



November 17, 2023 | Packet

A

Statement of Qualifications

Cascadia High-Speed Rail and I-5 Program Plan

Submitted to:

i
Department of Transporta

Submitted by:



In partnership with:



1 Qualifications/Expertise of Firms on Team

The WSP team brings WSDOT **1)** long-term knowledge and engagement in multimodal transportation along the entire corridor; **2)** international and U.S. HSR program management and complex WSDOT megaprogram experience; **3)** a dedicated program manager with multimodal corridor planning and complex bistate infrastructure experience; and **4)** an approach that prioritizes equitable outcomes to connect communities throughout the corridor.

A. Firms on the Proposed Team

Our program manager, **Christina Martinez**, has led teams to successfully deliver WSDOT projects for more than 20 years: first, through her tenure working at WSDOT, and subsequently as a consultant. As a proven and trusted advisor, Christina has built a scalable team to provide strategy, leadership, and delivery of the Cascadia/I-5 Program. We have partnered with AECOM, Arup, Fehr & Peers, and 19 other qualified firms, as detailed in Exhibit 1.

Exhibit 1: Our team brings experience, local knowledge, and global expertise to the Cascadia/I-5 Program.

WSP USA **Years in Business:** 139 **Employees:** WA/PDX: 770 U.S.: 16,100 Global: 68,600 **Expertise:** Program & project mgmt.; strategic advisory; transportation planning; grants, funding & financing plans; project controls; cost estimating; risk assessment; quality mgmt.; government relations; community engagement; policy & governance strategy; equity program development and implementation; resiliency; environmental planning; roadway and interchange design; traffic modeling and analysis; tolling analysis & design; safety analysis; asset mgmt.; structural/civil/geotechnical; U.S. & Canada rail/HSR planning & engineering; design visualization.

AECOM Technical Services, Inc. **Years in Business:** 53 **Employees:** WA/PDX: 312 U.S.: 18,000 Global: 50,000 **Expertise:** Program & project management; strategic advisory services; funding/financing plans; transportation planning; transit & rail planning & engineering; scenario planning; travel forecasting; roadway design; land use; environmental permitting & studies; resiliency, equity policy and outcomes.

Arup US, Inc. **Years in Business:** 77 **Employees:** WA/PDX: 80; U.S.: 2,000; Global: 18,000 **Expertise:** Strategic advisory; program structuring; governance structures & organizational design; multimodal program planning & delivery; business case development; international HSR planning; civil, transportation, structural, engineering; equity program development & implementation.

Berry Consulting, LLC **DBE** **Years in Business:** 5 **Employees:** WA/PDX: 1; U.S.: 1 **Expertise:** Enterprise content management; program management/controls.

Broadview Planning, LLC **DBE** **WBE** **Years in Business:** 9 **Employees:** WA/PDX: 3; U.S.: 4 **Expertise:** Urban planning; community engagement; policy/financial analysis; environmental justice.

Coates Kokes, Inc. **Years in Business:** 45 **Employees:** WA/PDX: 16; U.S.: 16 **Expertise:** Strategic communications; branding; marketing; public relations.

Confluence Environmental Company **SBE** **Years in Business:** 16 **Employees:** WA/PDX: 27; U.S.: 27 **Expertise:** Environmental project delivery; fish & wetland science; NEPA/SEPA; Endangered Species Act; environmental permitting; Tribal consultation and coordination; mitigation & restoration.

Cultural Resource Consultants, LLC (CRC) **WBE** **Years in Business:** 21 **Employees:** WA/PDX: 6; U.S.: 6 **Expertise:** Archaeology; cultural resources management.

eComply Solutions, LLC **DBE** **MBE** **Years in Business:** 6 **Employees:** WA/PDX: 3; U.S.: 10 **Expertise:** Document management services; workforce automation.

Economic Consultants Oregon, Ltd. (ECONorthwest) **Years in Business:** 49 **Employees:** WA/PDX: 67; U.S.: 74 **Expertise:** Economics; finance; planning; toll revenue analysis.

Equinox Research & Consulting International, Inc. (ERICI) **DBE** **WBE** **Years in Business:** 21 **Employees:** WA/PDX: 13; U.S.: 13 **Expertise:** Archaeology & historic preservation; cultural resources.

Fehr & Peers **Years in Business:** 38 **Employees:** WA/PDX: 30; U.S.: 360 **Expertise:** Multimodal transportation planning; transportation analysis; traffic engineering; transit planning; travel modeling & forecasting; freight planning.

INNOVEX Environmental Management, Inc. **DBE** **MBE** **Years in Business:** 21 **Employees:** WA/PDX: 3; U.S.: 10 **Expertise:** Environmental engineering & consulting services.

Insight Strategic Partners, LLC **Years in Business:** 7.5 **Employees:** WA/PDX: 5; U.S.: 5 **Expertise:** Government relations; public affairs.

Kimley-Horn **Years in Business:** 56 **Employees:** WA/PDX: 106; U.S.: 7,392 **Expertise:** Aviation planning; transportation planning; traffic operations; transit-oriented design; land use planning/policy; transit planning & design; civil engineering; planning; roadway; surface water.

Kirsten L. Pennington Consulting, LLC **DBE** **Years in Business:** 2.5 **Employees:** WA/PDX: 1; U.S.: 1 **Expertise:** Owner's representation; project & task management; group & process facilitation; planning; communications.

Marta Leardi-Anderson (Anderson & Tannous Cross-Border Advisory Group) **Years in Business:** 3 **Employees:** WA/PDX: 0; U.S.: 1; CAN: 1 **Expertise:** Canada-U.S. cross-border infrastructure governance & decision-making structures; supply chain & trade corridor policy; strategic transportation and infrastructure policy.

Michael Minor & Associates, Inc. **DBE** **MBE** **Years in Business:** 33 **Employees:** WA/PDX: 3; U.S.: 3 **Expertise:** Noise, vibration & air quality consulting.

Otak, Inc. **Years in Business:** 45 **Employees:** WA/PDX: 400; U.S.: 400 **Expertise:** Program/project controls, including schedule and financial reporting; planning.

Peyser Associates, LLC **Years in Business:** 11 **Employees:** WA/PDX: 0; U.S.: 1 **Expertise:** Federal funding & finance for transportation projects; project & program financial plan development.

PRR, Inc. **DBE** **WBE** **Years in Business:** 41 **Employees:** WA/PDX: 81; U.S.: 104 **Expertise:** Community engagement; creative services; facilitation; diversity, equity & inclusion; marketing; public affairs; research.

Thomson Strategic Consulting, LLC **DBE** **WBE** **Years in Business:** 1 **Employees:** WA/PDX: 4; U.S.: 4 **Expertise:** Facilitation & strategic communications for high-speed, freight & light rail.

Westby Consulting, LLC **Years in Business:** 18 **Employees:** WA/PDX: 1; U.S.: 1 **Expertise:** Transportation planning; traffic operations; corridor planning; tolling analysis; management consulting.

