



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

April 15, 2013

Sent via email to: adamewood@wweek.com

Ms. Andrea Damewood
Staff Writer, Willamette Week
(Request received via email)

Subject: CRC PDR D00590 & WSDOT PDR 13-0439 - public disclosure request to the Washington State Department of Transportation and the Columbia River Crossing project

Dear Ms Damewood,

In accord with the Washington State Public Disclosure Act, RCW § 42.56, this letter responds to your request for records, dated March 6, 2013 and received March 7, 2013 via email to the Columbia River Crossing project for:

1. "...and all communication between the Columbia River Crossing and CDM Smith. " And,
2. "...all drafts of the CDM Smith tolling forecast have been created to date."

Accompanying this communication is a data disc containing project records responsive to your requests.

On April 8, 2013, we informed you that the CRC and the Washington State Department of Transportation were reviewing the requested records for statutory exemption under RCW § 42.56. That review is ongoing. Certain records have been identified as potentially proprietary to a Department vendor (EcoNW) and thus potentially exempt from disclosure under RCW 42.56.270 (2).

Ms. Andrea Damewood
April 15, 2013
Page 2

In accord with the applicable rules, the CRC and WSDOT have notified the vendor of your public records request. Within 10 business days of this communication the CRC and the Department expect to receive either a waiver of objection to disclosure or a notice of intent to file an injunction of disclosure from the vendor.

Should the Department be notified by the vendor that they object to the release of the requested information, as they consider all or parts of the requested records to be confidential, we anticipate that a restraining order to prevent the Department from releasing the requested information will be sought. In that event, your records request will be stayed pending the outcome of that action. (Please note that as the requestor, you would be considered a necessary party and thus be named in any court action filed by the vendor. To avoid such action you would need to withdraw your request. You may do so by responding to this communication stating such.)

Should the Department be notified by the vendor that they waive any objection to disclosure, the CRC and the Department will proceed with processing your records request.

If you have questions you may reply to this message.

Best regards,

Michael A. Williams, PE
Business Services Manager
Columbia River Crossing

43

ys, y



Cathy Downs, Manager
WSDOT Records Officer
Washington State Department of Transportation

CD:cb

*Exemption Log PDR-13-0439
For Andrea Damewood*

Date & Document Type	To	From	Description of Exemption	Exemption & Comment	Brief Explanation
08/28/2012 Consultant Information Form	WSDOT	CDM Smith, Inc.	Federal Taxpayer Identification Number	RCW 42.56.230(4); 1 partial page	Federal Taxpayer Identification Number
08/28/2012 Consultant Information Form	WSDOT	Economic Consultants Oregon, LTD	Federal Taxpayer Identification Number	RCW 42.56.230(4); 1 partial page	Federal Taxpayer Identification Number

From: CRC Public Records
Sent: Wednesday, April 24, 2013 1:16 PM
To: 'Andrea Damewood'
Cc: Pressentin, Anne; King, James
Subject: CRC PDR D00590 - Damewood - Final Provision & Closure

Dear Ms. Damewood,

In accord with the Washington State Public Disclosure Act, RCW § 42.56, this communication again responds to your request for records, dated March 6, 2013 and received March 7, 2013 via email to the Columbia River Crossing project for:

1. "...and all communication between the Columbia River Crossing and CDM Smith. " And,
2. "...all drafts of the CDM Smith tolling forecast have been created to date."

The CRC provided you with a data disc of responsive records on April 16, 2013. See below. At that time we indicated that the WSDOT was working through the mandatory statutory exemption process on a small number of records responsive to your request. The WSDOT has communicated with the Economic Consultants Oregon, Ltd., and they have indicated that they do not wish to enjoin the Department from releasing the requested record (attached).

With the transmission of the above information, and the attached record, your March 7, 2013 request for records is now closed with all available responsive records provided.

Thank you for your patience.

Best regards,

Michael A. Williams, PE
Business Services Manager
Columbia River Crossing

From: CRC Public Records
Sent: Tuesday, April 16, 2013 7:11 AM
To: 'Andrea Damewood'
Cc: Pressentin, Anne; King, James
Subject: CRC PDR D00590 - Damewood - First Records Provision & Notice of Further Review

Dear Ms. Damewood,

In accord with the Washington State Public Disclosure Act, RCW § 42.56, this letter responds to your request for records, dated March 6, 2013 and received March 7, 2013 via email to the Columbia River Crossing project for:

3. "...and all communication between the Columbia River Crossing and CDM Smith. " And,
4. "...all drafts of the CDM Smith tolling forecast have been created to date."

The CRC has prepared a data disc of records responsive to your request. At your option the CRC will send you that data disc via WSDOT Mail Services, or you may retrieve that data disc at the CRC offices at your convenience. No appointment is needed to pick up the data disc from the CRC offices. The data disc is available now for you to pick up at the receptionists' desk at the CRC offices located at 700 Washington Street, Suite 300, Vancouver, WA, during business hours of 8:00 am to 5:00 pm, Monday through Friday. Please let us know your delivery preference by replying to this communication. If we do not hear from you by April 18, 2013 your data disc of records responsive to your request will be mailed to you at the address we have on file for you.

Also, accompanying this communication is a letter from the Washington State Department of Transportation and an exemption log, both of which detail the statutory exemptions and redactions applied to records responsive to your request.

On April 8, 2013, we informed you that the CRC and the Washington State Department of Transportation were reviewing the requested records for statutory exemption under RCW § 42.56 (see attached). That review is ongoing. Certain records have been identified as potentially proprietary to a Department vendor (EcoNW) and thus potentially exempt from disclosure under RCW 42.56.270 (2).

In accord with the applicable rules, the CRC and WSDOT have notified the vendor of your public records request. Within 10 business days of this communication the CRC and the Department expect to receive either a waiver of objection to disclosure or a notice of intent to file an injunction of disclosure from the vendor.

Should the Department be notified by the vendor that they object to the release of the requested information, as they consider all or parts of the requested records to be confidential, we anticipate that a restraining order to prevent the Department from

releasing the requested information will be sought. In that event, your records request will be stayed pending the outcome of that action. (Please note that as the requestor, you would be considered a necessary party and thus be named in any court action filed by the vendor. To avoid such action you would need to withdraw your request. You may do so by responding to this communication stating such.)

Should the Department be notified by the vendor that they waive any objection to disclosure, the CRC and the Department will proceed with processing your records request.

If you have questions you may reply to this message.

Best regards,

Michael A. Williams, PE
Business Services Manager
Columbia River Crossing



**Washington State
Department of Transportation**
Paula J. Hammond, P.E.
Secretary of Transportation

Transportation Building
310 Maple Park Avenue S.E.
P.O. Box 47300
Olympia, WA 98504-7300

360-705-7000
TTY: 1-800-833-6388
www.wsdot.wa.gov

February 7, 2013

Melissa Sutherland, Controller
Economic Consultants Oregon, Ltd.
99 West Tenth Avenue, Suite 400
Eugene, Oregon 97401-3040

Re: Economic Consultants Oregon, Ltd. Overhead Schedule
Fiscal Year End December 31, 2011

Dear Ms. Sutherland:

We have completed a desk review of your overhead schedule for the above referenced fiscal year. Our review included the documentation provided by Economic Consultants Oregon, Ltd.

The reviewed data included, but was not limited to; the schedule of the indirect cost rate, a description of the company, basis of accounting and description of Economic Consultants Oregon, Ltd. accounting system and the basis of indirect costs.

Based on our work, we are issuing this letter of review establishing Economic Consultants Oregon, Ltd. overhead rate for the fiscal year ending December 31, 2011, at 153.86% of direct labor. Costs billed to actual agreements will still be subject to audit of actual costs.

Please check with the WSDOT Consultant Services Office (HQ) and/or the WSDOT Area Consultant Liaison to determine when this reviewed rate will be applicable to your WSDOT agreement(s).

Also, when you provide next year's overhead schedule to our office or to your CPA firm, please submit **either** your internally prepared *Compensation Analysis*, or the *National Compensation Matrix* (NCM) worksheet.

Ms. Sutherland
February 7, 2013
Page 2

If you, or any representatives of Economic Consultants Oregon, Ltd., have any questions, please contact Martha Roach, Jeri Sivertson, or Steve McKerney at (360)705-7003.

Sincerely,

Martha S. Roach
Agreement Compliance Audit Manager

MR:ds
Enclosures

cc: Steve McKerney, Director of Internal Audit
Jeri Sivertson, Assistant Director of Internal Audit
Larry Schofield, MS 47323
File

Economic Consultants Oregon, Ltd. (dba ECONorthwest)
Overhead Schedule
For the Year Ended December 31, 2011

Description	Financial Statement Amount	Firm Adj.	WSDOT Adj.	Ref.	Accepted Amount	%
Direct Labor	<u>\$1,439,756</u>				<u>\$1,439,756</u>	<u>100.00%</u>
Fringe Benefits:						
Vacation, Sick, & Holiday	\$240,970				\$240,970	16.74%
Payroll Taxes	303,893				303,893	21.11%
Health Insurance	232,809				232,809	16.17%
Other Employee Benefits	16,793				16,793	1.17%
Workers' Comp. Insurance	2,916				2,916	0.20%
Profit Sharing (401-k)	239,839				239,839	16.66%
Total Fringe Benefits	<u>\$1,037,220</u>	<u>\$0</u>	<u>\$0</u>		<u>\$1,037,220</u>	<u>72.04%</u>
General Overhead:						
Indirect Labor	\$877,439	(\$195,391)	(\$358,892)	A, K	\$323,156	22.45%
Bid & Proposal Labor	337,318	(10,173)		B	327,145	22.72%
Payroll Variance			(52,670)	L	(52,670)	-3.66%
Incentive Bonus	759,959	(759,959)		C	0	0.00%
Rent	281,607				281,607	19.56%
Maintenance & Repairs	12,022				12,022	0.84%
Office Equipment Lease/Rental	11,713				11,713	0.81%
Parking	21,454	(21,454)		D	0	0.00%
Travel	39,508	(39,508)		D	0	0.00%
Travel - Meals	12,617	(12,617)		D,E	0	0.00%
Insurance	47,372	(18,004)		F	29,368	2.04%
Telephone	59,512				59,512	4.13%
Taxes & Licenses & Fees & Penalt	49,028	(49,028)	23,764	G, M	23,764	1.65%
Depreciation & Amortization	37,933				37,933	2.63%
Dues & Subscriptions	12,202	(12,202)		H	0	0.00%
Professional Fees	135,580		(81,564)	N, O	54,016	3.75%
Interest Expense	23,744	(23,744)		I	0	0.00%
Bad Debt Expense	32,000	(32,000)		J	0	0.00%
Computer Time/Data/Software	44,843				44,843	3.11%
Postage & Printing	8,194				8,194	0.57%
Supplies & Miscellaneous	22,623	(5,244)		B	17,379	1.21%
Total General Overhead	<u>\$2,826,668</u>	<u>(\$1,179,324)</u>	<u>(\$469,362)</u>		<u>\$1,177,983</u>	<u>81.82%</u>
Total Overhead Costs	<u>\$3,863,888</u>	<u>(\$1,179,324)</u>	<u>(\$469,362)</u>		<u>\$2,215,202</u>	<u>153.86%</u>
Overhead Rate (Less FCC)	268.37%	186.46%			<u><u>153.86%</u></u>	

Economic Consultants Oregon, Ltd. (dba ECONorthwest)
Overhead Schedule
For the Year Ended December 31, 2011

Description	Financial Statement Amount	Firm Adj.	WSDOT Adj.	Ref.	Accepted Amount	%
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ECONorthwest - Reviewed and Accepted 2/7/13 SO
"Overhead Rate still subject to WSDOT Audit"

References

ECONorthwest Adjustments:

- A Excess executive compensation (\$50,766) unallowable per 48 CFR 31.205-6(p) and discretionary production bonus (144,625) unallowable per 48 CFR 31.201-2 and 31.205-6(f).
- B Promotional Marketing unallowable per 48 CFR 31.205-1 and 31.205-38.
- C Bonus payments unsupported and not performance based unallowable per 48 CFR 31.205-6 and 2010 AASHTO Audit Guide, Chapter 7, Section 7.12 C
- D Lodging, meal, and mileage rates in excess of federal travel regulation unallowable per 48 CFR 31.205-46(a)(2).
- E Inadequate supporting documentation unallowable per 48 CFR 31.201-2(d).
- F Key person life insurance unallowable per 48 CFR 31.205-19(e)(2)(v).
- G Unallowable taxes and licenses per 48 CFR 31.205-41.
- H Costs of memberships in civic and community organization unallowable per 48 CFR 31.205-1(f)(7).
- I Interest unallowable per 48 CFR 31.205-20.
- J Bad Debt expense unallowable per 48 CFR 31.205-3

WSDOT Adjustments:

- K Firm provided a voluntary adjustment of \$358,892 to bring indirect labor to a reasonable amount per 48 CFR 31.201-3 and 2012 AASHTO 5.4(F)(5) and 6.3.
- L Adjustment to indirect labor (\$52,670) to reflect labor amount from the Labor Distribution Report (LDR) and amounts taken from employee timesheets. Per 48 CFR 31.201-2, a contractor is responsible for accounting for costs appropriately.
- M Firm had removed all taxes including state sales and use taxes and state income tax. These taxes are allowable per 48 CFR 31.205-41. We have added \$23,764 for these allowable taxes.
- N Income Tax Preparation fees (\$24,712) unallowable in full for partners and owners who are responsible for paying income tax on their personal return per 48 CFR 31.205-41(b) and 31.201-4. Personal expense unallowable.
- O Advertising and reorganization expenses (\$58,852.13) unallowable per 48 CFR 31.205-1, and 205-27 (a). Amount provided by firm.

Certification of Final Indirect Costs

Firm Name: Economic Consultants Oregon, Ltd

Indirect Cost Rate Proposal: 252.41%

Date of Proposal Preparation (mm/dd/yyyy): 11/7/12

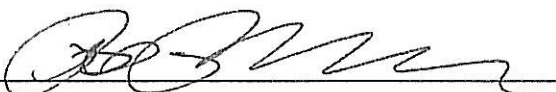
Fiscal Period Covered (mm/dd/yyyy to mm/dd/yyyy): 01/01/2011 to 12/31/2011

I, the undersigned, certify that I have reviewed the proposal to establish final indirect cost rates for the fiscal period as specified above and to the best of my knowledge and belief:

1.) All costs included in this proposal to establish final indirect cost rates are allowable in accordance with the cost principles of the Federal Acquisition Regulations (FAR) of title 48, Code of Federal Regulations (CFR), part 31.

2.) This proposal does not include any costs which are expressly unallowable under the cost principles of the FAR of 48 CFR 31.

All known material transactions or events that have occurred affecting the firm's ownership, organization and indirect cost rates have been disclosed.

Signature: 

Name of Certifying Official* (Print): Paul Mallon

Title: Chief Financial Officer

Date of Certification (mm/dd/yyyy): 11/07/12

*The "Certifying Official" must be an individual executive or financial officer of the firm at a level no lower than a Vice President or Chief Financial Officer, or equivalent, who has the authority to represent the financial information utilized to establish the indirect cost rate for use under Agency contracts.

Ref. FHWA Directive 4470.1A available on line at:
<http://www.fhwa.dot.gov/legsregs/directives/orders/44701a.htm>

From: [King, James](#)
To: [King, James](#)
Subject: FW: CDM Smith revised Consultant Form
Date: Monday, April 15, 2013 10:48:47 AM
Attachments: [CDMSubmittalInformationSheetPrime 08-28-12 Redacted.pdf](#)

From: Boesch, Timothy J. [mailto:boeschtj@cdmsmith.com]
Sent: Tuesday, August 28, 2012 5:15 PM
To: 'keelr@wsdot.wa.gov'; 'Jonson, Erik'; Slack, Terri; Francis, Carley
Subject: CDM Smith revised Consultant Form

All,

Per my email below, attached is our revised consultant information form. The only change is that Sam Yaghmaie has been removed as our prime contact.

Thanks,
-Tim

Timothy J. Boesch, AICP

Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschtj@cdmsmith.com
cdmsmith.com

From: Boesch, Timothy J.
Sent: Monday, August 27, 2012 1:54 PM
To: keelr@wsdot.wa.gov; Jonson, Erik; Slack, Terri; Carley Francis (francisc@columbiarivercrossing.org)
Subject: CRC Consultant Selection Interview Letter

Ms. Keel,

Please note that Sam Yaghmaie is no longer with CDM Smith. I have been designated as the contact for WSDOT inside CDM Smith for the CRC Traffic and Revenue procurement. (I will also submit a revised consultant information form to WSDOT tomorrow.) My contact information is below. If there's an urgent matter, feel free to call my cell at 425-691-9148.

We sincerely appreciate the opportunity to present our approach to the selection committee this morning and look forward to hearing the decision!

Thanks,
-Tim

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschjtj@cdmsmith.com

cdmsmith.com

From: Yaghmaie, Sam
Sent: Tuesday, August 14, 2012 2:42 PM
To: Boesch, Timothy J.
Subject: Fwd: Consultant Selection Interview Letter

Sent from my iPhone

Begin forwarded message:

From: "Keel, Roberta" <KeelR@wsdot.wa.gov>
Date: August 14, 2012 2:20:21 PM PDT
To: <yaghmaies@cdmsmith.com>
Subject: **FW: Consultant Selection Interview Letter**

Sorry, wrong email address. Please let me know when you receive this

Thank You
Roberta Keel

From: Keel, Roberta
Sent: Tuesday, August 14, 2012 2:15 PM
To: 'yaghmaie@cdmsmith.com'
Cc: Jonson, Erik; Slack, Terri (Consultant); Francis, Carley
Subject: Consultant Selection Interview Letter

Dear Mr. Yaghmaie,

Attached to this email, is your invitation to interview for the Investment-Grade Traffic and Toll Revenue Analysis Services for the Columbia River Crossing (CRC) project.

Please acknowledge receipt of this email.

Regards,

Roberta C. Keel

Transportation Technician 3
WSDOT, Consultant Services Office
PO Box 47323
Olympia, WA 98504-7323

PH: 360.705.7029 FAX: 360.705.6838

Keelr@wsdot.wa.gov

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Consultant Information Form

Project Name or Roster Category: Investment-Grade Traffic and Toll Revenue Analysis Services for Columbia River Crossing project

Firm: CDM Smith Inc.		Number of Employees: 5,800	
Address: 1218 3rd Ave Suite 1100			
Phone: 206-336-4900		Fax: 206-223-2340	Company Web Site: cdmsmith.com
City: Seattle	State: WA	Zip Code: 98101	County: King
Remit to Address: CDM Smith File 70194			
City: Los Angeles	State: CA	Zip Code: 90074	County:
Phone: 206-336-4900		Fax: 206-223-2340	
Statewide Vendor Number (SWV) for Remit to Address: 0095807-00		Federal Tax ID Number or Social Security Number: [REDACTED]	
Unified Business Identifier Number (UBI): 601-104-148		D/M/WBE Certification Number:	
Year Firm Established: 1947		NAICS Code & Code Name: 541330 Engineering Services	
Contact Person: Timothy Boesch		Email: boeschtj@cdmsmith.com	

Firm Type:

Sole Proprietor Partnership C – Corp. Limited Partnership Subchapter S Corp. Limited Liability Company

Annual Gross Receipt:

\$0 to \$1 Million \$1 Million to \$5 Million \$5 Million to \$10 Million \$10 Million to \$15 Million Over \$15 Million

Note:

Firm Name: Please *do not* use: dba's – doing business as; combination names when two firms are working together, unless the combination name is the formation of a legally registered new company such as a joint venture; derivatives of your legal name; acronyms; etc.

Statewide Vendor (SWV) Number: The Statewide Vendor (SWV) Number is **REQUIRED** for vendors to receive payments. If your firm doesn't already have an SWV number, your firm will be required to acquire a SWV number prior to execution of a contract and/or being approved as a Sub-consultant to an existing contract. Please contact WSDOT TRAINS Help Desk at 360-705-7514 for assistance. **Federal Tax ID Number:** Please ensure that your legal name matches that assigned to your Federal Tax ID number. If you do not have a Federal Tax ID number, please use your social security number.

Unified Business Identifier (UBI) Number: Your firm will be **REQUIRED** to acquire a UBI Number prior to execution of a contract and/or being approved as a Sub-consultant to an existing contract. This is a Washington State Business license and can be acquired by contacting the Washington State Department of Revenue web site at www.dor.wa.gov.

From: [King, James](#)
To: [King, James](#)
Subject: FW: Y-11335 Addition of ECONW Subconsultant
Date: Monday, April 15, 2013 10:51:06 AM
Attachments: [ECONW ANTE 2013.xlsx](#)
[ECONW ANTE 2013.xlsx](#)
[ECONW SubmittalInformationSheetSubRev_Redacted.pdf](#)

From: Boesch, Timothy J. [mailto:boeschtj@cdmsmith.com]
Sent: Tuesday, February 12, 2013 8:58 AM
To: ConsultantRates@wsdot.wa.gov
Cc: Carl Batten; Lisa Rau; Scott, Stacy; Slack, Terri; Francis, Carley; Ryan, Eugene
Subject: Y-11335 Addition of ECONW Subconsultant

Dear WSDOT:

CDM Smith as prime consultant for agreement Y-11335 requests Economic Consultants Oregon, LTD dba ECONorthwest be added to our contract as a subconsultant. ECONorthwest has recently completed a desk audit review with the WSDOT audit department and has established an overhead rate as noted in the attached letter. Also attached is the firm's consultant information sheet and a new ANTE table reflecting the recently established overhead rate.

We request that the addition of ECONWest be considered as soon as possible. The several month delay caused by the audit has kept ECONorthwest from becoming familiar with current work and we wish to avoid any further delay given the tight deadlines associated with this contract.

Thanks,
-Tim

Timothy J. Boesch, AICP
Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschtj@cdmsmith.com
cdmsmith.com

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Consultant Information Form

Project Name or Roster Category:	Investment-Grade Traffic and Toll Revenue Analysis Services for the Columbia River Crossing Project
----------------------------------	---

Firm: Economic Consultants Oregon, LTD		Number of Employees: 50	
Address: 222 SW Columbia Street, Suite 1600			
Phone: 503-222-6060		Fax: 503-222-1504	
Company Web Site: www.econw.com			
City: Portland	State: Oregon	Zip Code: 97201	County: Multnomah
Remit to Address: 99 W. Tenth Avenue, Suite 400			
City: Eugene	State: Oregon	Zip Code: 97401	County: Lane
Phone: 541-687-0051		Fax: 541-344-0562	
Statewide Vendor Number (SWV) for Remit to Address:		Federal Tax ID Number or Social Security Number: ██████████	
Unified Business Identifier Number (UBI): 601-112-630		D/M/WBE Certification Number: N/A	
Year Firm Established: 1974		NAICS Code & Code Name: 541611	
Contact Person: Lisa Rau		Email: rau@econw.com	

Firm Type:

Sole Proprietor Partnership C – Corp. Limited Partnership Subchapter S Corp. Limited Liability Company

Annual Gross Receipt:

\$0 to \$1 Million \$1 Million to \$5 Million \$5 Million to \$10 Million \$10 Million to \$15 Million Over \$15 Million

Note:

Firm Name: Please **do not use: dba’s – doing business as; combination names when two firms are working together, unless the combination name is the formation of a legally registered new company such as a joint venture; derivatives of your legal name; acronyms; etc.**

Statewide Vendor (SWV) Number: The Statewide Vendor (SWV) Number is **REQUIRED** for vendors to receive payments. If your firm doesn’t already have an SWV number, your firm will be required to acquire a SWV number prior to execution of a contract and/or being approved as a Sub-consultant to an existing contract. Please contact WSDOT TRAINS Help Desk at 360-705-7514 for assistance. **Federal Tax ID Number:** Please ensure that your legal name matches that assigned to your Federal Tax ID number. If you do not have a Federal Tax ID number, please use your social security number.

