human Resources

The Executive Director of Capital Projects and Facilities Division is responsible for the planning, design, and construction of LRT projects. Reporting to the Executive Director of Capital Projects are:

- Capital Construction Programs Director
- Program Management Director
- Project Delivery/Engineering Support Director
- Milwaukie West Segment Project Director
- Milwaukie East Segment Project Director
- Systems Engineering Director
- Project Planning Director
- Community Relations Director
- Facilities Maintenance Director
- Columbia River Crossing Transit Manager
- Commuter Rail Project Director
- Mall Project Director
- I-205 Project Director

TriMet recently completed and put into service two new rail projects: Westside Express Service Commuter Rail and the South Corridor – Green Line MAX, and completed and put into service a major expansion of LRT in Downtown Portland. TriMet's Portland to Milwaukie LRT (PMLR) extension is currently under construction. TriMet has a matrix organization that allows sharing of resources under a consistent management philosophy. The CRC Program will leverage this experience and unique knowledge, under the direction of the CRC Operations Technical Director, by assigning key management positions on the Transit Team to TriMet's specialists.

Figure 4-3 and Figure 4-4 are organizational charts for TriMet detailing the aforementioned divisions and personnel.

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FIGURE 4-3. TRIMET ORGANIZATION CHART

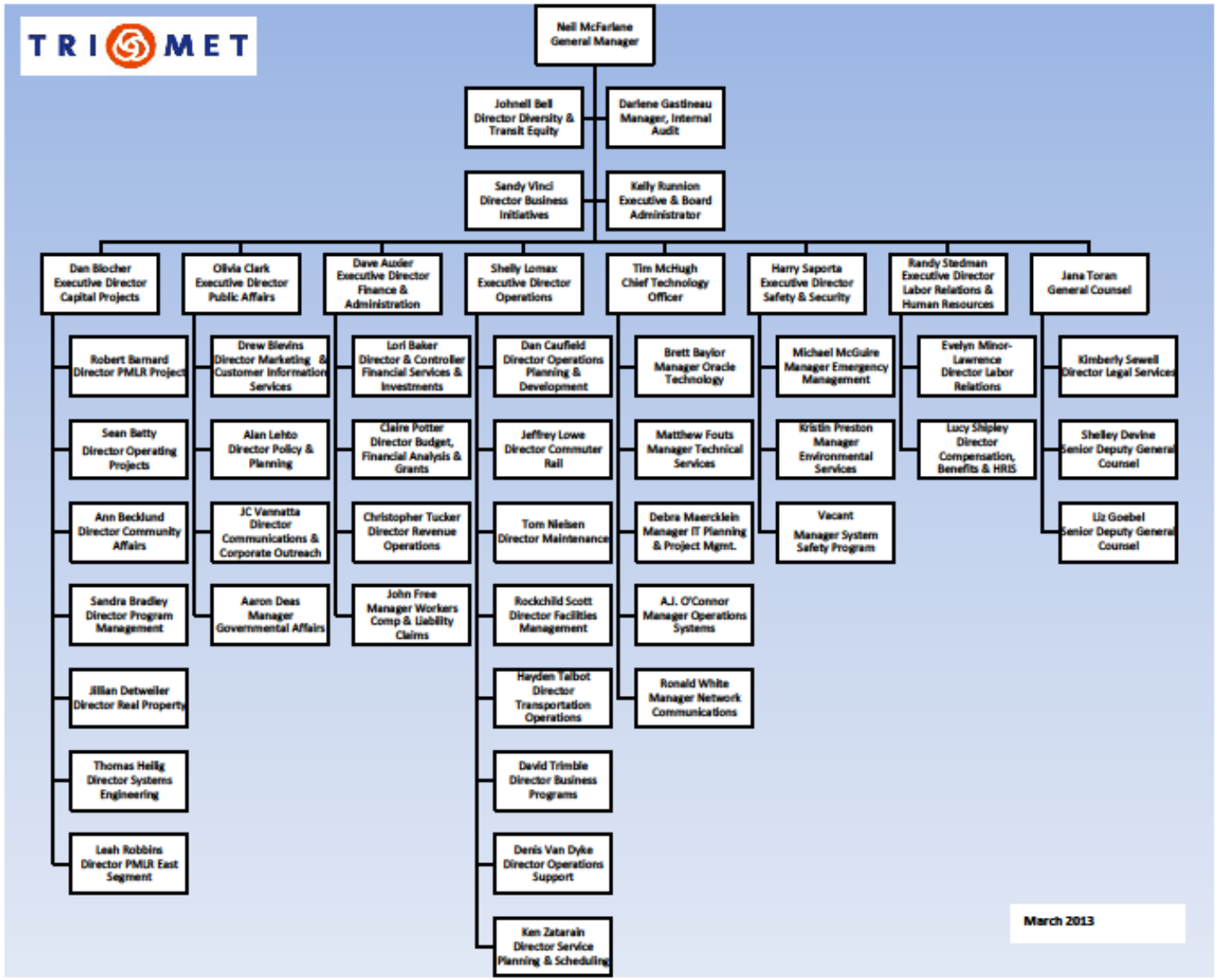

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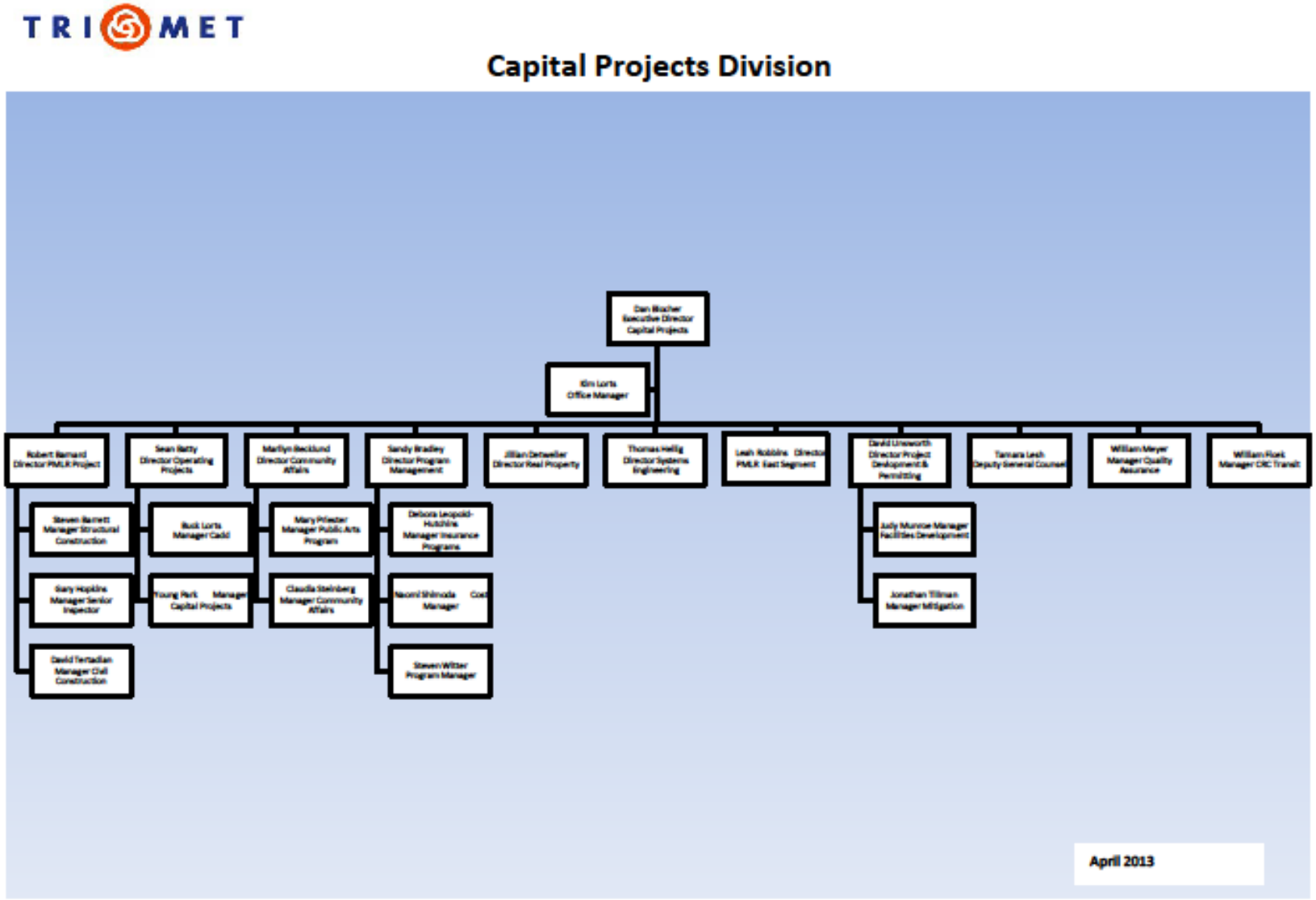
FIGURE 4-4. TRIMET CAPITAL PROJECTS ORGANIZATION CHART



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4.4 C-TRAN Organization

C-TRAN is organized in four divisions:

- Operations
- Maintenance and Technology
- Development and Public Affairs
- Administrative Services

The Development and Public Affairs Division is responsible for C-TRAN's role in planning, design, and construction of LRT in Clark County. Key Staff reporting to the Director of Development and Public Affairs Division are:

- Development Manager
- High Capacity Transit Manager
- Community Involvement Coordinator
- Marketing/Community Outreach Administrator

Figure 4-5 and Figure 4-6 are organizational charts for C-TRAN detailing the aforementioned divisions and personnel.

Various C-TRAN personnel are or have been assigned to the CRC project. During 2012, this included C-TRAN's High Capacity Transit Manager. As of April 2013, C-TRAN is in discussion with the CRC Directors about provision of other C-TRAN staff for direct involvement on the project team. Currently, a C-TRAN Community Involvement Coordinator has been assigned to the CRC Communications Team.

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FIGURE 4-5. C-TRAN ORGANIZATION CHART

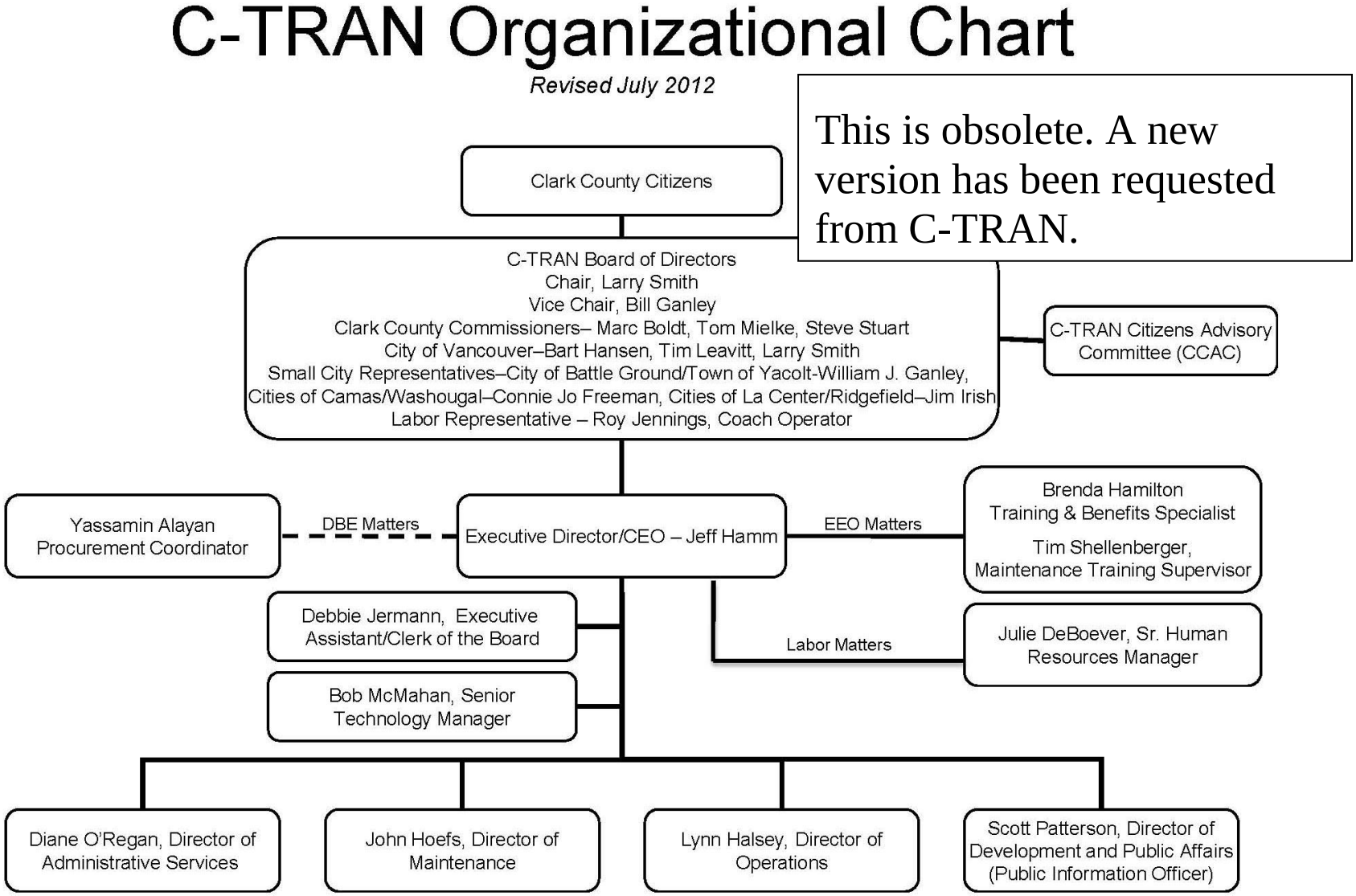

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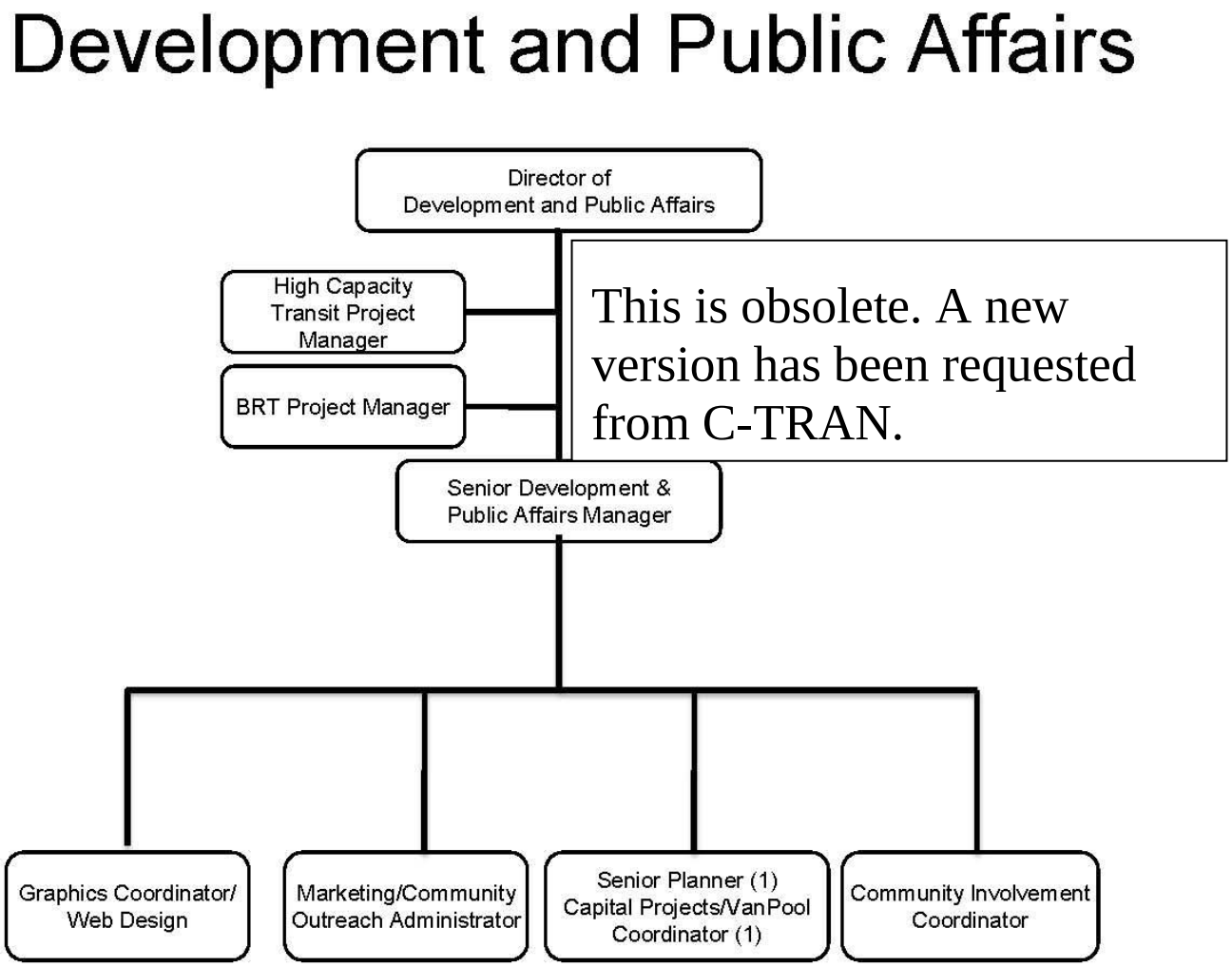
FIGURE 4-6. C-TRAN ORGANIZATION CHART – DEVELOPMENT AND PUBLIC AFFAIRS