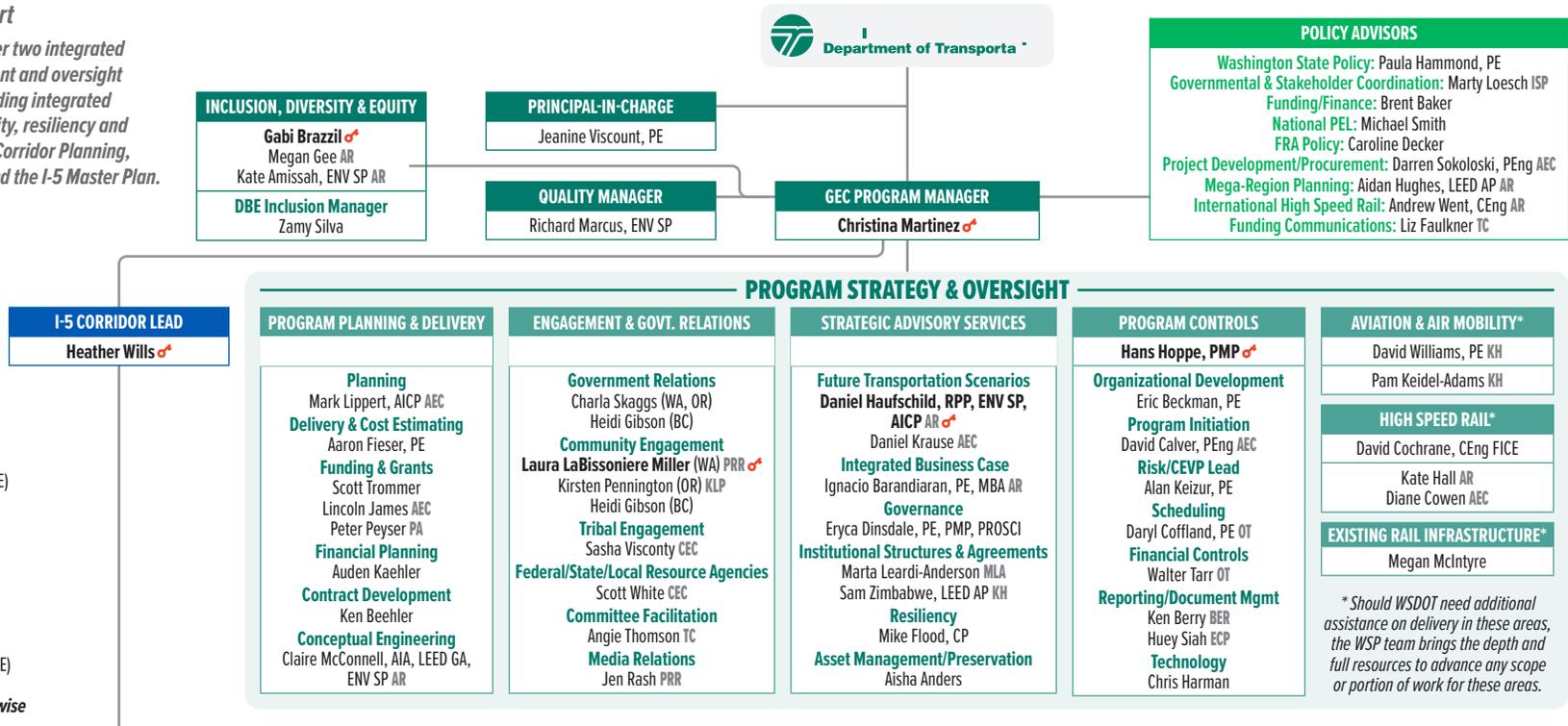
Exhibit 2: Organizational Chart

The WSP team is organized to deliver two integrated work streams: program management and oversight for the Cascadia/I-5 Program, including integrated multimodal program planning, equity, resiliency and strategic communications, and I-5 Corridor Planning, including near-term deliverables and the I-5 Master Plan.

TEAM LEGEND ♂ = Key staff

- AEC AECOM Technical Services
- AR Arup
- BER Berry Consulting (DBE)
- BP Broadview Planning (DBE/WBE)
- CK Coates Kokes
- CEC Confluence Environmental (SBE)
- CRC Cultural Resource Consultants (WBE)
- ECP eComply Solutions (DBE/MBE)
- ECO ECONorthwest
- ERC ERCI (DBE/WBE)
- F&P Fehr & Peers
- INN Innovex Environmental Mgmt (DBE/MBE)
- ISP Insight Strategic Partners
- KH Kimley-Horn
- KLP Kirsten L. Pennington Consulting (DBE)
- MLA Marta Leardi-Anderson
- MM Michael Minor & Associates (DBE/MBE)
- OT Otak
- PA Peysor Associates
- PRR PRR (DBE/WBE)
- TC Thomson Strategic Consulting (DBE/WBE)
- WC Westby Consulting

All staff are WSP unless indicated otherwise



POLICY ADVISORS
Washington State Policy: Paula Hammond, PE
Governmental & Stakeholder Coordination: Marty Loesch ISP
Funding/Finance: Brent Baker
National PEL: Michael Smith
FRA Policy: Caroline Decker
Project Development/Procurement: Darren Sokoloski, PEng AEC
Mega-Region Planning: Aidan Hughes, LEED AP AR
International High Speed Rail: Andrew Went, CEng AR
Funding Communications: Liz Faulkner TC

PROGRAM STRATEGY & OVERSIGHT

PROGRAM PLANNING & DELIVERY

- Planning**
Mark Lippert, AICP AEC
- Delivery & Cost Estimating**
Aaron Fieser, PE
- Funding & Grants**
Scott Trommer
Lincoln James AEC
Peter Peysor PA
- Financial Planning**
Auden Kaehler
- Contract Development**
Ken Beehler
- Conceptual Engineering**
Claire McConnell, AIA, LEED GA,
ENV SP AR

ENGAGEMENT & GOVT. RELATIONS

- Government Relations**
Charla Skaggs (WA, OR)
Heidi Gibson (BC)
- Community Engagement**
Laura LaBissoniere Miller (WA) PRR ♂
Kirsten Pennington (OR) KLP
Heidi Gibson (BC)
- Tribal Engagement**
Sasha Visconty CEC
- Federal/State/Local Resource Agencies**
Scott White CEC
- Committee Facilitation**
Angie Thomson TC
- Media Relations**
Jen Rash PRR

STRATEGIC ADVISORY SERVICES

- Future Transportation Scenarios**
Daniel Hauschild, RPP, ENV SP,
AICP AR ♂
Daniel Krause AEC
- Integrated Business Case**
Ignacio Barandiaran, PE, MBA AR
- Governance**
Eryca Dinsdale, PE, PMP, PROSCI
- Institutional Structures & Agreements**
Marta Leardi-Anderson MLA
Sam Zimbabwe, LEED AP KH
- Resiliency**
Mike Flood, CP
- Asset Management/Preservation**
Aisha Anders

PROGRAM CONTROLS

- Hans Hoppe, PMP ♂**
- Organizational Development**
Eric Beckman, PE
- Program Initiation**
David Calver, PEng AEC
- Risk/CEVP Lead**
Alan Keizur, PE
- Scheduling**
Daryl Coffland, PE OT
- Financial Controls**
Walter Tarr OT
- Reporting/Document Mgmt**
Ken Berry BER
Huey Siah ECP
- Technology**
Chris Harman

AVIATION & AIR MOBILITY*

- David Williams, PE KH
- Pam Keidel-Adams KH

HIGH SPEED RAIL*

- David Cochrane, CEng FICE
- Kate Hall AR
- Diane Cowen AEC

EXISTING RAIL INFRASTRUCTURE*

- Megan McIntyre

*Should WSDOT need additional assistance on delivery in these areas, the WSP team brings the depth and full resources to advance any scope or portion of work for these areas.

I-5 CORRIDOR MASTER PLANNING & DELIVERY TEAM

I-5 MASTER PLAN		I-5 HOV EFFICIENCY IMPLEMENTATION PLAN & PILOT PROJECTS	SHARED TECHNICAL RESOURCES	
I-5 Master Plan Project Manager Chris Breiland, PE F&P ♂ I-5 Engagement Lead Laura LaBissoniere Miller PRR ♂		Lead: Les Jacobson, PE Managed Lanes: Chris Swenson, PE Tolling Analysis: Matt Woodhouse	PLANNING I-5 Operations: Karl Westby, PhD WC Modeling: Rosella Picado Safety Analysis: Jeanne Acutanza, PE Micromobility: Kay Cheng, LEED AP Multimodal/Complete Streets: Chris Grigich, PE, PTOE F&P Travel Forecasting: David Roden AEC Daniel Evans AEC Land Use Economist: Alison Nemirov AEC Land Use Planning/TOD: Clay White KH Toll Revenue Analysis: Matthew Kitchen ECO EQUITY OUTCOMES Managed Lanes: Andrew Nelson Sustainability: Tatum Lau, AICP, ENV SP AEC Policy: Steven Duong, AICP AEC LANGUAGE SERVICES Spanish: Jaqueline Ramirez PRR Chinese: Yingwen Robertson PRR Vietnamese: Megan Harris PRR Russian: Larissa Chuprina PRR Korean: Eunji Bak PRR	
NORTH SEGMENT LEADS PEL: Anne Broache, AICP Transportation Analysis: Aaron Gooze, AICP F&P Design: Natalie Laughlin, PE AEC Engagement: Hayley Nolan PRR Equity Engagement: Daniel Ruiz PRR	OLYMPIC SEGMENT LEADS PEL: Daniel Dye, PE F&P Transportation Analysis: Tony Lo, PE Design: Gordon Roycroft, PE Engagement: Katy Asher PRR Equity Engagement: Kyana Wheeler PRR	I-5 SEISMIC VULNERABILITY ANALYSIS Lead: Greg Banks, PE, SE Senior Advisor: Lee Marsh, PhD, PE	ENVIRONMENTAL Wetlands: Brandon Stimac Ecosystems: Dan Gunderson Water Quality: Mike Giseburt, PE Air Quality & Greenhouse Gases: Rebecca Frohning Floodplain: Seth Jelen, PE Noise: Michael Minor MM Hazardous Materials: Ron Chinn, PE, PMP, CHMM INN Environmental Justice/HEAL Act: Andrea Petzel BP Cultural Resources: Kelly Bush ERC Margaret Berger CRC Parks/Section 4(f): Lawrence Spurgeon Geology: Elizabeth Lundquist, PE	
METRO SEGMENT LEADS PEL: Larissa King Rawlins, AICP ♂ Transportation Analysis: Chris Wellander, PE Design: Brad Cooper, PE Engagement: LauLau Idos PRR Equity Engagement: Kyana Wheeler PRR	SOUTH SEGMENT LEADS PEL: Josh Channell Transportation Analysis: Abby Caringula Design: Natalie Owen, PE Engagement: David Gitlin Equity Engagement: MJ Jackson	I-5 RAMP RECONFIGURATION STUDY Lead: Mark Bandy, PE KH Support: Hailey Brey KH Advisor: Dhyana Quintanar	ENGINEERING Structural Engineering: Matthew Barber, PE, PMP Stuart Bennion, PE, SE, CBI, ENV SP Yakov Polyakov, PE, CE, SE Geotechnical: John Home, PE Interchange Geometry: Ricky Prihar, PE Utilities: Steve Morales, PE	