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From: [Steven Siegel](#)
To: [Strickler, Kris](#); [Brodie, Les](#); [Lee.A.Helgerson@odot.state.or.us](#); [jmortensen@pragla.com](#); [Francis, Carley](#)
Cc: [ryane@cdmsmith.com](#)
Subject: CDM Smith Memo for review
Date: Sunday, February 24, 2013 5:20:33 PM
Attachments: [TR_comparison_memo_V10_Final.docx](#)
[TR_comparison_memo_V10_FinalComparison_to_V8_SSedit_redline.docx](#)

Attached is CDM Smith. Please review and return comments to me ASAP, I will compile. If you have questions or just wish to, please ask Eugene directly, but if possible keep me in email loop.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com>
To: 'Steven Siegel' <siegelconsulting@aol.com>
Cc: Boesch, Timothy J. <boeschjtj@cdmsmith.com>
Sent: Sun, Feb 24, 2013 5:13 pm
Subject: FW: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Steven,

Attached is our revised memo.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Boesch, Timothy J.
Sent: Sunday, February 24, 2013 7:11 PM
To: Ryan, Eugene
Subject: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Timothy J. Boesch, AICP

Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschjtj@cdmsmith.com
cdmsmith.com

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From: [Steven Siegel](#)
To: Lee.A.Helgerson@odot.state.or.us; [Brodie, Les](#); [Strickler, Kris](#); [Francis, Carley](#); jmortensen@pragla.com
Cc: boeschjt@cdmsmith.com; ryane@cdmsmith.com
Subject: CDM Smith Report and Memo
Date: Sunday, February 24, 2013 6:36:35 PM

Eugene: Let's go FINAL on memo.

Everyone else: I am good with CDM Smith Report as is. It is now 6:35PM (Pacific), unless I receive comments otherwise on the report by 7:00 PM (Pacific) CDM Smith should go final on the report at that time.

Eugene: Please send final version for memo to above list now, and absent comments otherwise send FINAL REPORT to list at 7:00.

Thanks everyone,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

From: [Steven Siegel](#)
To: [Brodie, Les](#); Lee.A.Helgerson@odot.state.or.us; [Strickler, Kris](#); jmortensen@pragla.com
Cc: ryane@cdmsmith.com
Subject: CDM Smith Report
Date: Sunday, February 24, 2013 2:40:28 PM

Spoke with Eugene, who is copied on this email so if you have comments about the following please let him know directly.

I believe Eugene and I have worked out a compromise that works for all parties. Eugene had a concern that while omitting Scenario 4 results for ODOT purposes is okay, it created problems for the CDM Smith work as they were initially charged. The compromise is that the conclusion of the CDM memo will reference the range for all four scenarios and then say something like: if the toll rate schedule is limited to just the Added Price Point schedule the range is X-Y. This allows a reasonable springboard to state the narrower range in the ODOT cover memo.

Jo: I don't know if this matters to your memo -- perhaps it negates the comments I sent -- but wanted you to be aware.

Also, CDM will be finalizing their report also this afternoon. So be aware that is coming.

I want to thank Eugene for working through this with me.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

From: [Jocelyn Mortensen](#)
To: [Brodie, Les](#); [HELGERSON Lee A](#); Laura.Lockwood@ost.state.or.us; [Strickler, Kris](#); [Siegel, Steve](#); [Baker, Brent](#); [Kaehler, Auden](#); [Ryan, Eugene](#)
Cc: [Louis Choi](#); [Christopher McAbery](#)
Subject: Draft CRC Funding Memo
Date: Friday, February 22, 2013 11:09:39 PM
Attachments: [ODOT_CRC_Bonding_Analysis_20130222v4.doc](#)

All –

Attached is the completed draft memo detailing the funding capacity of the net toll revenue stream provided by PB earlier this evening. Please provide any comments to me at your earliest convenience. We will plan to go final on this memo by the end of the day Saturday so others can complete their work for the Monday deliverables.

Regards,

Jo

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

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From: [Slack, Terri](#)
To: [Slack, Terri](#); [Slack, Terri](#); [Boyd, Nancy](#); [Strickler, Kris](#); [Arnis, Amy](#); [Smith, Helena Kennedy](#); [Brodie, Les](#); lee.a.helgerson@odot.state.or.us; [Webb, Marilyn](#); [Francis, Carley](#); [ryan.eugene \(ryane@cdmsmith.com\)](mailto:ryan.eugene@cdmsmith.com); [Boesch, Timothy J. \(boeschtj@cdmsmith.com\)](mailto:boesch.timothyj@cdmsmith.com); [Baker, Brent](#); kaehlera@pbworld.com; [Liles, Casey](mailto:liles.casey@lilesc@wsdot.wa.gov); lilesc@wsdot.wa.gov
Cc: [Sobleskie, Joe](#)
Subject: Draft meeting notes from yesterday's call re: CDM Smith's Comparison Memo
Date: Tuesday, February 05, 2013 2:16:53 PM
Attachments: [CRC Finance Call 02_04_15_rev2.docx](#)

Please find attached notes from yesterday's call. Please let me know if you have any comments/changes.

Thank you

Terri Slack
GTC Program Manager
Desk: 206-716-1163
Cell: 404-889-7188

-----Original Appointment-----

From: Diemert, Lois **On Behalf Of** Slack, Terri
Sent: Thursday, January 31, 2013 3:28 PM
To: Slack, Terri; Slack, Terri (Consultant) (SlackT@consultant.wsdot.wa.gov); Slack, Terri (slackt@columbiarivercrossing.com); 'boydn@columbiarivercrossing.com'; stricklerk@columbiarivercrossing.com; arnisa@wsdot.wa.gov; Smith, Helena Kennedy; Les S. Brodie (les.s.brodie@odot.state.or.us); lee.a.helgerson@odot.state.or.us; Webb, Marilyn (webbm@columbiarivercrossing.com); Francis, Carley (francisc@columbiarivercrossing.com); Ryan, Eugene (ryane@cdmsmith.com); Boesch, Timothy J. (boeschtj@cdmsmith.com); Baker, Brent; kaehlera@pbworld.com; lilesc@columbiarivercrossing.com; lilesc@wsdot.wa.gov
Cc: Sobleskie, Joe
Subject: CDM Smith Memo
When: Monday, February 04, 2013 12:00 PM-1:00 PM (UTC-08:00) Pacific Time (US & Canada).
Where: 360-905-1599 9999#

All – wrong date was picked up – should be this Monday the 4th. Due to schedules, moving to noon

Thank you

Hello,

Please accept this meeting invitation to discuss the CDM Smith Memo.

Marilyn – Please set up a call-in number for this meeting.

Lois Diemert for Teresa Slack
Sr. Project Coordinator
GTC Program

Jacobs Engineering Group Inc.
206-716-1130

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From: [Jocelyn Mortensen](#)
To: [Brodie, Les](#); [HELGERSON Lee A](#); Laura.Lockwood@ost.state.or.us; [Strickler, Kris](#); [Siegel, Steve](#); [Baker, Brent](#); [Kaehler, Auden](#); [Ryan, Eugene](#)
Cc: [Louis Choi](#); [Christopher McAbery](#)
Subject: Final CRC Funding Memo
Date: Sunday, February 24, 2013 8:04:07 AM
Attachments: [ODOT_CRC_Bonding_Analysis_20130224FINAL.pdf](#)

Attached is the final PRAG memo, representing just a few clean-up edits since last night's version.

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

From: Jocelyn Mortensen
Sent: Saturday, February 23, 2013 4:48 PM
To: 'BRODIE Les S'; 'HELGERSON Lee A'; 'Laura.Lockwood@ost.state.or.us'; 'Strickler, Kris'; 'Steven Siegel'; 'Baker, T Brent'; 'Kaehler, Auden'; 'Ryan, Eugene'
Cc: Louis Choi; Christopher McAbery
Subject: RE: Draft CRC Funding Memo

Thank you all for your comments and suggestions. Attached in clean and redline form is the near-final version of the PRAG memorandum. Please let me know if you have any comments before we finalize.

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

From: Jocelyn Mortensen
Sent: Friday, February 22, 2013 11:08 PM
To: BRODIE Les S; HELGERSON Lee A; Laura.Lockwood@ost.state.or.us; Strickler, Kris; Steven Siegel; Baker, T Brent; Kaehler, Auden; Ryan, Eugene
Cc: Louis Choi; Christopher McAbery
Subject: Draft CRC Funding Memo

All –

Attached is the completed draft memo detailing the funding capacity of the net toll revenue stream provided by PB earlier this evening. Please provide any comments to me at your earliest convenience. We will plan to go final on this memo by the end of the day Saturday so others can

complete their work for the Monday deliverables.

Regards,

Jo

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
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fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

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From: [HELGERSON Lee A](#)
To: [Ryan, Eugene](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); [Siegel, Steve](#)
Subject: FW: CRCTR Preliminary Estimate Report
Date: Saturday, February 23, 2013 6:19:58 PM
Attachments: [Preliminary Estimate Report 2013-02-22 V1.docx](#)

Eugene,

Your draft memo was forwarded to me separately. Were you intending to provide a summary of the results of your analysis? I see on page 11 a section titled "Traffic and Revenue Results" but it appears to be merely a brief review of the modeling process and assumptions. The section refers to results on the following table and figures but leaves it to the reader to interpret those results. While some folks reading this memo will have a keen understanding of traffic and revenue analysis many others will not. Legislators and other policy makers are among the audience for this memo. I would expect that they would appreciate a brief summary that provides in lay terms some conclusions of your analysis.

Please contact me if you have questions. Also, going forward, please do include Les Brodie, ODOT CFO, and me on all relevant communications regarding the T&R analysis. We are most interested in the process and ultimate T&R analysis results.

Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Friday, February 22, 2013 6:15 PM
To: Jocelyn Mortensen
Subject: Fwd: CRCTR Preliminary Estimate Report

You can see cdm smith naming convention in attached -- haven't read this yet, still draft.

ps I rally am leaving now, will respond to additional items tomorrow morning if necessary.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com>
To: Slack, Terri <slackt@columbiarivercrossing.com>; Francis, Carley <francisc@columbiarivercrossing.com>; Steven Siegel <siegelconsulting@aol.com>

Cc: Boesch, Timothy J. <boeschtj@cdmsmith.com>
Sent: Fri, Feb 22, 2013 6:02 pm
Subject: CRCTR Preliminary Estimate Report

All,

Attached is the draft of the CRC Preliminary Gross Toll Revenue Estimates report.

Eugene Ryan P.E.

Associate

CDM Smith

801 Warrenville Road, Suite 260, Lisle IL 60532

direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632

ryane@cdmsmith.com

cdmsmith.com

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From: [Slack, Terri](#)
To: [Arnis, Amy](#); [Smith, HelenaKennedy](#); [Brodie, Les](#); lee.a.helgerson@odot.state.or.us
Cc: [Francis, Carley](#); [Sobleskie, Joe](#); [Boesch, Timothy J.](#); [Ryan, Eugene](#); [Baker, Brent](#); "Kaeher, Auden"; [Boyd, Nancy](#); [Strickler, Kris](#)
Subject: FW: CRCTR Revenue Stream Split - Toll and Surcharge
Date: Tuesday, February 05, 2013 6:25:43 PM
Attachments: [Revenue Split stream.xlsx](#)

As discussed – please find CDM Smith’s revenue split for base toll rate and surcharge.

Terri Slack
GTC Program Manager
Desk: 206-716-1163
Cell: 404-889-7188

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Tuesday, February 05, 2013 8:58 AM
To: Slack, Terri (Consultant)
Cc: Francis, Carley; Boesch, TimothyJ.
Subject: CRCTR Revenue Stream Split - Toll and Surcharge

Terri,

As discussed on yesterday’s conference call we have prepared the attached table that shows how much of the total revenue estimate comes from the basic toll rate and the amount from the surcharge. The table gives the annual revenue numbers for both the low and high revenue scenarios. The file is in Excel format so that various percentages and ratios can be easily calculated.

Please distribute to whoever else should see this.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

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From: [Steven Siegel](mailto:Steven.Siegel)
To: Lee.A.Helgerson@odot.state.or.us; [Brodie, Les](mailto:Brodie_Les); jmortensen@pragla.com; [Strickler, Kris](mailto:Strickler_Kris); Laura.Lockwood@ost.state.or.us; [Francis, Carley](mailto:Francis_Carley)
Cc: ryane@cdmsmith.com
Subject: Fwd: Report
Date: Sunday, February 24, 2013 6:14:21 PM
Attachments: [Preliminary Estimate Report 2013-02-22 V2.docx](#)

CDM Smith report attached for your review -- need any comments asap.

I am on verge of not waiting for any more comments on CDM Smith memo. So on the cusp of going final with that. After that, going final with CDM Smith is last thing for tomorrow morning.

Sometime tomorrow we will get draft from PB, but that is not part of packet needed for morning.

thanks

Steven Siegel
siegelconsulting@aol.com
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com>
To: Steven Siegel <siegelconsulting@aol.com>
Cc: Boesch, Timothy J. <boeschjtj@cdmsmith.com>
Sent: Sun, Feb 24, 2013 5:34 pm
Subject: RE: Report

Steven,

Attached is our revised report.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 5:40 PM
To: Ryan, Eugene
Subject: Report

I am good with the report as is, with the exception (if it is technically inaccurate) of the surcharge (see my comment on the attached).

I have also offered some minor (and this time they are minor) edits -- I don't care if you don't use them, just wanted to offer my thoughts.

Thanks for opportunity to review,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

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From: [Slack, Terri](#)
To: ["Ryan, Eugene"](#)
Cc: ["Boesch, Timothy J."](#); [Francis, Carley](#); [Boyd, Nancy](#); [Strickler, Kris](#); ["Smith, Helena Kennedy"](#); [Slack, Terri](#); [Arnis, Amy](#); ["lee.a.helgerson@odot.state.or.us"](#); [Brodie, Les](#); ["RubsteP@wsdot.wa.gov"](#); [Siegel, Steve](#)
Subject: Model Run
Date: Wednesday, February 13, 2013 4:03:49 PM

Eugene,

As discussed, we have been asked by the project office to run a scenario using the model you have developed for your high/low revenue estimates for the February 12, 2013 memo. The project office is looking to address questions related to legislative session.

Can you please run the model utilizing the High Scenario assumptions, with the Toll Rates of the Low Scenario without escalation on the surcharge during post completion?

Please let me know if you have any questions.

Terri Slack

From: [Steven Siegel](#)
To: [Arnis, Amy](#); [SmithH@WSDOT.WA.GOV](#); [LChoi@PragLA.com](#); [boeschjtj@cdmsmith.com](#); [kaehlera@pbworld.com](#); [CMcAbery@PragLA.com](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Slack, Terri](#); [ryane@cdmsmith.com](#); [Baker, Brent](#); [Francis, Carley](#); [Lee.A.Helgerson@odot.state.or.us](#); [jmortensen@pragla.com](#); [laura.lockwood-mccall@ost.state.or.us](#); [Brodie, Les](#)
Subject: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 9:04:02 AM
Attachments: [Financial Cover Memo.Sunday A.M. Review Draft.docx](#)

As indicated yesterday, ODOT will be providing a cover memo to CDM Smith and PRAG memoranda on range of toll funding capacity. A draft is attached. Kris asked that it be provided to you for your review and comment.

Comments should be in redline, please. And I am sorry to say (blame Kris), I need your comments by **1PM TODAY (SUNDAY)**.

Final drafts of other memos are also coming out later today.

Please call if you have questions or feel a need to do so, my number is below.

Thanks,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

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From: [HELGERSON Lee A](#)
To: [STRICKLER Kristopher W](#) * Kris; [Brodie, Les](#); "[LOCKWOOD-MCCALL Laura](#)"; [Siegel, Steve](#); "[jmortensen@pragla.com](#)"; [Arnis, Amy](#); "[Smith, Helena Kennedy](#)"; [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); "[Ryan, Eugene](#)"; [Slack, Terri](#); "[BIBLER Alice](#)"
Cc: "[LChoi@PragLA.com](#)"; "[CMcAbery@PragLA.com](#)"; "[Boesch, Timothy J.](#)"; "[kaehlera@pbworld.com](#)"; [Slack, Terri](#); [Francis, Carley](#)
Subject: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Saturday, March 02, 2013 4:16:34 PM
Attachments: [CRC Consultants Toll Funding Capacity Update 2013-03-02.pdf](#)

Folks,

Your good work and analysis is front and center on a generally positive Oregonian Business page article. We do appreciate the efforts of all involved in the recent and ongoing traffic, revenue and toll funding capacity analysis. A noteworthy team effort. More of that to come.

Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

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From: [Kaehler, Auden](#)
To: [HELGERSON Lee A](#); ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
Cc: ["LChoi@PragLA.com"](#); ["CMcAbery@PragLA.com"](#); ["Boesch, Timothy J."](#); [Ladner, Scott](#)
Subject: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis - Net Revenue Memo
Date: Monday, February 25, 2013 8:40:21 PM
Attachments: [CRC DRAFT Net Revenue Memo 2-25-2013 v5.docx](#)
[Preliminary DRAFT 2013 CRC T+R Tables 2-22-2013v6.pdf](#)

All —

Attached for your review and comment please find a draft memorandum documenting the preliminary net revenue projections associated with the four CRC toll scenarios prepared by CDM Smith, and for which net revenue tables were provided to PRAG last Friday. We have provided the draft memo in Word format so that those so-inclined can provide make edits in revision marks. Please forward the memo to anyone else who should be on the distribution or review list. Please send any comments/revisions to me. We will plan on providing a quick update upon receipt of any comments/revisions.

The attached T&R tables contain the same values but have been revised to include the current scenario names. Once edits have been incorporated we will combine the two files and distribute a final document.

Regards,
Auden Kaehler
Brent Baker

Auden Kaehler
Parsons Brinckerhoff
206-382-5274 (office)
206-979-3913 (cell)

From: HELGERSON Lee A
Sent: Monday, February 25, 2013 10:34 AM
To: 'Ryan, Eugene'; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

The CDM Memo in addition to CDM report is now attached.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]

Sent: Monday, February 25, 2013 10:17 AM

To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice

Cc: LChoi@PragLA.com; CMAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'

Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Lee,

I see that you have our report attached but not our memo.

Eugene Ryan P.E.

Associate

CDM Smith

801 Warrenville Road, Suite 260, Lisle IL 60532

direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632

ryane@cdmsmith.com

cdmsmith.com

From: HELGERSON Lee A [mailto:Lee.A.HELGERSON@odot.state.or.us]

Sent: Monday, February 25, 2013 12:07 PM

To: STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Ryan, Eugene; Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice

Cc: LChoi@PragLA.com; CMAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'

Subject: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

Please find attached the following memoranda relating to the preliminary Columbia River Crossing Project traffic, revenue and toll funding capacity analysis:

- 1) ODOT - Preliminary Columbia River Crossing Project Toll Funding Capacity Analysis
- 2) CDM Smith - Preliminary Gross Toll Revenue Estimates, and
- 3) PRAG - CRC Range of Estimated Project Funding Capacity of Net Net Toll Revenues Based on Updated Traffic and Revenue Projects

Additional work products that are expected include 1) the CDM Smith technical memorandum relating to the Stage 1 preliminary gross toll revenue model and 2) from Parsons Brinckerhoff, a memorandum covering the net revenue process.

We very much appreciate the efforts of all involved in this work.

Please contact me if you have any questions.

Best regards, Lee

Lee Alan Helgerson

ODOT - Debt & Quantitative Analysis Manager

355 Capitol St. NE, MS 21

Salem, OR 97301-3871

Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

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From: [Slack, Terri \(Consultant\)](#)
To: [Boyd, Nancy](#); [Strickler, Kris](#); [Arnis, Amy](#); [Brodie, Les](#); [Smith, Helena Kennedy](#); lee.a.helgerson@odot.state.or.us; [Francis, Carley](#); [Liles, Casey](#)
Cc: [Ryan, Eugene](#); boeschtj@cdmsmith.com; [Baker, Brent](#); kaehlera@pbworld.com; joe.sobleskie@jacobs.com; [Stone, Craig](#); [Rubstello, Patty](#); [Merkens, Todd](#)
Subject: Preliminary Traffic & Revenue Estimate Comparison
Date: Friday, February 01, 2013 3:10:10 PM
Attachments: [January 2013 Preliminary Estimate Report DRAFT.pdf](#)
[TR Comparison Memo 20120201.pdf](#)

All

Please find attached CDM Smith's comparison memorandum based upon preliminary work they have performed to date to previous traffic revenue estimate associated with toll assumptions and information contained in the 2012 Annual New Starts Report Capital and Operating Finance Plan.

This is the first deliverable of CDM Smith's scope of work for information to be utilized for the 2013 legislative session.

If desired, a meeting can be arranged early next review to the methodology and results of the analysis.

Please let me know if you have any questions.

Terri Slack
GTC Program Manager
Work: 206-716-1163
Cell: 404-889-7188

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From: [Ryan, Eugene](#)
To: [Smith, Helena Kennedy](#); [Slack, Terri](#)
Cc: [Francis, Carley](#); [Arnis, Amy](#); [Brodie, Les](#); [HELGERSON Lee A](#); [Siegel, Steve](#); [Strickler, Kris](#)
Subject: RE: CDM Smith Memo
Date: Monday, February 25, 2013 8:58:10 AM

Helena,

My understanding was the memo had to be final yesterday but if the schedule has changed we can rework it. I worked with Steven on the language over the weekend. We did take out a lot of the language detailing the various stages from the previous versions.

Steven,

What is the timing now?

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Smith, Helena Kennedy [<mailto:SmithH@wsdot.wa.gov>]
Sent: Monday, February 25, 2013 9:49 AM
To: Slack, Terri; Ryan, Eugene
Cc: Carley Francis; Arnis, Amy; BRODIE Les S; HELGERSON Lee A; Steven Siegel; StricklerK@columbiarivercrossing.com
Subject: RE: CDM Smith Memo

Terri and Eugene, it may be too late but if it's possible, it might be helpful to get a revision to the initial paragraph of CDM's memo. While we may know what a Stage 1 range of traffic and revenue estimates means – that it's extremely preliminary and would be expected to change as we move through more analysis – anyone who is not familiar with “traffic and revenue” jargon would not appreciate the warning that is being given. Similarly, the amount of work that underlies Stage 2 and 3 analysis makes us appreciate that changes could be significant, but a reader who is not aware will miss the point. My concern is we don't want someone later to say, “well you said you could” Is there time to rewrite that first paragraph to more clearly communicate to readers such as legislators or the press?

Related to my concern is our decision not to round results. When we say in Table 1 that we could generate between 1.07 and 1.21B, we look like we really know what the range will be. If we were to say instead that “initial results suggest Scenario 1 could generate between \$1.1 and \$1.2B in capital funding,” people will more readily appreciate this is an estimate. Just a suggestion.

From: Slack, Terri [<mailto:Teresa.Slack@jacobs.com>]
Sent: Sunday, February 24, 2013 6:12 PM
To: Carley Francis; Arnis, Amy; Smith, Helena Kennedy

Subject: Fwd: CDM Smith Memo for review

FYI

Regards,
Terri

Sent from my iPhone

Begin forwarded message:

From: "Ryan, Eugene" <ryane@cdmsmith.com>
To: "Boesch, Timothy J." <boeschtj@cdmsmith.com>, "slackt@columbiarivercrossing.com" <slackt@columbiarivercrossing.com>
Subject: FW: CDM Smith Memo for review

Eugene Ryan P.E.
Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 7:20 PM
To: StricklerK@columbiarivercrossing.com; les.s.brodie@odot.state.or.us;
Lee.A.Helgerson@odot.state.or.us; jmortensen@pragla.com;
francisc@columbiarivercrossing.com
Cc: Ryan, Eugene
Subject: CDM Smith Memo for review

Attached is CDM Smith. Please review and return comments to me ASAP, I will compile. If you have questions or just wish to, please ask Eugene directly, but if possible keep me in email loop.

Steven Siegel
siegelconsulting@aol.com<<mailto:siegelconsulting@aol.com>>
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com<<mailto:ryane@cdmsmith.com>>>
To: 'Steven Siegel'
<siegelconsulting@aol.com<<mailto:siegelconsulting@aol.com>>>
Cc: Boesch, Timothy J.
<boeschtj@cdmsmith.com<<mailto:boeschtj@cdmsmith.com>>>
Sent: Sun, Feb 24, 2013 5:13 pm
Subject: FW: CRCTR - Memo - V10 with changes saved and comp to V8SS
redline
Steven,

Attached is our revised memo.