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5. Project Organization – Roles / Responsibilities

5.1 Overview

The CRC Team organization described below is responsible for management and execution of all aspects of the Program, including: engineering activities, obtaining environmental permits, real estate acquisition, procurement of contracts and necessary ramp-up to performance of construction administration. This structure recognizes the following:

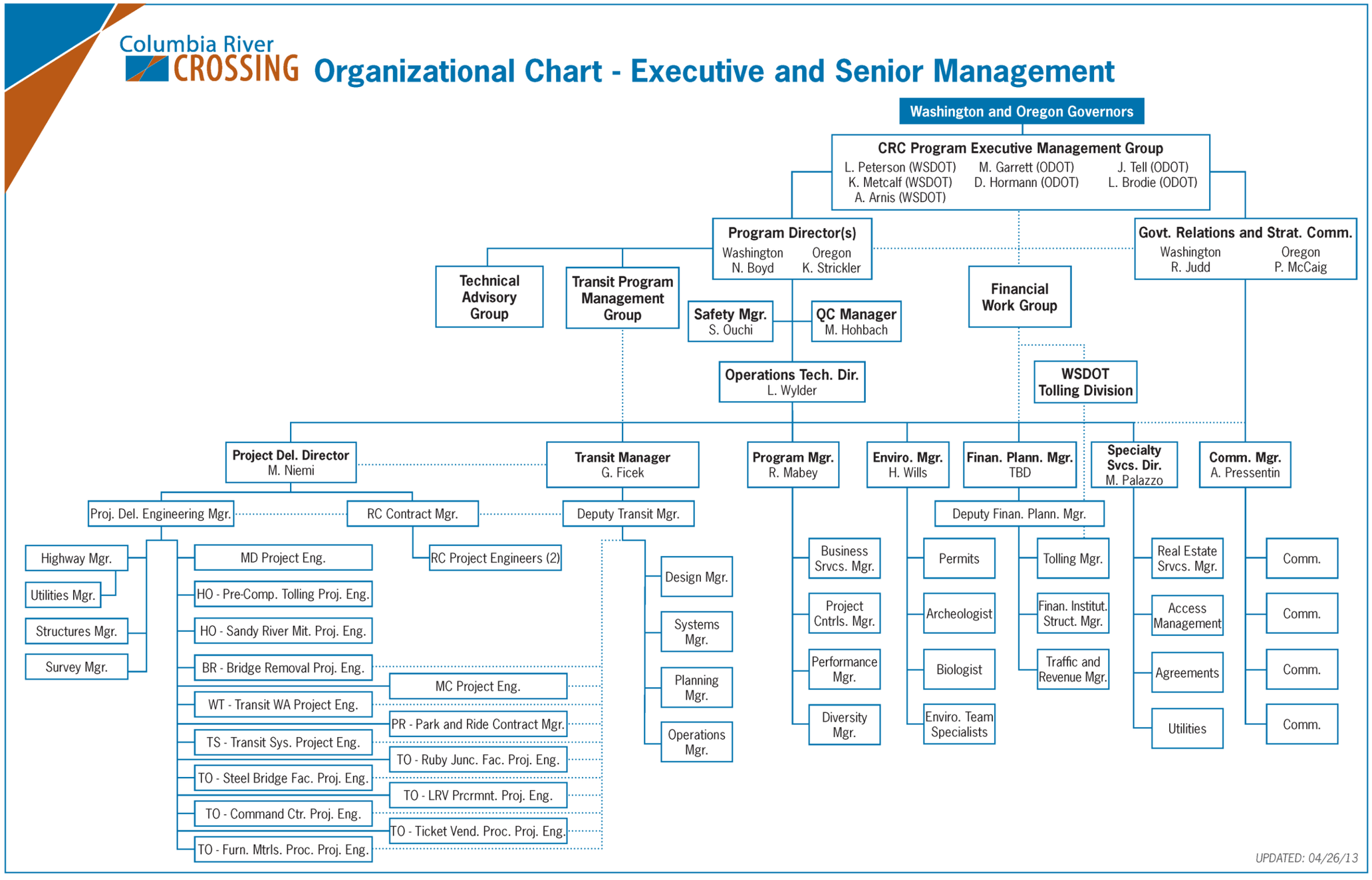
- WSDOT and ODOT are co-lead agencies for the multimodal Program. Together they have overall management responsibility of Program design development and implementation including management of environmental compliance during construction.
- WSDOT is the FTA Grantee for transit grants.
- TriMet brings extensive FTA New Starts planning and light rail implementation experience. TriMet will advise WSDOT on grantee requirements for FTA New Starts Application and FFGA process. The CRC Program will leverage the existing technical knowledge by key TriMet staff, under the direction of the CRC Operations Technical Director, to assist in design development and implementation.
- TriMet and C-TRAN will operate and maintain the new LRT extension. TriMet and C-TRAN will determine the maintenance and operations requirements for transit work.
- WSDOT will execute a design/build contract for the Columbia River Bridges and associated approaches in Oregon and Washington.
- ODOT will execute contracts for highway work in Oregon.
- WSDOT will execute contracts for highway and transit work in Washington.
- TriMet will execute contracts for certain transit work in Oregon, light rail vehicle procurement and light rail systems. WSDOT, as Grantee, will provide oversight on all executed contracts.
- WSDOT's Toll Division will directly contract on behalf of CRC the planning, design development and procurement documents for tolling facilities.
- The CRC Team will perform all the necessary construction contract administration on all contract packages using WSDOT, ODOT, TriMet, and C-TRAN staff assisted by consultant staff.

The Program structure includes: Executive Management Group (from WSDOT and ODOT), CRC Co-Directors (from WSDOT and ODOT). The CRC Co-Directors are supported by the CRC Operations Technical Director who provides day-to-day direction to the team. The Operations Technical Director provides overall management of the integrated CRC Project Team made up of WSDOT and ODOT staff, TriMet and C-TRAN staff, and consultant staff. The Operations Technical Director is supported by: Project Delivery Director, Transit Manager, Program Manager, Environmental Manager, Financial Planning Manager, Specialty Services Director, and the Communications Manager. The Communications Manager has a direct reporting relationship to the Government Relations and Strategic Communications leads with a soft reporting relationship to the Operations Technical Director. These management positions are filled by staff from WSDOT, ODOT, TriMet, and in some cases, consultant staff. These managers all have expertise in developing and executing large, complex multimodal public projects.

The main responsibilities of key personnel from WSDOT, ODOT, TriMet, C-TRAN, and consultant staff are described on the following pages.

An organizational chart describing the role of key management team members is shown Figure 5-1. Detailed organizational charts for key functional Teams (e.g., Project Delivery, Transit, Program Management, Environmental, Financial Planning, Specialty Services, and Communications Outreach) are shown in Appendix A of this TCCP. Also included in this appendix are organizational charts for each of the primary construction delivery packages.

FIGURE 5-1. CRC MANAGEMENT ORGANIZATIONAL CHART



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5.2 Leadership

Executive Management Group

The CRC Executive Management Group is the internal agency leadership group composed of WSDOT and ODOT top management. It is composed of the following WSDOT and ODOT managers:

- **Matt Garrett**, ODOT Director
- **Dale Horman**, ODOT Chief of Staff
- **Jason Tell**, ODOT Region 1 Manager
- **Les Brodie**, ODOT Chief Financial Officer
- **Lynn Peterson**, WSDOT Chief Executive Officer / Secretary of Transportation
- **Cam Gilmour**, WSDOT Chief Operating Officer / Deputy Secretary
- **Keith Metcalf**, WSDOT Chief Engineer (Acting) / Engineering & Regional Operations
- **Amy Arnis**, WSDOT Chief Financial Officer / Strategic Planning & Finance
- **Craig Stone**, WSDOT Director Toll Division

The **CRC Ex**ecutive Management Group is responsible for:

- Providing oversight and guidance to the WA Director and OR Director, and Project Management Team on policy and strategy to accomplish Program's goals and objectives.
- Defining the project position and recommendations on matters of importance that are destined for project partners and stakeholders.

Transit Program Management Group

The Transit Program Management Group (TPMG) was established in 2011 to ensure executive-level transit participation in the CRC program. It is composed of senior or executive staff from the following jurisdictional and project partners: WSDOT, ODOT, TriMet, C-TRAN, City of Vancouver, and City of Portland. CRC Transit team representatives also attend to present content materials and receive guidance. The CRC Transit Manager has a direct reporting relationship to the Operations Technical Director and a soft reporting relationship to the TPMG.

The functions of the TPMG are:

- Apprise partner agency executives with status and progress of the Transit Project's funding, FTA approvals, and overall project delivery.
- Provide a forum to coordinate decision-making on non-routine transit design and scope issues.
- Receive updates and advise on outreach and communications with FHWA, FTA/PMOC, external stakeholders, and community interests on CRC Transit matters.
- Facilitate integration between CRC Transit Project development and partner agency home office policies and administration.

Typically, the PMG meets for a regularly scheduled monthly meeting with an updated agenda that is aligned with current events and priority issues.

Financial Work Group

The Financial Work Group (FWG) is a high-level group of key staff with the state transportation departments and state treasury offices representing the entities with decision-making responsibility for implementation of the finance plan and financing for the Program. The group will engage advice from funding sources, private advisors and other topic experts as needed. The FWG was established to ensure ongoing engagement of executive-level financial management in development of CRC financial plans and to support informed decision-making during implementation of CRC financial plans.

The functions of the FWG are:

- Oversee development and implementation of the Finance plan.
- Provide guidance on financial strategy to Executive Management Group, CRC Management Team, and Financial Planning team.

Government Relations and Strategic Communications

The Washington and Oregon leads for Government Relations and Strategic Communications leads provide guidance and oversight related to government/media relations, policy and communications. They coordinate as needed with ODOT/WSDOT federal liaisons, ODOT/WSDOT communications directors and Oregon and Washington governors' office with regard to the Program and issues critical to key stakeholders. They work with the Executive Management Group and direct the Program's Communications Team.

Technical Advisory Group

The Technical Advisory Group (TAG) consists of senior staff from WSDOT, ODOT, TriMet, C-TRAN, and the Cities of Portland and Vancouver. Their function is to coordinate their representative agencies' interests in the CRC Program related to design, permitting and construction activities. Members of the TAG are generally senior department leaders who manage portions of the agency staff involved in providing input or oversight of design and

construction activities of the Program as related to their agency's jurisdiction. They generally meet with key CRC staff in sub-groups focused on specific technical issues.

The functions of the TAG are:

- Coordinate and oversee agency's interests in the CRC program during design and construction.
- Recommend solutions to CRC Program pertaining to issues that involve the interests of the jurisdictions.
- Coordinate technical analysis among their agency staff and CRC staff and consultants.

CRC Senior Management Group

- **WA Director – Nancy Boyd (WSDOT)**

  The CRC WA Director participates in the CRC Executive Management Group meetings to establish management policy and strategy on major Program issues. In collaboration with the OR Director, the WA Director is responsible for:

  - Developing a program which attains the design and construction objectives of the DOTs.
  - Keeping each DOT fully informed of all material design issues, and ensuring that all substantial decisions are properly approved by both DOTs. Obligates WSDOT resources.
  - Ensuring the transit-related design and construction objectives are achieved, and C-TRAN and TriMet are kept fully informed of all substantial transit design and construction issues, and all material transit decisions are approved by both transit agencies.
  - Achieving the CRC Program goals, objectives, and schedule milestones.
  - Coordinating and communicating policy and technical issues to partnering local jurisdictions, and obtaining approvals where required.
  - Providing effective communication to the Executive Management Group.
  - Representing WSDOT and ODOT, respectively, to outside agencies and interests including federal, state, and local governments.
  - Developing the team organization overviewed by Figure 5-1 and detailed graphically in the organization charts of Appendix A of this TCCP; Program staffing; definition of project scopes; consultant selection; and contractor procurement.
  - Making all approvals required of WSDOT throughout Engineering and Construction phases per the limits of execution authority.
  - Reports to the CRC Executive Management Group.

- **OR Director – Kris Strickler (ODOT)**

  The CRC OR Director participates in the CRC Executive Management Group meetings to establish management policy and strategy on major Program issues. In collaboration with the WA Director, the OR Director is responsible for:

  - Developing and implementing a program that attains the design and construction objectives of the DOTs and transit agencies.
  - Keeping each DOT informed of all significant issues, and all material decisions are properly approved by both DOTs. Obligates ODOT resources.
  - Responsible for developing and implementing a government relations and strategic communications strategy to support achieving the Program goals, objectives, and schedule milestones.
  - Developing the team organization presented on Figure 5-1; project staffing; definition of project scopes; consultant selection; and contractor procurement.
  - Coordinating with appropriate ODOT personnel to gain required approvals throughout Engineering and Construction phases.
  - Providing effective communication to the Executive Management Group.
  - Ensuring applicable ODOT procedures and protocols, by reference in this PMP, are followed.
  - Reports to the CRC Executive Management Group.

- **Operations Technical Director – Lyn Wylder**

  The Operations Technical Director provides day-to-day management of the CRC Project Team and is responsible for:

  - Providing day-to-day coordination and management of the Integrated CRC Team made up of Agency and Consultant staff.
  - Providing direction to the Project Delivery Director, Transit Manager, Program Manager, Environmental Manager, Finance Manager, Specialty Services Director, and through a soft reporting relationship to the Communications Outreach Manager.
  - Managing and Monitoring work plans for all General Engineering Consultant (GEC) activities to ensure performance to approved scope, schedule and budget.
  - Overseeing the administrative support for assigning and scheduling work, monitoring progress, and managing changes on approved task works of the GEC.
  - Reports to the WA/OR Directors.

- **QA/QC Manager – Mike Hohbach**

  The QA/QC Manager oversees the development and implementation of the QA/QC Plan including conducting quality assurance audits and preparing audit reports and recommendations to the CRC Directors. The QA/QC Manager is responsible for:

  - Developing, implementing, and maintaining the CRC's QA/QC program during design and construction including conformance to FTA, FHWA, WSDOT, ODOT, C-TRAN and TriMet quality standards.
  - Regular team audits to assure general adherence to the defined QA/QC program.
  - Regular reporting of status of the quality program to the CRC Directors.
  - Reports to the WA/OR Directors.

- **Program Manager – Raymond Mabey**

  The Program Manager oversees the Business Services and Project Controls groups as well as Program Performance and Diversity functions for the CRC Program. Activities of Program Management support preparation of project configurations, design and delivery for conventional contracts and design-build contracts being managed by the Project Delivery and Transit Management groups. The Program Manager will direct all day-to-day activities needed for successful execution of these functions to Program scope, budget and schedule. The Program Manager is responsible for:

  - Providing leadership to the Business Services, Project Controls, Program Performance, and Diversity staff.
  - Monitoring work progress; ensuring change management and control procedures are implemented; directing financial accounting and reporting; and ensuring open communications among the team's functional managers. Prioritizing agency resources.
  - Oversees all project controls and estimating to ensure proper and accurate reporting and expenditure accounting.
  - Oversees project contracting processes and procedures to ensure the project team has the resources necessary in a timely manner.
  - Managing a Program Performance function within this group which will ensure performance accountability across the CRC organization.
  - Overseeing the Program's activities to ensure that project contracting opportunities, hiring and apprenticeship practices encourage and support participation by small businesses and underrepresented communities.
  - Coordinates the CRC Team's adherence to Civil Rights policies and procedures consistent with State and Federal requirements under related legislation.

- Assisting the CRC Directors in: developing the overall team organization, project staffing, definition of project scopes, consultant selection, and contractor procurement.
- Achieving the CRC's goals, objectives, and schedule milestones.
- Overseeing the preparation and implementation of the Risk and Contingency Management Plan, preparation and updates to Technical Capacity and Capability Plan, and reviews/updates to Project Management Plan (PMP), Procedures Manuals and associated sub-plans.
- Reports to the CRC Operations Technical Director.

- **Safety Manager – Scott Ouchi**

  The Safety Manager oversees the implementation and formulates safety plans and training for CRC's health and safety program. The Safety Manager is responsible for:

  - Reviewing contractor's safety program for all activities pertaining to the CRC Program and ensuring compliance.
  - Developing and implementing appropriate project team safety program and training. Review and revise as necessary.
  - Coordinating with TriMet's Director of Safety and Security managing the day-to-day implementation of all safety activities identified in the CRC's Safety and Security Management Plan.
  - Reports to the WA/OR Directors.

- **Transit Manager – Gary Ficek**

  The Transit Manager is responsible for oversight of all activities of the Transit Team including coordination of design and construction of contract packages involving transit components of the Program. This includes collaboration in design management, construction administration and materials procurement administration following the execution of construction or procurement contracts. The Transit Manager will participate in constructability reviews, construction schedule reviews and construction documents reviews. The Transit Manager is responsible for:

  - Overseeing the preparation of design, procurement and contract documents for DB, DBB, and GC/CM project packages for transit facilities, in compliance with applicable state and federal (FHWA/FTA) procurement laws and policies, and in accordance with applicable design criteria, standards and policies for WSDOT, ODOT, TriMet, C-TRAN, cities of Portland and Vancouver. Providing leadership related to transit agency interests in collaboration with the activities of the Project Delivery Team overseeing the construction of the transit components of the CRC Program.