B. Ability to Support the Cascadia and I-5 Corridor Needs

The WSP team brings the following expertise to support the needs of the corridor:

- **Long-term knowledge and engagement in the three modes (highway, rail, air) considered along the corridor**

Benefit: Gives our team the technical foundation needed to integrate the planning process and the trusted relationships from British Columbia through the Portland Metropolitan area to build program momentum

- **International and U.S. HSR program management and complex WSDOT megaprogram experience**

Benefit: Allows our team to develop and advance a sustainable program into delivery using best practices

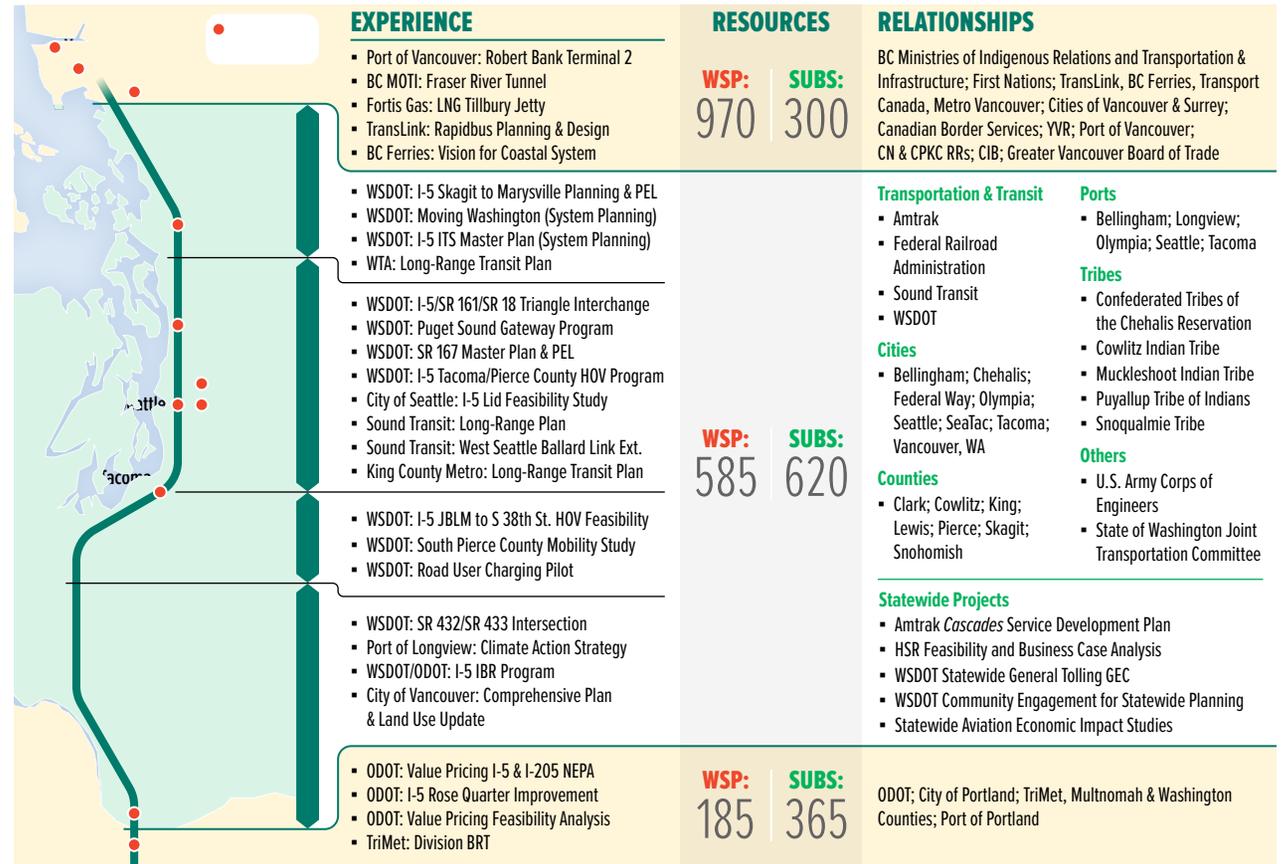
- **A proven, trusted PM in Christina Martinez who brings multimodal corridor planning experience and complex bistate (WA/OR) infrastructure experience**

Benefit: Christina can build consensus and successfully lead the program team for a transformative future

- **An approach that prioritizes equitable outcomes and connecting communities throughout the corridor**

Benefit: Maximizes the opportunities of multimodal improvements along the corridor to benefit all

Exhibit 3: The WSP team will support WSDOT with an unparalleled depth of project experience, technical resources, and agency and stakeholder relationships on both sides of the border. Below is a representative snapshot of our work throughout the corridor.



WSP completed the 2019 UHSGT Business Case Analysis for WSDOT, as well as the 2020 Cascadia UHSGT Framework for the Future Final Report. This work provides a solid understanding of the strategic, economic, financial, and deliverability case for UHSGT in the corridor and provides existing agency relationships from British Columbia to Portland.



While our relationships will facilitate collaboration with agencies up and down the megaregion and across the US and Canada, our stakeholder engagement will be at the community level.

Our team's experience planning and implementing HSR in 19 countries will help WSDOT avoid surprises and meet schedules for required agreements.

C. WSP's History of Collaboration with Subconsultants

Firms on our team were selected for their expertise, corridor familiarity, and history of working with WSP on WSDOT and ODOT projects, including the local Puget Sound Gateway Megaprogram; national megaprograms such as Northern California's Link21; and global high speed rail projects such as the UK's High Speed 2 (HS2). In addition, our key partners Arup and AECOM are jointly delivering Canada's VIA High Frequency Rail Project. WSP and AECOM have delivered more than 100 projects coast-to-coast including the Amtrak Northeast Corridor Gateway Program. We are global firms and provide WSDOT and their partners with direct access to a depth of international planning, design, and implementation leaders.

Exhibit 4 provides an overview of where WSP has worked with firms on past projects. We also recognize the value of building partnerships with firms we haven't worked with before to help develop capacity and build workforce in the market. WSP is including Coates Kokes, who we've worked alongside on ODOT's Urban Mobility strategy program; Insight Strategic Partners, whose principal Marty Loesch has provided WSP with infrastructure policy and stakeholder engagement consultation for more than a year; Marta Leardi-Anderson, who we've coordinated with on the SANDAG Otay Mesa East Port of Entry project; Peyser Consulting, who has worked closely with teaming partner AECOM for years on projects for Sound Transit and California HSR; and Thomson Strategic Consulting, who, while we've never contracted directly with the firm, we have a decades-long history of contracting with the firm's principal, Angie Thomson, on projects like the 2020 Cascadia Governance Development and Sound Transit's I-405 Bus Rapid Transit Planning and Environmental Phases.

Exhibit 4: WSP has developed strong working relationships with our teaming partners on past projects within the past three years.

BART: Link21 Planning & Engineering for Megaregion Rail Expansion

- **WSP/Arup:** JV partners providing rail planning and engineering for a program of projects. (2021–Ongoing)

Amtrak: Northeast Corridor Gateway Program, NY/NJ

- **WSP:** Lead JV partner for program management and engineering for Gateway Hudson Tunnel project.
- **AECOM:** JV partner for program management and engineering for Gateway Hudson Tunnel project. (2010–Ongoing)

WSDOT: Puget Sound Gateway Megaprogram

- **WSP:** Program Management Consultant (PMC).
- **Berry Consulting:** Document management. (2019–Ongoing)
- **eComply Solutions:** Document management. (2020–Ongoing)
- **Fehr & Peers:** Travel demand forecasting, traffic and complete streets analysis. (2016–Ongoing)
- **PRR:** Communications and community engagement. (2016–Ongoing)
- **Westby Consulting:** Traffic and transportation lead. (2015–Ongoing)

Pierce County: Canyon Road Extension & Bridge Replacement

- **WSP:** Prime consultant leading engineering design and environmental permitting.
- **Michael Minor:** Noise and air quality analysis. (2012–2021)

ODOT: Oregon Toll Program: I-205 Toll Project & Regional Mobility Pricing Project

- **WSP:** Prime consultant delivering project development/NEPA.
- **ECONorthwest:** Toll rate setting; traffic and revenue analysis (2019–Ongoing)
- **Kirsten L Pennington Consulting:** Stakeholder engagement. (2022–Ongoing)