Eugene Ryan P.E.
Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com<<mailto:ryane@cdmsmith.com>>
cdmsmith.com

From: Boesch, Timothy J.
Sent: Sunday, February 24, 2013 7:11 PM
To: Ryan, Eugene
Subject: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Timothy J. Boesch, AICP
Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschtj@cdmsmith.com<<mailto:boeschtj@cdmsmith.com>>
cdmsmith.com

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From: [Smith, Helena Kennedy](#)
To: [Slack, Terri](#); [Ryan, Eugene](#)
Cc: [Francis, Carley](#); [Arnis, Amy](#); [Brodie, Les](#); [HELGERSON Lee A](#); [Siegel, Steve](#); [Strickler, Kris](#)
Subject: RE: CDM Smith Memo
Date: Monday, February 25, 2013 7:48:43 AM

Terri and Eugene, it may be too late but if it's possible, it might be helpful to get a revision to the initial paragraph of CDM's memo. While we may know what a Stage 1 range of traffic and revenue estimates means – that it's extremely preliminary and would be expected to change as we move through more analysis – anyone who is not familiar with “traffic and revenue” jargon would not appreciate the warning that is being given. Similarly, the amount of work that underlies Stage 2 and 3 analysis makes us appreciate that changes could be significant, but a reader who is not aware will miss the point. My concern is we don't want someone later to say, “well you said you could ...” Is there time to rewrite that first paragraph to more clearly communicate to readers such as legislators or the press?

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Sent: Sunday, February 24, 2013 6:12 PM
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Subject: Fwd: CDM Smith Memo for review

FYI

Regards,
Terri

Sent from my iPhone

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To: "Boesch, Timothy J." <boeschtj@cdmsmith.com>, "slackt@columbiarivercrossing.com" <slackt@columbiarivercrossing.com>
Subject: FW: CDM Smith Memo for review

Eugene Ryan P.E.
Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 7:20 PM
To: StricklerK@columbiarivercrossing.com; les.s.brodie@odot.state.or.us;
Lee.A.Helgerson@odot.state.or.us; jmortensen@pragla.com;
francisc@columbiarivercrossing.com
Cc: Ryan, Eugene
Subject: CDM Smith Memo for review

Attached is CDM Smith. Please review and return comments to me ASAP, I will compile. If you have questions or just wish to, please ask Eugene directly, but if possible keep me in email loop.

Steven Siegel
siegelconsulting@aol.com<<mailto:siegelconsulting@aol.com>>
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com<<mailto:ryane@cdmsmith.com>>>
To: 'Steven Siegel'
<siegelconsulting@aol.com<<mailto:siegelconsulting@aol.com>>>
Cc: Boesch, Timothy J.
<boeschjtj@cdmsmith.com<<mailto:boeschjtj@cdmsmith.com>>>
Sent: Sun, Feb 24, 2013 5:13 pm
Subject: FW: CRCTR - Memo - V10 with changes saved and comp to V8SS redline
Steven,

Attached is our revised memo.

Eugene Ryan P.E.
Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com<<mailto:ryane@cdmsmith.com>>
cdmsmith.com

From: Boesch, Timothy J.
Sent: Sunday, February 24, 2013 7:11 PM
To: Ryan, Eugene
Subject: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Timothy J. Boesch, AICP
Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschjtj@cdmsmith.com<<mailto:boeschjtj@cdmsmith.com>>

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From: [HELGERSON Lee A](#)
To: ["Ryan, Eugene"](#); [Smith, Helena Kennedy](#); [Slack, Terri](#)
Cc: [Francis, Carley](#); [Arnis, Amy](#); [Brodie, Les](#); [Siegel, Steve](#); [Strickler, Kris](#)
Subject: RE: CDM Smith Memo
Date: Monday, February 25, 2013 9:09:33 AM

If the suggested changes can be accomplished within the next half hour or so then fine. I intend on sending out the ODOT memo with the final CDM memo and PRAG memo not later than 10:00 a.m. (PT).

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Monday, February 25, 2013 8:58 AM
To: Smith, Helena Kennedy; Slack, Terri
Cc: Carley Francis; Arnis, Amy; BRODIE Les S; HELGERSON Lee A; Steven Siegel; StricklerK@columbiarivercrossing.com
Subject: RE: CDM Smith Memo

Helena,

My understanding was the memo had to be final yesterday but if the schedule has changed we can rework it. I worked with Steven on the language over the weekend. We did take out a lot of the language detailing the various stages from the previous versions.

Steven,

What is the timing now?

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Smith, Helena Kennedy [mailto:SmithH@wsdot.wa.gov]
Sent: Monday, February 25, 2013 9:49 AM
To: Slack, Terri; Ryan, Eugene
Cc: Carley Francis; Arnis, Amy; BRODIE Les S; HELGERSON Lee A; Steven Siegel; StricklerK@columbiarivercrossing.com
Subject: RE: CDM Smith Memo

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Sent: Sunday, February 24, 2013 6:12 PM
To: Carley Francis; Arnis, Amy; Smith, Helena Kennedy
Subject: Fwd: CDM Smith Memo for review

FYI

Regards,
Terri

Sent from my iPhone

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From: "Ryan, Eugene" <ryane@cdmsmith.com>
To: "Boesch, Timothy J." <boeschtj@cdmsmith.com>, "slackt@columbiarivercrossing.com" <slackt@columbiarivercrossing.com>
Subject: FW: CDM Smith Memo for review

Eugene Ryan P.E.
Associate
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direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
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cdmsmith.com

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Sent: Sunday, February 24, 2013 7:20 PM
To: StricklerK@columbiarivercrossing.com; les.s.brodie@odot.state.or.us; Lee.A.Helgerson@odot.state.or.us; jmortensen@pragla.com; francisc@columbiarivercrossing.com
Cc: Ryan, Eugene
Subject: CDM Smith Memo for review

Attached is CDM Smith. Please review and return comments to me ASAP, I will compile. If you have questions or just wish to, please ask Eugene directly, but if possible keep me in email loop.

Steven Siegel
siegelconsulting@aol.com <<mailto:siegelconsulting@aol.com>>
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com<<mailto:ryane@cdmsmith.com>>>

To: 'Steven Siegel'

<siegelconsulting@aol.com<<mailto:siegelconsulting@aol.com>>>

Cc: Boesch, Timothy J.

<boeschtj@cdmsmith.com<<mailto:boeschtj@cdmsmith.com>>>

Sent: Sun, Feb 24, 2013 5:13 pm

Subject: FW: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Steven,

Attached is our revised memo.

Eugene Ryan P.E.

Associate

CDM Smith

801 Warrenville Road, Suite 260, Lisle IL 60532

direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632

ryane@cdmsmith.com<<mailto:ryane@cdmsmith.com>>

cdmsmith.com

From: Boesch, Timothy J.

Sent: Sunday, February 24, 2013 7:11 PM

To: Ryan, Eugene

Subject: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschtj@cdmsmith.com<<mailto:boeschtj@cdmsmith.com>>

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From: [HELGERSON Lee A](#)
To: [Siegel, Steve](#); [Strickler, Kris](#); [Brodie, Les](#); jmortensen@pragla.com; [Francis, Carley](#)
Cc: ryane@cdmsmith.com; "Slack, Terri"
Subject: RE: CDM Smith Memo for review
Date: Sunday, February 24, 2013 5:55:41 PM

I believe that this serves our purpose well. I have no additional comments. Can I assume then that this is the final version for inclusion in the legislative packet of memoranda? And, I assume that the technical report is forthcoming?

Eugene, Terri, Steve,

At the earliest convenient date I would appreciate having the opportunity to discuss process with you all. A hot wash-up of sorts. I'll discuss and coordinate with Terri.

Best regards, Lee

From: Steven Siegel [mailto:siegelconsulting@aol.com]
Sent: Sunday, February 24, 2013 5:20 PM
To: StricklerK@columbiarivercrossing.com; [BRODIE Les S](#); [HELGERSON Lee A](#); jmortensen@pragla.com; francisc@columbiarivercrossing.com
Cc: ryane@cdmsmith.com
Subject: CDM Smith Memo for review

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Steven Siegel
siegelconsulting@aol.com
503-274-0013

-----Original Message-----

From: Ryan, Eugene <ryane@cdmsmith.com>
To: 'Steven Siegel' <siegelconsulting@aol.com>
Cc: Boesch, Timothy J. <boeschjtj@cdmsmith.com>
Sent: Sun, Feb 24, 2013 5:13 pm
Subject: FW: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

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Attached is our revised memo.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Boesch, Timothy J.
Sent: Sunday, February 24, 2013 7:11 PM

To: Ryan, Eugene

Subject: CRCTR - Memo - V10 with changes saved and comp to V8SS redline

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschtj@cdmsmith.com

cdmsmith.com

From: [Slack, Terri \(Consultant\)](#)
To: [Slack, Terri](#); [Slack, Terri](#); [Boyd, Nancy](#); [Strickler, Kris](#); [Arnis, Amy](#); [Smith, Helena Kennedy](#); [Brodie, Les](#); lee.a.helgerson@odot.state.or.us; [Webb, Marilyn](#); [Francis, Carley](#); ryane@cdmsmith.com; boeschjtj@cdmsmith.com; [Baker, Brent](#); kaehlera@pbworld.com; [Liles, Casey](#); [Liles, Casey](#); joe.sobleskie@jacobs.com
Subject: RE: CDM Smith Memo
Date: Friday, February 01, 2013 3:56:23 PM
Attachments: [January 2013 Preliminary Estimate Report DRAFT.pdf](#)
[TR Comparison Memo 20120201.pdf](#)

<<January 2013 Preliminary Estimate Report DRAFT.pdf>>
<<TR_Comparison_Memo_20120201.pdf>>

Confirming meeting for Monday at noon to discuss the memorandum.

Terri Slack

GTC Program Manager

Work: 206-716-1163

Cell: 404-889-7188

-----Original Appointment-----

From: Slack, Terri [<mailto:Teresa.Slack@jacobs.com>]

Sent: Thursday, January 31, 2013 3:54 PM

To: Slack, Terri; Slack, Terri (Consultant); Slack, Terri(slackt@columbiarivercrossing.com); Boyd, Nancy; stricklerk@columbiarivercrossing.com; Arnis, Amy; Smith, Helena Kennedy; LesS. Brodie (les.s.brodie@odot.state.or.us); lee.a.helgerson@odot.state.or.us; Webb, Marilyn; Francis, Carley(francisc@columbiarivercrossing.com); Ryan, Eugene (ryane@cdmsmith.com); Boesch, TimothyJ. (boeschjtj@cdmsmith.com); Baker, Brent; kaehlera@pbworld.com; Liles, Casey (CRC); Liles, Casey; joe.sobleskie@jacobs.com

Subject: CDM Smith Memo

When: Monday, February 04, 2013 12:00 PM-1:00 PM (UTC-08:00) Pacific Time (US & Canada).

Where: 360-905-1599 9999#

All – wrong date was picked up – should be this Monday the 4th. Due to schedules, moving to noon

Thank you

Hello,

Please accept this meeting invitation to discuss the CDM Smith Memo.

Marilyn – Please set up a call-in number for this meeting.

Lois Diemert for Teresa Slack

Sr. Project Coordinator

GTC Program

Jacobs Engineering Group Inc.

206-716-1130

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From: [HELGERSON Lee A](#)
To: [Siegel, Steve](#); [Brodie, Les](#); [Strickler, Kris](#); [Francis, Carley](#); jmortensen@pragla.com
Cc: boeschjtj@cdmsmith.com; ryane@cdmsmith.com
Subject: RE: CDM Smith Report and Memo
Date: Sunday, February 24, 2013 7:11:06 PM

[That's fine with me.](#)

From: Steven Siegel [mailto:siegelconsulting@aol.com]
Sent: Sunday, February 24, 2013 6:37 PM
To: HELGERSON Lee A; BRODIE Les S; StricklerK@columbiarivercrossing.com; francisc@columbiarivercrossing.com; jmortensen@pragla.com
Cc: boeschjtj@cdmsmith.com; ryane@cdmsmith.com
Subject: CDM Smith Report and Memo

Eugene: Let's go FINAL on memo.

Everyone else: I am good with CDM Smith Report as is. It is now 6:35PM (Pacific), unless I receive comments otherwise on the report by 7:00 PM (Pacific) CDM Smith should go final on the report at that time.

Eugene: Please send final version for memo to above list now, and absent comments otherwise send FINAL REPORT to list at 7:00.

Thanks everyone,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

From: [BRODIE Les S](#)
To: [HELGERSON Lee A](#); [Siegel, Steve](#); [Strickler, Kris](#); [Francis, Carley](#); jmortensen@pragla.com
Cc: boeschjt@cdmsmith.com; ryane@cdmsmith.com
Subject: RE: CDM Smith Report and Memo
Date: Sunday, February 24, 2013 7:12:47 PM

I have just finished reading the report. I think it is final.

Les Brodie

Chief Financial Officer
ODOT Financial Services MS #21
355 Capitol ST NE
Salem, OR 97302-1166
503.986.3905

*****CONFIDENTIALITY NOTICE*****

This e-mail may contain information that is privileged, confidential, or otherwise exempt from disclosure under applicable law. If you are not the addressee or it appears from the context or otherwise that you have received this e-mail in error, please advise me immediately by reply e-mail, keep the contents confidential, and immediately delete the message and any attachments from your system.

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To: 'Steven Siegel'; BRODIE Les S; StricklerK@columbiarivercrossing.com; francisc@columbiarivercrossing.com; jmortensen@pragla.com
Cc: boeschjt@cdmsmith.com; ryane@cdmsmith.com
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Cc: boeschjt@cdmsmith.com; ryane@cdmsmith.com
Subject: CDM Smith Report and Memo

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Everyone else: I am good with CDM Smith Report as is. It is now 6:35PM (Pacific), unless I receive comments otherwise on the report by 7:00 PM (Pacific) CDM Smith should go final on the report at that time.

Eugene: Please send final version for memo to above list now, and absent comments otherwise send FINAL REPORT to list at 7:00.

Thanks everyone,

Steven Siegel

siegelconsulting@aol.com
503-274-0013

From: [Steven Siegel](mailto:Steven.Siegel)
To: JMortensen@PragLA.com; [Brodie, Les](mailto:les.s.brodie@odot.state.or.us); Lee.A.Helgerson@odot.state.or.us; [Strickler, Kris](mailto:Strickler,Kris)
Cc: ryane@cdmsmith.com
Subject: Re: CDM Smith Report
Date: Sunday, February 24, 2013 2:43:13 PM

That is true, Scenario 4 is to be left in, and Eugene will reference it in his memo.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

-----Original Message-----

From: Jocelyn Mortensen <JMortensen@PragLA.com>
To: Steven Siegel <siegelconsulting@aol.com>; [les.s.brodie <les.s.brodie@odot.state.or.us>](mailto:les.s.brodie@odot.state.or.us);
[Lee.A.Helgerson <Lee.A.Helgerson@odot.state.or.us>](mailto:Lee.A.Helgerson@odot.state.or.us); [StricklerK <StricklerK@columbiarivercrossing.com>](mailto:StricklerK@columbiarivercrossing.com)
Cc: [ryane <ryane@cdmsmith.com>](mailto:ryane@cdmsmith.com)
Sent: Sun, Feb 24, 2013 2:42 pm
Subject: RE: CDM Smith Report

Steve, I don't think it impacts my memo as to my understanding, we were still including the results of the Scenario 4 analysis. Is that not true? I didn't receive the comment to delete that scenario (to my knowledge).

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 2:40 PM
To: les.s.brodie@odot.state.or.us; Lee.A.Helgerson@odot.state.or.us;
StricklerK@columbiarivercrossing.com; Jocelyn Mortensen
Cc: ryane@cdmsmith.com
Subject: CDM Smith Report

Spoke with Eugene, who is copied on this email so if you have comments about the following please let him know directly.

I believe Eugene and I have worked out a compromise that works for all parties. Eugene had a concern that while omitting Scenario 4 results for ODOT purposes is okay, it created problems for the CDM Smith work as they were initially charged. The compromise is that the conclusion of the CDM memo will reference the range for all four scenarios and then say something like: if the toll rate schedule is limited to just the Added Price Point schedule the range is X-Y. This allows a reasonable springboard to state the narrower range in the ODOT cover memo.

Jo: I don't know if this matters to your memo -- perhaps it negates the comments I sent -- but wanted you to be aware.

Also, CDM will be finalizing their report also this afternoon. So be aware that is coming.

I want to thank Eugene for working through this with me.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

From: [Jocelyn Mortensen](mailto:Jocelyn.Mortensen)
To: [Siegel, Steve](mailto:Siegel.Steve); [Brodie, Les](mailto:Brodie.Les); Lee.A.Helgerson@odot.state.or.us; [Strickler, Kris](mailto:Strickler.Kris)
Cc: ryane@cdmsmith.com
Subject: RE: CDM Smith Report
Date: Sunday, February 24, 2013 2:42:02 PM

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Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
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office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 2:40 PM
To: les.s.brodie@odot.state.or.us; Lee.A.Helgerson@odot.state.or.us; StricklerK@columbiarivercrossing.com; Jocelyn Mortensen
Cc: ryane@cdmsmith.com
Subject: CDM Smith Report

Spoke with Eugene, who is copied on this email so if you have comments about the following please let him know directly.

I believe Eugene and I have worked out a compromise that works for all parties. Eugene had a concern that while omitting Scenario 4 results for ODOT purposes is okay, it created problems for the CDM Smith work as they were initially charged. The compromise is that the conclusion of the CDM memo will reference the range for all four scenarios and then say something like: if the toll rate schedule is limited to just the Added Price Point schedule the range is X-Y. This allows a reasonable springboard to state the narrower range in the ODOT cover memo.

Jo: I don't know if this matters to your memo -- perhaps it negates the comments I sent -- but wanted you to be aware.

Also, CDM will be finalizing their report also this afternoon. So be aware that is coming.

I want to thank Eugene for working through this with me.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

From: [HELGERSON Lee A](#)
To: "[Jocelyn Mortensen](#)"; [Siegel, Steve](#); [Brodie, Les](#); [Strickler, Kris](#)
Cc: ryane@cdmsmith.com
Subject: RE: CDM Smith Report
Date: Sunday, February 24, 2013 3:41:56 PM
Attachments: [ODOT_CRC_Bonding_Analysis_20130224FINALv2-clean_\(HELGERSON_EDITS\).doc](#)

Jo,

Just one edit and a nit to the Conclusion section. This should be the final final.

From: Jocelyn Mortensen [mailto:JMortensen@PragLA.com]
Sent: Sunday, February 24, 2013 2:58 PM
To: Steven Siegel; BRODIE Les S; HELGERSON Lee A; StricklerK@columbiarivercrossing.com
Cc: ryane@cdmsmith.com
Subject: RE: CDM Smith Report

How is this?

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

From: Steven Siegel [mailto:siegelconsulting@aol.com]
Sent: Sunday, February 24, 2013 2:43 PM
To: Jocelyn Mortensen; les.s.brodie@odot.state.or.us; Lee.A.Helgerson@odot.state.or.us;
StricklerK@columbiarivercrossing.com
Cc: ryane@cdmsmith.com
Subject: Re: CDM Smith Report

That is true, Scenario 4 is to be left in, and Eugene will reference it in his memo.

Steven Siegel
siegelconsulting@aol.com
503-274-0013

-----Original Message-----

From: Jocelyn Mortensen <JMortensen@PragLA.com>
To: Steven Siegel <siegelconsulting@aol.com>; les.s.brodie@odot.state.or.us;
Lee.A.Helgerson@odot.state.or.us; StricklerK@columbiarivercrossing.com
Cc: ryane@cdmsmith.com
Sent: Sun, Feb 24, 2013 2:42 pm
Subject: RE: CDM Smith Report

Steve, I don't think it impacts my memo as to my understanding, we were still including the results of the Scenario 4 analysis. Is that not true? I didn't receive the comment to delete that scenario (to my

knowledge).

Jo Mortensen
Public Resources Advisory Group
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To: [HELGERSON Lee A](#); [STRICKLER KristopherW * Kris](#); [Brodie, Les](#); [Siegel, Steve](#)
Cc: [Boesch, Timothy J.](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: CRCTR Preliminary Estimate Report
Date: Sunday, February 24, 2013 4:58:53 AM

Lee,

Thanks for the comments, I will adjust the memo accordingly. I am awaiting word on how this memo will fit in and as such how the ending should be structured.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [<mailto:Lee.A.HELGERSON@odot.state.or.us>]
Sent: Sunday, February 24, 2013 2:31 AM
To: Ryan, Eugene; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Cc: Boesch, Timothy J.; Slack, Terri; Francis, Carley
Subject: RE: CRCTR Preliminary Estimate Report

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Regards, Lee

From: Ryan, Eugene [<mailto:ryane@cdmsmith.com>]
Sent: Saturday, February 23, 2013 6:31 PM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Cc: Boesch, Timothy J.; Slack, Terri; Francis, Carley
Subject: RE: CRCTR Preliminary Estimate Report

Lee,

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Eugene Ryan P.E.

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801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [<mailto:Lee.A.HELGERSON@odot.state.or.us>]
Sent: Saturday, February 23, 2013 8:20 PM
To: Ryan, Eugene; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Subject: FW: CRCTR Preliminary Estimate Report

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Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Friday, February 22, 2013 6:15 PM
To: Jocelyn Mortensen
Subject: Fwd: CRCTR Preliminary Estimate Report

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503-274-0013

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From: Ryan, Eugene <ryane@cdmsmith.com>
To: Slack, Terri <slackt@columbiarivercrossing.com>; Francis, Carley

<francisc@columbiarivercrossing.com>; Steven Siegel <siegelconsulting@aol.com>
Cc: Boesch, Timothy J. <boeschtj@cdmsmith.com>
Sent: Fri, Feb 22, 2013 6:02 pm
Subject: CRCTR Preliminary Estimate Report

All,

Attached is the draft of the CRC Preliminary Gross Toll Revenue Estimates report.

Eugene Ryan P.E.

Associate

CDM Smith

801 Warrenville Road, Suite 260, Lisle IL 60532

direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632

ryane@cdmsmith.com

cdmsmith.com

From: [HELGERSON Lee A](#)
To: ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); [Siegel, Steve](#)
Cc: [Boesch, Timothy J.](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: CRCTR Preliminary Estimate Report
Date: Sunday, February 24, 2013 12:30:38 AM
Attachments: [TR comparison memo V8 \(HELGERSON EDITS\).docx](#)

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Sent: Saturday, February 23, 2013 6:31 PM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Cc: Boesch, Timothy J.; Slack, Terri; Francis, Carley
Subject: RE: CRCTR Preliminary Estimate Report

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Eugene Ryan P.E.

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To: Ryan, Eugene; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Subject: FW: CRCTR Preliminary Estimate Report

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Best regards, Lee

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Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Friday, February 22, 2013 6:15 PM
To: Jocelyn Mortensen
Subject: Fwd: CRCTR Preliminary Estimate Report

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503-274-0013

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To: Slack, Terri <slackt@columbiarivercrossing.com>; Francis, Carley <francisc@columbiarivercrossing.com>; Steven Siegel <siegelconsulting@aol.com>
Cc: Boesch, Timothy J. <boeschjt@cdmsmith.com>
Sent: Fri, Feb 22, 2013 6:02 pm
Subject: CRCTR Preliminary Estimate Report

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To: ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); [Siegel, Steve](#)
Cc: [Boesch, Timothy J.](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: CRCTR Preliminary Estimate Report
Date: Saturday, February 23, 2013 6:35:17 PM

I have not. I'll look at this tonight. Please do keep me in the loop going forward. Thanks much.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Saturday, February 23, 2013 6:31 PM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Cc: Boesch, Timothy J.; Slack, Terri; Francis, Carley
Subject: RE: CRCTR Preliminary Estimate Report

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Subject: Fwd: CRCTR Preliminary Estimate Report

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503-274-0013

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To: Slack, Terri <slackt@columbiarivercrossing.com>; Francis, Carley <francisc@columbiarivercrossing.com>; Steven Siegel <siegelconsulting@aol.com>
Cc: Boesch, Timothy J. <boeschjt@cdmsmith.com>
Sent: Fri, Feb 22, 2013 6:02 pm
Subject: CRCTR Preliminary Estimate Report

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Eugene Ryan P.E.