- Providing leadership to staff preparing and implementing the Project Development and Procurement Plan (PDPP) defining project packaging, delivery methods and procurement strategy for transit components to meet the Program performance goals.
- Facilitating field communication between the transit design team and construction staff to enhance the attainment of facility and environmental project commitments.
- Assisting the Operations Technical Director in decisions related to project staffing, consultant selection, and contractor procurement.
- During the design phase, overseeing the development of specifications and special provisions for transit project components of contracts; responding to questions during the bid ad period; participating in pre-bid meetings.
- Working in close collaboration with the Project Delivery Director to coordinate design and construction activities between Transit and Highway contract packages.
- Coordinating with the Project Delivery Director for preparation of contract documents and construction administration.
- Providing leadership and day-to-day coordination and management of the Transit Team completing the FTA New Starts application requirements.
- Collaborating with other members of the CRC Management Team to develop definition of transit delivery contract package scopes and their implementation.
- Overseeing resource development for the Transit Team including project staffing, consultant selection, and contractor procurement.
- Ensuring qualified LRT start-up, operations and maintenance personnel are trained and have the resources needed prior to taking maintenance and operational responsibility of the new CRC facilities and line.
- Serving as liaison with TriMet and C-TRAN.
- Coordination of transit requirements with WSDOT, ODOT, TriMet and C-TRAN.
- Implementation of the QC Plan for transit design and construction.
- Reports to the CRC Operations Technical Director with a soft reporting relationship to the transit Program Management Group.

- **Specialty Services Director – Mike Palazzo**

  The Specialty Services Director, supported by functional managers from WSDOT and ODOT, is responsible for Right-of-Way (ROW), Agreements / IGA / Invoices, Utilities interface and coordination, and Access Management services. He oversees

the implementation of the Real Estate Acquisition Management Plan (RAMP). The Specialty Services Manager is responsible for:

- Providing leadership and management to the ROW team responsible for ROW appraisals and acquisition in both states.
- Monitoring work plans for staff and consultants to ensure real estate acquisition occurs according to approved schedule.
- Providing leadership and day-to-day management of Agreements including Inter-governmental agreements (IGA). This includes development of term sheets and intergovernmental agreements between the two DOTs, between WSDOT and local jurisdictions including TriMet, C-TRAN, City of Portland and City of Vancouver, and between WSDOT and third parties.
- Managing Utilities team activities to ensure necessary adjustments are made in accordance with approved schedule.
- Overseeing the preparation, implementation, and periodic updates of the Real Estate Acquisition Management Plan in concert with transit partners according to Program schedule.
- Reports to the CRC Operations Technical Director.

- **Financial Planning Manager – (Vacant)**

  The Financial Planning Manager oversees all activities and professional staff managing CRC Finance Plan development and tolling coordination with WSDOT's Toll Division. The Financial Manager is responsible for:

  - Working with the Financial Work Group to develop and refine the CRC Program's Finance Plan.
  - Tolling coordination with WSDOT's Toll Division to integrate tolled facility cash flow forecasts including alternative toll rate structures into the Finance Plan.
  - Monitoring work plans for all Finance Team activities to ensure performance to approved scope, schedule and budget.
  - Reports to the CRC Operations Technical Director with a soft reporting relationship to the Financial Work Group.

- **Communications Outreach Manager – Anne Pressentin**

  The Communications Outreach Manager oversees the community outreach efforts to the diverse stakeholders in both states. The Communications Outreach Manager is responsible for:

  - Directing external outreach efforts for the Program including community relations effort focused on residents, businesses, and neighborhoods along the alignment as

well as travelers through the Program area and visitors to areas near construction zones.

- Coordinating media relations, including proactive communications and timely responses to reporter questions on the Program.
- Monitoring work plans for all Communications Outreach activities to ensure performance to approved scope, schedule and budget.
- Coordinating participation by special interest groups and stakeholders in engineering and construction planning activities.
- Coordinating staffing for advisory groups.
- Preparing budgets and schedules for communications and public involvement activities and developing a plan and associated budgets for community engagement activities during the construction phase.
- Coordinating with CRC Management and WSDOT/ODOT executives.
- Reports to the CRC Government Relations and Strategic Communications Group, with a soft report to the CRC Operations Technical Director.

- **Environmental Manager – Heather Wills**

  During the earlier phases of the program, the Environmental Manager managed the preparation of the NEPA documents including FEIS and Record of Decision (ROD). During the Engineering and Construction phases, the Environmental Manager is responsible for:

  - Overseeing the implementation of mitigation specified for the program in the ROD.
  - Ensuring that design changes or refinements are consistent with existing permits and environmental documents or ensuring they become consistent.
  - Overseeing mitigation implementation outlined in the Section 106 Memorandum of Agreement.
  - Leading tribal consultation through project construction.
  - Overseeing preparation of environmental permit applications, negotiations with regulatory agencies, and environmental mitigation monitoring.
  - Maintaining the mitigation measures matrix and managing compliance with commitments in the NEPA documents and federal, state, and local environmental permits through final construction of the CRC Project.
  - Overseeing the environmental staffing, budget, and workload planning. Managing environmental activities to approved scope, schedule and budget.

- Overseeing the environmental aspects of the Program, including reevaluation and refinement, if necessary, of the FEIS, ROD, and supporting technical documents.
- Reports to the CRC Operations Technical Director.

- **Project Delivery Director – Mike Niemi**

  The Project Delivery Director is responsible for oversight of the design and construction of contract packages for the Program. This includes design management, construction administration and materials procurement administration following the execution of construction or procurement contracts. The Project Delivery Director will participate in constructability reviews, construction schedule reviews and construction documents reviews. Responsibilities include:

  - Overseeing the preparation of procurement documents for DB, DBB, and GC/CM project packages for transit and highway facilities in compliance with applicable state and federal (FHWA/FTA) procurement laws and policies. Ensures performance to approved bid let schedule milestones.
  - Providing leadership and directing the activities of the CRC Construction Administration Team overseeing all construction of the of the CRC Program.
  - Overseeing the safety, quality, cost, schedule, scope, and day-to-day administration of construction contracts.
  - Providing leadership to staff preparing and implementing the Project Development and Procurement Plan (PDPP) defining project packaging, delivery methods and procurement strategy to meet the Program performance goals.
  - Ensuring contractor's compliance with Affirmative Action (AA)/Equal Opportunity Employment (EEO) and DBE contract requirements, construction claim action, and contract close out.
  - Facilitating field communication between the design team and construction staff to enhance the attainment of facility and environmental project commitments.
  - Assisting the Operations Technical Director in decisions related to construction project staffing, consultant selection, and contractor procurement.
  - During the design phase, participating in developing contract provisions for highway project contracts; responding to questions during the bid ad period; conducting and participating in pre-bid meetings.
  - Working in close collaboration with the Transit Manager to coordinate design and construction activities between transit and highway elements of packages.
  - Reports to the CRC Operations Technical Director.

5.3 Project Delivery Team

The Project Delivery Team is responsible for managing the preparation of procurement documents for contracts and for staffing and performing all aspects of day-to-day construction administration of CRC construction contracts. The Team is also responsible for oversight and management of design activities associated with the development of contract documents for contract packages. The Team is under the direction of the Project Delivery Director. The Project Delivery Director reports to the CRC Operations Technical Director.

- **Project Delivery Director – Mike Niemi** *(see responsibilities in CRC Senior Management Team section)*

- **Project Delivery Engineering Manager – Lynn Rust**

  The Project Delivery Engineering Manager provides day-to-day management oversight of all highway design activities as well as construction management oversight for construction contracts. The Project Delivery Engineering Manager is responsible for:

  - Assisting the Project Delivery Director in definition of project scopes and contractor procurement for DB project packages.
  - Overseeing the preparation and implementation of the Project Delivery and Procurement Plan.
  - Assisting the Project Delivery Director in directing the activities of the CRC Project Delivery Team, completing the design and construction of the CRC Program.
  - Providing oversight of Transit Program contracts during construction through forces that may be provided by TriMet, C-TRAN or others as assigned by the CRC Management Team.
  - Managing the activities of the Highway Manager, Structures Manager, Survey Manager, and Project engineers as assigned.
  - Assisting the Project Delivery Director in ensuring contractor's compliance with Affirmative Action (AA)/ Equal Opportunity Employment (EEO) and DBE contract requirements, construction claim action, and contract close out.
  - Providing day-to-day oversight of staffing, budget, and workload planning.
  - Reports to the Project Delivery Director.

- **River Crossing (RC) Design-Build Contract Manager - TBD**

  The RC Contract Manager provides overall management of the RC Design-Build contract through procurement and implementation phases, including management oversight of the development the Design-Build contract package, procurement

documents, oversight of the procurement phase, negotiation of the contract and management through completion. The RC Contract Manager's responsibilities include:

- Supervising key staff as assigned, including the RC Project Engineers.
- Overseeing development of the Procurement Documents for the RC DB package, including the Request for Qualifications (RFQ) and Request for Proposals (RFP) and supporting documents.
- Overseeing the procurement program for the RC DB contract, including submittal reviews, DB industry and contractor meetings, management of addenda to contract documents, participation in SOQ and Proposal reviews, analysis of bids and negotiation for award of the DB contract.
- Overseeing and coordinating design work performed by consultants and jurisdictional staff to ensure adequacy, completeness, economy, operational feasibility, and maintainability of designs during preparation of Technical Provisions and Reference Information Documents developed to support the contract package.
- Managing the support staff assigned to the RC Contract Implementation Team through the CRC matrix organization to manage scope, schedule, budget, document control, quality control/assurance, safety and other supporting activities during design and construction.
- Serving as CRC Team's front-line point of contact with the selected DB contractor, managing contract implementation, review and approval of design, change orders, response or delegation of action items and issues resolution, and coordination of contract meetings.
- Supervising engineering design support efforts by agency home offices.
- Ensuring a commitment to safety through consistent and professional behaviors in management and job performance.
- Overseeing and assisting with preparation of engineering design analysis and computations associated with review activities and preparation of designs, concepts, or reports.
- Representing the CRC Program at public and inter-jurisdictional meetings to ensure the Program's interest and policies are addressed.
- Providing staff with technical assistance on design issues to ensure compliance with Program design criteria, guidelines, policies and procedures, and state and federal regulations, including FHWA and FTA regulations.
- Preparing, reviewing, and evaluating technical reports, specifications, special studies, management committee and board agenda items, and other related documents.

- Reports to CRC Project Delivery Director.

River Crossing (RC) Contract Delivery Team

The RC Contract Delivery Team is responsible for managing the procurement and delivery of the RC Design-Build contract. This includes preparation of procurement documents, management of the procurement process and, following award of the contract to the successful design/builder (DB) team, is responsible for performing all aspects of day-to-day design and construction administration of this key CRC contract. This team is also responsible for oversight and management of design activities associated with the development of contract documents for the RC contract package. The Team is under the direction of the River Crossing (RC) Design-Build Contract Manager who reports to the Project Delivery Director. Please refer to the organization chart for the River Crossing Package contained in Appendix A of this TCPP for a graphic representation of reporting relationships of positions designated in the following discussion of this team.

- **River Crossing (RC) Design-Build Contract Manager – TBD** *(see responsibilities in Project Delivery Team section)*

- **River Crossing (RC) Project Engineers - – Frank Green and Casey Liles**

  The RC Project Engineers provide day-to-day management of the RC Design-Build contract through procurement and implementation phases. The Project Engineers' responsibilities include:

  - Supervising key staff as assigned, including the RC Assistant Project Engineer(s).
  - Supporting the RC Contract Manager in oversight of development of the procurement documents for the RC DB package.
  - Supporting the RC Contract Manager in oversight of the procurement program for the RC DB contract, including submittal reviews, DB industry and contractor meetings, management of addenda to contract documents, participation in SOQ and Proposal reviews, analysis of bids and negotiation for award of the DB contract.
  - Coordinating design work performed by consultants and jurisdictional staff to ensure adequacy, completeness, economy, operational feasibility, and maintainability of designs.
  - Managing support staff as assigned to the RC Contract Implementation Team through the CRC matrix organization to manage scope, schedule, budget, document control, quality control/assurance, safety and other supporting activities during design and construction.
  - Coordinating with engineering design support efforts by agency home offices.
  - Ensuring a commitment to safety through consistent and professional behaviors in management and job performance.

- Preparing engineering design analysis and computations associated with review activities and preparation of designs, concepts, or reports.
- Representing the CRC Program at public and inter-jurisdictional meetings to ensure the Program's interest and policies are addressed.
- Providing technical assistance on design issues to ensure compliance with Program design criteria, guidelines, policies and procedures, and state and federal regulations, including FHWA and FTA regulations.
- Preparing, reviewing, and evaluating technical reports, specifications, special studies and other related documents.
- Reports to RC Design-Build Contract Manager.

- **River Crossing (RC) Assistant Project Engineers – Laura Peterson and Devin Reck**

  The RC Assistant Project Engineers provide engineering support in the management of the RC Design-Build contract through procurement and implementation phases. The Assistant Project Engineers' responsibilities include:

  - Supporting the RC Contract Manager and Project Engineers in development of the procurement documents for the RC DB package.
  - Supporting the RC Contract Manager and Project Engineers during the procurement program for the RC DB contract, including submittal reviews, DB industry and contractor meetings, preparation of draft addenda to contract documents, participation in SOQ and Proposal reviews, analysis of bids and supporting negotiation for award of the DB contract.
  - Assisting in management and coordination design work performed by consultants and jurisdictional staff.
  - Managing support staff as assigned to the RC Contract Implementation Team through the CRC matrix organization to assist in managing scope, schedule, budget, document control, quality control/assurance, safety and other supporting activities during design and construction.
  - Coordinating with engineering design support efforts by agency home offices as may be assigned.
  - Assisting the team in ensuring a commitment to safety through consistent and professional behaviors in management and job performance.
  - Preparing engineering design analysis and computations associated with review activities and preparation of designs, concepts, or reports.
  - Supervising Transportation Engineers (field engineers and inspectors) as may be assigned.

- Providing technical assistance on design issues to ensure compliance with Program design criteria, guidelines, policies and procedures, and state and federal regulations, including FHWA and FTA regulations.

- Preparing, reviewing, and evaluating technical reports, specifications, special studies and other related documents.

- Report to RC Project Engineers.

- **River Crossing (RC) Assistant Project Engineer (Transit) – Doug Jones (Acting)**

  The RC Assistant Project Engineer (Transit) provides management and engineering support in the management of the RC Design-Build contract focused on the light rail transit components through procurement and implementation phases. Responsibilities include:

  - Supporting the RC Contract Manager and Project Engineers in development of the procurement documents for the RC DB package to ensure that they address TriMet, C-TRAN and FTA requirements.

  - Supporting the RC Contract Manager and Project Engineers during the procurement program for the RC DB contract, including submittal reviews, DB industry and contractor meetings, preparation of draft addenda to contract documents, participation in SOQ and Proposal reviews, analysis of bids and supporting negotiation for award of the DB contract.

  - Assisting in management and coordination design work performed by consultants and jurisdictional staff related to transit work.

  - Managing support staff as assigned to the RC Contract Implementation Team through the CRC matrix organization to assist in managing scope, schedule, budget, document control, quality control/assurance, safety and other supporting activities during design and construction.

  - Coordinating with engineering design support efforts by transit agency home office forces as may be assigned.

  - Providing oversight and review of the CRC activities associated with safety certification of transit components of the RC contract. Assisting the team in ensuring a commitment to safety through consistent and professional behaviors in management and job performance.

  - Preparing engineering design analysis and computations associated with review activities and preparation of designs, concepts, or reports.

  - Supervising Transportation Engineers (field engineers and inspectors) as may be assigned.

- Providing technical assistance on design issues to ensure compliance with Program design criteria, guidelines, policies and procedures, and state and federal regulations, including FTA regulations.
- Preparing, reviewing, and evaluating technical reports, specifications, special studies and other related documents.
- Reports to RC Contract Manager with a soft reporting relationship to the CRC Transit Manager.

- **River Crossing (RC) Office Engineer – TBD**

  The RC Contract Office Engineer is a key member of the construction office team who is responsible for the contract administration of the construction project(s) assigned. This position works closely with the construction project office Project Engineers and Assistant Project Engineers to ensure the project is administered fairly and that it is accurately supported by required documentation. Responsibilities include:

  - Preparing and reviewing correspondence requested or directed by the Project Engineers or Assistant Project Engineers
  - Attending weekly meetings, advising Project Engineers and Assistant Project Engineers of project status on change orders, requests for information, shop drawing or submittals, claims and pay requests
  - Reviewing and coordinating review of submittals including shop drawings and working drawings for approval
  - Identifying critical issues which influence project administration and taking necessary steps to resolve issues, seeking assistance when needed
  - Supervising tracking and approvals of subcontractors and other requests
  - Reviewing and processing of invoices and pay requests
  - Responding to public disclosure requests
  - Tracking of Contractor EEO reports
  - Supervising the Assistant Office Engineer and Materials Documentation Engineers as may be assigned
  - Responding to other RC construction project administration needs as may be assigned
  - Reports to RC Assistant Project Engineers.

- **River Crossing (RC) Transportation Engineers (8-12 positions) – TBD**

  Transportation Engineers will be assigned to the RC Contract Team in a variety of roles to provide field engineering, design review, quality assurance and inspection services during the course of construction. These engineers will be assigned based on the specific needs and duration of relevant construction activities. They will be assigned at two different levels in these roles, TE2 and TE3 based on the role intended and the level of experience/expertise required. Responsibilities include:

  - Overseeing and performing inspection of all highway, structural and pathway components of construction, including roads, structures, foundations, walls, utilities, drainage, lighting, and landscaping.
  - Overseeing and performing inspection of all transit components including track alignment and special trackwork, systems facilities such as ductbank, attachments and vaults, emergency accessways and other facilities as required.
  - Analysis and interpretation of plans and specifications
  - Monitoring quality of materials and workmanship
  - Checking for accuracy of documentation of contractor's work
  - Supporting the RC Contract Project Engineers and Assistant Project Engineers as required.
  - Reporting to RC Assistant Project Engineers as assigned.