WSDOT: SR 167 Completion

- **WSP:** Prime GEC providing program/project management, staff and resource augmentation, design development, and design support services during construction.
- **INNOVEX:** Environmental engineering & consulting. (2017–Ongoing)

Sound Transit: Architecture & Engineering On-Call

- **WSP:** Prime GEC for program.
- **Confluence:** Environmental support services. (2020–Ongoing)

WSDOT: Statewide Aviation Economic Impact Study (AEIS)

- **WSP:** Subconsultant providing inventory, existing condition surveys, AIS database.
- **Kimley-Horn:** Prime consultant providing project management, planning, economic analysis, stakeholder outreach, surveys, final report and economic calculator. (2018–2020)

WSDOT: US 2 Westbound Trestle PEL

- **WSP:** Prime consultant providing Planning and Environmental Linkage (PEL) study (providing planning, environmental, and design services) to develop a long-term solution that will increase travel reliability, reduce crash potential, and improve multimodal system linkages to support regional and community growth.
- **Broadview Planning:** Public health and environmental justice analysis for HEAL Act compliance. (2023–Ongoing)
- **CRC:** Cultural resources lead. (2023–Ongoing)

Seattle DOT: Environmental On-Call

- **WSP:** Prime consultant providing environmental services in support of SDOT projects in all phases (planning, design, construction and post-construction monitoring).
- **ERCI:** Cultural resource task order leads. (2023–Ongoing)

WSDOT SR 520 Floating Bridge Replacement and HOV Program

- **WSP:** Subconsultant providing transit planning, NEPA re-evaluation, PS&E, cost estimating, travel demand forecasting and finance/tolling studies.
- **Otak:** Program/project controls, planning and construction management (2006–Ongoing)

Benefit to WSDOT: Our relationships working together bring increased efficiencies in communication, seamless process execution, and higher quality deliverables.

D. Availability of Key Staff and Resources

Our goal is to support WSDOT’s success and optimize staffing to meet program and project needs. The availability of our staff is shown in Exhibit 5 as hours available per month for the length of the contract and is not intended to show proposed staffing levels.

Exhibit 5: Availability of key staff and resources.

Staff	2024												2025												
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	
KEY STAFF	Christina Martinez	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	160	160	160	160	160	160	160
	Amy Danberg	100	100	100	100	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
	Hans Hoppe	80	80	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	160	160	160	160	160	160	160
	Gabi Brazzil	80	80	80	80	80	80	80	80	80	80	80	80	100	100	100	100	100	100	100	100	100	100	100	100
	Rob Fellows	100	100	100	100	80	80	80	80	80	80	80	80	80	80	80	80	80	80	160	160	160	160	160	160
	Tim Treharne (Arup)	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70	70
	Daniel Haufschild (Arup)	40	40	40	40	60	70	70	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60
	Heather Wills	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	Chris Breiland (F&P)	100	100	100	100	100	100	100	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
	Laura LaBissoniere Miller (PRR)	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	Larissa King Rawlins	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	120	120	120	120
SELECT ADDITIONAL RESOURCES	Alan Keizur	60	60	60	60	60	60	60	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
	Anne Broache	60	60	60	60	60	60	60	60	60	60	80	80	80	80	80	80	80	80	80	80	80	80	80	80
	Charla Skaggs	100	100	100	100	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
	Daniel Dye (F&P)	100	100	100	100	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140
	Daniel Krause (AECOM)	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
	Daryl Coffland (Otak)	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160
	David Cochrane	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	160	160	160	160
	David Williams (KH)	40	40	40	40	40	80	80	80	80	80	80	80	80	100	100	100	100	100	120	120	120	120	120	120
	Greg Banks	60	60	60	60	65	65	65	70	70	70	70	70	80	80	80	80	80	80	80	80	80	80	80	80
	Josh Channell	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
	Karl Westby (Westby)	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60
	Kirsten Pennington (KLP)	120	120	120	120	120	120	120	120	120	120	120	120	160	160	160	160	160	160	160	160	160	160	160	160
	Les Jacobson	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60
	Mark Bandy (KH)	70	70	70	70	70	70	80	80	80	80	80	80	90	90	90	90	90	90	90	90	90	90	90	90
	Mark Lippert (AECOM)	100	100	100	100	100	110	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130	130
	Marta Leardi-Anderson (MLA)	80	80	80	85	85	87	87	90	90	90	90	90	90	90	90	90	87	87	90	90	90	90	90	90
	Mike Flood	40	40	60	60	100	100	100	100	100	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
	Richard Marcus	80	80	80	80	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
	Scott Trommer	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
	Walter Tarr (Otak)	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160	160

E. WSP Team's Relevant Project Experience

Puget Sound Gateway Program Management

Pierce and King Counties, WA

Prime: WSP **Subconsultants:** Fehr & Peers, PRR, eComply Solutions, Berry, Westby **Client:** WSDOT **Duration:** 2016–Ongoing **Fee:** \$25 million **Services:** Strategic planning; program management; program controls; government relations; communications; technical coordination and consistency; quality assurance and quality control; funding grants and agreements.



Relevance to the Cascadia/I-5 Program:

- Program management for two corridor projects—SR 509 and SR 167 (WSP also serves as GEC for SR 167)
- Programmatic process improvements and consistency across two multimodal megaprojects including coordination with 25 agencies and jurisdictions
- Integrated PMO and GEC staff with WSDOT Program and Project teams and co-located as needed
- Strategic communications and community engagement
- Grants and Funding: secured \$79 million INFRA grant, \$130 million in local agency funding contribution, and \$180 million committed toll funding
- Program will be delivered as staged construction projects in parallel with the available Legislature-allocated funding

WSP is providing program management for the Gateway Program, which is comprised of two megaprojects in the Seattle and Tacoma region: the three-mile-long State Route 509 Completion Project and the six-mile-long State Route 167 Completion Project. These projects provide multimodal benefits including improving freight movements and reducing congestion. A Program Management Office (PMO) structure provides strategic program oversight, with WSP serving as the Program Management Consultant working with WSDOT staff as an integrated team. The project teams provide environmental permitting, engineering and real estate delivery services with joint state force and consultant teams (under separate agreements). These teams also provide management of multiple design-build contracts, as well as ancillary design-bid-build contracts. This involves coordination with multiple cities including SeaTac, Kent, Des Moines, Milton, Edgewood, Fife, Tacoma, Puyallup; the ports of Seattle and Tacoma; and Puyallup Tribe of Indians.

Equity and Environmental Justice (EJ): The program relies on toll revenues; WSP completed an EJ study as part of the NEPA re-evaluations for SR 509

and SR 167 to assess the impacts of the project and tolling on EJ communities. There is a legislative proviso to conduct a further equity study on the SR 509 corridor; we will be working with the Toll Division and Washington State Transportation Commission to undertake that future study.

Oregon Toll Program: I-205 Toll Project & Regional Mobility Pricing Project

Portland Metropolitan Area and Statewide, OR

Prime: WSP **Subconsultants:** Kirsten L. Pennington Consulting, ECONorthwest **Client:** ODOT **Duration:** 2019–Ongoing **Fee:** \$52.1 million **Services:** Program management; equity outreach/analysis, transportation modeling, finance/funding (Level 2 traffic and revenue study), Planning and Environmental Linkages (PEL), National Environmental Policy Act (NEPA) compliance, managed lane analysis, community engagement, government relations.



Relevance to the Cascadia/I-5 Program:

- 55 miles of interstate corridor studies and first-of-its-kind tolling implementation
- Coordinating with WSDOT toll division and SW Region because of pricing on I-5
- Bistate strategic engagement
- Management of PEL process, including concept development and engagement
- Equity framework development and implementation and coordination with community-based organizations (CBO)
- Funding and financial analysis

After successfully implementing ODOT's Value Pricing Feasibility Analysis, the WSP team was selected to implement tolling of all lanes on I-5 and I-205 between the Columbia River and Wilsonville, a new pricing approach for Oregon. WSP serves as program manager leading the development of strategy and approach for the integrated, interdisciplinary consultant team that includes development of an equity program, public engagement, transportation analysis, financial analysis, PEL, and NEPA compliance.

Equity Framework and Equity and Mobility Advisory Committee (EMAC):

EMAC was established to advise the Oregon Transportation Commission and ODOT on how the Oregon Toll Program can benefit communities that have been historically or are currently underrepresented or underserved by transportation projects. WSP led an

effort with ODOT to work with equity specialists, including EMAC, to develop an Equity Framework. The framework establishes a process to identify the burdens and benefits of tolling and to determine how to distribute those burdens and benefits from the toll projects equitably.

Improvements/Innovation/Modernization: The Urban Mobility Strategy was developed in record time over two months and has helped the Urban Mobility Office clearly articulate its mission. Kirsten Pennington applied knowledge gained as an ODOT employee and on-the-job understanding of the relationships among agencies, elected officials, and the public to support program planning and implementation.