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801 Warrenville Road, Suite 260, Lisle IL 60532
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From: [Ryan, Eugene](#)
To: [HELGERSON Lee A](#); [STRICKLER KristopherW * Kris](#); [Brodie, Les](#); [Siegel, Steve](#)
Cc: [Boesch, Timothy J.](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: CRCTR Preliminary Estimate Report
Date: Saturday, February 23, 2013 6:31:25 PM
Attachments: [TR comparison memo V8 .docx](#)

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Sent: Saturday, February 23, 2013 8:20 PM
To: Ryan, Eugene; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
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Cc: Boesch, Timothy J. <boeschtj@cdmsmith.com>
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Cc: [Boesch, Timothy J.](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: CRCTR Preliminary Estimate Report
Date: Sunday, February 24, 2013 7:31:59 AM

Eugene,

The CDM memo, along with the Parson Brinckerhoff preliminary work regarding net revenues, will accompany the PRAG memo and an ODOT transmittal memo. The intended audience for the work includes the Oregon legislature and policy makers who have requested that they be provided some comfort regarding the extent of the tolls to support the CRC project. So, your memo needs to describe your work to date and provide some explanation/conclusion as to the range of estimated gross revenues. While you can't escape all the technical jargon, the memo needs to also be tailored to the non-T&R inclined and provide a clear explanation of the results of your preliminary work. CDM's preliminary work informed PB's net revenue estimates and both informed PRAGs funding capacity analysis.

Kris, Steve, please do weigh in to provide Eugene with additional guidance. In any event we need to see CDM's product earliest so that folks can adequately review and provide comments.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Sunday, February 24, 2013 4:59 AM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; 'Steven Siegel'
Cc: Boesch, Timothy J.; Slack, Terri; Francis, Carley
Subject: RE: CRCTR Preliminary Estimate Report

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From: [Jocelyn Mortensen](#)
To: [Strickler, Kris](#); [Brodie, Les](#); [HELGERSON Lee A](#); Laura.Lockwood@ost.state.or.us; [Siegel, Steve](#); [Baker, Brent](#); [Kaehler, Auden](#); [Ryan, Eugene](#)
Cc: [Louis Choi](#); [Christopher McAbery](#)
Subject: RE: Draft CRC Funding Memo
Date: Saturday, February 23, 2013 6:31:12 PM

Thanks for the kind words, Kris. I received one comment (just a missing word – “Crossing” in the CDM Smith title in the first paragraph.) Just say the word when you’re ready for us to go final and I’ll make a PDF and distribute it around. I’ll assume that won’t be until tomorrow morning, but I’ll follow your lead.

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

From: Strickler, Kris [mailto:StricklerK@columbiarivercrossing.com]
Sent: Saturday, February 23, 2013 5:55 PM
To: Jocelyn Mortensen; Brodie, Les; HELGERSON Lee A; Laura.Lockwood@ost.state.or.us; Siegel, Steve; Baker, Brent; Kaehler, Auden; Ryan, Eugene
Cc: Louis Choi; Christopher McAbery
Subject: RE: Draft CRC Funding Memo

Jo and others.

Fabulous turnaround time. Thank you so much. We are crafting a cover memo now and will hopefully send the entire package (cover, CDM memo, PRAG memo) out tonight for review. We will hope to have comments returned to Steve by early morning tomorrow so that we can finalize all of them.

Can’t thank you enough for driving this to this point. Fantastic job.

Thanks everyone.

Kris

From: Jocelyn Mortensen [mailto:JMortensen@PragLA.com]
Sent: Saturday, February 23, 2013 4:48 PM
To: Brodie, Les; HELGERSON Lee A; Laura.Lockwood@ost.state.or.us; Strickler, Kris; Siegel, Steve; Baker, Brent; Kaehler, Auden; Ryan, Eugene
Cc: Louis Choi; Christopher McAbery
Subject: RE: Draft CRC Funding Memo

Thank you all for your comments and suggestions. Attached in clean and redline form is the near-final version of the PRAG memorandum. Please let me know if you have any comments before we

finalize.

Jo Mortensen
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1950 Mountain Boulevard, Suite 1
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cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

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Cc: Louis Choi; Christopher McAbery
Subject: Draft CRC Funding Memo

All –

Attached is the completed draft memo detailing the funding capacity of the net toll revenue stream provided by PB earlier this evening. Please provide any comments to me at your earliest convenience. We will plan to go final on this memo by the end of the day Saturday so others can complete their work for the Monday deliverables.

Regards,

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From: [Strickler, Kris](#)
To: ["Jocelyn Mortensen"](#); [Brodie, Les](#); ["HELGERSON Lee A"](#); ["Laura.Lockwood@ost.state.or.us"](#); [Siegel, Steve](#); [Baker, Brent](#); ["Kaehler, Auden"](#); ["Ryan, Eugene"](#)
Cc: ["Louis Choi"](#); ["Christopher McAbery"](#)
Subject: RE: Draft CRC Funding Memo
Date: Saturday, February 23, 2013 5:55:27 PM

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Cc: [Louis Choi](#); [Christopher McAbery](#)
Subject: RE: Draft CRC Funding Memo
Date: Saturday, February 23, 2013 4:50:41 PM
Attachments: [ODOT_CRC_Bonding_Analysis_20130223v1-clean.doc](#)
[ODOT_CRC_Bonding_Analysis_20130223v1-redline.doc](#)

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To: [Jocelyn Mortensen](#); [Brodie, Les](#); [HELGERSON Lee A](#); [Laura.Lockwood@ost.state.or.us](#); [Strickler, Kris](#); [Siegel, Steve](#); [Baker, Brent](#); [Kaehler, Auden](#)
Cc: [Louis Choi](#); [Christopher McAbery](#); [Boesch, Timothy J.](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: Draft CRC Funding Memo
Date: Saturday, February 23, 2013 1:37:55 PM

Jo,

For reference to our gross revenue estimates you can reference our report "Columbia River Crossing Traffic and Revenue Study, Preliminary Gross Toll Revenue Estimates, February 22, 2013."

In your memo you have the statement "We should note that all scenarios produced by CDM Smith assume no additional toll increases after FY2022, when the new facility is projected to be open." That is true of the basic toll rate but Scenarios 1 and 4 do have an escalation of the surcharge post FY2022. The surcharge is the additional amount that users that pay by mail (instead of transponder) pay.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

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To: "JMortensen@PragLA.com"; Brodie, Les; "Laura.Lockwood@ost.state.or.us"; Strickler, Kris; Siegel, Steve; Baker, Brent; "kaehlera@pbworld.com"; "ryane@cdmsmith.com"; "Teresa.Slack@jacobs.com"; Francis, Carley
Cc: "lchoi@pragla.com"; "CMcAbery@PragLA.com"
Subject: Re: Final CRC Funding Memo
Date: Sunday, February 24, 2013 8:39:09 AM

Thanks Jo. I won't have a chance to review until after 11:00 am. But based on yesterday's draft and unless others have any immediate concerns then this should be final.

I'll be re-working an ODOT transmittal letter later today which I'll coordinate with Kris.

Thanks again for everyone's good work on this.

Best regards, Lee
Lee A. Helgerson
Debt and Quantitative Analysis Manager
Tel: 503-986-6634
Email: lee.a.helgerson@odot.state.or.us

From: Jocelyn Mortensen [<mailto:JMortensen@PragLA.com>]
Sent: Sunday, February 24, 2013 08:03 AM
To: BRODIE Les S; HELGERSON Lee A; Laura.Lockwood@ost.state.or.us <Laura.Lockwood@ost.state.or.us>; Strickler, Kris <StricklerK@columbiarivercrossing.com>; Steven Siegel <siegelconsulting@aol.com>; Baker, T Brent <Baker@pbworld.com>; Kaehler, Auden <kaehlera@pbworld.com>; Ryan, Eugene <ryane@cdmsmith.com>
Cc: Louis Choi <LChoi@PragLA.com>; Christopher McAbery <CMcAbery@PragLA.com>
Subject: Final CRC Funding Memo

Attached is the final PRAG memo, representing just a few clean-up edits since last night's version.

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
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Cc: Louis Choi; Christopher McAbery
Subject: RE: Draft CRC Funding Memo

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Regards,

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From: [Ryan, Eugene](#)
To: [Slack, Terri](#)
Cc: [Boesch, Timothy J.](#); [Francis, Carley](#); [Slack, Terri](#); [Smith, Helena Kennedy](#); [Boyd, Nancy](#); [Strickler, Kris](#); [Siegel, Steve](#)
Subject: Re: Model Run
Date: Wednesday, February 13, 2013 6:10:46 PM

Terri,

We did get the model runs in for overnight running. If they run through without problems tonight we will do our processing of the output first thing tomorrow morning. Please note that this schedule has no margin to account for any glitches.

Eugene Ryan
Sent from my iPhone

On Feb 13, 2013, at 7:03 PM, "Slack, Terri"
<slackt@columbiarivercrossing.com<<mailto:slackt@columbiarivercrossing.com>>> wrote:

Eugene,

As discussed, we have been asked by the project office to run a scenario using the model you have developed for your high/low revenue estimates for the February 12, 2013 memo. The project office is looking to address questions related to legislative session.

Can you please run the model utilizing the High Scenario assumptions, with the Toll Rates of the Low Scenario without escalation on the surcharge during post completion?

Please let me know if you have any questions.
Terri Slack

From: [Smith, Helena Kennedy](#)
To: [Siegel, Steve](#)
Cc: [Baker, Brent](#); [HELGERSON Lee A](#); [Arnis, Amy](#); [LChoi@PragLA.com](#); [boeschtj@cdmsmith.com](#); [Kaehler, Auden](#); [CMcAbery@PragLA.com](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Slack, Terri](#); [ryane@cdmsmith.com](#); [Francis, Carley](#); [jmortensen@pragla.com](#); [laura.lockwood-mccall@ost.state.or.us](#); [Brodie, Les](#); [Slack, Terri](#)
Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Monday, February 25, 2013 7:00:12 AM

Steve, thanks for the clear statement that this is preliminary work and numbers will evolve. I know there are some who will take these values as gospel, but you've done an excellent job of reminding everyone that there is more work to be done.

From: Baker, T Brent [<mailto:Baker@pbworld.com>]
Sent: Sunday, February 24, 2013 6:35 PM
To: HELGERSON Lee A; 'Steven Siegel'; Arnis, Amy; Smith, Helena Kennedy; LChoi@PragLA.com; boeschtj@cdmsmith.com; Kaehler, Auden; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; Boyd, Nancy; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; francisc@columbiarivercrossing.com; jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; BRODIE Les S; 'Slack, Terri'
Subject: RE: ODOT Cover Memo for Legislative Reports
Importance: High

All —

Sorry for the late hour review comments. The first sentence of the "Background" section seems awkward to me so I am suggesting a change to indicate a specific date or time of year. I am also suggesting breaking the paragraph that spans the bottom of page 1 and the top of page 2 into two paragraphs to separate the gross and net revenue discussions. Also included are one or two other very minor revisions for your consideration, including a clarification of Parsons Brinckerhoff's role in preparing net revenues. All changes are in revision marks.

We are busy working on a short memorandum covering the net revenue process which should be available in draft form late Monday.

Thanks,
Brent

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Sent: Sunday, February 24, 2013 4:44 PM
To: 'Steven Siegel'; arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; LChoi@PragLA.com; boeschtj@cdmsmith.com; Kaehler, Auden; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; Baker, T Brent; francisc@columbiarivercrossing.com; jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; BRODIE Les S; 'Slack, Terri'
Subject: RE: ODOT Cover Memo for Legislative Reports

Folks,

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(HB 2800) tomorrow afternoon.

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Best regards, Lee

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 9:04 AM
To: arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; LChoi@PragLA.com; boeschtj@cdmsmith.com; kaehlera@pbworld.com; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; Baker@pbworld.com; francisc@columbiarivercrossing.com; HELGERSON Lee A; jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; BRODIE Les S
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Comments should be in redline, please. And I am sorry to say (blame Kris), I need your comments by **1PM TODAY (SUNDAY)**.

Final drafts of other memos are also coming out later today.

Please call if you have questions or feel a need to do so, my number is below.

Thanks,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

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Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 7:16:54 PM

Brent,

I'll review the edits and include as appropriate. The final cover memo and memoranda will be distributed to interested parties tomorrow morning.

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Sent: Sunday, February 24, 2013 6:35 PM
To: HELGERSON Lee A; 'Steven Siegel'; arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; LChoi@PragLA.com; boeschjtj@cdmsmith.com; Kaehler, Auden; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; francisc@columbiarivercrossing.com; jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; BRODIE Les S; 'Slack, Terri'
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Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 6:35:14 PM
Attachments: [Financial Cover Memo 02-24-13 FINAL PB Edits.docx](#)
Importance: High

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boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com;
Baker@pbworld.com; francisc@columbiarivercrossing.com; HELGERSON Lee A; jmortensen@pragla.com;
laura.lockwood-mccall@ost.state.or.us; BRODIE Les S

Subject: ODOT Cover Memo for Legislative Reports

As indicated yesterday, ODOT will be providing a cover memo to CDM Smith and PRAG memoranda on range of toll funding capacity. A draft is attached. Kris asked that it be provided to you for your review and comment.

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Please call if you have questions or feel a need to do so, my number is below.

Thanks,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

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From: [Ryan, Eugene](#)
To: [HELGERSON Lee A](#); [Siegel, Steve](#); [Arnis, Amy](#); [SmithH@WSDOT.WA.GOV](#); [LChoi@PragLA.com](#); [Boesch, Timothy J.](#); [kaehlera@pbworld.com](#); [CMcAbery@PragLA.com](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Slack, Terri](#); [Baker, Brent](#); [Francis, Carley](#); [jmortensen@pragla.com](#); [laura.lockwood-mccall@ost.state.or.us](#); [Brodie, Les](#); ["Slack, Terri"](#)
Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 5:03:13 PM

Lee,

In addition to our memo are you also going to include our report in the packet?

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [<mailto:Lee.A.HELGERSON@odot.state.or.us>]
Sent: Sunday, February 24, 2013 6:44 PM
To: 'Steven Siegel'; arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; LChoi@PragLA.com; Boesch, Timothy J.; kaehlera@pbworld.com; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; Ryan, Eugene; Baker@pbworld.com; francisc@columbiarivercrossing.com; jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; [BRODIE Les S](#); 'Slack, Terri'
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PRAG's final final memo should be out shortly as should CDM Smith's. I'll reformat the cover memo on ODOT letterhead tomorrow and then distribute the entire packet to distribution. Also, I understand that there may also be a memo from Parsons Brinckerhoff that will serve to inform some of the net revenue assumptions discussed in the PRAG memo.

Best regards, Lee

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 9:04 AM
To: arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; LChoi@PragLA.com; boeschtj@cdmsmith.com; kaehlera@pbworld.com; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; Baker@pbworld.com; francisc@columbiarivercrossing.com; [HELGERSON Lee A](#); jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; [BRODIE Les S](#)
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From: [LOCKWOOD-MCCALL Laura](#)
To: [Siegel, Steve](#)
Cc: [Arnis, Amy](#); [SmithH@WSDOT.WA.GOV](#); [LChoi@PragLA.com](#); [boeschjtj@cdmsmith.com](#); [kaehlera@pbworld.com](#); [CMcAbery@PragLA.com](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Slack, Terri](#); [ryane@cdmsmith.com](#); [Baker, Brent](#); [Francis, Carley](#); [Lee.A.Helgerson@odot.state.or.us](#); [jmortensen@pragla.com](#); [LOCKWOOD-MCCALL Laura](#); [Brodie, Les](#)
Subject: Re: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 9:20:42 AM

Thank you for this succinct and easy to understand cover letter. It addresses my concerns about helping the average reader understand what the scenarios included really show.

Excuse my typos...from my iPad

On Feb 24, 2013, at 9:04 AM, "Steven Siegel" <siegelconsulting@aol.com> wrote:

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siegelconsulting@aol.com
503-274-0013

<Financial_Cover_Memo.Sunday A.M. Review Draft.docx>

From: [Ryan, Eugene](#)
To: [Siegel, Steve](#); [Arnis, Amy](#); [SmithH@WSDOT.WA.GOV](#); [LChoi@PragLA.com](#); [Boesch, Timothy J.](#); [kaehlera@pbworld.com](#); [CMcAbery@PragLA.com](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Slack, Terri](#); [Baker, Brent](#); [Francis, Carley](#); [Lee.A.Helgerson@odot.state.or.us](#); [jmortensen@pragla.com](#); [laura.lockwood-mccall@ost.state.or.us](#); [Brodie, Les](#)
Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 12:56:28 PM
Attachments: [Financial Cover Memo Sunday A M Review Draft ER.docx](#)

Steven,

Attached are my edits and comments.

I think it is a good idea to use this cover memo to present the conclusions. I don't have any disagreement with the conclusions as presented but we are currently being asked to make conclusions in our memo. I don't think this is a good idea. We could not word the conclusions the same as they are worded in this cover memo and that may be seen as a conflict. I think we should stop our memo with our results and use this cover memo to tie everything together.

I will call you in about an hour.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: Steven Siegel [<mailto:siegelconsulting@aol.com>]
Sent: Sunday, February 24, 2013 11:04 AM
To: arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; LChoi@PragLA.com; Boesch, Timothy J.; kaehlera@pbworld.com; CMcAbery@PragLA.com; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; Ryan, Eugene; Baker@pbworld.com; francisc@columbiarivercrossing.com; Lee.A.Helgerson@odot.state.or.us; jmortensen@pragla.com; laura.lockwood-mccall@ost.state.or.us; les.s.brodie@odot.state.or.us
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Steven Siegel
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503-274-0013

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From: [HELGERSON Lee A](#)
To: "[Jocelyn Mortensen](#)"; [Siegel, Steve](#); [Arnis, Amy](#); [SmithH@WSDOT.WA.GOV](#); [Louis Choi](#); [boeschtj@cdmsmith.com](#); [kaehlera@pbworld.com](#); [Christopher McAbery](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Slack, Terri](#); [ryane@cdmsmith.com](#); [Baker, Brent](#); [Francis, Carley](#); [laura.lockwood-mccall@ost.state.or.us](#); [Brodie, Les](#)
Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 12:25:43 PM
Attachments: [Financial Cover Memo Sunday A M Review Draft-PRAG-ODOT comments.docx](#)

Steve,

I have added additional edits to the ODOT cover memo on top of PRAG's edits. As discussed, you may have a few other contributions from others that you will incorporate in the final version. Once you do that please send around the final draft. I'll put format in ODOT letterhead for signature tomorrow morning.

From: Jocelyn Mortensen [mailto:JMortensen@PragLA.com]
Sent: Sunday, February 24, 2013 9:15 AM
To: Steven Siegel; arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; Louis Choi; boeschtj@cdmsmith.com; kaehlera@pbworld.com; Christopher McAbery; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; Baker@pbworld.com; francisc@columbiarivercrossing.com; HELGERSON Lee A; laura.lockwood-mccall@ost.state.or.us; [BRODIE Les S](#)
Subject: RE: ODOT Cover Memo for Legislative Reports

Steve –

Attached are PRAG's comments to the cover memo.

Regards,

Jo

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
fax: (510) 281-6815
jmortensen@pragla.com
www.pragadvisors.com

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To: arnisa@wsdot.wa.gov; SmithH@WSDOT.WA.GOV; Louis Choi; boeschtj@cdmsmith.com; kaehlera@pbworld.com; Christopher McAbery; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; slackt@columbiarivercrossing.com; ryane@cdmsmith.com; Baker@pbworld.com; francisc@columbiarivercrossing.com; Lee.A.Helgerson@odot.state.or.us; Jocelyn Mortensen; laura.lockwood-mccall@ost.state.or.us; les.s.brodie@odot.state.or.us
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503-274-0013

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Subject: RE: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 9:15:41 AM
Attachments: [Financial Cover Memo Sunday A M Review Draft-PRAG comments.docx](#)

Steve –

Attached are PRAG's comments to the cover memo.

Regards,

Jo

Jo Mortensen
Public Resources Advisory Group
1950 Mountain Boulevard, Suite 1
Oakland, CA 94611
office: (510) 339-3212
cell: (510) 343-4952
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www.pragadvisors.com

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To: ["ryane@cdmsmith.com"](mailto:ryane@cdmsmith.com); [Siegel, Steve](mailto:Siegel.Steve); [Arnis, Amy](mailto:Arnis.Amy); ["SmithH@wsdot.wa.gov"](mailto:SmithH@wsdot.wa.gov); ["lchoi@pragla.com"](mailto:lchoi@pragla.com); ["boeschjt@cdmsmith.com"](mailto:boeschjt@cdmsmith.com); ["kaehlera@pbworld.com"](mailto:kaehlera@pbworld.com); ["CMcAbery@PragLA.com"](mailto:CMcAbery@PragLA.com); [Strickler, Kris](mailto:Strickler.Kris); [Boyd, Nancy](mailto:Boyd.Nancy); [Slack, Terri](mailto:Slack.Terri); [Baker, Brent](mailto:Baker.Brent); [Francis, Carley](mailto:Francis.Carley); ["JMortensen@PragLA.com"](mailto:JMortensen@PragLA.com); ["laura.lockwood-mccall@ost.state.or.us"](mailto:laura.lockwood-mccall@ost.state.or.us); [Brodie, Les](mailto:Brodie.Les); ["Teresa.Slack@jacobs.com"](mailto:Teresa.Slack@jacobs.com)
Subject: Re: ODOT Cover Memo for Legislative Reports
Date: Sunday, February 24, 2013 5:11:23 PM

I believe that would be the plan but I have not seen the report or the memo. Please send and I will review with Kris. The memo at a minimum will go in the packet with Kris.

Lee A. Helgerson
Debt and Quantitative Analysis Manager
Tel: 503-986-6634
Email: lee.a.helgerson@odot.state.or.us

From: Ryan, Eugene [<mailto:ryane@cdmsmith.com>]
Sent: Sunday, February 24, 2013 05:03 PM
To: HELGERSON Lee A; 'Steven Siegel' <siegelconsulting@aol.com>; arnisa@wsdot.wa.gov <arnisa@wsdot.wa.gov>; SmithH@WSDOT.WA.GOV <SmithH@WSDOT.WA.GOV>; LChoi@PragLA.com <LChoi@PragLA.com>; [Boesch, Timothy J.](mailto:Boesch.Timothy.J) <boeschjt@cdmsmith.com>; kaehlera@pbworld.com <kaehlera@pbworld.com>; CMcAbery@PragLA.com <CMcAbery@PragLA.com>; StricklerK@columbiarivercrossing.com <StricklerK@columbiarivercrossing.com>; boydn@columbiarivercrossing.com <boydn@columbiarivercrossing.com>; slackt@columbiarivercrossing.com <slackt@columbiarivercrossing.com>; Baker@pbworld.com <Baker@pbworld.com>; francisc@columbiarivercrossing.com <francisc@columbiarivercrossing.com>; jmortensen@pragla.com <jmortensen@pragla.com>; laura.lockwood-mccall@ost.state.or.us <laura.lockwood-mccall@ost.state.or.us>; [BRODIE Les S](mailto:BRODIE.Les.S); 'Slack, Terri' <Teresa.Slack@jacobs.com>
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To: [HELGERSON Lee A](#); [STRICKLER KristopherW * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
Cc: ["LChoi@PragLA.com"](#); ["CMcAbery@PragLA.com"](#); [Boesch, Timothy J.](#); ["kaehlera@pbworld.com"](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Saturday, March 02, 2013 4:57:35 PM

Lee,

Thanks for the kind words.

I wanted to point out one thing in the story right away . The piece includes "Cortright said that about 128,000 vehicles cross the existing bridge each day, according to the Oregon Department of Transportation. He divided annual figures contained in the new report, showing it forecast about 50,000 to 75,000 fewer vehicles a day once the tolls begin."