- **Other RC Construction Office Support Positions – TBD**

  Several other positions will be filled to support construction and contract administration of the RC contract either directly on-site in the construction office, or through involvement of staff provided by the CRC matrix organization. These positions include:

  - Safety Manager and Safety Engineers reporting outside of the RC Contract Package team and providing an assurance and audit function for the construction safety program being conducted by the contractor (matrixed).
  - Secretarial and administrative support for the construction project office, including office management, filing, telephone coverage, scheduling of meetings, handling of correspondence and document control (on-site).
  - Assistant Office Engineer to support the activities of the RC Office Engineer (on-site)
  - Materials Documentation Engineer to spot check and review adequacy of the documentation from the contractor (on-site)

- Cost Estimator support provided from the CRC Project Controls Team to perform estimation and analysis of change requests and other estimating activity as required (matrixed)
- Scheduling support provided by the CRC Project Controls Team to perform schedule review, development and analysis of contractor schedules and requested changes (matrixed)

These positions are assigned to report to various Project Engineers, Office Engineer or Transportation Engineers as appropriate.

Other CRC Program Contract Delivery Teams

The RC Package is anticipated to be the longest duration of the packages and will require the most resources. Each of the other major packages in the ICP (listed below) will have an assigned Contract Delivery Team similar to that described for the RC Package. Organization charts illustrating the composition of the teams for these Construction Packages are contained in Appendix A of this TCCP. The specific staff positions and numbers of staff for each of the packages will be assigned consistent with the needs of the package and are illustrated in the Staffing Plan.

- **Mainland Connector Bridge and Approaches (MC)**
- **Marine Drive Interchange Reconstruction (MD)**
- **Washington Transit (WT)**
- **Park and Ride Garages (PR)**
- **Transit Systems (TS)**
- **Columbia River Interstate Bridge Removal (BR)**
- **Ruby Junction Maintenance Facility Phase II Expansion**
- **Steel Bridge Modifications**
- **Light Rail Vehicle Procurement**
- **Command Center Upgrades/Modifications**
- **Ticket Vending Machine Procurement**
- **Transit Owner Furnished Materials Procurement**
- **Pre-Completion Tolling**
- **Sandy River Habitat Mitigation**

The key focus of the CRC Project Delivery and Transit Program organization is the implementation of the Program through the individual construction contract packages that have

been identified in the Project Delivery and Procurement Plan (PDPP). Each of the above contract packages will be managed by a Project Engineer/Contract Manager with the responsibility for completion of contract documents, involvement in the contract procurement process for the implementing contractor according to the contract delivery method defined in the PDPP.

The Contract Delivery Teams will draw from the CRC matrix organization to provide dedicated or shared staffing resources necessary to support the current phase of project implementation as it evolves through Engineering, permitting, into construction, acceptance, and closeout. During design, the Project Engineer will provide oversight of design activities conducted by the GEC or design/builder(s), and will be supported across the organization to secure necessary real estate, permits and intergovernmental agreements such that the construction contract can proceed into the procurement phase. Leading up to the construction phase of each contract, the shape of the team will evolve to that of a construction management team, consistent with the organization respective chart shown in Appendix A of this TCCP for the package. The Project Engineer then may serve as the "Resident Engineer" during construction, supported by the necessary construction management staff. Throughout the process of project implementation, the CRC matrix will support the Contract Teams with necessary staffing and management support.

The specific responsibilities of the Project Engineers and construction office personnel for these packages will be very consistent with those positions described above for the RC contract. Considerable ramping up of staffing for the Program will continue to occur as funding is secured and activities move forward in the various implementation packages.

Highway Engineering Team

The Highway Engineering Team is under the direction of the Highway Engineering Manager. This position reports to the Project Delivery Engineering Manager. The Highway Engineering Manager is supported by highway and roadway design engineers, traffic and transportation engineers and landscape designers. This team provides engineering design and support across all Project Delivery Contracts, providing staffing expertise and capacity to develop contract documents and respond to all roadway and highway engineering needs. This team consists of Consultant staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Highway Engineering Team are described below:

- **Highway Engineering Manager – Gavin Oien**

  The Highway Engineering Manager oversees all aspects of roadway and interchange engineering including alignment design, storm water, utilities, traffic signals, illumination, traffic engineering and traffic control. The Highway Engineering Manager is responsible for:

  - Providing leadership and day-to-day coordination and management of the Highway Team completing the engineering documents for project packages for highway components. Monitors work plans for all Highway Engineering activities to ensure performance to approved scope, schedule and budget.

- Ensuring documents meet applicable design standards and policies for WSDOT, ODOT, FHWA, and FTA and support the delivery schedule for letting construction contracts.
- Assisting with the definition of highway project scopes and their implementation.
- Arrangement of staffing needs for each assignment through the resources of the General Engineering Consultant.
- Coordinating highway design activities with those of other design disciplines including structures, survey, transit and with development of Toll Network design activities by WSDOT's Toll Division.
- Coordinating and presenting highway design and cost estimates to project stakeholders, FHWA, FTA, and the public.
- Management and implementation of the QC Plan for the Highway Team.
- Reports to the Project Delivery Engineering Manager.

- **Technical Resources**
  - Examples of the personnel available to the Highway Engineering Manager for assignment to the contract packages included in the ICP include the following:
    - Highway designers and drafters
    - Traffic analysis engineers and traffic design engineers
    - Landscape architects and designers
    - Geotechnical engineers
    - Hydraulics engineers
  - Resumes of key personnel in these and other specialties can be found in Appendix B of this TCCP.

Structural Engineering Team

The Structural Engineering Team is under the direction of Structures Manager, reporting to the Project Delivery Engineering Manager. The Structural Engineering Team performs design management and design analysis and production of all bridges, walls and other structures as required. This team also provides geotechnical engineering services, hydraulics analysis and hydraulics design. This team consists of Consultant staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Structures Engineering Team are described below:

- **Structures Manager – Paul Bott**

  The Structures Manager oversees all aspects of structures engineering for contract package development including the Columbia River Bridge, the Portland Harbor crossings and other structures serving both the transit and highway components of the Program. The Structures Manager is responsible for:

  - Providing leadership and day-to-day coordination and management of the Structures Design Team completing the engineering documents for DBB project packages, and design oversight for DB project packages. Monitors work plans for all Structures Engineering activities to ensure performance to approved scope, schedule and budget.
  - Oversight of professional staff and consultants responsible for geotechnical drilling and preparation of design recommendations for marine and land bridges.
  - Ensuring construction documents meet applicable design standards and policies for WSDOT, ODOT, FHWA, and FTA and support the delivery schedule for letting construction contracts.
  - Assisting with the definition of structures project scopes and their implementation
  - Arrangement and management of necessary staffing resources to support work as assigned through the General Engineering Consultant.
  - Coordinating and presenting structures design and cost estimates to project stakeholders, FHWA, FTA, and the public.
  - Implementation of the QC Plan for the Structures Team.
  - Reports to the Project Delivery Engineering Manager.

- **Technical Resources**
  - Examples of the personnel available to the Structures Manager for assignment to the contract packages included in the ICP include the following:
    - Bridge engineers and drafters
    - Structural engineers and drafters
    - Geotechnical engineers
  - Resumes of key personnel in these and other specialties can be found in Appendix B of this TCCP.

Survey Team

The Survey Team is under the direction of Survey Manager, reporting to the Project Delivery Engineering Manager. The Survey Team performs land surveys, design surveys, right-of-way definition and monumentation and design support as required to support all Project Delivery and

real estate acquisition activities. This team is supported by Consultant staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Survey Team are described below:

- **Survey Manager – Mike Nichols**

  The Survey Manager oversees all aspects of land surveying for design support, right-of-way definition and contract package development, serving both the transit and highway components of the Program. The Survey Manager is responsible for:

  - Providing leadership and day-to-day coordination and management of the Survey Team, supporting the completion the Engineering documents for DBB project packages, and design oversight for DB project packages. Monitors work plans for all Survey activities to ensure performance to approved scope, schedule and budget.
  - Overseeing of professional staff and consultants responsible for surveying and right-of-way definition
  - Ensuring surveys meet applicable standards and policies for the States of Oregon and Washington, and of WSDOT, ODOT, FHWA, and FTA and that they support the delivery schedule for letting construction contracts.
  - Assisting with the definition of Survey scopes and their implementation and project staffing.
  - Arranges for necessary staffing resources through, and manages the activities of the General Engineering Consultant survey team.
  - Implementation of the QC Plan for the Survey Team.
  - Reports to the Project Delivery Engineering Manager.

- **Technical Resources**

  - Examples of the personnel available to the Survey Manager for assignment to the contract packages included in the ICP include the following:
    - Project surveyor
    - Field surveyors (crews) and office surveyors
  - Resumes of key personnel in these and other specialties can be found in Appendix B of this TCCP.

5.4 Transit Program Delivery Team

The Transit Program Delivery Team is under the direction of the Transit Manager, Gary Ficek (TriMet). Gary reports to the CRC Operations Technical Director and is supported by the Deputy Transit Manager. The Transit Program Delivery Team is staffed by TriMet, C-TRAN, and

Consultant staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Transit Program Delivery Team are described below:

- **Transit Manager – Gary Ficek** *(see responsibilities in CRC Senior Management Team section)*

- **Deputy Transit Manager – (Vacant)**

  The Deputy Transit Manager coordinates with the Transit Manager in managing the activities of the Transit Program Delivery Team during engineering and implementation of the program, including completion of the Full Funding Grant Agreement (FFGA), contract document preparations and Construction. Responsibilities include:

  - Coordinating the Road Map for the CRC transit portion for the New Starts process.
  - Supporting the Risk and Contingency Management plan for the transit team.
  - Guiding technical experts from TriMet and consultant staff supporting completion of engineering products and implementation support activities to ensure deliverables meet applicable design standards and policies for WSDOT, ODOT, TriMet, C-TRAN, FTA, cities of Portland and Vancouver and that they support the delivery schedule for letting and completing construction contracts.
  - Day-to-day coordination with C-TRAN of all activities related to the LRT project in the Vancouver Washington portion of project.
  - Developing and maintaining relationships with Federal, State and local jurisdictional agencies and stakeholders.
  - Coordinating with the PMOC and maintaining project schedules.
  - Attending working groups and public meetings to present transit design information and gather input.
  - Coordinating with and responsible for assuming the duties of the Transit Manager in his/her absence.
  - Reports to the Transit Manager.

- **Transit Design Manager – Doug Jones**

  The Transit Design Manager oversees the day-to-day production of light rail engineering and final design plans including producing construction documents for track, systems, civil engineering, urban design, stations, and associated facilities for the light rail component of the program. The Transit Design Manager is responsible for:

- Managing and day-to-day design direction to the Transit Team, including agency and consultant staff. Responsible for delivery of design of light rail facilities elements of the program.
- Assisting the Transit Manager and Deputy Transit Manager in overall coordination of transit team work progress, resource review and allocation, update look-ahead schedule, and issues matrices.
- Managing Transit Engineering activities to approved scope, schedule, and budget.
- Ensuring adherence to CRC Transit Design Criteria. Coordinate requirements with other project disciplines and agency stakeholders. Scope and cost management to meet schedule and funding goals, QA/QC compliance.
- Managing Technical Advisory Group activities related to transit work with project stakeholders.
- Participating in public meetings and presentations and providing guidance in project messaging as related to transit work. Support project communications team as needed.
- Overseeing the development and implementation of the CRC's Safety and Security Management Plan developed by TriMet staff, including the tracking of all hazards from identification through resolution.
- Identifying permits required for construction. Obtain, or assist others to obtain, permits required for transit work.
- Reports to the Deputy Transit Manager.

- **Transit Systems Engineering Manager – Thomas Heilig (Acting)**

  The Systems Engineering Manager oversees all aspects of systems engineering including light rail vehicle procurement and development, traction electrification, signals, communications, and fare collection. The Systems Engineering Manager is responsible for:

  - Managing the day-to-day work of agency and consultant staff performing systems engineering and communications design.
  - Ensuring adherence to contract requirements, including design criteria.
  - Managing vehicle, traction electrification, signals, and communications engineers preparing procurement documents.
  - Reports to the Deputy Transit Manager.

- **Transit Planning Manager – Kelly Betteridge**

  The Transit Planning Manager supports the planning and development of transit corridor investments and related communications. Duties include research, analysis,

and coordination of consultants. This position supports the development of computer model inputs and reviews model outputs in support of the Federal New Starts process, the Regional Transportation Plan and other transit-related plans for consistency with CRC Program needs. Serves on inter-agency transportation technical committees for CRC corridor planning activities and performs related communications. Responsibilities of the Transit Planning Manager include:

- Assisting in the preparation of related presentations to internal and external audiences.
- Managing the day-to-day work of staff involved in documentation of the FTA New Starts Process.
- Analyzing model outputs and conducting related analyses of transit system operations that are pertinent to the CRC transit program.
- Identifying and resolving transit system development problems, collaborating within the Transit Program Delivery Team and with interagency staff.
- Coordinating National Environmental Protection Act (NEPA) procedures and analytical requirements for the CRC Transit Program with others in the CRC organization.
- Coordinating with other jurisdictions, agencies, businesses, boards, the public, and TriMet and C-Tran departments regarding transportation and land use plans, policies, proposed land development, and transit impacts.
- Supporting presentations to agencies, boards, councils, elected officials, and citizen groups. Receiving, evaluating, and responding to transit facilities related inquiries.
- Coordinating with consultants on project development as needed.
- Reports to the Deputy Transit Manager.

- **Transit Operations Coordinator – John Griffiths and Denis Van Dyke (Acting)**

  The Operations Coordinator oversees the integration of operational requirements of TriMet and C-TRAN into final design documents. The Operations Coordinator is responsible for:

  - Integrating operational requirements of each respective Agency into final design and construction documents.
  - Providing coordination of Program activities with the Operations Departments of each respective Agency in preparation for eventual revenue service of the transit facilities being developed under the Program.
  - Participating in the Technical Advisory Committee meetings.
  - Reports to the Deputy Transit Manager.

- **Assistant Transit Design Manager – Marc Guichard**

  The Assistant Transit Design Manager oversees the day-to-day preparation of final design plans for station streetscape and shelters, park-and-ride garages, transit systems buildings, and integrating Public Art infrastructure into project design. In addition this position works on risk management aspects of the transit elements. The Assistant Transit Design Manager is responsible for:

  - Updating the Risk Management and Insurance section of the PMP and working with scheduling and other personnel from project delivery.
  - Station Architectural design, including development of streetscape and shelter design in Vancouver and Portland. Ensuring design is compliant with applicable jurisdictional requirements. Obtaining design review approvals. Developing architectural design for park and ride garages in Vancouver. Ensuring design is compliant with applicable jurisdictional requirements. Obtaining design review approvals.
  - Integrating Public Art infrastructure into project design and contract documents.
  - Overseeing the architectural design for the transit systems buildings in Vancouver and Portland. Ensuring design is compliant with applicable jurisdictional requirements. Obtaining design review approvals.
  - Performing as Transit lead for coordination with bridge architect.
  - Reports to Transit Design Manager.

- **TriMet Force Account Support**

  Providing a wide variety of support to the Transit Program Delivery Team is the TriMet Force Account. As described previously, TriMet's mature organization has extensive resources available in the full array of capabilities necessary to support the implementation of this light rail project extension through design, construction and start-up of revenue service. The Force Account makes available this array of resources to the CRC Transit Program Delivery Team in a manner similar to that through which they support TriMet's other active light rail project extensions. Specialty staff are made available to the CRC team on a part-time, as-needed basis to round out the full capabilities necessary for each stage of development. A summary of current positions assigned within the Force Account follows:

  - **Safety and Security Interface Coordinators – Harry Saporta, Kurt Wilkinsen** – Oversees the development and implementation of the Safety and Security Management Plan, coordinating the system safety effort with systems engineering, civil engineering, quality assurance, and integration and testing functions; reviews system safety tasks, prioritizes safety risks, and recommending engineering, procedural, or other changes necessary to reduce the safety risk to an acceptable level; and participates in all major activities to review and accept the

delivered project, system, sub-system or component, and providing a safety assessment and a safety certification package, with any exceptions documented.

- **Structures – Calvin Lee** – Provides design guidance, oversight and design review of structures designed for use by the light rail component of the CRC program to assure that structures meet TriMet's design criteria and standards.

- **Ruby Junction Operations – John Griffiths** – Oversees the design and implementation of facilities and improvements to be developed by the CRC project to accommodate its operations, maintenance and vehicle storage requirements at the Ruby Junction Operations Center in Gresham, Oregon. This includes oversight of the development of contract documents to implement these necessary improvements.

- **Planning – Alan Lehto** – Provides advisory support and guidance related to the FTA New Starts approval process, coordinating closely with the Transit Manager and the Transit Planning Manager.

- **Operations – Denis Van Dyke** – Provides coordination and guidance related to the transit operations interface of the CRC Program with current TriMet operations. This function includes providing operations input to the design of transit facilities and systems from the Transit Operator's viewpoint.