SR 167 Master Plan & PEL

King and Pierce Counties, WA

Prime: Fehr & Peers **Subconsultants:** PRR, Westby **Client:** WSDOT
Duration: 2021–2023 **Fee:** \$650,000 **Services:** Project management, scenario planning, alternatives development, alternatives analysis, travel demand forecasting, multimodal analysis, complete streets analysis, VMT/GHG analysis, report development, stakeholder meeting facilitation.

Relevance to the Cascadia/I-5 Program:

- Equity-focused alternatives development and analysis consistent with HEAL Act requirements
- Engaged stakeholders in both urban and rural geographies
- Developed equity advisory committee structure with community-based organizations
- Developed decision-making process
- Educated elected officials on legislative and policy direction
- Highlighted connections between land use and transportation planning
- Delivered report to Legislature for consideration of funding a prioritization process in 2025

Fehr & Peers led the SR 167 Master Plan and PEL with an equity-focused outreach process and analytically rigorous evaluation approach. Key initial steps to be mirrored in an I-5 Master Plan involve additional community outreach to identify key destinations that need to be considered in multimodal planning.

Multimodal Strategies:

The plan included innovative multimodal strategies that could also be valid for I-5 including express toll lanes, expanded transit services,

low-income toll options, addressing barriers created by the highway, and improving corridor resiliency. The plan identified near-term projects that could be launched within five years as well as medium and long-term projects to improve mobility.

Scenario Planning: A quick-response evaluation tool was used to quickly test initial scenarios. The analytical approach was tied to the purpose and need through tailored performance metrics to determine how different scenarios advanced project goals.

CONNECT NEC 2037

Washington, DC to Boston, MA

Prime: Arup **Client:** Northeast Corridor Commission **Duration:** 2021–Ongoing **Fee:** \$5 million **Services:** Transport planning, public engagement, strategic planning, funding and finance, rail operations planning, engineering, and advisory services.

Relevance to the Cascadia/I-5 Program:

- Megaregion corridor strategy and planning that runs through 12 states
- Managing multiple agency stakeholders
- Program definition linked to funding and schedule
- Project delivery advisory services
- Infrastructure investments for 150 projects

CONNECT NEC 2037 is the biennial update of the 15-year plan representing the most ambitious reinvestment program in the Northeast Corridor's (NEC) history and a new way of planning: a multi-agency, multi-year, shared action plan guided by a long-term vision. The state and federal governments, eight commuter rail agencies, and Amtrak worked together through the NEC Commission to develop a detailed and efficient sequencing of infrastructure investment covering 150 projects along the corridor.

Arup's scope of services includes updating CONNECT NEC 2035 as new project, resource, and funding information becomes available. The work includes development and refinement of the project delivery model, operations analysis, cost analysis, ridership analysis, economic analysis, environmental analysis, and funding gap analysis documented in a comprehensive C37 report.

Under separate contracts, WSP led four grant applications for this project with a total award of \$4.3 billion and supported the FRA to develop and evaluate future expansion scenarios with alternative service patterns and rail network configurations.

Gordie Howe Int'l Bridge (GHIB)

Windsor, ON (CAN) and Detroit, MI

Prime: AECOM **Under Separate Contract:** Marta Leardi-Anderson (MLA)
Client: Bridging North America (P3 Consortium) **Duration:** 2018–2024
Fee: \$164.3 million (design value) **Services:** AECOM: Lead designer/design manager; architecture; engineering (facilities, mechanical, electrical, plumbing, structural); planning; contracting/subcontracting; environmental monitoring and management. MLA: intergovernmental negotiations; stakeholder & project partner negotiations; business case development.

Relevance to the Cascadia/I-5 Program:

- U.S. and Canadian Ports of Entry
- Extensive cross-border stakeholder coordination and community engagement
- Flexible staffing: peak number of AECOM staff on project was 369 and total number was 1,045, showing breadth of experience and services
- Leadership in sustainable infrastructure

International Coordination:

The new GHIB will cross the Detroit River to connect Windsor, ON, with Detroit, MI. The project includes two Ports of Entry (POE)—one U.S. and one Canadian. It also includes a new highway interchange connecting the U.S. POE to I-75. The six-lane bridge includes a pedestrian trail

and is designed to accommodate future expansion to eight lanes. AECOM developed proposal-level design and alternative technical concepts, and performed extensive traffic analyses to determine the optimal number of lanes on the POEs to achieve reasonable queue lengths during peak hours. The design used both U.S. and Canadian standards and manuals. The project received Platinum certification on the Institute for Sustainable Infrastructure Envision rating system.

MLA had a key role in many of the cross-border agreements and agency MOUs. She was also involved in regular updates of the Business Case required for the funding requests made to the Canadian Government. Since the Crossing Agreement required FHWA be treated as a partner to the project, the Business Case was also used to inform and have FHWA review the financials.

Amtrak Cascades Service Development Plan

Seattle, WA

Prime: AECOM **Client:** WSDOT **Duration:** 2021–Ongoing **Fee:** \$700,000 **Services:** Scenario development; alternatives development; service development planning; travel market assessment.

Relevance to the Cascadia/I-5 Program:

- Developed an intercity, inter-regional travel demand model sketch tool that could be utilized by WSDOT in future planning efforts
- Guide potential improvements to the PNWRC with a focus on increasing intercity passenger rail service to accommodate growing demand while reducing travel times, increasing safety and achieving greater schedule reliability

on its existing route. AECOM collected intercity demand data to help understand the overall impact of COVID-19 on travel demand, shifts in traveler behavior and patterns, underlying factors driving those shifts, and implications on future travel demand and patterns. The team interviewed major employers in the study area and developed an assessment of challenges and opportunities driving future market needs. AECOM developed a framework and approach for evaluating how likely future travel market scenarios may affect ridership demand for the proposed service at the corridor level, including identifying the refinement process needed to update and customize the AECOM Mobilitics tool. These scenarios, coupled with proposed service options, would be used to develop the final alternatives to be carried forward into future service planning work.

WSDOT, with the FRA, is preparing a Preliminary Service Development Plan to enhance the Amtrak Cascades service between Portland and Vancouver, BC, over the next 20 years. The objective is to support pre-NEPA project planning for future development along the Washington segment of the Pacific Northwest Railroad Corridor (PNWRC)

VIA High Frequency Rail (HFR) Project

Montreal, Quebec, Canada

Firms: Arup and AECOM as JV partners **Client:** VIA HFR/Transport Canada **Duration:** 2020–Ongoing **Fee:** Confidential (per client contract) **Services:** General engineering support; transportation planning; environmental planning; site investigations.

Relevance to the Cascadia/I-5 Program:

- Strategic advisors familiar with the Canadian railway regulatory environment
- Multi-criteria evaluation of infrastructure and service planning alternatives for 620-mile-long corridor
- Governance and organizational strategy scope
- Private sector engagement strategy
- Delivery strategy for Ontario and Quebec provinces provides local teams with agency relationships
- Federal government funding through Transport Canada

With over 620 miles of new passenger rail infrastructure, the HFR project will deliver state-of-the-art rolling stock, tracks, civil infrastructure, structures, and rail systems to service Canada's most densely populated region. HFR involves increasing the separation of passenger and freight rail operations to deliver a more convenient and reliable service on modern and greener trains. The Arup/AECOM joint venture serves as Owner's

Engineer. Scope of work includes technical and engineering support for Transport Canada's technical workstreams, as well as supporting EA planning and site investigations.

Participation of Indigenous Peoples is Essential to the Success of the HFR Project: The team has supported the federal government's duty to consult through meaningful engagement with Indigenous Peoples throughout the project. A robust Indigenous relations strategy was developed with a goal of collaborating with Indigenous Peoples to build strong relationships and create mutually beneficial socio-economic development opportunities.

Link21 Planning & Engineering

21 Counties in Northern California Megaregion

Firms: Arup and WSP as JV partners **Client:** BART **Duration:** 2021–Ongoing **Fee:** \$265 million **Services:** Rail, station and operations planning; rail engineering and preliminary design, including tunnels, structures, geotechnical, and utilities.

Relevance to the Cascadia/I-5 Program:

- Regional scale transportation planning spanning 21 counties
- Emphasis on multimodal connectivity
- Integrated with regional growth strategy and land use planning
- Outcome focused equity lens
- Blended Link21 program team including multiple agencies, megaregion stakeholders and consultant teams
- Business case delivery

Arup and WSP are in a joint venture providing all planning and engineering services for the delivery of Link21, a complex multi-project program that includes a new rail crossing connecting Oakland and San Francisco. The work is being managed on a Task Order basis requiring our large multidisciplinary team to be flexible in meeting

the project needs in a dynamic environment while meeting demanding milestones. Our team has developed criteria for option screening and for design development that include being responsive to the needs of stakeholders and local communities.