This is an overstatement of the decline in traffic we forecasted once tolls begin. Our forecasts show an estimated decline in the approximate range of 25,000 to 50,000 a day. I believe Mr. Cortright got his figures by dividing the annual toll traffic we forecasted by the days in a year. However, this does not take into account the traffic in the 8 pm to 5 am time period which is not tolled and thus not included in our toll traffic numbers.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [<mailto:Lee.A.HELGERSON@odot.state.or.us>]
Sent: Saturday, March 02, 2013 6:17 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; 'LOCKWOOD-MCCALL Laura'; 'Steven Siegel'; 'jmortensen@pragla.com'; 'Arnis, Amy'; 'Smith, Helena Kennedy'; 'Carley Francis'; 'Nancy Boyd (boydn@columbiarivercrossing.com)'; 'Brent Baker (Baker@pbworld.com)'; Ryan, Eugene; 'Terri Slack (slackt@columbiarivercrossing.com)'; 'BIBLER Alice'
Cc: 'LChoi@PragLA.com'; 'CMcAbery@PragLA.com'; Boesch, Timothy J.; 'kaehlera@pbworld.com'; 'Slack, Terri (Consultant)'; 'Francis, Carley'
Subject: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

Your good work and analysis is front and center on a generally positive Oregonian Business page article. We do appreciate the efforts of all involved in the recent and ongoing traffic, revenue and toll funding capacity analysis. A noteworthy team effort. More of that to come.

Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: [HELGERSON Lee A](#)
To: ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
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Subject: RE: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Saturday, March 02, 2013 5:06:48 PM

Thanks Eugene for highlighting Mr. Cortright's error and misstatement. Erroneous and simplistic use of projections and estimates does seem to be a continuing theme of some.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Saturday, March 02, 2013 4:57 PM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; 'LOCKWOOD-MCCALL Laura'; 'Steven Siegel'; 'jmortensen@pragla.com'; 'Arnis, Amy'; 'Smith, Helena Kennedy'; 'Carley Francis'; 'Nancy Boyd (boydn@columbiarivercrossing.com)'; 'Brent Baker (Baker@pbworld.com)'; 'Terri Slack (slackt@columbiarivercrossing.com)'; 'BIBLER Alice'
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From: HELGERSON Lee A [mailto:Lee.A.HELGERSON@odot.state.or.us]
Sent: Saturday, March 02, 2013 6:17 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; 'LOCKWOOD-MCCALL Laura'; 'Steven Siegel'; 'jmortensen@pragla.com'; 'Arnis, Amy'; 'Smith, Helena Kennedy'; 'Carley Francis'; 'Nancy Boyd (boydn@columbiarivercrossing.com)'; 'Brent Baker (Baker@pbworld.com)'; Ryan, Eugene; 'Terri Slack

(slackt@columbiarivercrossing.com)'; 'BIBLER Alice'

Cc: 'LChoi@PragLA.com'; 'CMcAbery@PragLA.com'; Boesch, Timothy J.; 'kaehlera@pbworld.com'; 'Slack, Terri (Consultant)'; 'Francis, Carley'

Subject: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

Your good work and analysis is front and center on a generally positive Oregonian Business page article. We do appreciate the efforts of all involved in the recent and ongoing traffic, revenue and toll funding capacity analysis. A noteworthy team effort. More of that to come.

Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: [HELGERSON Lee A](#)
To: [HELGERSON Lee A](#); ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
Cc: ["LChoi@PragLA.com"](#); ["CMcAbery@PragLA.com"](#); ["Boesch, Timothy J."](#); ["kaehlera@pbworld.com"](#)
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Monday, February 25, 2013 12:32:05 PM
Attachments: [hb2800_A-Engrossed.pdf](#)

For information, Oregon's CRC legislation HB 2800 A-Engrossed passed the House 44 to 11. The bill now goes to the Senate for a scheduled vote on Monday, March 4.

From: HELGERSON Lee A
Sent: Monday, February 25, 2013 10:34 AM
To: 'Ryan, Eugene'; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

The CDM Memo in addition to CDM report is now attached.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Monday, February 25, 2013 10:17 AM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Lee,

I see that you have our report attached but not our memo.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [mailto:Lee.A.HELGERSON@odot.state.or.us]
Sent: Monday, February 25, 2013 12:07 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Ryan, Eugene; Terri Slack

(slackt@columbiarivercrossing.com); BIBLER Alice

Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'

Subject: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

Please find attached the following memoranda relating to the preliminary Columbia River Crossing Project traffic, revenue and toll funding capacity analysis:

- 1) ODOT - Preliminary Columbia River Crossing Project Toll Funding Capacity Analysis
- 2) CDM Smith - Preliminary Gross Toll Revenue Estimates, and
- 3) PRAG - CRC Range of Estimated Project Funding Capacity of Net Net Toll Revenues Based on Updated Traffic and Revenue Projects

Additional work products that are expected include 1) the CDM Smith technical memorandum relating to the Stage 1 preliminary gross toll revenue model and 2) from Parsons Brinckerhoff, a memorandum covering the net revenue process.

We very much appreciate the efforts of all involved in this work.

Please contact me if you have any questions.

Best regards, Lee

Lee Alan Helgerson

ODOT - Debt & Quantitative Analysis Manager

355 Capitol St. NE, MS 21

Salem, OR 97301-3871

Tel: (503) 986-6634

Mobile: (503) 383-8451

Fax: (503) 986-3907

email: lee.a.helgerson@odot.state.or.us

*** eSafe scanned this email for malicious content ***

*** IMPORTANT: Do not open attachments from unrecognized senders ***

From: [HELGERSON Lee A](#)
To: "Ryan, Eugene"; [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); [LOCKWOOD-MCCALL Laura](#); [Siegel, Steve](#); [jmortensen@pragla.com](#); [Arnis, Amy](#); [Smith, Helena Kennedy](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); [BIBLER Alice](#)
Cc: [LChoi@PragLA.com](#); [CMcAbery@PragLA.com](#); [Boesch, Timothy J.](#); "kaehlera@pbworld.com"
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Monday, February 25, 2013 10:33:51 AM
Attachments: [CDMSmith_CRC_TR_Memo_20130222_FINAL.pdf](#)

Folks,

The CDM Memo in addition to CDM report is now attached.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Monday, February 25, 2013 10:17 AM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Lee,

I see that you have our report attached but not our memo.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

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Sent: Monday, February 25, 2013 12:07 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Ryan, Eugene; Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
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We very much appreciate the efforts of all involved in this work.

Please contact me if you have any questions.

Best regards, Lee

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Tel: (503) 986-6634
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Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

*** eSafe scanned this email for malicious content ***
*** IMPORTANT: Do not open attachments from unrecognized senders ***

From: [Ryan, Eugene](#)
To: [HELGERSON Lee A](#); [STRICKLER KristopherW * Kris](#); [Brodie, Les](#); [LOCKWOOD-MCCALL Laura](#); [Siegel, Steve](#); [jmortensen@pragla.com](#); [Arnis, Amy](#); [Smith, Helena Kennedy](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); [BIBLER Alice](#)
Cc: [LChoi@PragLA.com](#); [CMcAbery@PragLA.com](#); [Boesch, Timothy J.](#); ["kaehlera@pbworld.com"](#)
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Monday, February 25, 2013 10:17:40 AM

Lee,

I see that you have our report attached but not our memo.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [<mailto:Lee.A.HELGERSON@odot.state.or.us>]
Sent: Monday, February 25, 2013 12:07 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Ryan, Eugene; Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; kaehlera@pbworld.com
Subject: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

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We very much appreciate the efforts of all involved in this work.

Please contact me if you have any questions.

Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871

Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: [HELGERSON Lee A](#)
To: ["Kaehler, Auden"](#); ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
Cc: ["LChoi@PragLA.com"](#); ["CMcAbery@PragLA.com"](#); ["Boesch, Timothy J."](#); [Ladner, Scott](#)
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis - Net Revenue Memo
Date: Wednesday, February 27, 2013 12:10:46 PM

[Auden, Brent](#),

The draft documents look fine to me. As you note, much of the analysis that went into the memo was informed by your work on SR520 and other WSDOT projects. That relationship will continue to be quite helpful to the bi-state CRC project. I imagine that there are some differences between SR520 and the I-5 Bridge corridor that will impact toll revenue collection? The bi-state nature of this project alone presents different and added complexities. I would expect that your future analysis in connection with the preparation of the net revenue report will provide more insight into, among other things, the potential impact of Washington's and Oregon's differing toll enforcement rules and mechanisms.

Best regards, Lee

From: Kaehler, Auden [mailto:kaehlera@pbworld.com]
Sent: Monday, February 25, 2013 8:40 PM
To: HELGERSON Lee A; 'Ryan, Eugene'; STRICKLER Kristopher W * Kris; BRODIE Les S; 'LOCKWOOD-MCCALL Laura'; 'Steven Siegel'; 'jmortensen@pragla.com'; 'Arnis, Amy'; 'Smith, Helena Kennedy'; 'Carley Francis'; 'Nancy Boyd (boydn@columbiarivercrossing.com)'; Baker, T Brent; 'Terri Slack (slackt@columbiarivercrossing.com)'; 'BIBLER Alice'
Cc: 'LChoi@PragLA.com'; 'CMcAbery@PragLA.com'; 'Boesch, Timothy J.'; Ladner, Scott
Subject: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis - Net Revenue Memo

All —

Attached for your review and comment please find a draft memorandum documenting the preliminary net revenue projections associated with the four CRC toll scenarios prepared by CDM Smith, and for which net revenue tables were provided to PRAG last Friday. We have provided the draft memo in Word format so that those so-inclined can provide make edits in revision marks. Please forward the memo to anyone else who should be on the distribution or review list. Please send any comments/revisions to me. We will plan on providing a quick update upon receipt of any comments/revisions.

The attached T&R tables contain the same values but have been revised to include the current scenario names. Once edits have been incorporated we will combine the two files and distribute a final document.

Regards,
Auden Kaehler
Brent Baker

Auden Kaehler
Parsons Brinckerhoff
206-382-5274 (office)
206-979-3913 (cell)

From: HELGERSON Lee A
Sent: Monday, February 25, 2013 10:34 AM
To: 'Ryan, Eugene'; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

[The CDM Memo in addition to CDM report is now attached.](#)

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Monday, February 25, 2013 10:17 AM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: RE: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Lee,

I see that you have our report attached but not our memo.

Eugene Ryan P.E.

Associate
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801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [mailto:Lee.A.HELGERSON@odot.state.or.us]
Sent: Monday, February 25, 2013 12:07 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; LOCKWOOD-MCCALL Laura; Steven Siegel; jmortensen@pragla.com; Arnis, Amy; Smith, Helena Kennedy; Carley Francis; Nancy Boyd (boydn@columbiarivercrossing.com); Brent Baker (Baker@pbworld.com); Ryan, Eugene; Terri Slack (slackt@columbiarivercrossing.com); BIBLER Alice
Cc: LChoi@PragLA.com; CMcAbery@PragLA.com; Boesch, Timothy J.; 'kaehlera@pbworld.com'
Subject: Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

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We very much appreciate the efforts of all involved in this work.

Please contact me if you have any questions.

Best regards, Lee

Lee Alan Helgerson
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From: [HELGERSON Lee A](#)
To: [Slack, Terri](#); [Ryan Eugene](#); boeschtj@cdmsmith.com; [Siegel, Steve](#); [Baker, Brent](#); kaehlera@pbworld.com; [Brodie, Les](#); [Jocelyn Mortensen](#)
Cc: [Francis, Carley](#); [Smith, Helena Kennedy](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Rubstello, Patty](#); [Stone, Craig](#)
Subject: RE: Summary of Call
Date: Thursday, February 21, 2013 6:53:52 PM

Thank you Terri. And, I'm certain all are now aware as to the importance of this effort. As I understand it the Oregon House will be voting on Oregon's CRC funding legislation Monday. CDM's, PB and PRAG's analyses are essential to provide the proper perspective as to the estimated available revenues to support the project's toll backed debt financing. The Oregon Treasurer's Office will also review as appropriate and will undoubtedly be called upon by the Oregon Legislature to weigh in with their opinion of the work effort.

Please do ensure that Les Brodie, Oregon CFO and myself are included in all relevant correspondence.

Thanks, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

From: Slack, Terri (Consultant) [<mailto:SlackT@consultant.wsdot.wa.gov>]
Sent: Thursday, February 21, 2013 5:50 PM
To: Ryan, Eugene; boeschtj@cdmsmith.com; Steven Siegel; baker@pbworld.com; kaehlera@pbworld.com
Cc: Francis, Carley; Smith, Helena Kennedy; HELGERSON Lee A; StricklerK@columbiarivercrossing.com; boydn@columbiarivercrossing.com; Rubstello, Patty; Stone, Craig; Slack, Terri (Consultant)
Subject: Summary of Call

All

Thank you for quickly responding to the need for a quick call.

Here is a recap of the call, please clarify if anything is misstated.

1. Discussion was held on the information that is needed. Steve Siegel to send information to CDM Smith cc'ing others as to particular points.
2. CDM Smith, upon receiving further clarification, will deliver draft memorandum Friday morning for review.
3. Concurrently, PB will be running the net revenue stream based upon the gross revenue stream receive at around noon today. PB to submit net revenue stream tomorrow morning
4. Carley to reach out to Amy and Helena Friday morning
5. Upon receipt of net revenue stream, Steve Siegel shall transmit data to Jo Mortensen at PRAG.

6. PRAG shall run financing numbers with information delivery to Steve Siegel Saturday
7. Review
8. Transmit to Kris Strickler after review, by Sunday.
9. Steve Siegel to draft cover memo for Kris Strickler with CDM Smith's memorandum.

We all will be monitoring our emails this weekend to address issues as they arise.

Hopefully I've accurately detailed the work plan for delivering the memo. Please let me know if you have any clarifications.

Terri Slack
GTC Program Manager
Work: 206-716-1163
Cell: 404-889-7188

From: [Slack, Terri \(Consultant\)](#)
To: [Ryan, Eugene; boeschtj@cdmsmith.com](#); [Siegel, Steve](#); [Baker, Brent](#); [kaehlera@pbworld.com](#)
Cc: [Francis, Carley](#); [Smith, Helena Kennedy](#); [lee.a.helgerson@odot.state.or.us](#); [Strickler, Kris](#); [Boyd, Nancy](#); [Rubstello, Patty](#); [Stone, Craig](#); [Slack, Terri](#)
Subject: Summary of Call
Date: Thursday, February 21, 2013 5:50:01 PM

All

Thank you for quickly responding to the need for a quick call.

Here is a recap of the call, please clarify if anything is misstated.

1. Discussion was held on the information that is needed. Steve Siegel to send information to CDM Smith cc'ing others as to particular points.
2. CDM Smith, upon receiving further clarification, will deliver draft memorandum Friday morning for review.
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GTC Program Manager
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Cell: 404-889-7188

From: [Steven Siegel](#)
To: ryane@cdmsmith.com; [Slack, Terri](#); [Francis, Carley](#); [Baker, Brent](#); jmortensen@pragla.com; Lee.A.Helgerson@odot.state.or.us; [Brodie, Les](#); laura.lockwood-mccall@ost.state.or.us; SmithH@WSDOT.WA.GOV; [Arnis, Amy](#); boeschtj@cdmsmith.com; LChoi@PragLA.com; CMcAbery@PragLA.com; kaehlera@pbworld.com; [Boyd, Nancy](#); [Strickler, Kris](#)
Subject: UPDATE
Date: Saturday, February 23, 2013 1:19:40 PM

Hi all --

Great thanks for all of your work. Just wanted to provide a mid-day update. Kris will be contacting Les and Amy regarding a cover memo for the PRAG and CDM/Smith memoranda. This cover letter will be sent out for review, probably by Kris, this afternoon.

In the meantime, we are still need to finalized the PRAG and CDM memo, and the CDM report. We also need to establish a uniform approach to how we express the range.

We will try to package everything tomorrow.

Eugene: If you are working, please give me a call, today if possible, I am around until about 4PM (Pacific Time)

If anyone else wishes to call, please feel free to do so.

Thanks again,

Steven Siegel
siegelconsulting@aol.com
503-274-0013

From: [Francis, Carley](#)
To: [Boesch, Timothy J.](#)
Subject: RE: RFP for Investment Grade Traffic and Toll Revenue - Preproposal Details
Date: Thursday, July 05, 2012 11:54:37 AM

Hello Tim,

You will find an announcement for the pre-proposal meeting with details on location and time on the RFP website:

http://www.wsdot.wa.gov/Business/Consulting/Ads/Open/2012_CRC_Traffic.htm.

Thank you,

Carley

From: Boesch, Timothy J. [mailto:boeschtj@cdmsmith.com]
Sent: Tuesday, July 03, 2012 1:16 PM
To: Francis, Carley
Subject: FW: RFP for Investment Grade Traffic and Toll Revenue - Preproposal Details

Carley,

Do you have the time and place for the pre-proposal meeting for the RFP for Investment Grade Traffic and Toll Revenue RFQ on July 9? We would like to begin our arrangements for those who will be attending from CDM Smith.

Thanks!

-Tim

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschtj@cdmsmith.com

cdmsmith.com

From: [Francis, Carley](#)
To: [document.control](#)
Subject: FW: CRC Procedural Question - Very Important
Date: Friday, July 13, 2012 8:43:51 AM

Consultant question re. Investment Grade Traffic and Toll Revenue Analysis Services RFP

From: Boesch, Timothy J. [mailto:boeschtj@cdmsmith.com]
Sent: Friday, July 13, 2012 8:08 AM
To: Francis, Carley
Cc: Ryan, Eugene
Subject: CRC Procedural Question - Very Important

Carley,

In reviewing the reference forms we're about to send out to our references for the CRC Investment-Grade Traffic and Toll Revenue Analysis Services, it appears the directions could be read two different ways. The RFP states:

The reference form must be submitted directly to WSDOT by the reference by the due date for the Proposal. WSDOT reserves the right to directly contact some or all references as a follow-up to the submitted forms. WSDOT may use the results of such direct contacts in scoring this criterion.

It is the respondent's responsibility to contact each reference to:

- Ensure the client contact information is correct
- Request that the reference or alternate reference completes the required form and **returns it directly to WSDOT at the required location and by the required date and time. References not received by the due date and time will not be considered.**

The proposals are to be submitted via email:

The fully submittal deadlines and other requirements must be complied with:

- **REQUIRED: Due Date: July 20, 2012 by 4:00 PM PDT**
- **REQUIRED: Submittal email address: CSOSubmittals@wsdot.wa.gov**

The reference form says at the bottom:

Original: Return to Consultant being evaluated; and

Copy: Fax to WSDOT at 360-705-6838

The question is – should our references return the completed forms to the email address CSOSubmittals@wsdot.wa.gov or to the fax number **360-705-6838**?

We realize the deadline for questions has past, but we consider this to be a clerical question and very important in complying with the Completeness Screen.

Thanks,

-Tim

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschtj@cdmsmith.com

cdmsmith.com

From: [Francis, Carley](#)
To: [Boesch, Timothy J.](#)
Cc: [Ryan, Eugene](#)
Subject: RE: CRC Procedural Question - Very Important
Date: Friday, July 13, 2012 9:51:23 AM

Hello,

This answer should also be posted shortly online but to be as expedient as possible it is included below as well.

A: WSDOT prefers to receive references via fax (360-705-6838) as noted on the reference form. If the reference does not have a fax machine, references can be e-mailed to the address: CSOSubmittals@wsdot.wa.gov. Regardless of the method of delivery, references must be sent by the reference to WSDOT and not by the consultant responding to the RFP.

Thank you,

Carley

From: Boesch, Timothy J. [mailto:boeschtj@cdmsmith.com]
Sent: Friday, July 13, 2012 8:08 AM
To: Francis, Carley
Cc: Ryan, Eugene
Subject: CRC Procedural Question - Very Important

Carley,

In reviewing the reference forms we're about to send out to our references for the CRC Investment-Grade Traffic and Toll Revenue Analysis Services, it appears the directions could be read two different ways. The RFP states:

The reference form must be submitted directly to WSDOT by the reference by the due date for the Proposal. WSDOT reserves the right to directly contact some or all references as a follow-up to the submitted forms. WSDOT may use the results of such direct contacts in scoring this criterion.

It is the respondent's responsibility to contact each reference to:

- *Ensure the client contact information is correct*
- *Request that the reference or alternate reference completes the required form and **returns it directly to WSDOT at the required location and by the required date and time. References not received by the due date and time will not be considered.***

The proposals are to be submitted via email:

The fully submittal deadlines and other requirements must be complied with:

- **REQUIRED: Due Date: July 20, 2012 by 4:00 PM PDT**
- **REQUIRED: Submittal email address: CSOSubmittals@wsdot.wa.gov**

The reference form says at the bottom:

*Original: Return to Consultant being evaluated; and
Copy: Fax to WSDOT at 360-705-6838*

The question is – should our references return the completed forms to the email address CSOSubmittals@wsdot.wa.gov or to the fax number 360-705-6838?

We realize the deadline for questions has past, but we consider this to be a clerical question and very important in complying with the Completeness Screen.

Thanks,
-Tim

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschtj@cdmsmith.com

cdmsmith.com

From: [Keel, Roberta](#)
To: yaghmaie@cdmsmith.com
Cc: [Jonson, Erik](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: Consultant Selection Interview Letter
Date: Tuesday, August 14, 2012 2:14:54 PM
Attachments: [CDM Smith Interview Letter CRC Final.pdf](#)

Dear Mr. Yaghmaie,

Attached to this email, is your invitation to interview for the Investment-Grade Traffic and Toll Revenue Analysis Services for the Columbia River Crossing (CRC) project.

Please acknowledge receipt of this email.

Regards,

Roberta C. Keel

Transportation Technician 3
WSDOT, Consultant Services Office
PO Box 47323
Olympia, WA 98504-7323
PH: 360.705.7029 FAX: 360.705.6838
Keelr@wsdot.wa.gov

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**Washington State
Department of Transportation**
Paula J. Hammond, P.E.
Secretary of Transportation

Transportation Building
310 Maple Park Avenue SE
Olympia, WA 98504-7300
360-705-7000
TTY: 1-800-833-6388
www.wsdot.wa.gov

August 14, 2012

CDM Smith
1218 3rd Avenue, Suite 1100
Seattle, WA 98101

RE: Consultant Selection Interview

Dear Sam Yaghmaie at CDM Smith,

On behalf of the Washington State Department of Transportation (WSDOT), Oregon Department of Transportation (ODOT), Washington Office of the State Treasurer, and Oregon Office of the State Treasurer and the Selection Committee, we congratulate you and your firm (the usage of the term "firm" in this document refers to the Prime Consultant and any and all Sub-consultants on your team) on being selected as a finalist for further consideration on the Columbia River Crossing (CRC) Project. This notice shall serve as an official request for additional information and action for your firm. As a finalist, your firm is required to:

- As a subset of Section 4.2 Subsection 1.2, listing of recent investment grade traffic and revenues studies, please submit your firm's most recent Investment-grade Traffic and Revenue Report (that is publically available) that has been used for successful municipal public bond financing. It is preferable, if at all possible, to submit the entire bond document, which would include your firm's Traffic and Revenue Report in an appendix of the bond document. In lieu of the entire bond document, the Traffic and Revenue Report itself is acceptable. This is to be submitted via sharepoint site which will be sent to you under a separate email notification. Upon uploading the document(s) to sharepoint, please provide email notification of transmittal to Carley Francis at francisc@columbiarivercrossing.com no later than 4:00 pm (Pacific Daylight Time) on Tuesday, 21 August 2012.
- Meet with Interview panel as specified below. Failure to meet with the interview panel on the specified date without prior arrangements to the contrary, shall be considered as non-responsive to the overall solicitation.

The remaining schedule of events is as follows:

- Finalist Notification August 14, 2012
- Submission of the T&R Report by 4:00 pm (PDT) Tuesday, 21 August 2012
- Finalist Interview August 27, 2012

The interview will occur on **August 27, 2012 9:30 am** at WSDOT Southwest Region Headquarters, 11018 NE 51st Circle, Vancouver, WA 98682-6686. Please plan to arrive early to complete any necessary set-up in advance of your scheduled interview time; fifteen minutes will be provided. Please e-mail Carley Francis at francisc@columbiarivercrossing.org with the names and titles of your attendees, no later than 4:00 pm PDT, Monday, August 20, 2012. Up to eight (8) team members of your proposed CRC team may attend the interview.

Representatives of your firm that attend the Finalist Interview must include the Project Manager, Deputy Project Manager and should include only the proposed key personnel who will be directly working on this CRC Project. Finalist Interview attendees from your firm should not include your firm's sales staff, unless they are key personnel on this CRC Project.