- **Track – Karl MacNair** – Provides guidance and review related to the track design and track construction components of the CRC program, working closely with the Transit Design Manager and the GEC transit design group, necessary to assure that the track is designed and implemented according to TriMet's design criteria, standards and performance requirements.

- **Communications – John Swiecick** – Provides guidance and review related to the communications systems components of the CRC program, working closely with the Systems Engineering Manager and the GEC transit systems design group, necessary to assure that this system is designed and implemented according to TriMet's design criteria, standards and performance requirements.

- **Light Rail Vehicles – Jason Grohs** – Working closely with the Systems Design Manager, oversees the specification, procurement, design, testing manufacturing of light rail vehicles and related components to be provided by the CRC project. This includes oversight of the development of contract documents to implement the vehicle procurement.

- **Architectural/Stations – Bob Hastings** – Provides guidance and review related to the architectural and transit station components of the CRC program, working closely with the Assistant Transit Design Manager and the GEC transit design group, necessary to assure that the station and architectural components of the CTC Transit Program are designed and implemented according to TriMet and C-Tran's design criteria, standards and performance requirements.

- **GEC Transit Design Support**

  The CRC General Engineering Consultant provides a full array of design resources to the Transit Program Delivery Team. Their responsibilities include staffing of specific positions, embedded in the project organization to perform preliminary and final design, contract document preparation, civil, systems and facility design support, operations analysis and support of the safety certification process. Key management staff for the GEC Transit Design Support group are as follows:

  - **GEC Transit Design Manager – Vicky Smith** – Manages the GEC contractual obligations related to all transit design tasks associated with the CRC Program. Provides qualified staff on site and from home office locations as required to complete design assignments for all civil, systems and facilities tasks assigned as the responsibility of the GEC. Oversees consultant designers in the development of performance requirements and for the development of plans, specifications and contract packages supporting the contracts defined to implement the transit components of the Program.

  - **GEC Transit Systems Design Manager – Scott Farnsworth** – Reporting contractually to the GEC Transit Design Manager, and working under the direction of the CRC Transit Systems Engineering Manager, this position is responsible for the GEC's assigned tasks associated with transit systems: traction electrification, signals, communications, stray current corrosion protection, light rail vehicle support, and for transit operations modeling and simulations. Oversees consultant specialists in the development of performance requirements for Design-Build contracts and for the development of plans, specifications and contract packages supporting the transit system-wide contract(s) defined to implement the transit systems components of the Program.

5.5 Program Management Team

The Program Management Team is under the direction of the Program Manager. The Program Manager reports to the CRC Operations Technical Director and is supported by the Business Services Manager, the Project Controls Manager, the Performance Manager and the Diversity Manager. This team is assisted by ODOT, WSDOT, and consultant staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Program Management Team are described below:

- **Program Manager – Raymond Mabey** (*see responsibilities in CRC Senior Management Team section*)

Business Services Team

The Business Services Team is under the direction of the Business Services Manager, reporting to the Program Manager. The responsibilities of key members of the Business Services Team are described below:

- **Business Services Manager – Michael Williams**

  The Business Services Manager oversees Policy & Procedures including PMP preparation and administration, Information Technology, Contracts & Delivery Support, Public Disclosure, and Office Management/support services. The Business Services Manager is responsible for:

  - Monitoring work plans for Business Services activities to ensure performance to approved scope, schedule and budget.
  - Managing the FTA grant through the TEAM Reporting System.
  - Providing leadership and guidance to Public Disclosure Team, ensuring timely response to public disclosure requests.
  - Overseeing regular updates to the Policy and Procedures including PMP and subordinate documents.
  - Assisting the Program Manager in definition of project scopes, project staffing and consultant selection.
  - Reports to the Program Manager.

- **Contract Delivery Support Manager – Doyle Dilley**

  The Contract Delivery Support Manager (CDSM) is responsible for the overall consultant contracting needs of the CRC project. In consultation with the CRC project's Executive and Senior Managers, the CDSM provides expert advice, oversight and direction regarding acquisition, implementation and administration of the project's consultant contracts. The CDSM is responsible for:

  - Establishing and/or implementing project processes and procedures that comply with state and federal consultant contracting policies and regulations.
  - Coordinating among GEC, the WSDOT Consultant Services Office (CSO), other project partners and federal oversight agencies where applicable.
  - Ensuring the efficient utilization of consultant resources.
  - Overseeing change management with regard to consultant contracts.
  - Reports to the Business Services Manager.

- **Office Manager – Vacant**

  The Office Manager provides administration and office support functions for the CRC offices in support of the overall Program. This includes management of facilities and support staffing.

  - Manages the administrative and office support staff.

- Supports the CRC staff with all administrative duties.
- Reports to the Business Services Manager.

- **Information Technology – Tony Perkins**

  The Information Technology Manager provides support and maintenance of computer hardware and software, and other information technology functions for the CRC Program.

  - Provides computer hardware and software support for CRC staff
  - Develops and monitors IT procedures under which CRC staff operate
  - Supports the CRC staff with all IT related needs
  - Reports to the Business Services Manager

- **Public Disclosure Lead – Vacant**

  The Public Disclosure Lead provides oversight of Program public disclosure functions consistent with CRC policies and State and Federal public disclosure regulations and policy.

  - Manages all public disclosure requests for the CRC Program.
  - Manages staff supporting the public disclosure function.
  - Communicates matters related to public disclosure needs to CRC Program managers and staff.
  - Reports to the Business Services Manager.

- **Policy & Procedures Lead – Vacant**

  The policy and procedures lead is responsible for oversight and review of CRC policy and procedures and associated documentation.

  - Performs periodic review and update, as needed, of the Project Management Plan (PMP) and all sub-plans including the Technical Capacity and Capabilities Plan (TCCP), Project Delivery and Procurement Plan (PDPP), and others.
  - Reviews and updates CRC Policy and Procedures Manual with associated manuals.
  - Reports to Business Services Manager.

Project Controls Team

The Project Controls Team is under the direction of the Project Controls Manager. This position reports to the Program Manager and manages the Program's control functions for cost, schedule, risk, document control, and change control. The position is supported by agency and consultant

staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Project Controls Team are described below:

- **Project Controls Manager – Paul Heydenrych**

  The Project Controls Manager oversees all professional staff performing cost control, estimating, risk management, scheduling, change management, and document control functions for the CRC Program. Key responsibilities include:

  - Providing leadership and guidance to Schedule, Cost Estimating, Risk Management, and Budget Management Teams. Monitors work plans for all Project Controls activities to ensure performance according to approved scope, schedule and budget.
  - Assisting the Program Manager in: definition of project scopes, agreements and permits and their implementation; project staffing; consultant selection; and contractor procurement.
  - Overseeing CRC Program cost estimating, scheduling, cost control, document control and risk management systems.
  - Overseeing the preparation of FFGA documentation, grant amendments, tracking grant budget, analyzing variances and implementation of recovery strategies.
  - Overseeing the preparation and implementation of risk management and assessment activities including the risk and contingency management plan.
  - Ensuring compliance with WSDOT and ODOT policies and procedures, state and federal laws and regulations, and agreement terms and conditions.
  - Ensuring change management and control procedures are in place and properly followed. Responsible for initiating, documenting and executing changes to the Program with input from functional managers and task leads. Maintains change management documentation throughout the Program phases.
  - Reports to the Program Manager.

- **Document Control Manager – Tonja Gleason**

  The Document Control Manager is responsible for managing, distributing, and keeping records on all documents that are either developed internally or externally issued. This function includes reference documents used in the development of the CRC Program while adhering to strict approval processes and version control. The Document Control Manager is responsible for:

  - Establishing and implementing document control procedures, and coordinating the administration, distribution, and control of key Program documents and records.

- Ensuring the author of each controlled document define and update, as needed, the appropriate distribution, administration, and revision procedure for that document or record.
- Ensuring each CRC discipline and staff are developing and issuing documents in accordance with established document control procedures.
- Reports to the Project Controls Manager.

- **Change Control Manager – (Vacant)**

  The Change Control Manager oversees the day-to-day implementation of the Change Management and Control systems. The Change Control Manager is responsible for:

  - Initiating, documenting, and securing approvals to and executing changes to the CRC Program. Some typical issues handled are changes to scope, budget, schedule, funding, and project configuration during the design and construction phases.
  - Coordinating closely with the Project Delivery and Transit Program Delivery teams regarding design and construction functions on all changes that may impact Program scope, budget and schedule.
  - Ensuring documentation is prepared for effect of changes on scope, budget and schedule.
  - Maintaining Change Management and Control documentation throughout design and construction phases.
  - Reports to Project Controls Manager.

- **Budget Manager – Keith Daly**

  The Budget Manager is the day-to-day liaison with WSDOT's and ODOT's financial management entities. The Budget Manager is responsible for:

  - Program funding liaison between WSDOT and ODOT.
  - Supporting the Finance Manager with Budget information.
  - Providing cost accounting services in support of the management of the Program.
  - Ensuring compliance with WSDOT and ODOT budget management policies and procedures, state and federal laws and regulations, and the terms and conditions of Program agreements.
  - Overseeing CRC Program invoice management.
  - Reports to the Project Controls Manager.

- **Lead Scheduler – Cathy Bloss**

  The Lead Scheduler has primary responsibility for Project schedule development and management for all phases of project delivery, including construction. The Lead Scheduler is responsible for:

  - Developing and maintaining the Critical Path Method (CPM) Master Project Schedule for the Program supporting procurements and through engineering and construction phases.
  - Monitoring and reporting on progress against established milestones, and developing responses to schedule variances.
  - Developing CPM Detail Construction Schedules for specific project packages during Engineering and for design-build procurements and throughout construction.
  - Reviewing and monitoring contractors' CPM schedules for specific construction, design-build and procurement contracts, identifying potential delays, assisting in schedule-related claim reviews, and making recommendations regarding acceptance of contractor submitted schedules.
  - Manages other schedulers assigned to the program. Manages and assigns schedulers as required to specific contract packages.
  - Reports to the Project Controls Manager.

- **Scheduler – Bill Krick**

  The Scheduler has responsibility for schedule development and support as assigned by the lead scheduler. The Scheduler(s) are responsible for:

  - Updating and maintaining the Critical Path Method (CPM) Master Project Schedule for the Program supporting procurements and through engineering and construction phases.
  - Providing analysis and monitoring and reporting on progress against established milestones, and developing responses to schedule variances.
  - Developing CPM Detail Construction Schedules for specific project packages as assigned.
  - Reviewing and monitoring designer and contractors' schedules for specific tasks.
  - Analysis of schedule submittals and recommending regarding acceptance of contractor submitted schedules.
  - Reports to the Lead Scheduler.

- **Lead Cost Estimator – Mike DiGregorio**

  The Lead Cost Estimator is responsible for preparing Program capital cost estimates that meet FTA and FHWA requirements. Responsibilities include:

  - Developing the Excel workbooks and spreadsheets used to generate base cost estimates for the Project, WSDOT's CEVP, risk assessment, and the FTA New Starts program.
  - Coordinating with design staff to develop the scopes of work and quantities for preparation of the cost estimates.
  - Developing and refining unit and lump sum costs for the Program, including management of work performed by supporting cost estimators.
  - Managing cost estimators who may be assigned to provide additional capacity as well as cost engineering support to project delivery contracts.
  - Reports to the Project Controls Manager.

- **Risk Manager – Mark Gabel**

  The Risk Manager is responsible for managing the preparation and implementation of the Risk and Contingency Management Plan for the Program. Responsibilities include:

  - Tracking and monitoring effectiveness of risk response actions.
  - Preparing and updating the project risk management plan, including schedule for key check-in milestones for the risk management plan, risk workshops, and appropriate preparations accomplished prior to the workshops.
  - Managing risk analysis and risk assessment processes through the WSDOT CEVP process.
  - Participating in risk allocation workshops as may be periodically scheduled to allocate risks for specific contracts and design/build procurements.
  - Ensuring the quality of risk data and analysis.
  - Reports to Project Controls Manager.

Program Performance Team

The Program Performance Team is under the direction of the Program Performance Manager. The function of this team is to ensure accountability across the organization for performance according to the guidelines and work programs that are defined for Program performance. The responsibilities of key members of the Project Performance Team are described below:

- **Performance Manager – Vacant**

  The Program Performance Manager supports the Program Manager to internally review and audit functions and work programs within the CRC organization. Responsibilities include:

  - Reviewing work programs of various functions, project teams and consultants supporting the Program.
  - Auditing project teams to test performance against work program and project performance guidelines.
  - Reports to Program Manager.

Diversity Program Team

To ensure that project contracting opportunities, hiring, and apprenticeship/training practices encourage and support participation by small businesses and underrepresented communities, and to ensure that the project helps build a diverse workforce and contracting community, CRC is developing and implementing a comprehensive diversity program to achieve targets for minority and women-owned and small business participation as well as overall workforce diversity goals, apprenticeship goals and plans to conduct mentoring and technical assistance. The responsibilities of key members of the DBE Coordination Team are described below:

- **Diversity Manager – Vacant**

  The Diversity Program is led by the Diversity Manager. Responsibilities include:

  - Developing, implementing and coordinating the CRC diversity program, associated documentation, resource plan and procedures
  - In concert with the ODOT, WSDOT, and TriMet, develop project-specific diversity goals, for approval by FTA and FHWA
  - Coordinate interstate reciprocity for small business certification
  - In concert with ODOT and WSDOT, develop and implement program data collection, reporting and tracking, to be completed primarily by other CRC staff with possible augmentation by Manager and/or their staff
  - Conduct periodic completeness and quality reviews of program reporting and tracking
  - Organize and attend periodic diversity community outreach events
  - Address community/stakeholder concerns relating to DMWESB activities
  - Assist in proposing, developing, and overseeing implementation of agreed upon communications and public engagement strategy (e.g. press releases)
  - Track Workforce and DMWESB participation relative to goals/targets
  - Early identification/anticipation of potential issues and resolution management. Work with others to resolve issues, conflicts, concerns. Identify solutions for unsatisfactory performance results.
  - Reports to Program Manager

5.6 Specialty Services Team

The Specialty Services Team is under the direction of Specialty Services Director, reporting to the CRC Operations Technical Director. The Specialty Services Manager is supported by the Right of Way Manager, the Agreements /Intergovernmental Agreement (IGA) Manager, the Utilities Lead, and the Access Management Lead. This team is assisted by ODOT, WSDOT, and consultant staff with expertise in developing and executing large, complex multimodal public projects. The responsibilities of key members of the Specialty Services Team are described below:

- **Specialty Services Director – Mike Palazzo** *(see responsibilities in CRC Senior Management Team section)*

- **Right-of -Way Manager – Vacant**

  The Right-of -Way Manager oversees the preparation and day-to-day implementation of the Real Estate Acquisition Management Plan. This will be accomplished through close collaboration with and by leveraging TriMet staff knowledgeable of FTA requirements. This position manages the ROW function supported by ROW staff from WSDOT, ODOT, and qualified consulting staff with expertise in ROW negotiation, acquisition and relocation on large, complex multimodal projects. The Right-of –Way Manager is responsible for:

  - Coordinating closely with TriMet staff for the development and implementation of the Real Estate Acquisition Management Plan to satisfy FTA's and FHWA's requirements.

  - Overseeing the appraisal and acquisition of property parcels needed for the Program in accordance with the procedures outlined in the Real Estate Acquisition Management Plan and in accordance with applicable provisions and procedures of the current versions of WSDOT's and ODOT's Right of Way Manuals.

  - Managing Right-of-Way activities, including appraisals, negotiations, relocation, etc. to approved scope, schedule and budget.

  - Managing the Washington and Oregon Senior Right of Way Agents who are delegated day-to-day real estate acquisition assignments.

  - Managing the support work provided by consultants supporting real estate acquisition activities.

  - Coordinating with the Right-of-Way offices of WSDOT and ODOT for staffing and additional support provided for this functional area.

  - Reports to the Specialty Services Manager.

- **Agreements / IGA Manager – George Humphrey**

  The Agreements / IGA Manager oversees the development and negotiation of agreements with other public agencies and other 3rd parties. This position also monitors the agreements following execution to assure that the CRC is following the requirements within all agreements that are in place. Responsibilities include:

  - Working with the WA and OR Directors and with other managers in the CRC organization to identify required agreements, including their scope, schedule and cost requirements as appropriate.
  - Overseeing the preparation of agreements within the CRC organization, including necessary review and approval activities by others as may be required.
  - Participating in negotiations for finalization of agreements with 3rd parties as the representative of the CRC Program.
  - Monitoring the operations of the organization as is applicable to current agreements to confirm that operations are consistent with the provisions of the agreements.
  - Reports to the Specialty Services Manager

- **Utilities Agreement Lead – Daniel Teran**

  The Utilities Agreement Lead oversees the interfaces of the CRC Program with public and private utility owners. This position develops utility relocation agreements as may be required and monitors the progress of utility relocation activities. Responsibilities include:

  - Working closely with the Utilities Manager in the Project Delivery group to identify project needs which may impact public and private utilities.
  - Coordinating with utility owners and consultants to identify the location of utilities and conflicts with facilities to be constructed within the Program.
  - Working with designers and utility owners to define solutions to conflicts, including costs and schedule needs relative to the Program.
  - Determining responsibility for relocation of utilities consistent with applicable statutes, licenses and 3rd party agreements that may provide guidance.
  - Developing, negotiating and executing utility relocation agreements with 3rd parties in cooperation with the Agreements / IGA Manager.
  - Monitoring utility relocation activities to ensure they are complete and consistent with the needs of the Project Delivery Team’s construction activities and schedule.
  - Reports to the Specialty Services Director.