Advancing Equity As a Central Goal: The Arup/WSP JV is using WSP's in-house equity practice to develop equity frameworks, resources, and metrics that guide and inform all our work. For example, the team developed a dynamic community assets map and a methodology for a direct displacement metric to guide station planning and alignments. A dynamic community assets map informs siting decisions aimed at preserving or spurring quality of life for communities along the corridor. Our project leadership has also worked with the client and other senior members of the Link21 team to provide strategic advice and support for funding applications.

Exhibit 6: Additional expertise from WSP's subconsultants demonstrates our team's technical foundation to integrate the planning process across all modes.**Berry Consulting****WSDOT: I-5 Express Lanes Connection Project**

- **Fee:** \$188,000
- **Scope:** Enterprise content management; program management/controls (2011–Ongoing)

Broadview Planning**City of Bellevue: Mitigating Health Impacts in Development Adjacent to High-Volume Roadways**

- **Fee:** \$40,000
- **Scope:** Stakeholder interviews; qualitative research; evaluation; technical writing; health impact assessment (2022–2023)

Coates Kokes**ODOT: Urban Mobility Strategy, Agency-wide Strategic Communications**

- **Fee:** \$687,000
- **Scope:** Communications and branding (2021–Ongoing)

Confluence Environmental**WSDOT: SR 520 Bridge Replacement Program**

- **Fee:** \$8.2 million fees to date
- **Scope:** Tribal strategy (Muckleshoot, Quinault); ESA strategy and compliance; environmental permitting; mitigation (2006–Ongoing)

Cultural Resources Consultants**City of Auburn: Auburn Way South (SR 164) Widening Project–Hemlock to Poplar**

- **Fee:** \$8,000
- **Scope:** Cultural resources assessment (2020–2023)

eComply Solutions**WSDOT: SR 520**

- **Fee:** \$1.8 million
- **Scope:** Document management services, workforce automation (2017–Ongoing)

ECONorthwest**ODOT: I-205 Toll Project & Regional Mobility Pricing Project**

- **Fee:** \$120,000
- **Scope:** Traffic and revenue analysis (2019–Ongoing)

ERCI**Kimley-Horn (under contract to Sound Transit): Everett Link Extension and OMF North (EVLE)**

- **Fee:** \$1.5 million
- **Scope:** Cultural resources services (2021–Ongoing)

Fehr & Peers**Utah DOT: I-15 Statewide Study**

- **Fee:** \$563,000
- **Scope:** Multimodal evaluation, stakeholder engagement, transportation planning, alternatives visioning, statewide data dashboard (2020–Ongoing)

Alameda County Transportation Commission: I-580 Transit and Multimodal Strategy

- **Fee:** \$1.3 million
- **Scope:** Multimodal transportation planning, alternatives analysis, TSMO, managed lanes, transit market analysis, equity (2022–Ongoing)

INNOVEX**WSDOT: SR 167 Completion GEC Services**

- **Fee:** \$1.6 million to date
- **Scope:** Sampling and analysis programming; sampling and remediation activities; analytical data collection reporting (2017–Ongoing)

Insight Strategic Partners**Challenge Seattle: Cascade Innovation Corridor**

- **Fee:** \$600,000
- **Scope:** Served as COO; stakeholder engagement; negotiating agreements among BC, WA & OR; fundraising support; agenda development; steering committee support (2016–2023)

Kimley-Horn**WSDOT: Washington State Aviation System Plan and Airport Site Selection Study**

- **Fee:** \$3.6 million
- **Scope:** Project management, planning, economic analysis, stakeholder outreach, surveys, final report, economic calculator (2021–Ongoing)

SDOT: Seattle Transportation Plan

- **Fee:** \$2.5 million
- **Scope:** Transportation planning; community and stakeholder engagement and outreach; travel demand analysis; SEPA review; transportation equity (2022–Ongoing)

Kirsten L Pennington Consulting**WSDOT: WSDOT Management, Engineering and Technical Support Consultant – I-5 HOV System**

- **Fee:** \$60,000
- **Scope:** Planning, technical and management strategy and oversight (2022–2023)

Marta Leardi-Anderson**San Diego Association of Governments (SANDAG): Otay Mesa East (OME) Port of Entry (POE)**

- **Fee:** \$1.2 million
- **Scope:** Governance organization; intergovernmental agreements; stakeholder and partner negotiations; business case development; financial and legal support (2020–Ongoing)

Windsor Detroit Bridge Authority/ International Authority/ Michigan Department of Transportation: Gordie Howe International Bridge

- **Fee:** \$270,000
- **Scope:** Intergovernmental negotiations; stakeholder and project partner negotiations; business case development; data analysis/policy development; cross-border/movement of people and goods policy development (2018–Ongoing)

Michael Minor & Associates**City of Federal Way: City Center Access Project**

- **Fee:** \$80,000
- **Scope:** Detailed noise analysis for the new City Center access plan with roundabouts, I-5 overpass and new I-5 on and off ramps (2020–Ongoing)

Otak**WSDOT: SR 520 Program**

- **Fee:** Approximately \$9 million
- **Scope:** Planning and program/project controls (2006–Ongoing)

Peysner Associates**California High Speed Rail Authority: California High Speed Rail**

- **Fee:** \$750,000
- **Scope:** Capital plan development, federal grant strategy and application preparation, federal government liaison (2014–Ongoing)

PRR**WSDOT: Community Engagement for Statewide Planning**

- **Fee:** \$250,000
- **Scope:** Community engagement (2020–Ongoing)

WSDOT: I-5 Marvin to Mounts Road PEL

- **Fee:** \$65,000
- **Scope:** Stakeholder and community engagement (2022–2023)

Thomson Consulting**WSDOT: Cascadia High Speed Rail**

- **Fee:** \$285,000
- **Scope:** Facilitation; strategic communications (2022–Ongoing)

Westby Consulting**WSDOT: Puget Sound Gateway Program**

- **Fee:** \$278,800
- **Scope:** Traffic and transportation planning, traffic operations, safety analysis, highway tolling, design development, environmental documentation (2015–Ongoing)

2 Qualifications of the Proposed Program Manager

Christina Martinez: a Trusted and Proven Program Leader



Christina brings more than 25 years of progressive project and program management experience in the transportation industry, including **20 years in leadership roles on WSDOT projects, many involving multiple projects where she collaborated with stakeholders with diverging interests.** Through her leadership of megaprojects with large-scale consultant teams like the I-5 Bridge Replacement (IBR) program, Interstate 405 (I-405), and Sound Transit's West Seattle Ballard Link Extension (WSBLE), **Christina has proven her ability to advance large, multimodal Washington-based projects.** She consistently demonstrates comprehensive understanding of WSDOT processes and creates efficiencies in advancing multi-state projects through the initiation, planning, and environmental phases.

Before joining WSP, Christina's career spanned nearly two decades at WSDOT, beginning as a governor's intern before working as a transportation planner and environmental policy lead on urban megaprojects. Later, she worked in the department headquarters as a compliance branch manager and senior agency consultant, leading multi-state coordination and project development in all six regions. **Christina's tenure at WSDOT honed her leadership capabilities and gave her insight into the department's policies and procedures, which are invaluable strengths for managing multimodal projects from the consultant side.** Her strong working relationships with current WSDOT staff and leaders will help streamline the communication and decision-making processes that advance program progress.

Commitment to Equitable Outcomes Through Community Outreach: Christina and her team will leverage best practices and lessons learned from WSP's national equity practice to reduce disproportionate community impacts and more evenly distribute long-term benefits throughout the project area. Having worked on a wide range of projects varying in scale and complexity while spanning a diverse spectrum of communities by demographics and socioeconomic status, Christina incorporates equity into every level of program management and drives equitable outcomes. As a day-to-day leader of the IBR program, Christina worked with **Gabi Brazzil** and historically underserved and disadvantaged communities extensively to understand the core issues that create disproportionate adverse impacts and find ways to reduce them in the future. Her program-wide emphasis on building equity into schedule, scope, budget, and community engagement cultivates a culture of inclusivity at every level, which translates into meaningful, equitable outcomes.



As the project manager for the Ballard Link Extension (BLE) project, Christina led her team through the tunnel construction for the Northgate Link Extension to make observations that better informed design of BLE's 3.3-mile tunnel.



Christina was the environmental manager on the Alaskan Way Viaduct and Seawall Replacement Project from 1999–2000. After, Christina maintained a role developing the program NEPA and permitting strategy as the manager of the permitting and compliance teams for WSDOT's Megaprogram Office.