The time allotted to your interview will not exceed 85 minutes. The interview schedule is as follows:

- 10 minutes of introductions (total time for the Interview Committee and for your firm)
- 45 minutes of presentation (from your firm)
- 20 minutes of informal questions and answers (the Interview Committee reserves the right to ask questions that it deems necessary in order to score the selected firms. Questions may include, but not be limited to, clarifications of previous statements or answers made by your firm; enhancements to previous statements or answers made by your firm; or other questions as deemed necessary.)
- 10 minutes closing remarks (total time for the Interview Committee and for your firm)

Your firm's 45-minute presentation must:

- Not be electronic (e.g. power point, or any others)
- Include 10 print copies of all handouts, if your firm uses any

Your firm's 45-minute presentation may:

- Include flip charts, boards, presentation packages, or any other non-electronic means in order to convey your firm's presentation

In addition to any information that your firm wishes to present to the Interview Committee, the 45-minute presentation by your firm must include a discussion of or information about:

- An overview of the firm's methodology as it applies to this CRC Project
- The firm's personnel structure as it applies to this CRC Project, and as it applies to your personnel at the interview
- The role(s) of Project Manager and the Deputy Project Manager (if there is one)
- Investment-grade Traffic and Revenue Studies that your firm has completed (for municipal or other clients) that have successfully gone to financing in the United States within the past 5 years
- Your firm's key personnel's direct experience with Rating Agency credit rating on debt (municipal or other) specifically for toll facility financing
- How your firm will be able to complete your work in order to meet the milestone dates of January 2013, June 30, 2013 and December 2013
- The availability of your key personnel to attend local meetings during the CRC Project's timeframe
- The ability of your firm to address the numerous stakeholders' needs, and any relevant experience that your firm has concerning this issue
- Please address the following questions in your presentation:
 1. As this CRC Project is an interstate highway with both local and long-haul truck usage, how will your firm address *freight* in your analyses?
 2. What is your firm's plan for developing *Value(s) of Time (VOT)* for this CRC Project, and how will this process differ from (or be similar to) what your firm has done in the past on other tolling projects?
 3. How and why would (or will) your firm modify certain components of the Metro Regional Travel Demand Model, as it relates to this CRC Project? Specifically, what needs to be modified and to what extent?
 4. What is your firm's approach to *Risk Analysis*, and how your firm will apply that to this CRC Project?

It should be understood that this is not an offer of work by the Department. The Department assumes no obligation for expenses incurred by your firm should you accept this interview invitation.

All firms enter the interviews unranked. Please do not assume that the Consultant Selection Committee Members have read your Proposal personally.

Please confirm your availability for this interview by contacting Carley Francis, Procurement Chair, at 360-816-8869 or via e-mail at francisc@columbiarivercrossing.org as soon as possible. We look forward to seeing you on August 27th.

Sincerely,

A handwritten signature in black ink, appearing to read "Erik K. Jonson". The signature is fluid and cursive, with a long horizontal stroke at the end.

ERIK K. JONSON, Manager

Consultant Services Office

EKJ:rck

From: Dilley, Doyle
Sent: Monday, October 22, 2012 11:08 AM
To: document.control
Cc: Francis, Carley; Williams, Mike (CRC); Humphrey, George; Daly, Keith
Subject: FW: CRCTR Y-11335 Task AA

Categories: Barb

FYI

Doyle Dilley

WSDOT - Consultant Services Office

Olympia - 360-705-7107 <<mailto:dilleyd@wsdot.wa.gov>>

Columbia River Crossing Project

Vancouver – 360-816-4036 <<mailto:dilleyd@wsdot.wa.gov>>

From: Scott, Stacy
Sent: Monday, October 22, 2012 9:35 AM
To: Dilley, Doyle
Subject: FW: CRCTR Y-11335 Task AA

FYI

From: Slack, Terri (Consultant)
Sent: Friday, October 19, 2012 4:52 PM
To: Scott, Stacy; Humphrey, George (humphreyg@columbiarivercrossing.com)
Cc: Francis, Carley (francisc@columbiarivercrossing.com); Rubstello, Patty
Subject: RE: CRCTR Y-11335 Task AA

I have reviewed and agree with the scope and budget revisions as discussed on Thursday 10/18.

Terri Slack
GTC Program Manager
Work: 206-716-1163
Cell: 404-889-7188

From: Scott, Stacy
Sent: Friday, October 19, 2012 2:42 PM
To: Humphrey, George (humphreyg@columbiarivercrossing.com)
Cc: Francis, Carley (francisc@columbiarivercrossing.com); Slack, Terri (Consultant); Rubstello, Patty
Subject: FW: CRCTR Y-11335 Task AA

George,

Attached please find the final draft scope and budget estimate that was negotiated yesterday 10/18/12 for your files. When I get the concurrence from Terri Slack and Patty Rubstello, will you be the one that assemble the task order and sends it to the consultant for signature?

Stacy Scott
HQ WSDOT Consultant Service Office

From: Boesch, Timothy J. [<mailto:boeschtj@cdmsmith.com>]
Sent: Friday, October 19, 2012 2:19 PM
To: Slack, Terri (Consultant); Scott, Stacy
Cc: Ryan, Eugene
Subject: CRCTR Y-11335 Task AA

Terri and Stacy,

Attached is the revised scope and fee estimates for Task AA of Y-11335. We have added language (changes tracked) per yesterday's request. We have changed/added headers and footers as requested by Stacy and made a couple of minor spelling corrections. We do not have any further changes.

Thanks!
-Tim

Timothy J. Boesch, AICP

Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschtj@cdmsmith.com
cdmsmith.com

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From: [Dilley, Doyle](#)
To: [document.control](#)
Cc: [Francis, Carley](#); [Williams, Mike \(CRC\)](#); [Humphrey, George](#); [Daly, Keith](#)
Subject: FW: CRCTR Y-11335 Task AA
Date: Monday, October 22, 2012 11:39:39 AM
Attachments: [Y-11335 AA Exhibit A \(Scope\) 2012-10-19 Final Draft.docx](#)
[Y-11335 TO AA Costs 2012-10-19 Final Draft.xlsx](#)

FYI

Doyle Dilley

WSDOT - Consultant Services Office
Olympia - 360-705-7107 [<mailto:dilleyd@wsdot.wa.gov>](mailto:dilleyd@wsdot.wa.gov)
Columbia River Crossing Project
Vancouver – 360-816-4036 [<mailto:dilleyd@wsdot.wa.gov>](mailto:dilleyd@wsdot.wa.gov)

From: Scott, Stacy
Sent: Monday, October 22, 2012 9:36 AM
To: Dilley, Doyle
Subject: FW: CRCTR Y-11335 Task AA

FYI

From: Boesch, Timothy J. [\[mailto:boeschtj@cdmsmith.com\]](mailto:boeschtj@cdmsmith.com)
Sent: Friday, October 19, 2012 2:19 PM
To: Slack, Terri (Consultant); Scott, Stacy
Cc: Ryan, Eugene
Subject: CRCTR Y-11335 Task AA

Terri and Stacy,

Attached is the revised scope and fee estimates for Task AA of Y-11335. We have added language (changes tracked) per yesterday's request. We have changed/added headers and footers as requested by Stacy and made a couple of minor spelling corrections. We do not have any further changes.

Thanks!
-Tim

Timothy J. Boesch, AICP

Project Manager
CDM Smith
1218 3rd Ave, Suite 1100, Seattle, WA 98101
w: 206.336.4900 f: 206.223-2340
boeschtj@cdmsmith.com
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From: [Dilley, Doyle](#)
To: [document.control](#)
Cc: [Francis, Carley](#); [Williams, Mike \(CRC\)](#); [Humphrey, George](#)
Subject: FW: CRCTR Kick Off Meeting Final Agendas, Notes, and Contact Sheets
Date: Monday, October 22, 2012 11:06:52 AM
Attachments: [MtgSum CRCTR Project Kickoff Part 2 20121003.docx](#)
[Kickoff Meeting Sign-in Part 1 20121003.docx](#)
[Kickoff Meeting Sign-in Part 2 20121003.docx](#)
[MtgSum CRCTR Project Kickoff Part 1 20121003.docx](#)
[MtgSum CRCTR Project Kickoff Part 2 20121003 Track Changes.docx](#)
[Agenda TandR Project Kickoff Part 1 20120925.docx](#)
[Agenda TandR Project Kickoff Part 2 20120925.docx](#)

FYI

Doyle Dilley

WSDOT - Consultant Services Office

Olympia - 360-705-7107 [<mailto:dilleyd@wsdot.wa.gov>](mailto:dilleyd@wsdot.wa.gov)

Columbia River Crossing Project

Vancouver – 360-816-4036 [<mailto:dilleyd@wsdot.wa.gov>](mailto:dilleyd@wsdot.wa.gov)

From: Scott, Stacy
Sent: Monday, October 22, 2012 9:35 AM
To: Dilley, Doyle
Subject: FW: CRCTR Kick Off Meeting Final Agendas, Notes, and Contact Sheets

Doyle,

I'm not really sure you want this info, let me know and I will stop.

Stacy

From: Boesch, Timothy J. [\[mailto:boeschtj@cdmsmith.com\]](mailto:boeschtj@cdmsmith.com)
Sent: Friday, October 19, 2012 4:59 PM
To: Slack, Terri (Consultant)
Cc: Ryan, Eugene; Scott, Stacy
Subject: CRCTR Kick Off Meeting Final Agendas, Notes, and Contact Sheets

Terri,

See attached. I have not received any additional comments on the Kick Off Meeting summaries. I have updated them to include today's submission date. I have made minor changes to the Part 2 notes which are editorial. That file is designated with "Track changes". The other Part 2 notes file has those same changes fully accepted.

I have also included the agendas and attendees lists. These are final.

I have copied Stacy Scott due to his prior request to receive the kick-off information.

-Tim

Timothy J. Boesch, AICP

Project Manager

CDM Smith

1218 3rd Ave, Suite 1100, Seattle, WA 98101

w: 206.336.4900 f: 206.223-2340

boeschtj@cdmsmith.com

cdmsmith.com

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MEETING TITLE: CRC Traffic and Revenue Study Project Kick-off **Part 2**

LOCATION: WSDOT, Southwest Region Office
11018 NE 51st Circle, Vancouver, WA

DATE: October 3, 2012 2:00 – 4:00 pm

ATTENDEES: See attached list

GOALS: What information is needed to develop the toll model and data collection

This constitutes CDM Smith's understanding of the items discussed and the agreed decisions and commitments. If there are any errors or omissions, please contact Tim Boesch or Terri Slack within a week. Otherwise this summary will be deemed final. Submitted October 19, 2012.

Modeling Approach

- CDM Smith
 - Zubair Ghafoor will be the lead modeler on project
 - CDM Smith's basic approach is taking the Metro model and converting to CDM Smith's toll modeling process. Ideal situation would be that CDM Smith gets the models and generally runs the steps, but interactively have METRO folks involved. More of a constant interaction.
 - CDM Smith has reviewed the METRO model documentation and has questions on actual process
 - CDM Smith will start from main regional model, not the model that accounts for CRC tolling because results need to be independent.
 - Many model runs will only be traffic assignment, but occasionally the scenarios will involve additional trip distribution, and perhaps mode split even less often. For changes in transit coding – CDM Smith will ask Metro to do to mode split levels.
 - Main needs: what is the best way to interact with the platform METRO has now and get that into CDM Smith process; and then use Metro throughout study to review what CDM Smith is doing and have Metro help review results.
- Jacobs
 - Jacobs has been asked to lead the CRC study
 - Jacobs has also been asked as GTC to do the due diligence/quality assurance
 - Joe will be working on what the inputs and outputs are and give the oversight to make sure the technical process is rational, reasonable, and follows industry standards
- CRC forecasting to date vs. normal Metro MPO forecasting work
 - No tolling in this region – no real world experience – had to make a lot of assumptions
 - Worked with CRC consultants to make some major assumptions/processes
 - Currently use a 4 step model (not activity based). Impact of tolls on model:
 - No toll impact at trip generation
 - At distribution – used 25% impact of tolls

DRAFT

- At Mode choice- used 75% impact of tolls
- At Route choice – used 100% impact of tolls
- VOT
 - Have assumed one VOT for the total population currently
 - In previous studies, have split VOT by income bands
 - Now have a stated preference survey with peak vs. off-peak VOT
 - Tolls are converted to time using VOT in model
- Metro says CDM Smith is calling the shots and Metro staff is amenable to having CDM Smith change model for toll forecasting and Metro is looking for suggestions to improve METRO model to look at tolling
- Zubair will probably come to Portland and work with Metro folks over a table for 2-3 days to work out details of modeling approach and responsibilities.

Travel Demand Model Details

- What parts are in EMME and what are in Metro modeling system?
 - It appears EMME is only for assignment, the rest is in scripting.
 - Demand model is basically mathematics – in “R” platform. Used to be in EMME2 platform, now in the “R” scripts. Done to make it easier to use.
 - Networks are all in the EMME system
 - Networks are skimmed in EMME and then brought into R databanks.
 - Metro can write into EMME also, and into other binary formats
 - Have a car model, internal truck model, and external truck model. All are available.
 - SWRTC
 - does not run in R scripts - translates it into visual basic and runs it
 - usually run assignments in multiple modes – trucks and cars separate
 - What is the practicality/ portability of taking Metro 3 steps (mode split, distribution, and assignment) and letting CDM Smith run them?
 - There’s a lot of home knowledge and quality control at Metro such as what flags to look for. These are particular to this model, so that knowledge is important. This is particularly true for the demand model where there is a need to explain a lot of the details, but it’s not hard to hand over.
 - For traffic assignment, definitely need to convert into CDM Smith system
 - Transit assignment only uses data and processes particular to EMME – so will need EMME for transit skims
 - Skim prep is in EMME but for CRC Metro has done skims for CRC traffic team to use at Vissum level
- Are networks coded by dates so CDM Smith can make interim years? Metro has a 2017 network but it’s not 100% consistent due to financial constraints. However, Metro can back out projects where needed to get a proper interim year network for toll modeling. In Clark

County they have a 2015 opening year network and land use with BRT network options, 2022 network and land use, and 2035. So, SWRTC can develop any year where needed also.

Metroscope and Economic Modeling

- Metroscope is a land use allocation system. The standard economic variables in the socioeconomic forecasting are known to ECONorthwest. They will need to make sure the economic forecast parameters match up to the metroscope model.
- ECONW wants to use Metroscope in the economic modeling. The basis of the toll travel modeling will be the Metro travel demand model (TDM). There will be several economic scenarios and those scenarios will likely need to be broken down to the TDM level, and Metroscope is the best /fastest way to do this. ECONW can run metroscope with the correct platform (Vissum) – but will need some help from METRO to get it running.
- Metroscope runs in an abbreviated version in Vissum via Python script. But actual allocation is a tandem model process – Dennis Yee runs Metroscope, METRO runs through EMME and R scripts to equilibrium and then provides information back for Dennis to run again. And then the process is moved forward five years and run again, repeated to complete the time horizon. The Vissum platform is needed to run the full process.
- Currently have 2010 base level, 2035 future year. Just got a new 2035. Ultimately the land use was separated out to TAZ level and sent by Metro to jurisdictions in Oregon, information was returned, and now have an accepted Oregon side TAZ land use basis.
- Metro vs. SWRTC land use forecasts
 - Metro accounts for Clark County – but SWRTC has their own process to vet Washington results. Agreement is currently that Metro has OR and SWRTC has WA basis.
 - The SWRTC generally uses the control totals from Metro if they are close to what the SWRTC modeling is showing (and have been to date). Then SWRTC does its own sub-allocation and returns that information to Metro such that it is reflected in Metro's 2035 results.
 - CDM Smith will need to develop several model years in between 2010 and 2035 depending on project phasing. Let's say we need 2020 – can run through Metroscope – won't have community review – but the 2035 community reviewed limit can be compared to 2020 results to see if anything is out of place.
 - The CDM Smith team will also generate other scenarios for 2035 including different growth rates and areas. However when only using Metroscope these alternatives can't re-create what Clark County uses for land-use process.
 - It is important to note the river crossings between Oregon and Washington have a lot to do with the jobs-housing balance, so that effects the CRC crossing demand a lot and will need to be considered.
 - How much interaction was there between the two state economic models to come up with the Portland/Clark county basis? ECONorthwest will have to talk to Dennis Yee about this.
 - ECONortwest will be taking all this information into account but eventually will come up with ECONW independent forecast and scenarios that will feed into sensitivity and risk analysis
 - How will the differences between Metro and SWRTC be ironed out in the 2035 differences?

- SWRTC did some opening year 2016 forecasts and then applied those growth rates to the Clark County official basis. A similar process could be used.
- ECONorthwest will also need to look at how the discrepancies between the Metro forecast and SWRTC forecast affect the traffic and revenue. If the effect is small, then there's probably no need for concern. If it is large, may need to have a discussion with planners from both agencies to resolve, and the CRC project office will need to know about it. Ultimately, however, the economic forecast will be an independent forecast by the CDM Smith team. The jobs/housing balance will come out of the ECONorthwest model process.
- Will land use be changed from the Metro model? There will be a baseline for January which may or may not be exactly the same as what MPOs have depending on the ECONorthwest forecast process. We don't want to be too optimistic.
- Can we have same land use baseline for January and July? CDM Smith can't make that assumption. In IG study – need the most recent anyway.
- Effect of Recession and updated information
 - PSRC used economic forecasts for 2030 developed in 2003 and 2004.
 - Portland was doing well prior to 2008, so comparing to old forecasts, new forecasts are quite different – could impact cross river trips a lot. So, the model hasn't changed, but the economic projections have shifted a lot. So this will be important in comparing to older toll work.
 - SWRTC also has new forecasts with recession accounted for.
 - Also a lot of the 2035 issues between the states have been worked out now too. Really need to roll this out as the preface to the forecasting. Needs to be in the story.
 - Based on OR treas report – did lower trips to show a financial forecast showing recession effects.

Traffic Assignment process

- Will dynasty or dynamic available to CDM Smith? (dynamic traffic assignment) It could have an impact on what level of micro modeling the CDM Smith Team will do. Metro is developing both dynasty and dynamic.
- Metro has developed a lot of network detail and testing. Tried to run with not much signal timing – but really need it – so trying to get an optimized signal basis or actual information from signal jurisdictions.

Use of Toll Factors in Modeling

- Toll factors are mentioned in the Metro model documentation and CDM Smith understands the logic. Has there been any sensitivity testing to how much of the toll impact is used? Old tolling consultants (Stantec?) did some sensitivity testing and ended up with a large range. They didn't take it to revenue level but definitely had a big effect on demand.
- CDM Smith team will be updating stated preference surveys and they expect changes due to not being in high recession period.

Does modeling need to account for other transit mode alternatives, other tolling outside of CRC bridge tolling, other outside major factors?

- Could we have transit alternatives vs. tolling? BRT, LRT, no transit? CRC process has tested several different modes and the locally preferred alternative (LPA) is light rail. Attendees

agree that while the LPA has a specific transit alternative, additional questions may be asked and the model should be set-up to handle those questions too.

- It may also be that test will be requested of the effect on traffic and revenue of other highway projects in the long range plan being left in our out, so model needs to be flexible to do this.
- Generally, if big changes in the assumptions in the FEIS are requested to be tested, the FEIS provides a pretty strong filter against these changes. It is likely these types of tests would be limited in nature due to this filter.
- There's an assumption in WSDOT legislation that I-205 can't be tolled, but it could come up again. CDM Smith has made the assumption that I-205 won't be tolled and has set-up the process to do detailed studies of tolling I-5 only. However, CDM Smith could test the effect of tolling I-205 on I-5 tolling revenue, but will not do an investment grade study for I-205 the way the process is currently laid out.
- It was suggested the alternative transit options and tolling I-205 should be checked with the CRC policy committee.

Trip Types in Modeling

- Everything in general is going to be tied to trip types in the original Metro model, including VOT, so what trip types are there? SOV, HOV, 2 truck types, and transit.
- CDM Smith would like to have their assessment based on some income stratification. SOV trips are not broken down by income class in the current model version for trip assignment but is for earlier model steps. The model has peak and off peak VOT, and it assumes a transponder adjustment for non-work trips (75% nonwork transponders, 100% work trips have transponders) so toll is perceived slightly differently by each income class, but trip table is not broken out. However, Metro could break it down using four household income bands.

Truck Trips

- Who should CDM Smith talk to about truck trip tables? What they are and what data is available? Metro has an expert on that. Model is based off a commodity flow model for the region.
- A main question CDM Smith will have is what was the input into the commodity flow? The most recent commodity forecast done by port was probably 10 years ago.
- Clark County uses Metro truck model and has not researched/ reviewed enough to have any differing opinions.
- Are trucks assigned first in the model? Or cars? No, the Metro model assigns both simultaneously.
- In the model, trucks are broken down to medium and heavy. However the team needs to check on what medium and heavy means. Is medium 2 and 3 axle and heavy 4 or more axles? It's an issue because the current tolling policy in Washington sets rates by axle, thus a medium truck class that includes 2 and 3 axle vehicles will have to be broken down further.
- Port information won't cover external to external truck trips. Is there an external to external trip table? The Portland study has a lot of this type of information and the CDM Smith process will be updating a lot of the information. Metro would welcome any suggested model enhancements / improved data for this particular aspect.

Communications Protocol for Modeling and Data

- CDM Smith can contact the MPOs (Metro and SWRTC) directly. Main points of contact will be Bob Hart for SWRTC and for Metro will likely be Peter Bosa (with copies to Dick Walker and Scott Higgins). At project office will be Casey Lisles. For WSDOT will be Jana with copies to Carley. If

there is to be additional model discussions/group decisions needed, agency contacts (Bob, Peter, Casey, Jana) will put out to appropriate folks and have appropriate people join the appropriate conversations.

- CDM Smith can contact ports if they have contacts already, but need to keep Casey informed.
- Any other outside agencies to be contacted should be handled initially through Casey since he's most familiar with the project and he probably has best links into many of the outside agencies. Can help get past barriers and delays.
- Are there any committees or work CDM Smith needs to sit in on? Integrated project staff group would be most likely. There may be others later.
- Does CDM Smith have any expectations for staff availability from MPOs? Won't just be a hand over, but mostly will be questions, occasionally modifications, and some output review. Not a full time thing, but probably will be pretty heavy in the beginning. Metro was already planning on being involved.
- There will be weekly then monthly meetings just on the modeling – conference calls (and those who are available to be in person)

Schedule

- Task 1 – build a model by the end of the year, then report by July 1. This implies a heavy lift between now and January.
- Task 2 – IG model for TIFIA near end of 2013
- For January, CDM Smith wants to have all the features in the model but will not have all the parameters refined. Consequently, they would prefer to have the trip table split out now so they don't have to change model packages again in future.
- Later CDM Smith will have risk assessment which will involve land use and other changes.

Data Collection and Immediate Needs

- What are the protocols? Who should CDM Smith go to at WSDOT and ODOT?
- Counts
 - SWRTC has a regional traffic count database program on the web. For details not available on website, should talk to Jana. SWRTC has all day, AM peak, PM peak counts
 - Metro - Dara Gayler is the likely contact, but should discuss with Ryan from DEA first. Metro might have some non-freeway count info too.
 - Also a public Data Portal at PSU is available and can help.
- License plate reads
 - We assume ATD knows how to get permits for cameras.
 - There is a fee to get reads from RMV. However, in Oregon – no fee for this project. Go through Carley.
 - What is the license plate collection program?
 - There will be two sets of license plate reads. The first will be designed to read plates of bridge users and get addresses to send information to complete an OD

survey. The second will be to get data on through trips and will likely be collected on I-5 north and south of I-205

- Where and when will we set up equipment? Don't have date and location yet.
 - Will be getting plates on bridge to get matching from RMVs to get addresses for those people using the bridge from OR and WA.
 - Previously, CRC team did some ramp to ramp O-D. One state took a month to get addresses back. Had a poor response rate since time between trip and survey was too long. Only worked well for those who travelled frequently.
 - ODOT can expedite this time in Oregon and Lee can help.
 - There may also be people outside RMV in Oregon who have the database and can do matching faster
 - Cameras are good in low light but would still like to do in October to not have lighting issues.
 - Team will need to let the CRC communications team know when the data collection will be happening.
- Other data collection?
 - For SP surveys, CDM Smith team will use a subset from the OD survey. Also, there will be a field intercept effort where RSG comes in person which is particularly important for the commercial vehicle side of survey. Generally, commercial vehicle operators will not do surveys online. The RSG team will have to intercept trucks along the corridor. RSG will also supplement the respondents with additional responses from on-line commercial survey groups.
 - Truck Data collection (beyond SP)
 - Looking for OD, VOT, and frequency on trucks in general
 - Supplemental truck intercept surveys – in person surveys at major entries and exits at ports -2 days, 8 hours, and then intercept surveys at truck stops one on each side of River.
 - Is there any local truck movements to look at? CDM Smith is breaking down truck trip pairs:
 - Through trips – good historical data exists, will supplement
 - Total trucks on bridge will be counted
 - Trucks in and out of port (both external/internal and internal/internal) – surveys will be conducted and combined with available port data
 - Internal to internal trucks – commercial. Some study was done in the Clark County freight study where major highways and industrial land uses were correlated and a large aggregated zone system was used to determine internal truck trips, so this could be used again. However, may be much harder to develop on the Oregon side because it's a much bigger metropolitan area.
 - Alternatively, cargo forecasts will also fix the total trucks across the bridge (by mode). Consequently, the internal to internal on the bridge could be backed out with the other data collected. (i.e. What's left after

the other pairs are taken out.) Also, will have OD survey for truckers across bridge.