- **Access Management Lead – A. Myton (Oregon)/D. Reck (Washington)**

  The Access Management Lead secures and monitors access needs for public and private property necessary for the Program's needs for design and construction. This position works closely with the other managers within Specialty Services as well as across the organization to anticipate and secure access when it is needed. Responsibilities include:

  - Identifying needs for access in coordination with the design and construction teams throughout the course of the Program.
  - Determining the proper mechanism for temporary access, including permits of entry either independent of or consistent with other real estate acquisition activities.
  - Working closely with Right-of-Way team to coordinate access needs.
  - Contacting property owners and negotiating permits of entry consistent with real estate acquisition guidelines.
  - Monitoring temporary access agreements to ensure that provisions of the agreements are being met.
  - Reports to the Specialty Services Director.

5.7 Financial Planning Team

The Financial Planning Team is under the direction of the Financial Planning Manager. This position reports to the CRC Operations Technical Director and is supported by the Deputy Financial Planning Manager, the Financial Institutional Structure Manager, the Tolling Manager, and the Traffic and Revenue Manager. The team is supported and guided by key staff from both state DOTs, both state treasury offices and the WSDOT Toll Division. The responsibilities of key members of the Financial Planning Team are described below.

- **Financial Planning Manager –Vacant** *(see responsibilities in the CRC Senior Management Team section)*
- **Deputy Financial Planning Manager – Carley Francis**
  - Working with the Financial Work Group to develop and refine the CRC Program's Finance Plan.
  - Monitoring work plans for all Financial Planning Team activities to ensure performance to approved scope, schedule and budget.
  - Managing the activities of other key staff in this group as assigned by the Financial Planning Manager.
  - Reports to the Financial Planning Manager.

- **Tolling Manager - Vacant**
    - Developing and implementing design plans and technical specifications, procurement of tolling system, and initiation of tolling activities.
    - Coordinating with WSDOT Toll Division on education and marketing related to start-up of tolling in the corridor.
    - Reports to the Financial Planning Manager.
- **Traffic and Revenue Manager – Terri Slack**
    - Managing and overseeing investment-grade tolling and revenue studies for the CRC project.
    - Coordinating with WSDOT's Toll Division to oversee activities of the state's General Toll Consultant for specifically related to the corridor.
    - Reports to the Deputy Financial Planning Manager.
- **Financial Institutional Structure Manager – Steve Siegel**

    The Financial Institutional Structure Manager leads the financial and institutional structures team responsible for preparation of the CRC Finance Plan and required FFGA documentation. The Financial Institutional Structure Manager is responsible for:

    - Preparing Capital and Operations Finance Plan Report for New Starts submittals.
    - Assisting with preparation of application materials for federal discretionary grant opportunities.
    - Developing the CRC Finance Plan including financial/funding risk analysis and preparing strategy to manage risks and mitigate revenue shortfalls. Making presentation to jurisdictional partners.
    - Preparing financial plan materials to incorporate into the FEIS.
    - Providing input to project cost estimates for incorporation into New Starts Application process.
    - Resolving institutional, intergovernmental and administrative/regulatory/statutory issues affecting the CRC Finance Plan.
    - Reports to the Finance Planning Manager.

5.8 Communications Outreach Team

The Communications Outreach Team is under the direction of the Communications Outreach Manager. This group has a soft reporting relationship to the CRC Operations Technical Director, but receives guidance directly from the CRC Executive Management Group, supporting the

Government Relations and Strategic Communications Leads from each state. The responsibilities the Communications Outreach Team are described below:

- **Communications Outreach Manager – Anne Pressentin** *(see responsibilities in CRC Senior Management Team section)*

- **Communications Team Members – currently ten (10) team members**

  Under the direction of the Communications Outreach Manager, the Communications Team members provide opportunities for meaningful public engagement in project development and fully comply with Executive Orders 12898 and 12948 on Environmental Justice. The Communications Team members' responsibilities used to achieve these goals include:

  - Conducting door-to-door outreach.
  - Preparing displays and participating in fairs, festivals and community events.
  - Maintaining and using mailing lists for distribution of program materials.
  - Preparing media support, including distribution of media releases, and responding to requests.
  - Preparing and distributing monthly media updates.
  - Conducting outreach to limited-English, low-income, and minority populations.
  - Preparing printed and display materials.
  - Conducting public open houses, design workshops, and issue-specific public meetings.
  - Preparing and setting up unstaffed travelling displays.
  - Maintaining the CRC program website, including the on-line library of project documents.
  - Preparing and distributing broadcast/podcast information.
  - Maintaining a comment log and responding to comments and requests.
  - Staffing advisory committees and working groups.
  - Conducting construction outreach in coordination with technical staff.

5.9 Environmental Team

The Team is under the direction of the Environmental Manager, reporting to the CRC Operations Technical Director. The Environmental Manager is supported by the Environmental Permitting and Compliance Manager, the Archeologist/Cultural Resource Manager, the Tribal

Liaison, and by the Biologist. The responsibilities of key members of the Environmental Team are described below:

- **Environmental Manager – Heather Wills** *(see responsibilities in CRC Senior Management Team section)*

- **Environmental Permitting and Compliance Manager – Steve Morrow**

  - Coordinates and works closely with the regulatory agencies to ensure ODOT and WSDOT compliance with the Endangered Species Act, Clean Water Act, and the environmental laws of the States of Oregon and Washington and the cities of Portland and Vancouver.

  - Ensures environmental commitments made by the project through permit terms and conditions are integrated into construction contracting and any DB contracts.

  - Oversees daily work of the project permitting staff to ensure project deliverables are met in accordance with the permitting schedule.

  - Reports to the Environmental Manager.

- **Cultural Resources Manager – Tom Becker**

  - Coordinates and works closely with the state historic preservation offices, and other consulting parties to ensure ODOT and WSDOT compliance with Section 106 of the National Historic Preservation Act, Native American Graves Protection and Repatriation Act, and cultural resources laws of the states of Oregon and Washington and the cities of Portland and Vancouver.

  - Oversees daily work of the project cultural resources consultants, including the National Park Service, to ensure project deliverables are met and are consistent with project scope as well as ensure cultural resources commitments made by the project are integrated into construction contracting.

  - Reports to the Environmental Manager.

- **Tribal Liaison – Megan Cotton**

  - Serves as a point of contact within WSDOT for tribes. Identifies additional decision makers and technical staff who can also assist tribes with their questions or issues.

  - Recommends, in consultation with WSDOT, ODOT, tribes and other state and federal agencies, the most effective communication practices with Washington's and Oregon's tribes.

  - Coordinates in person and in staff and leadership meetings with WSDOT, ODOT, FHWA, and FTA.

- Soft reports to the Environmental Manager out of the WSDOT Government Liaison Office.

- **Biologist – Vacant**

  - Assists Environmental Manager with monitoring compliance with all issues related to compliance with Endangered Species Act and similar requirements.

  - Assists with monitoring compliance with mitigation measures specified in the FEIS, ROD, and various federal, state and local permits.

  - Reports to Environmental Manager.

- **Environmental Team Specialists** – currently ten specialists (J. Heilman; J. Koloszar, R. Wadsworth, B. Hall, M. Minor, S. English-Young, S. Morris, R. Minor, with two vacancies).

  - Helps develop documentation and apply for various federal, state, and local permits (e.g. wetlands, waterways, levies, cultural resources, shorelines, noise, etc).

  - Helps develop and maintain system for tracking and monitoring of all federal, state and local permits.

  - Assists with monitoring compliance with mitigation measures specified in the FEIS, ROD, and various federal, state and local permits.

  - Report to Environmental Manager.

6. Staffing Level Summary

Figure 6-1 graphically summarizes the staffing plan for the CRC Program. The graph depicts anticipated staffing for each sub-group or team. Included are all anticipated staff resources necessary to manage, administer, design and oversee construction for the primary contract packages included in the Program. The graph color-codes each team such that its relative size can be ascertained over the course of Program implementation.

The graph is built from a detailed spreadsheet that describes anticipated agency and consultant staff needs by individual position or category. The spreadsheet is an estimate of staff depicted as full-time equivalent (FTE) assignments by month throughout the course for each position and category of staff. To the extent that specific positions are currently filled, the name of the individual filling the position is also shown in the spreadsheet. In such cases, the positions are assigned an agency or consultant organization name from which the position is currently anticipated to be staffed. The complete staffing plan spreadsheet is contained on the CD that is included with this TCCP document.

Observations regarding the staffing spreadsheet include:

1. The spreadsheet depicts the total staffing level to grow to over 200 FTEs in the 3rd quarter of 2013 and remain at a level over 200 FTEs through 2016.
2. Staffing tapers off after 2016 as design activities are largely completed and as the earlier construction packages are completed.
3. The near-term ramping up of the staff is due primarily to consultant resources being added as final design activities are authorized and funded. In addition, several management organization positions are currently vacant and awaiting funding approvals to be filled, anticipated during the remainder of 2013.
4. As design activities are completed and construction contracts are awarded, the mix of staffing significantly shifts to the contract delivery teams for construction oversight while resources are maintained to provide design support during construction.
5. Most primary construction oversight resources are shown in the project delivery teams assigned to each contract, however other resources such as cost estimators and schedulers supporting construction are provided in the Program Management (Controls) group to support the construction contract teams.

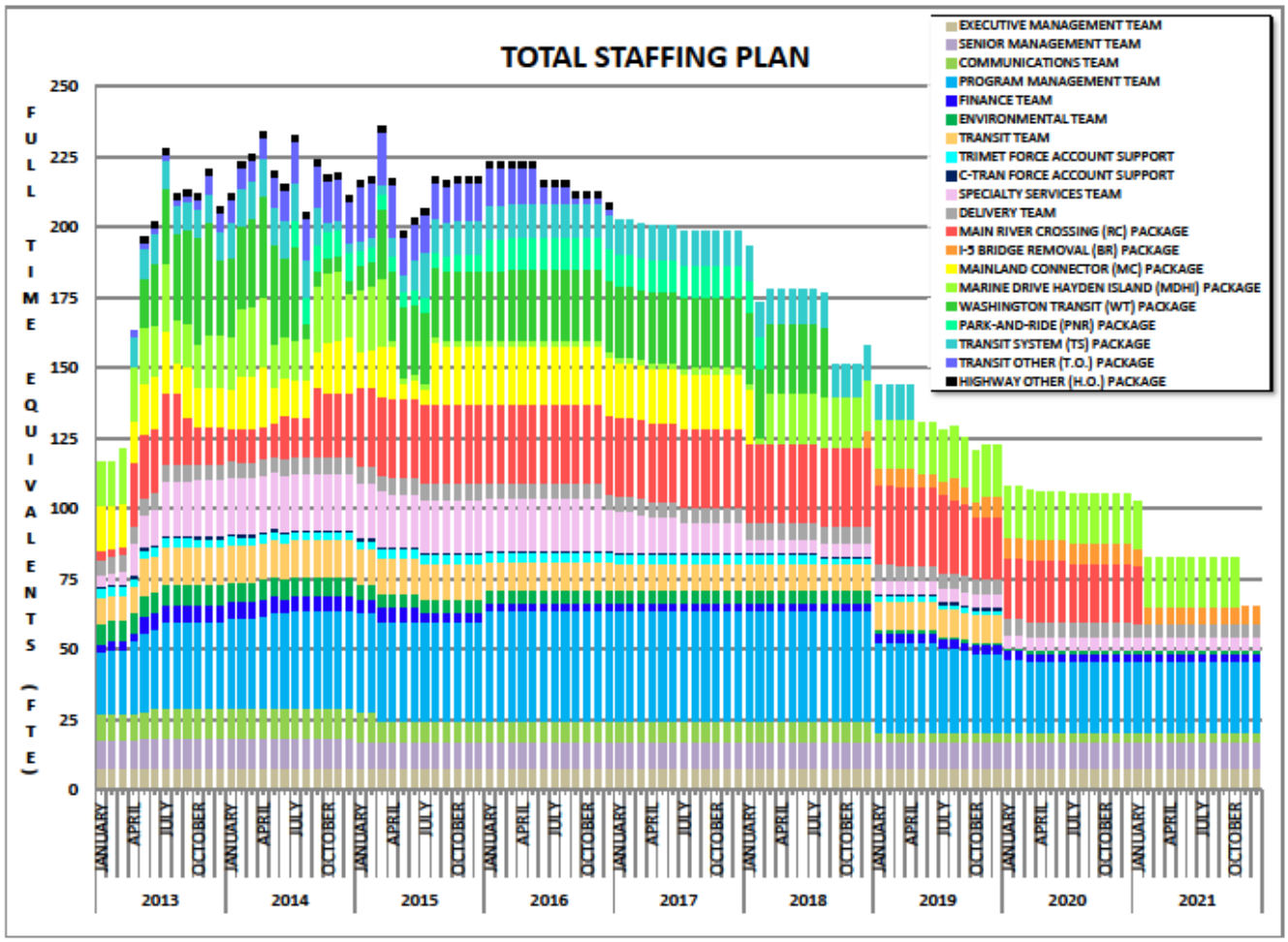
It is recognized that considerable growth in the staffing for CRC is necessary to ramp up over a short period of time in late 2013. The anticipated progression of activities necessary to achieve this growth include:

- Approval of funding resources from the States of Washington and Oregon.
- Authorization of General Engineering Consultant (GEC) consultant task orders to activate final design activities.

- Authorization for the addition of agency positions, currently vacant throughout the organization.

Upon receipt of the necessary authorizations, the involved agencies and the GEC will activate the necessary resources to the CRC Program. As the growth process occurs, some staff assignments will continue to evolve and will be documented in future updates to this document.

FIGURE 6-1. SUMMARY STAFFING DISTRIBUTION CHART



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Appendix A

CRC Executive Management, Program Management, and Delivery Organizational Charts

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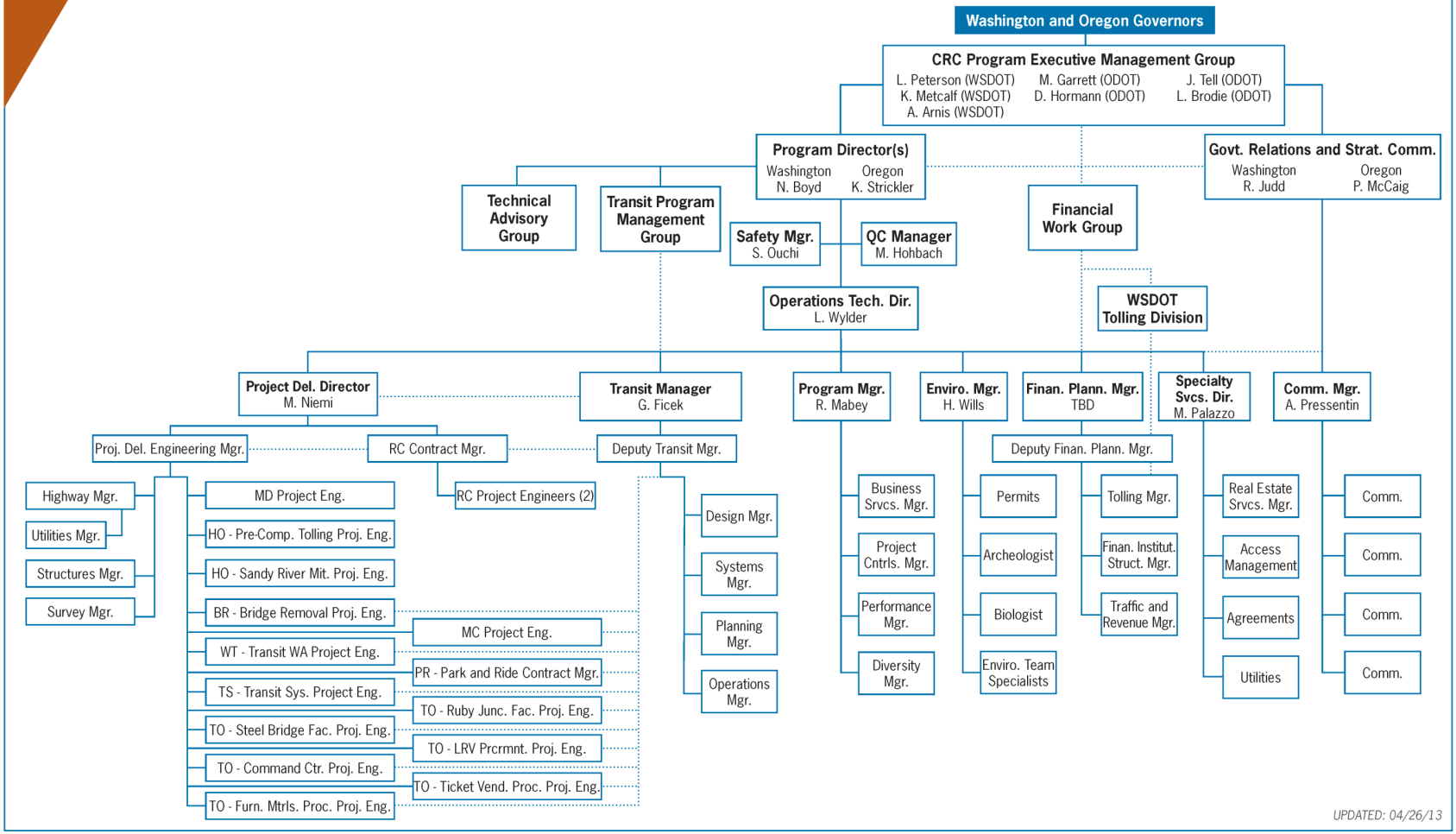
Columbia River CROSSING