Christina's Relevant Experience

- Successful leadership of a bistate megaprogram and GEC
- 23 jurisdictions and agencies coordinated with on a single project
- 20 years of leading projects in Washington state from project initiation to final delivery
- Has led or assisted delivery of 9 Environmental Impact Statements and 6 Environmental Assessments in Washington state
- Oversight of over \$200 million in multi-year projects

Education

- Bachelor of Science, Multidisciplinary Studies and Environmental Science, Western Washington University

Affiliations with Transportation Organizations/Advocacy Groups

- Conference of Minority Transportation Officials (COMTO), WA Chapter, Member Committee Co-Chair (2022)
- American Council of Engineering Companies (ACEC), WA Chapter, Board Member (2023)
- ACEC Sound Transit Liaison Committee Member (2020–Ongoing)
- Rail-Volution, National Steering Committee Member (2017–2019)
- WTS, Puget Sound Board Member, (2015–2016); Member/Volunteer
- National Association of Environmental Professionals Member, (2015–Ongoing)

A. Relevant Experience as a Program Manager

I-5 Interstate Bridge Replacement (IBR) Program

Vancouver, WA and Portland, OR

Client: WSDOT **Program Dates:** 2020–Ongoing; Christina has been PIC since January 2023 **Similarity in Geographic Scale/Complexity:** Bistate with WA/OR; multimodal (C-TRAN, TriMet); 9 consenting partner agencies; 2 federal co-leads (FTA, FHWA); on the I-5 corridor

Responsibilities and Tasks: As principal-in-charge on this \$189 million bistate program with a large, diverse team, Christina provides active leadership, direction, and support to the program manager and program management team for driving successful project delivery of this multimodal structure. She regularly has planning sessions with the client on upcoming deliverables, verifying resources are available, understanding stakeholder issues, and crafting the team to create a collaborative atmosphere with stakeholders. She is ultimately responsible for the success of the GEC which includes over 40 subconsultant partners. When Christina began the role in January 2023, she led the refresh after staffing changes and successful updates of the PMP, QMP, and HSE Plan. While Christina led many of the program’s risk mitigation as well as team-building activities, Christina was co-located with WSDOT and the project team in the project office as needed to allow for program success.

Knowledge from this Project Christina Can Directly Apply to the Cascadia/I-5 Program: In addition to the knowledge Christina will bring with regards to the bistate legislative process and political landscape within the region, she also brings her experience using equitable outcomes and climate to influence the decision making of infrastructure design. She will bring her experience of applying these lenses to critical decision making on the Cascadia/I-5 Program.

West Seattle Ballard Link Extension (WSBLE)

Seattle, WA

Client: Sound Transit **Program Dates:** Program is Ongoing. Christina’s role was in 2017–2022 **Similarity in Geographic Scale/Complexity:** Complex urban area (similar to portions of I-5); Sound Transit’s largest program ever; working with complex decision-making body; structure (multiple entities with jurisdiction); focus on equity and underrepresented communities; overseeing work of many subconsultants

Responsibilities and Tasks: Christina was the consultant project manager for the WSBLE program for her respective firm. She oversaw a multidisciplinary team of public involvement, planning and criteria development and screening, environmental review and conceptual engineering for the two-project program. It involved the execution of three major consultant contracts (involving approximately \$40 million of project scope) and included oversight of approximately 100 consultant staff. Christina also led all aspects of project development (all work for alternatives design and analysis, NEPA/SEPA EIS, and preliminary engineering) for the seven-mile-long Ballard Link Extension. To stay ahead of potential threats to schedule, Christina implemented an issues tracker to allow for timely resolution of third party issues and keep schedule on track. She also developed the overall project strategy for securing permits and third-party approvals and coordinated with the U.S. Coast Guard for potential bridge permitting, demonstrating her breadth of experience in coordinating with projects stakeholders at the local, state, and federal levels.

Knowledge from this Project Christina Can Directly Apply to the Cascadia/I-5 Program: In this role, Christina developed the overall strategy for successful program execution. She developed strong rapport with multiple project teams, jurisdictional agencies, and resource agencies to maintain schedule and budget for the largest program in Sound Transit’s history.

I-405 Congestion Relief and Bus Rapid Transit (BRT) Program

Renton to Lynnwood, WA

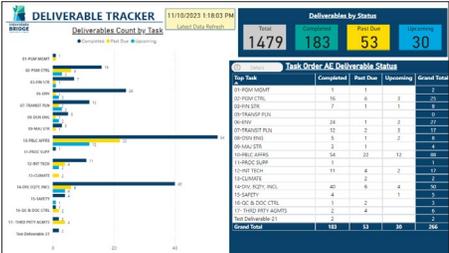
Client: WSDOT **Program Dates:** 1998–Ongoing; Christina was the Transportation Planner/Environmental Manager from 1998–2005 **Similarity in Geographic Scale/Complexity:** I-405 is a 30-mile corridor, which at the time was the longest corridor WSDOT had developed an EIS for; 23 agencies with jurisdiction, a role in concurrence in decision-making, social/natural and built environment, similarly complex considerations (all Cascadia projects); 150 individual projects; developing criteria, screening projects to identify which align best with goal/vision; multimodal considerations for project screening including transit and active transportation; coordination with freight mobility

Responsibilities and Tasks: As transportation planner and environmental manager, Christina led the multimodal planning for the I-405 EIS. She managed all aspects of the environmental work for the expedited delivery of programmatic and Tier 1 and Tier 2 environmental documents and led coordination with 23 state, federal, local and tribal agencies with jurisdiction along the corridor. She also led the completion of the NEPA record of decision (ROD) within three years, the fastest delivery record of an environmental impact statement (EIS) and ROD for the agency at that time. Additionally, Christina led the development of the state’s first urban wetland mitigation bank at Springbrook Creek. WSDOT initiated coordinated projects along the 30-mile-long I-405 corridor to relieve congestion and improve motorist, transit, and freight mobility.

Knowledge from this Project Christina Can Directly Apply to the Cascadia/I-5 Program: The I-405 program included more than 150 individual coordinated projects, including bus rapid transit, direct transit access, transit-oriented development, and highway and local arterial improvements along the 30-mile corridor. Christina’s ability to manage the complex mix of modes and stakeholders on this project demonstrates a proven readiness to manage the Cascadia/I-5 Program.

B. Developing and Implementing a Strategic Resourcing Plan

Christina’s resourcing philosophy starts by gaining a clear understanding of what goal we’re trying to achieve and matching that task with the person who brings the skillset best suited to deliver results. Her first step in developing an effective strategic resourcing plan is meeting with the client to understand the deliverables anticipated and deadlines set by the Legislature or associated with project funding that might affect the critical path. Once she has a clear understanding of the work products, she will work closely with Hans Hoppe and Daryl Coffland, the Program Controls and Scheduling leads, to develop a three- and six-month resource-loaded look ahead to identify any gaps in resources to allow time to meet those resourcing needs. Previously, she has also developed an internal database of resource needs by week to track the needs against the availability of the team’s resources. On the Cascadia/I-5 Program, Christina will also have the benefit of being able to keep the team nimble to start, but draw upon national and global subject matter expertise from WSP, Arup, and AECOM as additional requests arise.



D. Managing Schedule, Scope, Budget, and Change

I-5 Interstate Bridge Replacement (IBR) Program

Vancouver, WA and Portland, OR

Schedule: Christina makes sure that adequate team review and program manager approval of the master schedule has occurred before she approves the execution of each Task Order. She leads WSP executive committee meeting review of program scope, schedule, budget, and risk on a monthly basis. When schedule risk is identified, Christina mobilizes the team to develop measures needed for bringing the project back on track. Because of Christina’s deep understanding of program planning and delivery combined with her extensive experience obtaining partner agency, stakeholder and resource agency approvals, she was able to develop a schedule recovery plan when U.S. Coast Guard input triggered a likely schedule delay.

Control of Scope: Christina noticed a trend that IBR project changes were occurring as a result of partner agency or stakeholder requests for additional information and/or design details. Mid-level staff were responding to these requests without full understanding of the project scope. Christina worked with the design manager to reset the team’s understanding of what was considered “in” versus “out” of scope and an improved process for confirming whether the request should be fulfilled and the client approval of any needed change orders.

Budget: Christina led the team development of the scope and budget for Task Order AE, the primary task order for the 2023–25 biennium. Christina facilitated sessions between client and GEC team task leads to allow for clear understanding of the work all disciplines needed to accomplish during biennium to move the project forward and directed the refinements needed to clarify scope and meet budget targets. Christina led the retooling of data in a project delivery dashboard that will be shared with project executives monthly for communicating key indicators of project scope, schedule, and budget performance.

Project Changes: As mentioned above, IBR project changes typically occur as a result of partner and agency stakeholder request. Christina has made sure that potential project changes are cataloged and brought to WSDOT and ODOT at a weekly program manager meeting for a decision on whether to proceed with the change.

West Seattle and Ballard Link Extension (WSBLE)

Seattle, WA

Schedule: In her role as segment lead, Christina developed and instituted a system for capturing design constraints and requirements brought up during meetings from third parties. This made sure that design issues were tracked (addressed and resolved) and that Sound Transit had a real time update of the status throughout the project lifecycle. This system helped Sound Transit make sure that coordination with third parties resulted in tangible outcomes and avoided schedule delays associated with third party surprises at late stages of project development.