- Will we reach out to truckers? Yes, Claudia worked with freight working group and that could be a good source
- UW is doing some truck travel times study – Claudia should talk to Casey about it
- Could also use weigh stations instead/in addition to truck stops if more coverage/better response is needed
- Speed and delay
 - Usually just use probe cars
 - ODOT has INRIX data for four county region – speed data. Good coverage – all freeways and some arterials. Get it through ODOT. WSDOT also has INRIX data. For ODOT go through Casey.
- No transit data is needed beyond what Metro has in the model.

To do list:

- Write up communications protocol plan
- Have CDM Smith modelers come to Portland and meet with Metro staff
- Draft OD survey detail plans/information and share with this team and CRC communications team
- Draft SP survey detail plans/information and share with this team and CRC communications team



**CRC Traffic and Revenue
Study Project Kick Off Part 1
October 3, 2012**

SIGN IN SHEET

Name	Company or Dept	Phone	E-mail
Tim Boesch	CDM Smith	206-336-4900	boeschtj@cdmsmith.com
Eugene Ryan	CDM Smith	630-434-8111	ryane@cdmsmith.com
Zubair Ghafoor	CDM Smith	630-434-8111	ghafoorzf@cdmsmith.com
Claudia Hirschey	Transportation Consulting Services	206-856-4988	claudiahirschey@comcast.net
Carl Batten	ECONorthwest	503-222-6060	batten@econw.com
Carley Francis	CRC	360-816-8869	francisc@columbiarivercrossing.org
Bob Hart	SWRTC	360-397-6067 *5206	bob.hart@rtc.wa.gov
Dean Lookingbill	SWRTC	360-397-6067 *5208	dean.lookingbill@rtc.wa.gov
Lee Helgerson	ODOT	503-986-6634	Lee.A.Helgerson@odot.state.or.us
Nancy Boyd	CRC	360-816-8865	boydn@columbiarivercrossing.org
Joe Sobleskie	Jacobs	347-510-8723	Joe.Sobleskie@jacobs.com
Terri Slack	CRC/WSDOT Toll Div.	206-716-1163	SlackT@columbiarivercrossing.org
Natarajan Janarthan	WSDOT Toll Div.	206-464-1274	Janartn@wsdot.wa.gov
Ryan LeProuse	David Evans	253-250-0641	rslep@deainc.com
Casey Liles	CRC	360-816-8878	lilesc@columbiarivercrossing.org
Via Phone:			
Amy Arnis	WSDOT	360-705-7525	arnisa@wsdot.wa.gov
Les Brody	ODOT	503-986-3905	Les.S.Brodie@odot.state.or.us
Christopher Mwalwanda	CDM Smith	512-652-5355	mwalwandace@cdmsmith.com
Randy Pozdena	ECONorthwest	503-222-6060	Pozdena@econw.com
Paul Bingham	CDM Smith	626-538-4283	binghamph@cdmsmith.com
Craig Stone	WSDOT Toll Div.	206-464-1222	stonec@wsdot.wa.gov
Kamran Khan	CDM Smith	630-434-8111	khanka@cdmsmith.com



**CRC Traffic and Revenue
Study Project Kick Off Part 2
October 3, 2012**

SIGN IN SHEET

Name	Company or Dept	Phone	E-mail
Scott Higgins	Metro	503-797-1770	Scott.higgins@oregonmetro.gov
Peter Bosa	Metro	603-797-1771	Peter.bosa@oregonmetro.gov
Natarajan Janarthanan	WSDOT Toll Div.	206-464-1274	Janartn@wsdot.wa.gov
Terri Slack	CRC/WSDOT Toll Div.	206-716-1163	SlackT@columbiarivercrossing.org
Joe Sobleskie	Jacobs	347-510-8723	Joe.Sobleskie@jacobs.com
Bob Hart	SWRTC	360-397-6067 *5206	bob.hart@rtc.wa.gov
Shinwon Kim	SWRTC	360-397-6067 *5213	shinwon@rtc.wa.gov
Lee Helgerson	ODOT	503-986-6634	Lee.A.Helgerson@odot.state.or.us
Ryan LeProuse	David Evans	253-250-0641	rslp@deainc.com
Casey Liles	CRC	360-816-8878	lilesc@columbiarivercrossing.org
Carly Francis	CRC	360-816-8679	francisc@columbiarivercrossing.org
Carl Batten	ECONorthwest	503-222-6060	batten@econw.com
Claudia Hirschey	Transportation Consulting Services	206-856-4988	claudiahirschey@comcast.net
Zubair Ghafoor	CDM Smith	630-434-8111	ghafoorzf@cdmsmith.com
Tim Boesch	CDM Smith	206-336-4900	boeschtj@cdmsmith.com
Eugene Ryan	CDM Smith	630-434-8111	ryane@cdmsmith.com

Via phone:

Randy Pozdena	ECONorthwest	503-222-6060	Pozdena@econw.com
Paul Bingham	CDM Smith	626-538-4283	binghamph@cdmsmith.com
Mark Fowler	RSG	802-295-4999	Mark.Fowler@rsginc.com
Christopher Mwalwanda	CDM Smith	512-652-5355	mwalwandace@cdmsmith.com
Ron Davis	CDM Smith	630-874-7916	davisrw@cdmsmith.com

MEETING TITLE: CRC Traffic and Revenue Study Project Kick-off **Part 1**

LOCATION: WSDOT, Southwest Region Office
11018 NE 51st Circle, Vancouver, WA

DATE: October 3, 2012 12:30 – 2:00 pm

GOALS: Overview of the traffic and revenue study process

This constitutes CDM Smith's understanding of the items discussed and the agreed decisions and commitments. If there are any errors or omissions, please contact Tim Boesch or Terri Slack within a week. Otherwise this summary will be deemed final. Submitted October 19, 2012.

Contract Issues

- Master agreement expected to be sent to CDM Smith within 24 hours
- Task Order 1 – Expected to run through January 2012 preliminary legislative report and possibly through July 2012 final legislative report. (editorial note: the first task order will be officially named Task Order AA)

Key Study Points - Eugene Ryan – CDM Smith

- Timeframes are short
- Modeling process
 - Will need to make preliminary investment grade (IG) traffic and revenue (T&R) estimates as early as July 2013
 - Goal is to put together a model that will have all the flexibility needed throughout the study - one that will allow testing of all parameters and policies contemplated
 - Initially will not have all of the parameters completely detailed, but will have them within an appropriate range
 - January report will show a range of traffic and revenue and the final IG estimates must fall in this range
- Two major data collection pieces in Task 1
 - Origin Destination Survey
 - Stated Preference Survey
- Expectations for the January legislative Report
 - Cover the budget proviso from Washington Legislature

Major Policy Items

- Nancy Boyd
 - Stakeholder Considerations
 - There's a lot of interest in the T&R study from many stakeholders

- There will be tough questions with a lot of people digging in and asking tough questions
- We will need straight, well thought out answers to have a successful study.
- There are two sets of state structures to involve (two DOTs, two treasurer's, two legislatures, two secretaries, and two governors) along with many local jurisdictions and federal agencies.
- Washington has tolling, so there is already familiarity and already consideration of tolling policy
- Oregon is new to tolling, and CRC toll policies will be considered in light of future tolling opportunities as well as the CRC project itself.
- Several stakeholders are interested in managing traffic with tolling.
 - Professional/staff stakeholder group, made up of stakeholder professionals, who would like input into the decision making process and have thoughts on how the corridor should be managed. Dean Lookingbill from SWRTC knows more.
- Need to be clear what the assumptions are – please caveat the assumptions and explain the effects of those assumptions
- Questions on diversion are primarily related to I-205 vs. I-5
- Exemptions from tolls are one policy consideration – How can they be done? What's appropriate?
- CDM Smith
 - The likely scrutiny has been recognized and the process to develop the traffic and revenue forecasts was designed to be able to hold up to that scrutiny
 - Time is needed to develop the model and inputs to the expected level to hold up to the scrutiny
 - The analysis will look at performance of the traffic and take into account stakeholder input
 - How much comparison to previous estimates is appropriate?
 - CDM Smith knows how its forecast is developed but know nothing about prior forecasts, therefore can only compare the forecasts, not explain the differences
 - If reasons for the differences are needed, then CDM Smith will need a lot more information and access to prior work.
 - Differences can be in process (how CDM Smith will develop the forecasts), differences in assumptions (toll rates, policies), and changes in fundamental inputs (travel demand, economic growth)
 - Nancy – Some changes are expected and a revised financial plan will be developed using the new forecasts. Explanation of the changes depends on how different the changes are
 - Joe – Need to make sure the forecasts are independent because that is what is needed of the study and CDM Smith was hired to be independent
 - Amy - Suggest CDM Smith look at exhibit 7 of FTA finance plan – low forecast for annual toll transactions. Contains information on toll rates assumed (including for trucks). Then can compare the early CDM Smith results in comparison to the low FTA finance plan forecast. Through that comparison, we

will be able to scale through the financing to see if the new T&R will work with existing funding levels.

- Amy Arnis
 - Any traffic and revenue forecasts coming out of this study will likely be compared to the traffic analysis since the EIS forecasting started and also compared to today's traffic.
 - Nomenclature of what numerical results are is really important throughout this process. Terms such as average weekday traffic and average annual traffic are very easy to confuse.
 - Need to be careful to define forecasts well – tolled and untolled, pre-completion vs. completion, etc.
 - Need to be very clear on what the comparisons being made are and what they imply.
- Lessons from SR520 Study?
 - Show the traffic history for each time period, then what happens with early tolling. Many were shocked with how much traffic dropped on SR 520 with pre-tolling.
 - Show how traffic recovers over time
- Tolling vs. New Bridge Construction Dates/Timelines
 - The existing facility to be tolled and new facility will be tolled are very different. Need to be very careful about when the change-over is assumed, including possibly a staged development. Will be revisited many times.
 - The most recent finance work sent to the Federal Transit Administration has assumed 15% to 23% lower toll traffic forecast (deemed a "low" forecast) given some slippage in current usage. It uses FY2016 for current facility tolling start date and has forecasts out to 2030. July 2020 is about the current pivot point between existing and new facility.
 - Need to layout assumptions and what has changed, and also what the timelines being assumed are – "pivot points". These assumptions can alter the revenue /financing forecast and can make the situation uncomfortable very easily.
 - For SR520 CDM Smith held a project staging meeting with the project team and put together assumptions on configurations. This is recommended again.
- Policy
 - There's a lot of stakeholders in the toll rate setting process. Is it clear yet how these toll decisions are going to be made?
 - WSDOT has a toll division, but ODOT does not. ODOT does have staff who work in tolling. ODOT will likely follow WSDOT's lead.
 - Traffic performance issue is important because there's a trade-off between toll revenue and operations.
 - Compared to SR520, there are fewer alternatives for CRC and this situation is different. The effect of tolling the CRC will have immediate impacts on the system performance in the area. Consequently, we need to have a process to make decisions on toll rates that takes these impacts into account.
 - A lot of tolling assumptions were made in the CRC EIS work:
 - Dual direction variable tolling – very similar to 520 assumptions.

- May need to reflect traffic differentials – will toll be different by direction because demand is not balanced by period?
- Exemptions – WSTC’s current policies are not consistent between SR 520 and Tacoma Narrows Bridge
 - TNB transit and vanpools pay, only emergency vehicles on emergency business are exempt
 - SR 520 – transit, vanpools, private buses on fixed routes are free due to federal funds and same emergency vehicle exemptions as TNB
 - Will need to weigh in with WSTC to see if assumptions are appropriate moving forward.
- Trucks Policies
 - Will be more important for CRC than SR 520 – more trucks on CRC, more of a regional impact on trucking, and more of a revenue impact
 - TNB and SR520 have had toll rates set at multiples of axles. Now looking at other truck policies for Alaskan Way Viaduct and could also do so for CRC.
 - WSDOT would like more information on light, med, and heavy trucks for the CRC study. CDM Smith will be collecting more truck data than usual given its importance to this study and facility. Also, Oregon has a weight mile tax which may yield some additional information not available in Washington.
- Suggested Approach:
 - T&R team should look at the EIS assumptions
 - Do a gap analysis – what policies do we know are in place all ready and what else do we still need?
 - Present gap analysis results to both WSDOT and ODOT and start asking questions about how the policies which have not been previously considered, decided, or are still up for decision should be handled, particularly for the first forecast assumptions
 - Those who can help on gap analysis includes Rob Fellows of WSDOT toll division

Additional Oregon DOT wants and needs for the study:

- Traffic volumes and changes in traffic volumes are important, including VMT
- Will want sensitivity analysis
- Stated Preference study will be important
- Will want to know what traffic/volumes have changed since the EIS/prior work and what behaviors have changed
- Legislative questions are not known at this point, but there likely will be a lot. There’s a lot of negative views of the project, so most are looking for a refreshed view. The question to answer will likely be, “Where do we stand today and where can we go in the future?”

Communications Protocol

- Questions
 - Questions will come in from many directions – who will be answering? What are the expectations? The same basic answer needs to be used on both sides of the river.
 - Will need a single point of collection of questions for record keeping. Terri will be contacted immediately and be the facilitator/coordinator. Terri can also make sure everyone has the same information and answers.
 - For ODOT, Chris and Les will be involved in reviewing the answers.
 - For WSDOT, Terri will work with Toll Division, Craig Stone, Amy Arnis, etc.
 - How to develop answers? CRC has outreach / communications people. The government relations team will draft up the answers with the technical tolling team's involvement. Team is mostly CRC folks but will also check in with WSDOT toll division to make sure terminology is correct. (Colleen Gants works for WSDOT toll division and is familiar with toll division policies and the CRC project.)
- Outside Agency Contacts
 - CDM Smith team can contact CRC staff through Terri, Carley, or Casey. Once contact is made, CDM Smith can continue to talk directly to CRC staff, provided Terri, Carley, and Casey are kept informed/ in the loop.
 - CDM Smith team can contact WSDOT staff if they know them directly, but need to keep Terri informed/ in the loop.
 - For outside agency contacts (Port of Portland for example), initial contacts should be made through Casey. Then Casey needs to be kept in the loop on these contacts.

Deliverable Expectations

- RFP indicated a preliminary legislative report in January and final legislative report in June.
- January Forecast/ Report
 - Everyone needs to understand (both the study team and all the stakeholders) that the January report won't just be a draft of the June report. There will be major changes for June.
 - In January, the forecast team would only just be getting initial information and would be able to put out some information on it from a base case perspective, but the options will evolve over time.
 - WSDOT Toll Division is not sure that a report is needed in January, but need to have traffic and revenue forecast ranges and supporting data available if questions are asked.
 - For January, really looking for a range of revenue that everyone is comfortable with such that other financing pieces can also be moved forward to get the rest of the financing.
 - Will want to answer the questions in the legislative proviso but not go beyond those for the January forecast.
 - The January range will help people put some ranges on the dart board so other parts of financing can move forward. The financing cannot move forward unless some parts get more solidified.
 - The forecast may include a one page briefing paper discussing the forecast.

- By June, more policy decisions should have been made, or at least recommended, and the study developed further so a tighter forecast might be possible.
- CRC and WSDOT toll division have example of legislative reports submitted by WSDOT for other work and will follow a similar approach for this study. This particular study report will be about the traffic and revenue only, not about the project as a whole.
- The team may need to discuss the reports with Jennifer Zeigler to understand what is expected. We may also need to work with the communications team and Jennifer can be very helpful.

Range of Forecasts

- CDM Smith baseline results will be a range. These need to be plugged into the financial plan and then we need to answer the questions about the prior finance assumptions and how they compare.
- What is the “range” expectation? How wide?
- CDM Smith may suggest putting a range on the key variables and then let the ultimate range come out of the calculations. If there’s a defined range expectation – such as +/- 20% – then more difficult to do.
- Need to keep in mind, once a range is out in public – then it’s out in public. If too wide – seems like we don’t know what we’re doing.
- FEIS toll revenue? ranges \$900M to \$1.3B – but based on possible capital funding also (i.e. the ranges take into account the whole financial plan and likely funding sources)
- The band around the T&R streams is what is needed. If the band is too wide it won’t be useful. If too wide, it doesn’t help advance the other funding discussions/process that will be needed.
- Oregon will look at how the preliminary work will affect Oregon equity contribution. Again, if we have too wide of a range, it may not be useful. We’ll need to ask what the legislature may be able to do. But definitely need a solid comfort with the range, but not sure what the range expectation is.
- The policy decisions can vary the range significantly. So, we need to have an initial discussion on what the main drivers to the forecast are.

Policy Approach

- Suggest separating the effects of what we don’t have control over (traffic demand) to what we can control (policy) and then set within that context. For instance, the policies could be packaged such as assuming WSDOT policies in place on other facilities, then the results will be XYZ.
- This approach could help educate policy makers learn early on what those decisions mean by providing an early look at the discreet factors and how they affect the revenue.
- Will model be available to do this for January? Could be tight. Can definitely do by July 1 analysis, but answering in January might be harder.
- Probably need to get with WSDOT toll Division policy team early and figure out what we may want to have as the primary alternatives.
- Need to do initial work to see what the sensitivities to policies could be.
- For instance the current work shows HOVs would be 36% of revenue, trucks would be 20%, SOVs were 44%. But these proportions depend on toll rate assumptions and in this case, assumed the “additional price point” toll levels.

- All vehicles paid in initial traffic and revenue estimates for the CRC including high occupancy vehicles and transit
- Will there be a one number base case in the January forecast? If we make all the policy assumptions, there may still be a range due to modeling process, value of time (VOT), Economics, payment categories, and other inputs which have ranges.
- Will we have a specific VOT for this project? For eventual IG model – will have VOT from stated preference survey. Initially, the model will use what was came out of the prior SP survey along with an economics/income level calculation and that will likely end up in a range. The 2010 census information is also available now and will influence the VOT calculations.

To do list:

- Project Staging meeting – to determine initial assumptions about pre-completion tolling, opening of new spans, and general construction/closures
- Toll policy gap analysis
- Write up communications protocol (both for questions and outside contacts)
- Write up contact list
- Review CRC FTA finance plan section 7
- Meet with WSDOT toll Division policy team early and figure out what we may want to have as the primary assumptions for January forecast

MEETING TITLE: CRC Traffic and Revenue Study Project Kick-off **Part 2**

LOCATION: WSDOT, Southwest Region Office
11018 NE 51st Circle, Vancouver, WA

DATE: October 3, 2012 2:00 – 4:00 pm

ATTENDEES: See attached list

GOALS: What information is needed to develop the toll model and data collection

This constitutes CDM Smith's understanding of the items discussed and the agreed decisions and commitments. If there are any errors or omissions, please contact Tim Boesch or Terri Slack within a week. Otherwise this summary will be deemed final. Submitted October 19, 2012.

Modeling Approach

- CDM Smith
 - Zubair Ghafoor will be the lead modeler on project
 - CDM Smith's basic approach is taking the Metro model and converting to CDM Smith's toll modeling process. Ideal situation would be that CDM Smith gets the models and generally runs the steps, but interactively have METRO folks involved. More of a constant interaction.
 - CDM Smith has reviewed the METRO model documentation and has questions on actual process
 - CDM Smith will start from main regional model, not the model that accounts for CRC tolling because results need to be independent.
 - Many model runs will ~~just be doing only be traffic~~ assignment, but occasionally the scenarios will involve additional trip distribution, and perhaps mode split even less often. For changes in transit coding – [CDM Smith](#) will ask Metro to do to mode split levels.
 - Main needs: what is the best way to interact with the platform METRO has now and get that into CDM Smith process; and then use Metro throughout study to review what CDM Smith is doing and have Metro help review results.
- Jacobs
 - Jacobs has been asked to lead the CRC study
 - Jacobs has also been asked as GTC to do the due diligence/quality assurance
 - Joe will be working on what the inputs and outputs are and give the oversight to make sure the technical process is rational, reasonable, and follows industry standards
- CRC forecasting to date vs. normal Metro MPO forecasting work
 - No tolling in this region – no real world experience – had to make a lot of assumptions
 - Worked with CRC consultants to make some major assumptions/processes
 - Currently use a 4 step model (not activity based). Impact of tolls on model:
 - No toll impact at trip generation
 - At distribution – used [25%](#) impact of tolls

DRAFT

- At Mode choice- used 75% impact of tolls
- At Route choice – used 100% impact of tolls
- VOT
 - Have assumed one VOT for the total population currently
 - In previous studies, have split VOT by income bands
 - Now have a stated preference survey with peak vs. off-peak VOT
 - Tolls are converted to time using VOT in model
- Metro says CDM Smith is calling the shots and Metro staff is [OK-amenable](#) to having CDM Smith change model for toll forecasting and Metro is looking for suggestions to improve METRO model to look at tolling
- Zubair will probably come to Portland and work with Metro folks over a table for 2-3 days to work out details of modeling approach and responsibilities.

Travel Demand Model Details

- What parts are in EMME and what are in Metro modeling system?
 - It appears EMME is only for assignment, the rest is in scripting.
 - Demand model is basically mathematics – in “R” platform. Used to be in EMME2 platform, now in the “R” scripts. Done to make it easier to use.
 - Networks are all in the EMME system
 - Networks are skimmed in EMME and then brought into R databanks.
 - Metro can write into EMME also, and into other binary formats
 - Have a car model, internal truck model, and external truck model. All are available.
 - SWRTC
 - does not run in R [scripts](#) - translates it into visual basic and runs it
 - usually run assignments in multiple modes – trucks and cars separate
 - What is the practicality/ portability of taking Metro 3 steps (mode split, distribution, and assignment) and letting CDM Smith run them?
 - There’s a lot of home knowledge and quality control at Metro such as what flags to look for. These are particular to this model, so that knowledge is important. This is particularly true for the demand model where there is a need to explain a lot of the details, but it’s not hard to [hand over](#).
 - For traffic assignment, definitely need to convert into CDM Smith system
 - Transit assignment only uses [stuff data and procesees](#) particular to EMME – so will need EMME for transit skims
 - Skim prep is in EMME but for CRC [Metro hasve](#) done [skims for Vissum](#) for CRC traffic team to use at Vissum level
- Are networks coded by dates so CDM Smith can make interim years? Metro has a 2017 network but it’s not 100% consistent due to financial constraints. However, Metro can back out projects where needed to get a proper interim year network for toll modeling. In Clark

County they have a 2015 opening year network and land use with BRT network options, 2022 network and land use, and 2035. So, SWRTC can develop any year where needed also.