Organizational Chart - Executive and Senior Management



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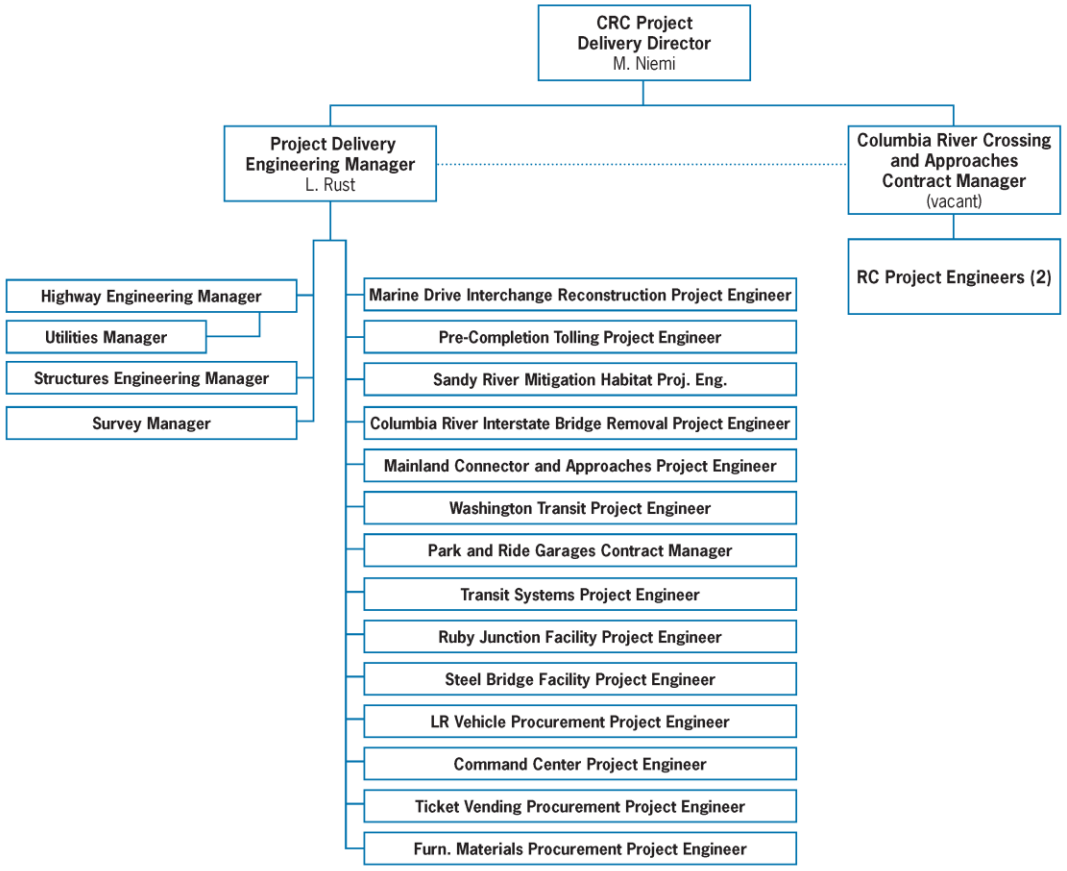
Columbia River CROSSING

Organizational Chart - Project Delivery Team



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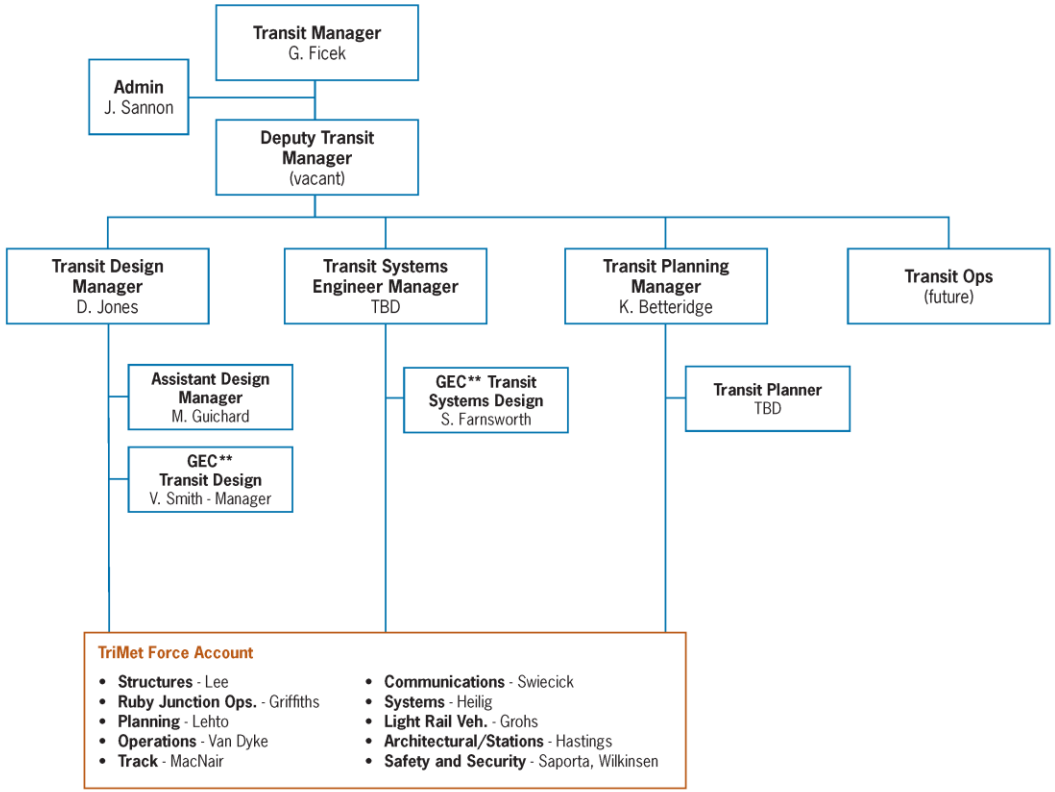
Columbia River CROSSING

Organizational Chart - Transit Team



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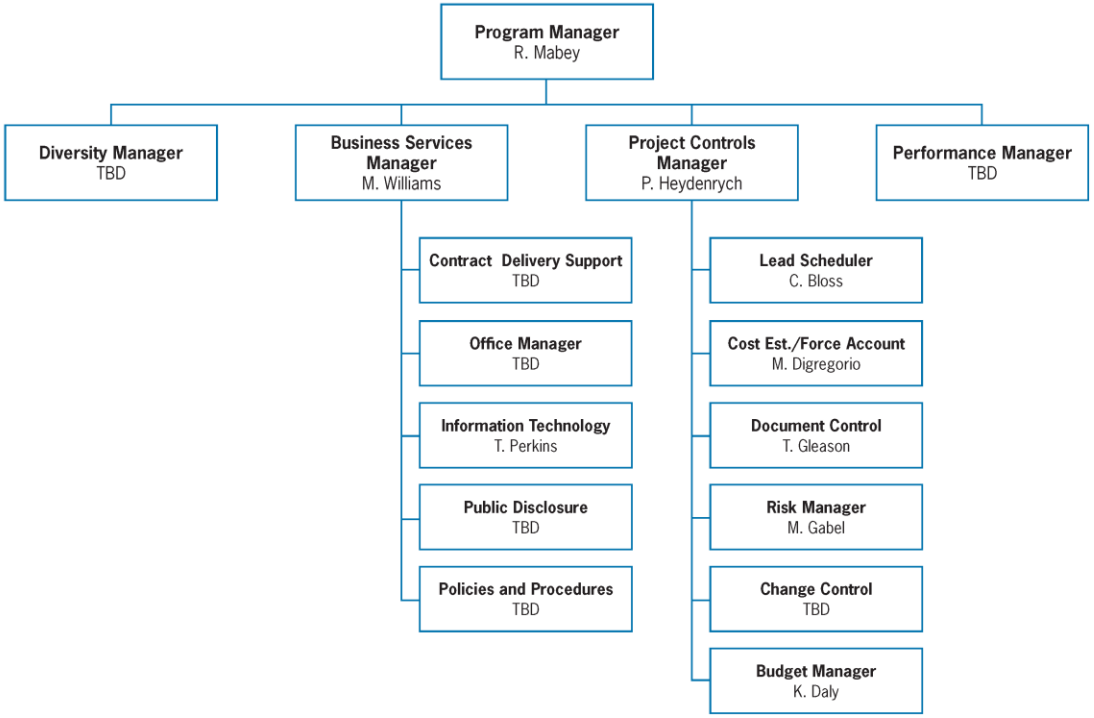
Columbia River CROSSING

Organizational Chart - Program Management Team



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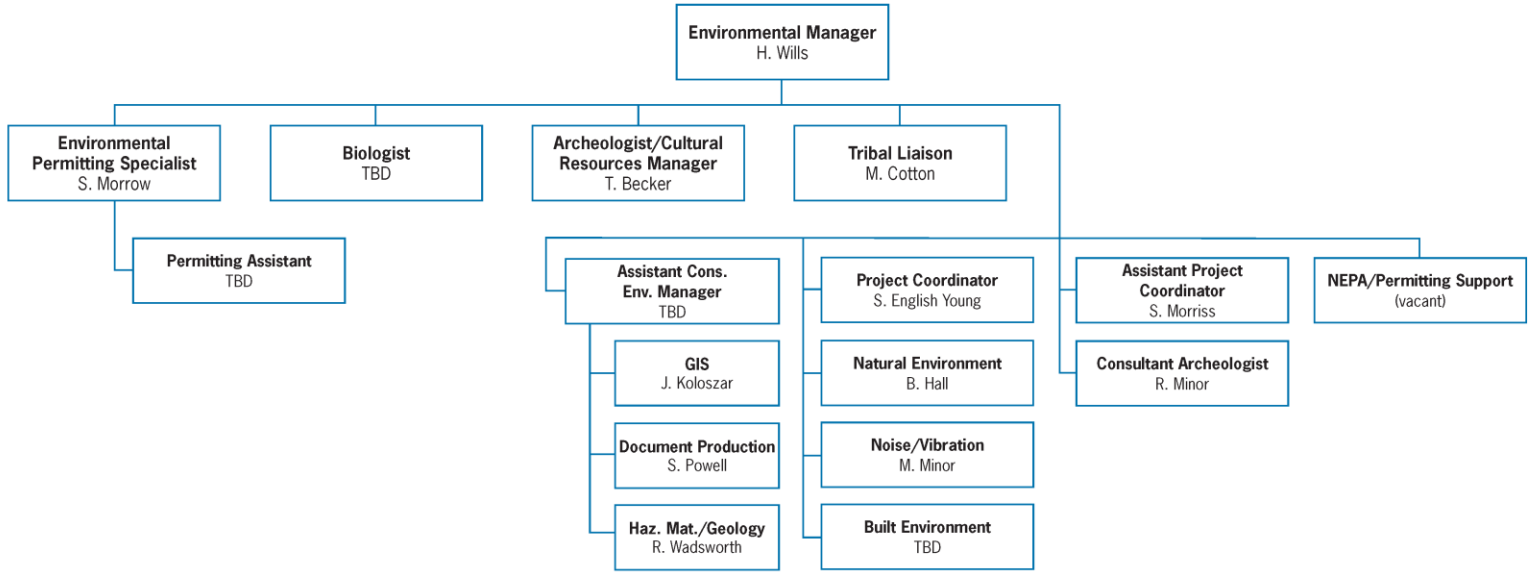
Columbia River CROSSING

Organizational Chart - Environmental Team



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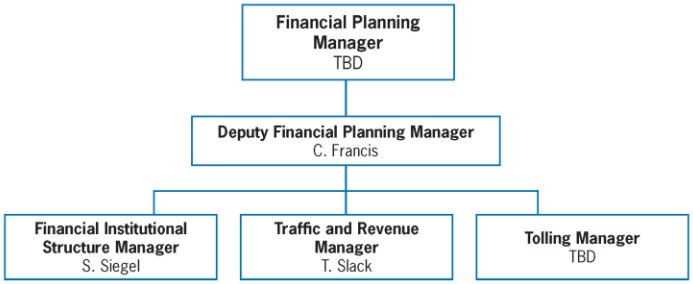
Columbia River CROSSING

Organizational Chart - Financial Planning Team



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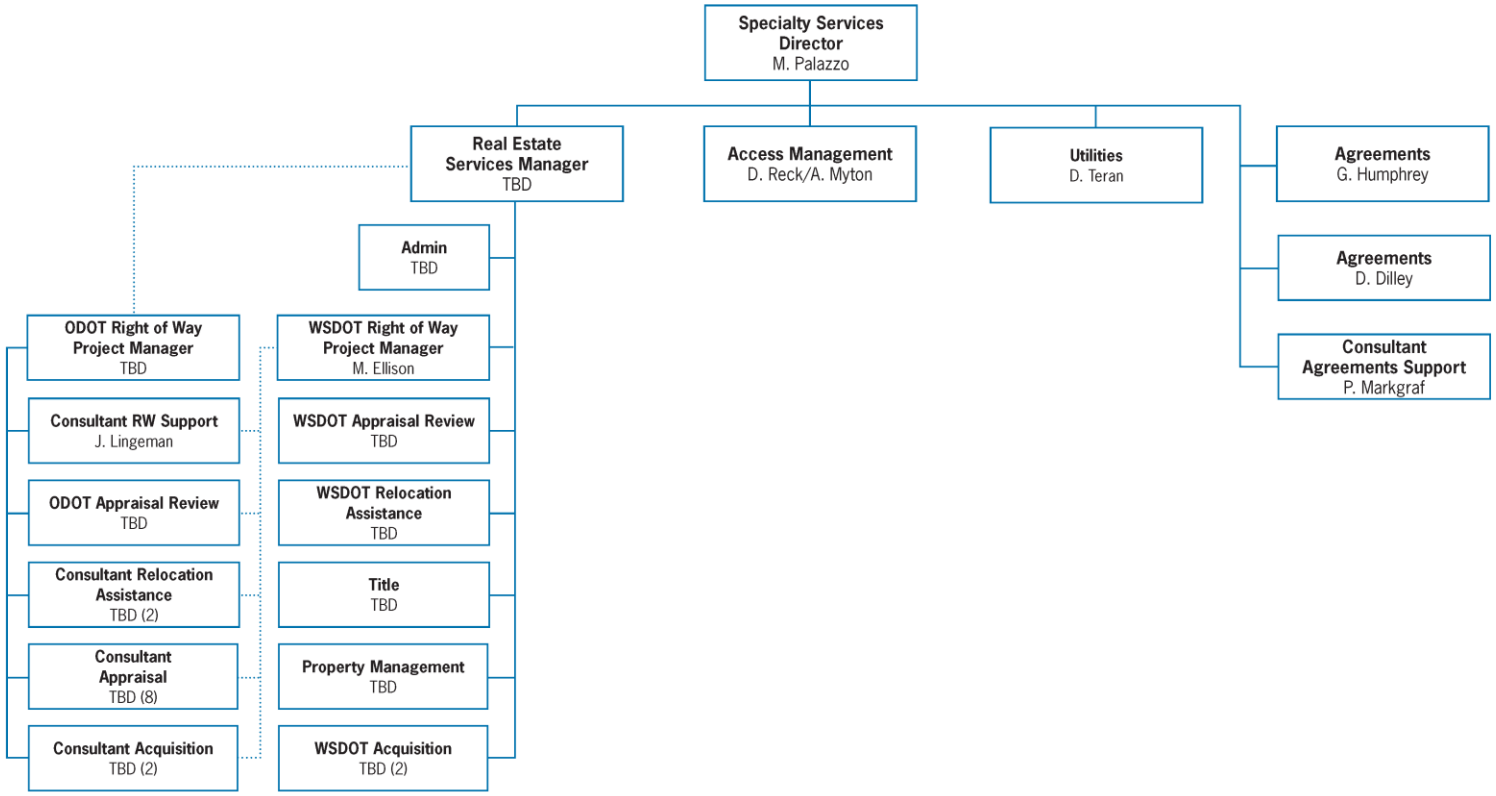
Columbia River CROSSING

Organizational Chart - Specialty Services Team



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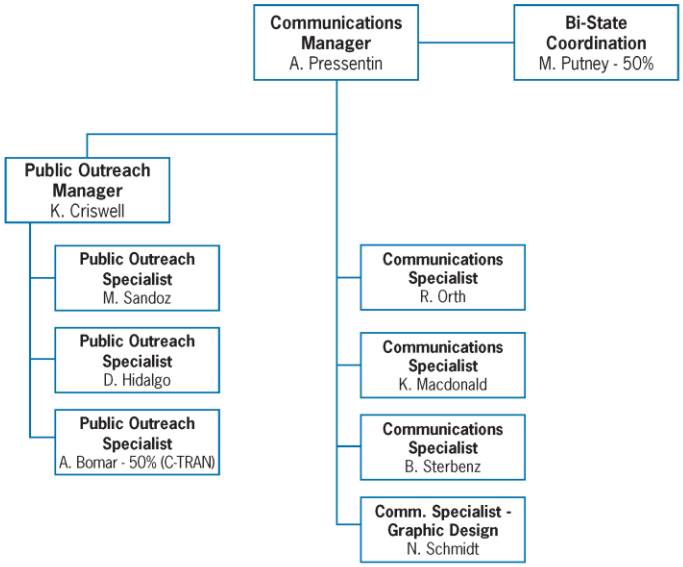
Columbia River CROSSING

