

# INDEPENDENT EXPERT REVIEW PANEL SCOPE OF WORK COLUMBIA RIVER CROSSING PROJECT

## 1. PURPOSE

The Governors of Oregon and Washington believe that the Columbia River Crossing (CRC) Project is essential to maintaining our economic vitality, enhancing the livability of the communities in our two states, and strengthening the economy of the entire Pacific Northwest because of its critical importance as the major north-south transportation link of the western United States.

In order to advance the Columbia River Crossing, the Governors have convened an independent expert review panel (IRP) to assure appropriate finance plan and project implementation plan assumptions have been made, or are in process, for the Columbia River Crossing Project, in accordance with the joint Governors letter dated February 16, 2010:

*“The panel will be asked to assess the financial and implementation plans for the CRC. It will also review and evaluate key objectives and associated performance measures in order to guide decisions on the project and its operation after construction. Panelists will include national experts with experience in design and management, cost estimation, mitigation planning, and management of large urban transportation projects.”*

The Governors have directed this work in order to ensure that key project study assumptions and methods are reasonable for the CRC project. The panel will provide independent financial and technical review of the finance and implementation plans, and will work independently of other work efforts being conducted under the guidance of the Project Sponsors Council. The Governors feel strongly that the project must move forward without delay. The panel shall report their findings to the Governors by July 30, 2010.

## 2. PANEL OBJECTIVES

### A. Review Project Implementation Plan

This will include a review of the project schedule, results of risk assessment and value engineering workshops. The focus of the panel’s work will be to assess the soundness and comprehensiveness of the project implementation plan, schedule and provisions to address risk and to maximize the opportunities for successful delivery of the project. Specific items for review will include, but not be limited to:

- Planning, environmental and permitting process
- Design , including urban and context sensitive design
- Traffic analysis and operations
- Construction readiness
- Project management plan

## **B. Review Financial Plan**

The panel is asked to review the financial plan for the CRC to ensure that the plan, or work in process to define the plan, clearly identifies funding sources and is feasible and sufficient. To determine the sufficiency of the funding plan to support project implementation, the panel will review key assumptions for all funding sources assumed in the finance plan, and review the processes used to identify project costs and risks, the tolling plan and assumptions and cash flow requirements. The purpose of this review will be for the panel to develop an independent assessment of the soundness of the financial plan.

## **C. Review of Performance Measures**

The panel will be asked to review and evaluate post construction operational performance measures for consistency with key project objectives.

### **3. SCOPE OF WORK, INDEPENDENT REVIEW PANEL MEMBERS**

1. Attend Independent Review Panel meetings as scheduled by the Panel Chair
2. Assist the Chair to accomplish the Panel's objectives in accordance with above
3. Participate in Panel activities in accordance with established schedules and work plans
4. Attend Project Briefings, Orientation Sessions, Out-briefings and Project Site Tours
5. Meet With Key Project Stakeholders (as necessary and available)
6. Attend and contribute to in-progress briefings to WSDOT, ODOT, key stakeholders and the public as scheduled by the Panel Chair and the CRC project team
7. Review material presented to the Panel and provide input and/or opinions as relevant to findings, conclusions and recommendations
8. Provide independent financial and technical reviews of key assumptions, financial plans, and project implementation plans
9. Provide input to draft and final report sections and executive summary
10. Complete draft written report by July 15, 2010 and the final report by July 30, 2010
11. Remain on-call through the publication of the FEIS anticipated in late 2010 to provide continuing advice to the project and the Governors relative to findings and recommendations

### **4. DRAFT TIMELINE**

1. Background briefings with Panel Chair – April 14 & 15
2. Informal IRP background meetings – Week of April 26 (tentative)
3. Informal IRP background meetings – May 18 (for those who arrive early)
4. First meeting of IRP – May 19 & 20
5. Second meeting of IRP – June 1 & 2
6. Third meeting of IRP – June 17 & 18
7. Fourth meeting of IRP (if necessary) – July 7 & 8
8. Draft report from IRP – July 15
9. Final report from IRP – July 30