Metroscope and Economic Modeling

- Metroscope is a land use allocation system. The standard economic variables in the socioeconomic forecasting are known to ECONorthwest. They will need to make sure the economic forecast parameters match up to the metroscope model.
- ECONW wants to use Metroscope in the economic modeling. The basis of the toll travel modeling will be the Metro travel demand model (TDM). There will be several economic scenarios and those scenarios will likely need to be broken down to the TDM level, and Metroscope is the best /fastest way to do this. ECONW can run metroscope with the correct platform (Vissum) – but will need some help from METRO to get it running.
- Metroscope runs in an abbreviated version in Vissum via Python script. But actual allocation is a tandem model process – Dennis [Yee](#) runs Metroscope, METRO runs through EMME and R [scripts](#) to equilibrium and then provides information back for Dennis to run again. And then the process is moved forward five years and run again, repeated to complete the time horizon. The Vissum platform is needed to run the full process.
- Currently have 2010 base level, 2035 future year. Just got a new 2035. Ultimately the land use was separated out to TAZ level and sent by Metro to jurisdictions in Oregon, information was returned, and now have an accepted Oregon side TAZ land use basis.
- Metro vs. SWRTC land use forecasts
 - Metro accounts for Clark County – but SWRTC has their own process to vet Washington results. Agreement is currently that Metro has OR and SWRTC has WA basis.
 - The SWRTC generally uses the control totals from Metro if they are close to what the SWRTC modeling is showing (and have been to date). Then SWRTC does its own sub-allocation and returns that information to Metro such that it is reflected in Metro's 2035 results.
 - CDM Smith will need to develop several model years in between 2010 and 2035 depending on project phasing. Let's say we need 2020 – can run through Metroscope – won't have community review – but the 2035 community reviewed limit can be compared to 2020 results to see if anything is out of place.
 - The CDM Smith team will also generate other scenarios for 2035 including different growth rates and areas. However when only using Metroscope these alternatives can't re-create what Clark County uses for land-use process.
 - It is important to note the river crossings between Oregon and Washington have a lot to do with the jobs-housing balance, so that effects the CRC crossing demand a lot and will need to be considered.
 - How much interaction was there between the two state economic models to come up with the Portland/Clark county basis? ECONorthwest will have to talk to Dennis Yee about this.
 - ECONortwest will be taking all this information into account but eventually will come up with ECONW independent forecast and scenarios that will feed into sensitivity and risk analysis
 - How will the differences between Metro and SWRTC be ironed out in the 2035 differences?

- SWRTC did some opening year 2016 forecasts and then applied those growth rates to the Clark County official basis. A similar process could be used.
- ECONorthwest will also need to look at how the discrepancies between the Metro forecast and SWRTC forecast affect the traffic and revenue. If the effect is small, then there's probably no need for concern. If it is large, may need to have a discussion with planners from both agencies to resolve, and the CRC project office will need to know about it. Ultimately, however, the economic forecast will be an independent forecast by the CDM Smith team. The jobs/housing balance will come out of the ECONorthwest model process.
- Will land use be changed from the Metro model? There will be a baseline for January which may or may not be exactly the same as what MPOs have depending on the ECONorthwest forecast process. We don't want to be too optimistic.
- Can we have same land use baseline for January and July? CDM Smith can't make that assumption. In IG study – need the most recent anyway.
- Effect of Recession and updated information
 - PSRC used economic forecasts for 2030 developed in 2003 and 2004.
 - Portland was doing well prior to 2008, so comparing to old forecasts, new forecasts are quite different – could impact cross river trips a lot. So, the model hasn't changed, but the economic projections have shifted a lot. So this will be important in comparing to older toll work.
 - SWRTC also has new forecasts with recession accounted for.
 - Also a lot of the 2035 issues between the states have been worked out now too. Really need to roll this out as the preface to the forecasting. Needs to be in the story.
 - Based on OR treas report – did discount lower trips to show a financial forecast showing recession effects.

Traffic Assignment process

- Will dynasty or dynamic available to CDM Smith? (dynamic traffic assignment) It could have an impact on what level of micro modeling the CDM Smith Team will do. Metro is developing both dynasty and dynamic.
- Metro has developed a lot of network detail and testing. Tried to run with not much signal timing – but really need it – so trying to get an optimized signal basis or actual information from signal jurisdictions.

Use of Toll Factors in Modeling

- Toll factors are mentioned in the Metro model documentation and CDM Smith understands the logic. Has there been any sensitivity testing to how much of the toll impact is used? Old tolling consultants (Stantec?) did some sensitivity testing and ended up with a large range. They didn't take it to revenue level but definitely had a big effect on demand.
- CDM Smith team will be updating stated preference surveys and they expect changes due to not being in high recession period.

Does modeling need to account for other transit mode alternatives, other tolling outside of CRC bridge tolling, other outside major factors?

- Could we have transit alternatives vs. tolling? BRT, LRT, no transit? CRC process has tested several different modes and the locally preferred alternative (LPA) is light rail. Attendees

agree that while the LPA has a specific transit alternative, additional questions may be asked and the model should be set-up to handle those questions too.

- It may also be that test will be requested of the effect on traffic and revenue of other highway projects in the long range plan being left in our out, so model needs to be flexible to do this.
- Generally, if big changes in the assumptions in the FEIS are requested to be tested, the FEIS provides a pretty strong filter against these changes. It is likely these types of tests would be limited in nature due to this filter.
- There's an assumption in WSDOT legislation that I-205 can't be tolled, but it could come up again. CDM Smith has made the assumption that I-205 won't be tolled and has set-up the process to do detailed studies of tolling I-5 only. However, CDM Smith could test the effect of tolling I-205 on I-5 tolling revenue, but ~~could~~ will not do an investment grade study for I-205 the way the process is currently laid out.
- It was suggested the alternative transit options and tolling I-205 should be checked with the CRC² policy committee.

Trip Types in Modeling

- Everything in general is going to be tied to trip types in the original Metro model, including VOT, so what trip types are there? SOV, HOV, 2 truck types, and transit.
- CDM Smith would like to have their assessment based on some income stratification. SOV trips are not broken down by income class in the current model version for trip assignment but is for earlier model steps. The model has peak and off peak VOT, and it assumes a transponder adjustment for non-work trips (75% nonwork transponders, 100% work trips have transponders) so toll is perceived slightly differently by each income class, but trip table is not broken out. However, Metro could break it down using four household income bands.

Truck Trips

- Who should CDM Smith talk to about truck trip tables? ~~what~~ What they are and what data is available? Metro has an expert on that. Model is based off a commodity flow model for the region.
- A main question CDM Smith will have is what was the input into the commodity flow? The most recent commodity forecast done by port was probably 10 years ago.
- Clark County uses Metro truck model and has not researched/ reviewed enough to have any differing opinions.
- Are trucks assigned first in the model? Or cars? No, the Metro model assigns both simultaneously.
- In the model, trucks are broken down to medium and heavy. However the team needs to check on what medium and heavy means. Is medium 2 and 3 axle and heavy 4 or more axles? It's an issue because the current tolling policy in Washington sets rates by axle, thus a medium truck class that includes 2 and 3 axle vehicles will have to be broken down further.
- Port information won't cover external to external truck trips. Is there an external to external trip table? The Portland study has a lot of this type of information and the CDM Smith process will be updating a lot of the information. Metro would welcome any suggested model enhancements / improved data for this particular aspect.

Communications Protocol for Modeling and Data

- CDM Smith can contact the MPOs (Metro and SWRTC) directly. Main points of contact will be Bob Hart for SWRTC and for Metro will likely be Peter Bosa (with copies to Dick Walker and Scott

Higgins). At project office will be Casey Lisles. For WSDOT will be Jana with copies to Carley. If there is to be additional model discussions/group decisions needed, agency contacts (Bob, Peter, Casey, Jana) will put out to appropriate folks and have appropriate people join the appropriate conversations.

- CDM Smith can contact ports if they have contacts already, but need to keep Casey informed.
- Any other outside agencies to be contacted should be handled initially through Casey since he's most familiar with the project and he probably has best links into many of the outside agencies. Can help get past barriers and delays.
- Are there any committees or work CDM Smith needs to sit in on? Integrated project staff group would be most likely. There may be others later.
- Does CDM Smith have any expectations for staff availability from MPOs? Won't just be a hand over, but mostly will be questions, occasionally modifications, and some output review. Not a full time thing, but probably will be pretty heavy in the beginning. Metro was already planning on being involved.
- There will be weekly then monthly meetings just on the modeling – conference calls (and those who are available to be in person)

Schedule

- Task 1 – build a model by the end of the year, then report by July 1. This implies a heavy lift between now and January.
- Task 2 – IG model for TIFIA near end of 2013
- For January, CDM Smith wants to have all the features in the model but will not have all the parameters refined. Consequently, they would prefer to have the trip table split out now so they don't have to change model packages again in future.
- Later CDM Smith will have risk assessment which will involve land use and other changes.

Data Collection and Immediate Needs

- What are the protocols? Who should CDM Smith go to at WSDOT and ODOT?
- Counts
 - SWRTC has a regional traffic count database program on the web. For details not available on website, should talk to Jana. SWRTC has all day, AM peak, PM peak counts
 - Metro - Dara Gayler is the likely contact, but should discuss with Ryan from DEA first. Metro might have some non-freeway count info too.
 - Also a public Data Portal at PSU is available and can help.
- License plate reads
 - We assume ATD knows how to get permits for cameras.
 - There is a fee to get reads from RMV. However, in Oregon – no fee for this project. Go through Carley.
 - What is the license plate collection program?
 - There will be two sets of license plate reads. The first will be designed to read plates of bridge users and get addresses to send information to complete an OD

survey. The second will be to get data on through trips and will likely be collected on I-5 north and south of I-205

- Where and when will we set up equipment? Don't have date and location yet.
 - Will be getting plates on bridge to get matching from RMVs to get addresses for those people using the bridge from OR and WA.
 - Previously, CRC team did some ramp to ramp O-D. One state took a month to get addresses back. Had a poor response rate since time between trip and survey was too long. Only worked well for those who travelled frequently.
 - ODOT can expedite this time in Oregon and Lee can help.
 - There may also be people outside RMV in Oregon who have the database and can do matching faster
 - Cameras are good in low light but would still like to do in October to not have lighting issues.
 - Team will need to let the CRC communications team know when the data collection will be happening.
- Other data collection?
 - For SP surveys, CDM Smith team will use a subset from the OD survey. Also, there will be a field intercept effort where RSG comes in person which is particularly important for the commercial vehicle side of survey. Generally, commercial vehicle operators will not do surveys online. The RSG team will have to intercept trucks along the corridor. RSG will also supplement the respondents with additional responses from on-line commercial survey groups.
 - Truck Data collection (beyond SP)
 - Looking for OD, VOT, and frequency on trucks in general
 - Supplemental truck intercept surveys – in person surveys at major entries and exits at ports -2 days, 8 hours, and then intercept surveys at truck stops one on each side of River.
 - Is there any local truck movements to look at? CDM Smith is breaking down truck trip pairs:
 - Through trips – good historical data exists, will supplement
 - Total trucks on bridge will be counted
 - Trucks in and out of port (both external/internal and internal/internal) – surveys will be conducted and combined with available port data
 - Internal to internal trucks – commercial. Some study was done in the Clark County freight study where major highways and industrial land uses were correlated and a large aggregated zone system was used to determine internal truck trips, so this could be used again. However, may be much harder to develop on the Oregon side because it's a much bigger metropolitan area.
 - Alternatively, cargo forecasts will also fix the total trucks across the bridge (by mode). Consequently, the internal to internal on the bridge could be backed out with the other data collected. (i.e. What's left after

the other pairs are taken out.) Also, will have OD survey for truckers across bridge.

- Will we reach out to truckers? Yes, Claudia worked with freight working group and that could be a good source
- UW is doing some truck travel times study – Claudia should talk to Casey about it
- Could also use weigh stations instead/in addition to truck stops if more coverage/ better response is needed
- Speed and delay
 - Usually just use probe cars
 - ODOT has INRIX data for four county region – speed data. Good coverage – all freeways and some arterials. Get it through ODOT. WSDOT also has INRIX data. For ODOT go through Casey.
- No transit data is needed beyond what Metro has in the model.

To do list:

- Write up communications protocol plan
- Have CDM Smith modelers come to Portland and meet with Metro staff
- Draft OD survey detail plans/information and share with this team and CRC communications team
- Draft SP survey detail plans/information and share with this team and CRC communications team

Columbia River **CROSSING** DRAFT Meeting Agenda

MEETING TITLE: CRC Traffic and Revenue Study Project Kick-off **Part 1**

LOCATION: WSDOT, Southwest Region Office
11018 NE 51st Circle, Conference Room 102
Vancouver, WA

Call-in number 360-905-1599 PIN 9999#

DATE: October 3, 2012 12:30 – 2:00 pm

GOALS: Overview of the traffic and revenue study process

TOLL DIVISION STAFF: Amy Arnis, WSDOT Chief Financial Officer
Craig Stone, Director
Patty Rubstello, Director of Program Development and Engineering
Terri Slack, T&R Project Manager
Joe Sobleskie, T&R Advisor

CRC PROJECT STAFF: Nancy Boyd, CRC Project Director
Carley Francis, Tolling and Financial Planner
Les Brodie, ODOT Chief Financial Officer

ADDITIONAL INVITEES:

T&R Team Eugene Ryan, Project Manager
Lead by Tim Boesch, Deputy Project Manager
CDM Smith & Associates: Christopher Mwalwanda
Kamran Khan
Paul Bingham
Randy Pozdena
Carl Batten
Zuabair Ghafoor
Claudia Hirschey

<u>TIME</u>	<u>AGENDA ITEM</u>
12:30 pm	Introductions and Safety Announcement
12:40 pm	Major Policy and Study Goals
1:55 pm	Meeting Wrap-up

Columbia River



CROSSING

DRAFT Meeting Agenda

MEETING TITLE: CRC Traffic and Revenue Study Project Kick-off **Part 2**

LOCATION: WSDOT, Southwest Region Office
11018 NE 51st Circle, Conference Room 102
Vancouver, WA

Call-in number 360-905-1599 PIN 9999#

DATE: October 3, 2012 2:00 – 4:00 pm

GOALS: Overview of the traffic and revenue study process
Policy and study goals to include roles and responsibilities
Model development

TOLL DIVISION STAFF: Patty Rubstello, Director of Program Development and Engineering
Natarajan Janarathanan
Terri Slack, T&R Project Manager
Joe Sobleskie, T&R Advisor

CRC PROJECT STAFF: Carley Francis, Tolling and Financial Planner
Casey Liles, Project Engineer
Ryan LeProwse

ADDITIONAL INVITEES: Dick Walker, Metro
Bob Hart, RTC

T&R Team

Lead by Eugene Ryan, Project Manager

CDM Smith & Associates: Tim Boesch, Deputy Project Manager
Christopher Mwalwanda
Paul Bingham
Randy Pozdena
Carl Batten
Zuabair Ghafoor
Claudia Hirschey
Ron Davis
Mark Fowler
Clay Carney

<u>TIME</u>	<u>AGENDA ITEM</u>
2:00 pm	Introductions and Safety Announcement
2:10 pm	Modeling, technical issues, communications
3:15 pm	Data Collection – Immediate needs
3:55 pm	Meeting Wrap-up



700 WASHINGTON STREET
SUITE 300
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

TRANSMITTAL

DATE: 11/2/12
TO: Ron Davis, CDM Smith
FROM: Casey Liles, CRC
SUBJECT: Documents via disks
COPY: Document Control

- AS YOU REQUESTED FOR YOUR APPROVAL RETURN REQUESTED
- FOR YOUR INFORMATION RECORDS MANAGEMENT FOR YOUR USE
- FOR YOUR REVIEW

ITEM	COPIES	DESCRIPTION
Disk	1	2008 Oregon
Disk	1	2009 Oregon
Disk	1	2010 Oregon and Oregon Clark County Shape

Comments:

Three disks with the Inrix data from Oregon as well as a readme file (included on Disk 3) were mailed via FedEx to:

Ron Davis
CDM Smith
801 Warrenville Rd, Suite 260
Lisle, IL 60532



1218 Third Ave, Ste. 1100
Seattle, WA 98101
206-336-4900

RECEIVED

JAN 29 2013

Columbia River Crossing

January 23, 2013

Ms. Carley Francis
Columbia River Crossing Tolling & Financial Planning Specialist
700 Washington Street, Ste 300
Vancouver, WA 98660

Dear Ms. Francis,

CDM Smith is submitting the attached Organizational Conflict of Interest Disclosure and Avoidance/Neutralization Plan form. We would like to have a determination on whether CDM Smith's participation in the upcoming MBTL EIS as a subconsultant would be considered a conflict of interest with our work on the CRC traffic and revenue studies.

If you have any questions about the attached information or need additional clarification, I would be pleased to discuss it with you. You can contact me at 206-336-4900 or rogersjd@cdmsmith.com

Sincerely,

Janelle Rogers, Ph.D, P.E., BCEE, PMP
Vice President



Request for Conflict of Interest Review

Columbia River Crossing and Cowlitz County Millennium Bulk Terminal Longview (MBTL) EIS

Section 1a – Firms Potentially Conflicted

- CDM Smith

Section 1b – Current Project Name and Scope of Work

Investment-Grade Traffic and Toll Revenue Analysis Services for the Columbia River Crossing (CRC) Project (Y-11335)

- Provide traffic and toll revenue forecasting for the Columbia River Crossing project including planning forecasts, investment-grade forecasts, reporting, TIFIA financing support, bond rating agency support, tolling performance reviews, traffic engineer's certificates
- Work is ongoing and will likely continue for three to five years

Section 1c – Future Project Name and Description of Potential Conflict of Interest

Cowlitz County Millennium Bulk Terminal Longview (MBTL) EIS Proposal

- RFP available at: http://www.ecy.wa.gov/geographic/millennium/20121121_rfp_consultant.pdf
- The CDM Smith role would be as subcontractors to a prime team for this bulk terminal EIS. CDM Smith would be providing socioeconomic analysis of potential cargo terminal project alternatives, under NEPA/SEPA process requirements. The work would include evaluating economic impacts of project alternatives on subpopulations in terms of employment, income, business revenues, etc. If the proposed project were to be approved and actually developed, this project would serve unit coal trains brought in from the Powder River Basin, and will not likely have much to do with commercial (or private) vehicle traffic on I-5. CDM Smith would be providing the socioeconomic analysis as part of the DEIS and FEIS documents, with oversight jointly from the co-lead agencies: U.S. Army Corps of Engineers, Cowlitz County Department of Building and Planning, and Washington State Department of Ecology.

Section II – Plan for COI

While both the CRC project and the MBTL project are on the Columbia River, our roles for both studies would not be in conflict. The two roles would not keep us from rendering impartial advice to the CRC project, WSDOT, and ODOT regarding the CRC project, our objectivity would not be impaired, and participating in both studies will not result in an unfair competitive advantage. However, given the sensitivity of both projects, we felt it prudent to ask for a written clarification from WSDOT on this matter. We will fully disclose to WSDOT and the MBTL client, should our team be successful, what are roles are and which CDM Smith staff, if any, are working on both studies.

**Organizational Conflict of Interest
Disclosure and Avoidance/Neutralization Plan**

This disclosure statement outlines potential organizational conflicts of interest, either real or apparent, which as a result of activities or relationships with other persons or entities, such person or entity:

1. Is unable or potentially unable to render impartial assistance or advice to WSDOT; or
2. Is or might be otherwise impaired in its objectivity in performing the contract work; or
3. Has an unfair competitive advantage.

SECTION I of this disclosure statement describes the potential Organizational Conflict of Interest, as defined in Secretary's Executive Order E-1059.00. SECTION II of this disclosure statement describes the management plan for avoiding or neutralizing the potential Organizational Conflicts of Interest as described in SECTION I of this disclosure statement. I acknowledge that the Washington State Department of Transportation (WSDOT) may require revisions to the management plan described in SECTION II of this disclosure statement prior to approving it, and that WSDOT has the right, in its sole discretion, to limit or prohibit my involvement in the Project as a result of the potential conflicts of interest described in SECTION I of this disclosure statement.

SECTION 1a – Name of Person or Firm Potentially Conflicted

See Attached

SECTION 1b – Current Project Name and Scope of Work

See Attached

SECTION 1c – Future Project Name and Description of Potential Conflict of Interest

See Attached

SECTION II – Plan for Managing Potential Conflicts of Interest

See Attached

Signed  Date 1-23-2013

Janelle Rogers, Ph.D, P.E., BCEE, PMP
Vice President

From: [Ryan, Eugene](#)
To: [HELGERSON Lee A](#); [STRICKLER KristopherW * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
Cc: ["LChoi@PragLA.com"](#); ["CMcAbery@PragLA.com"](#); [Boesch, Timothy J.](#); ["kaehlera@pbworld.com"](#); [Slack, Terri](#); [Francis, Carley](#)
Subject: RE: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Saturday, March 02, 2013 4:57:31 PM

Lee,

Thanks for the kind words.

I wanted to point out one thing in the story right away . The piece includes "Cortright said that about 128,000 vehicles cross the existing bridge each day, according to the Oregon Department of Transportation. He divided annual figures contained in the new report, showing it forecast about 50,000 to 75,000 fewer vehicles a day once the tolls begin."

This is an overstatement of the decline in traffic we forecasted once tolls begin. Our forecasts show an estimated decline in the approximate range of 25,000 to 50,000 a day. I believe Mr. Cortright got his figures by dividing the annual toll traffic we forecasted by the days in a year. However, this does not take into account the traffic in the 8 pm to 5 am time period which is not tolled and thus not included in our toll traffic numbers.

Eugene Ryan P.E.

Associate
CDM Smith
801 Warrenville Road, Suite 260, Lisle IL 60532
direct office 630 874-7907 main office 630 434-8111 mobile 847-757-9632
ryane@cdmsmith.com
cdmsmith.com

From: HELGERSON Lee A [<mailto:Lee.A.HELGERSON@odot.state.or.us>]
Sent: Saturday, March 02, 2013 6:17 PM
To: STRICKLER Kristopher W * Kris; BRODIE Les S; 'LOCKWOOD-MCCALL Laura'; 'Steven Siegel'; 'jmortensen@pragla.com'; 'Arnis, Amy'; 'Smith, Helena Kennedy'; 'Carley Francis'; 'Nancy Boyd (boydn@columbiarivercrossing.com)'; 'Brent Baker (Baker@pbworld.com)'; Ryan, Eugene; 'Terri Slack (slackt@columbiarivercrossing.com)'; 'BIBLER Alice'
Cc: 'LChoi@PragLA.com'; 'CMcAbery@PragLA.com'; Boesch, Timothy J.; 'kaehlera@pbworld.com'; 'Slack, Terri (Consultant)'; 'Francis, Carley'
Subject: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis

Folks,

Your good work and analysis is front and center on a generally positive Oregonian Business page article. We do appreciate the efforts of all involved in the recent and ongoing traffic, revenue and toll funding capacity analysis. A noteworthy team effort. More of that to come.

Best regards, Lee

Lee Alan Helgerson
ODOT - Debt & Quantitative Analysis Manager
355 Capitol St. NE, MS 21
Salem, OR 97301-3871
Tel: (503) 986-6634
Mobile: (503) 383-8451
Fax: (503) 986-3907
email: lee.a.helgerson@odot.state.or.us

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To: ["Ryan, Eugene"](#); [STRICKLER Kristopher W * Kris](#); [Brodie, Les](#); ["LOCKWOOD-MCCALL Laura"](#); [Siegel, Steve](#); ["jmortensen@pragla.com"](#); [Arnis, Amy](#); ["Smith, Helena Kennedy"](#); [Francis, Carley](#); [Boyd, Nancy](#); [Baker, Brent](#); [Slack, Terri](#); ["BIBLER Alice"](#)
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Subject: RE: Oregonian Reports on the Preliminary Columbia River Crossing Project Traffic, Revenue and Toll Funding Capacity Analysis
Date: Saturday, March 02, 2013 5:06:48 PM

Thanks Eugene for highlighting Mr. Cortright's error and misstatement. Erroneous and simplistic use of projections and estimates does seem to be a continuing theme of some.

From: Ryan, Eugene [mailto:ryane@cdmsmith.com]
Sent: Saturday, March 02, 2013 4:57 PM
To: HELGERSON Lee A; STRICKLER Kristopher W * Kris; BRODIE Les S; 'LOCKWOOD-MCCALL Laura'; 'Steven Siegel'; 'jmortensen@pragla.com'; 'Arnis, Amy'; 'Smith, Helena Kennedy'; 'Carley Francis'; 'Nancy Boyd (boydn@columbiarivercrossing.com)'; 'Brent Baker (Baker@pbworld.com)'; 'Terri Slack (slackt@columbiarivercrossing.com)'; 'BIBLER Alice'
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