Organizational Chart - Communications Team



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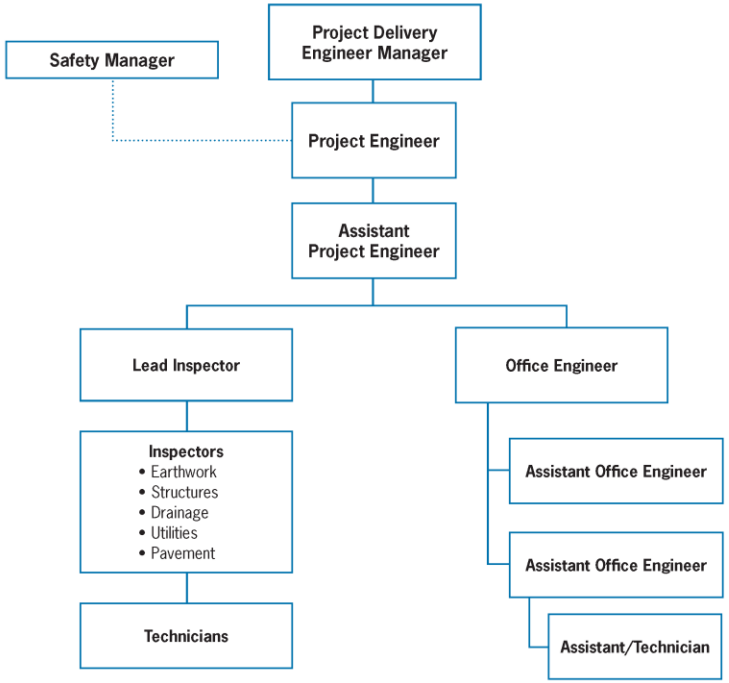
Columbia River CROSSING

Organizational Chart - Marine Drive Interchange Reconstruction Package (construction phase)



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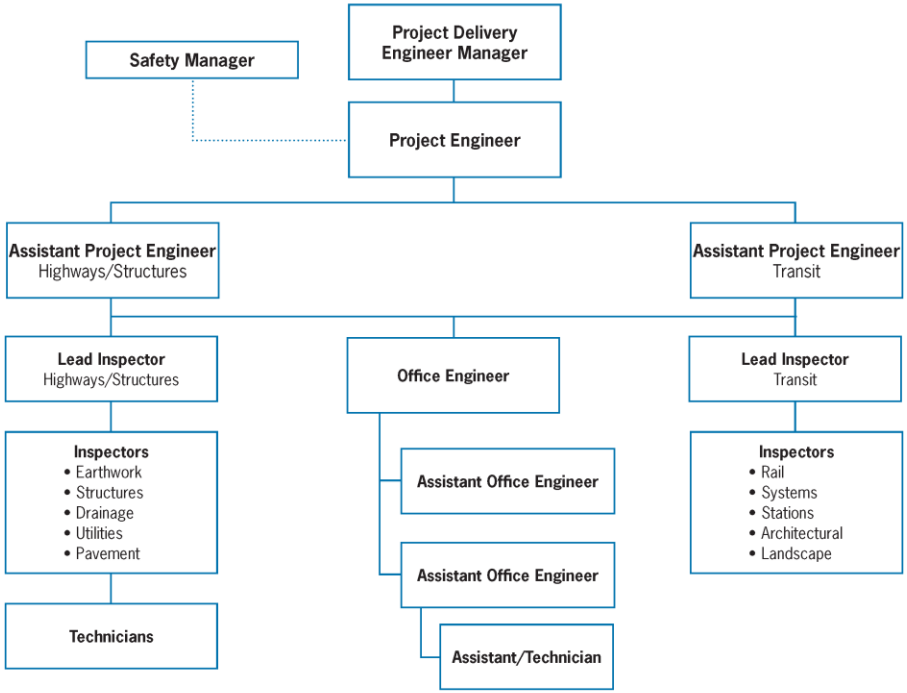
Columbia River CROSSING

Organizational Chart - Mainland Connector and Approaches Package (construction phase)



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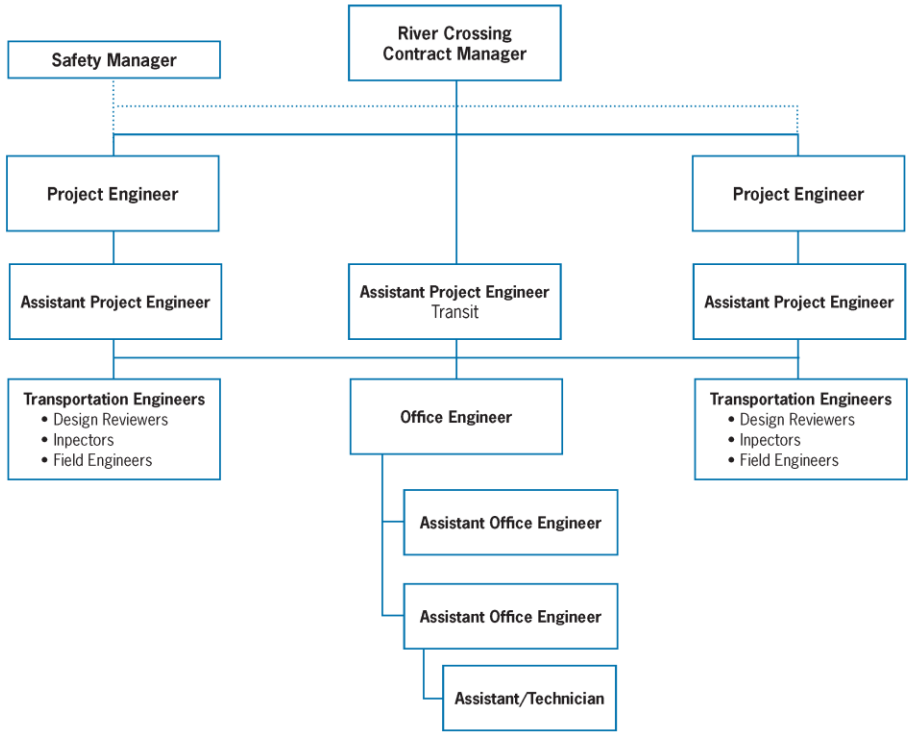
Columbia River CROSSING

Organizational Chart - River Crossing and Approaches Package (construction phase)



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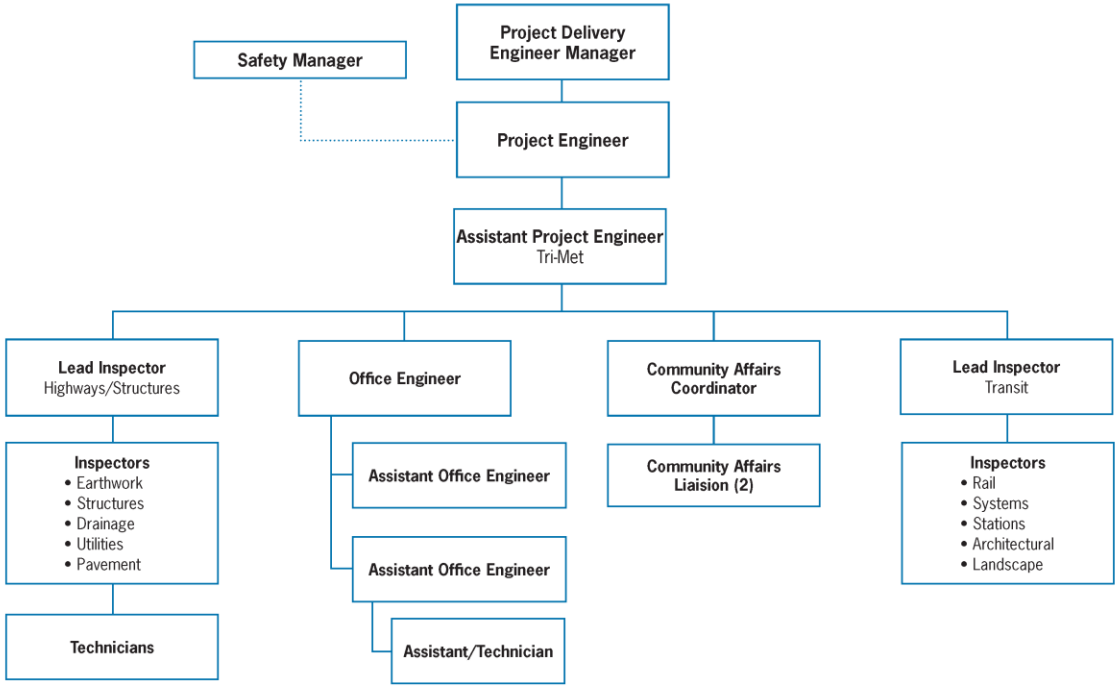
Columbia River CROSSING

Organizational Chart - Washington Transit Package (construction phase)



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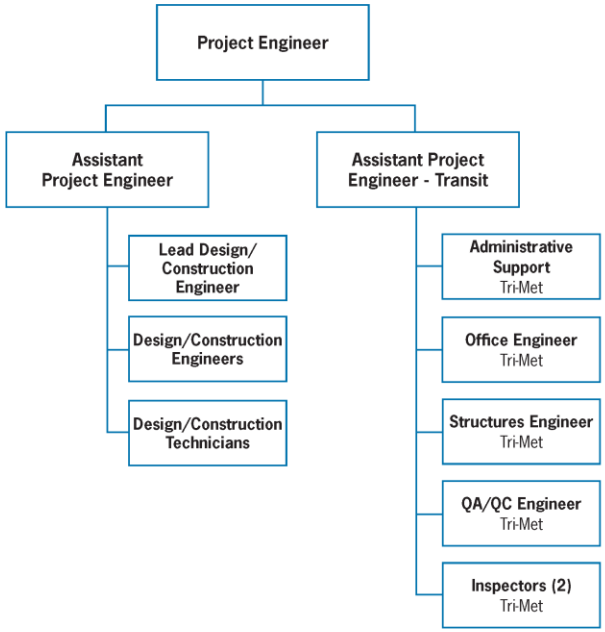
Columbia River CROSSING

Organizational Chart - Park and Ride Garages Package (construction phase)



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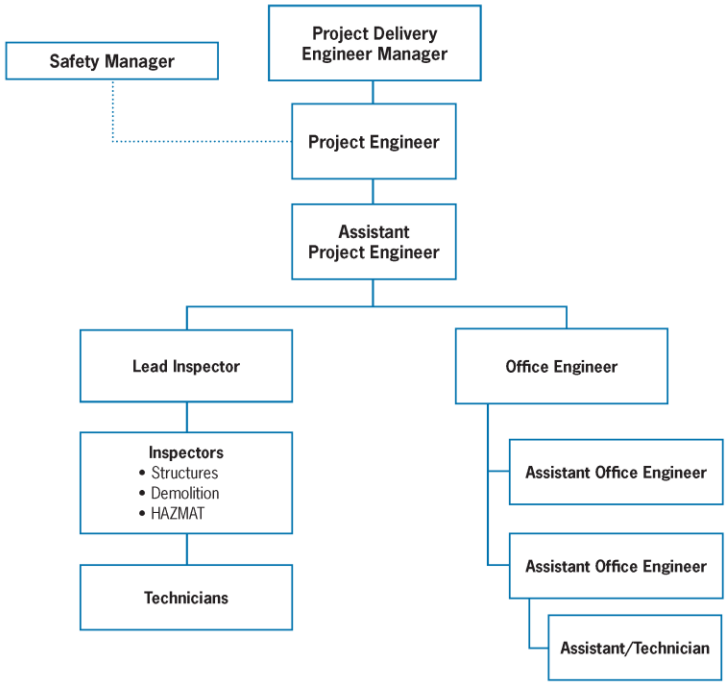
Columbia River CROSSING

Organizational Chart - Columbia River Interstate Bridge Removal Package (construction phase)



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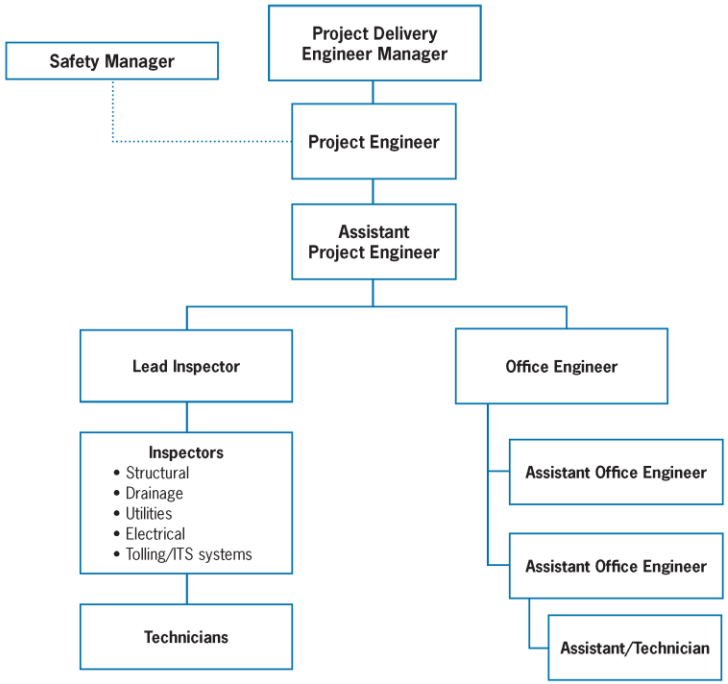
Columbia River CROSSING

Organizational Chart - Highways Other (construction phase)



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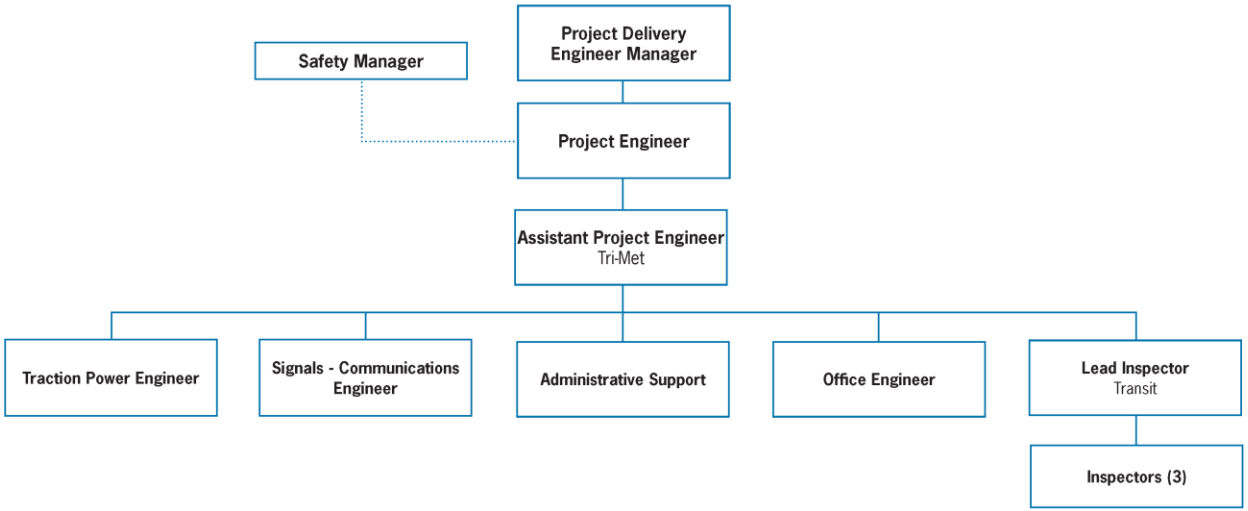
Columbia River CROSSING

Organizational Chart - Transit Systems Package (construction phase)



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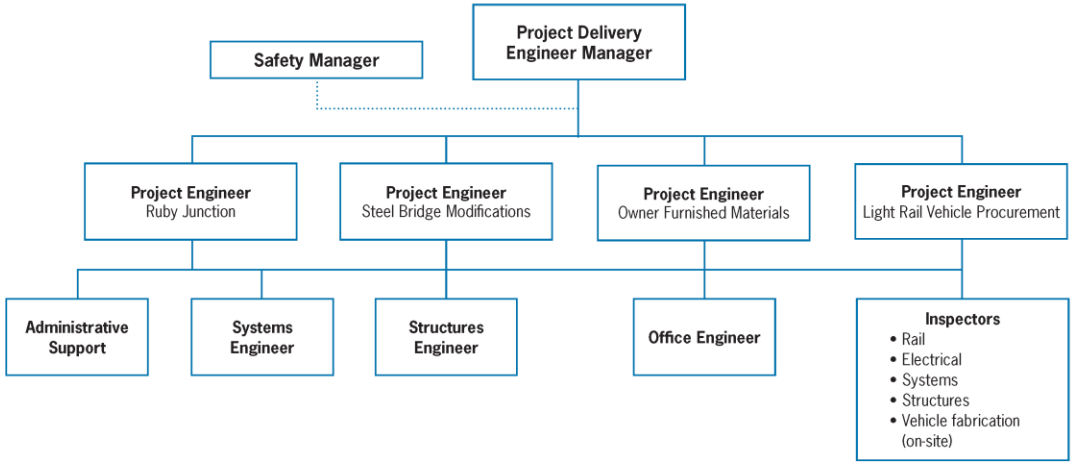
Columbia River CROSSING

Organizational Chart - Transit Other Package (construction phase)



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Appendix B

Resumes of Key Personnel

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Columbia River Crossing
Technical Capacity and Capability Plan
One-Page Resumes of Key CRC Team Members

NAME	TITLE

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