Control of Scope: Common areas of scope creep on planning and preliminary engineering projects occur from internal team members (clients or consultants) or third party requests for additional design detail or analysis. To avoid this, Christina held a project kick-off meeting with task leads and other key staff to make sure all understood the scope of their tasks. Christina assigned task lead responsibility for managing tasks’ budgets and scope. Requests for out-of-scope work were documented on monthly progress reports for a decision whether to proceed. Consideration was given as to whether work could proceed under existing budget allocated to task or whether additional budget was needed.

Budget: In mid-2020, Sound Transit faced a double-hit to their program budget resulting from reduced revenue predictions associated with the COVID-19 pandemic and the region’s increasing real estate and construction costs. Although this was an agency-wide issue triggering the agency to consider various options for increasing revenues and reducing or redistributing costs over time (realignment), Christina addressed potential opportunities to reduce the project specific budget. To do this, Christina formed a “tiger team” for the Ballard extension comprised of various subject matter experts to consider areas along the alignment that could be targeted for cost-savings through design-changes or construction methodology approaches. Information was compiled in a project cost-savings memo.

Project Changes: Christina made sure that the Environmental Impact Statement (EIS) for the WSBLE project was set up to easily pivot from one DEIS to two FEISs should one link segment experience a delay in the development or selection of alternatives. This approach proved to be critical for avoiding delays to the implementation of the West Seattle segment when the Ballard segment decisions were delayed after the issuance of the DEIS—the project moved forward with an FEIS for West Seattle and a supplemental DEIS for Ballard.

I-405 Congestion Relief and Bus Rapid Transit (BRT) Program

Renton and Lynnwood, WA

Schedule: Christina developed and implemented an overall environmental schedule—including the required concurrence points from 23 agencies having jurisdiction—so that the program could move forward from scoping notice to Record of Decision in three years: the fastest that work has been achieved in agency memory at the time.

Control of Scope: Upon completion of the I-405 Corridor Program EIS, WSDOT established a GEC team that operated on a task order basis. As the task order manager/owner, Christina involved her counterpart GEC task lead in clearly defining scope of the task. To best manage scope and avoid scope creep, task orders established the desired outcome rather than detailing the specific work activities. This allowed for scope flexibility and avoided triggering change control as long as work was in line with desired outcome and could be achieved within budget allocated.

Budget: Christina managed environmental task budgets for several I-405 projects funded through the “Nickel” investment. Christina worked with the consultant team to pull together budget estimates based on agreed upon scope and reviewed invoices and progress reports, comparing progress completed to date against budget allocated to track value earned.

Project Changes: A major project change occurred on the I-405 program’s first design-build contract. During review of alternative technical concepts, Christina flagged that the design-build proposer’s concept did not comply with requirements established in permits, but was ultimately considered to achieve a better environmental outcome. Christina triggered change management, worked with environmental regulators to receive a fast-turn around verbal agreement to expedite permits. Once this design builder was selected, Christina mobilized her team to focus first on obtaining the needed permits so that the project could remain on schedule despite the late design change.

E. Professional Licenses and Accreditations

- PMI Project Management Professional (PMP), Pending
- WSDOT Project Management Academy, Certificate, 2008
- UW TRANSPPEED Project Manager Certification, 2001
- NHI NEPA Transportation Decision-Making Certification, 2001

3

Key Team Members

The WSP team is organized to deliver two integrated work streams:

1. Program management and oversight for the Cascadia/I-5 Program, including integrated multimodal program planning
2. I-5 corridor planning, including near-term deliverables and the master plan

Program Management and Strategy Specialists

Key staff for our program management and strategy specialists work stream appear in **GREEN** on pages 14–17. In addition to these key staff listed, our team includes national experts in critical areas like **Resiliency Lead, Mike Flood**, who will bring methods, tools, and strategies to help WSDOT assess climate change impacts on the transportation system and develop potential strategies to prioritize and mitigate risk; **Funding and Grants Lead, Scott Trommer**, who has developed and executed grant funding and financing strategies for major capital investments, including the bistate Amtrak Gateway Program that financed a series of megaprojects in the New York and New Jersey area; and **Institutional Structures and Agreements Lead, Marta Leardi-Anderson**, who offers recent experience with the U.S.–Canada Gordie Howe Bridge project. She will work closely with the team to identify necessary agreements to meet schedule needs.

The team also includes multimodal experts in **David Cochrane**, who led planning and implementation tasks for the United Kingdom’s High Speed 2 (HS2) rail line and **David Williams**, who is leading WSDOT’s Aviation Plan. The WSP team has the depth of resources ready to deliver any additional services needed to support these programs.

I-5 Corridor Master Planning and Delivery Team

Key staff for our I-5 corridor work stream appear in **BLUE** on pages 17–18. In addition to these key staff, three local leaders known to WSDOT will be driving key deliverables: **Mark Bandy** will lead the team’s I-5 Ramp Reconfiguration Study, drawing on his decades of experience working with WSDOT to improve safety, connectivity, and multimodal systems in the region; **Greg Banks** will lead the I-5 Seismic Resiliency Planning, bringing 20+ years of WSDOT bridge experience and a deep understanding of seismicity in Western Washington from his assessment and prioritization of approximately 125 bridges in Seattle DOT’s seismic retrofit program; and **Les Jacobson** will lead the I-5 HOV System Wide Performance Planning and Pilot Projects, bringing his history of deploying innovative technology and applying solutions in transportation systems management and operations.

Amy Danberg

Engagement and Government Relations Lead responsible for implementing an integrated, equity-centered approach to decision making to build and maintain political and community advocacy and support for the program.

Firm: WSP **Years of Experience:** 20 **Licenses/Accreditations:** Public Relations Certificate, University of Washington (UW), 2004 **Memberships:** WTS Puget Sound



Amy brings knowledge of and relationships with WSDOT and local jurisdiction partners from complex, regional infrastructure projects. Her roles on the Gateway Program and SR 167 Master Plan PEL Study give her an understanding of how to navigate local jurisdiction priorities within the broader state and agency needs to allow for expectation setting and consistency in messaging among partners.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Co-located with WSDOT megaprograms and several regions (Southwest, South Central, Northwest, Olympic) and is a trusted member of WSDOT’s External Relations team.
- Built longstanding relationships with local elected officials and technical staff in the Puget Sound Region
- Managed multiple technical and executive advisory groups through the Practical Solutions process, building consensus on project scope and funding strategies.

WSDOT Puget Sound Gateway Megaprogram, Seattle/Tacoma, WA: (2015–Ongoing). Government Relations and Communications Lead: Amy develops work programs and facilitates the Steering and Executive Committees, which includes elected officials from the Ports of Tacoma and Seattle, two counties, three transit agencies, and 13 local jurisdictions. She provides strategic oversight of the communications plan, NEPA/SEPA public involvement activities, media relations, and community engagement.

WSDOT SR 167 Master Plan and PEL Study, Puget Sound, WA: (2021–2023). Partner and Community Engagement Lead: Amy oversaw partner and community engagement with local jurisdictions and agencies along the SR 167 corridor through the development of a comprehensive master plan. Through a series of listening sessions with key partners, Amy worked with WSDOT to develop and facilitate the technical and policy committees, stand up and lead the equity advisory committee and draft communications plan, which included new strategies for equity priority communities to be heard and engaged throughout the planning process. Strategies were responsive to Title VI and the HEAL Act.

WSDOT I-405, NE 6th Street to I-5 Widening and Express Toll Lanes, Bellevue to Lynnwood, WA: (2009–2017). Serving as Communications and Government Relations Manager, Amy developed elected and partner engagement strategies which led to toll authorization and consensus on 3+ carpool policy. She oversaw production of the crisis communications plan and public involvement plan for local jurisdictions and agencies, led community engagement for the NEPA process and facilitated Executive Advisory Group meetings with elected officials from the 50-mile-long I-405/SR 167 corridor.

Hans Hoppe, PMP

Program Controls Lead responsible for establishing and training the team on review processes, implementing robust tool sets, and providing program performance measurement.

Firm: WSP **Years of Experience:** 31 **Licenses/Accreditations:** Project Management Professional (PMP), 2005



Hans is a Washington-based, experienced program controls manager with a proven record of achieving results across multi-billion-dollar programs. He has extensive experience designing and implementing integrated project controls solutions on global megaprograms such as California High Speed Rail (\$83B), Riyadh Metro (\$22B), and SeaTac International Airport (\$7B).

Understanding of WSDOT/Public Agency Regulations/Procedures

- Two years managing program controls and risk for the Sea-Tac International Airport Capital Development Program, where he developed more robust project dashboards to display performance against baseline, which aided in future forecasting
- Implemented WSDOT's Project Risk Management Guide in the development of corporate procedures.
- Used WSDOT's CRA and CEVP Workshop Guidelines for conducting CRE on California's I-215 project.

Chicago Metra, PMO for Capital Delivery Program Chicago, IL: (2022–Ongoing). Program Controls Manager for the Chicago Metra PMO, which manages and oversees the complete project life cycle for more than 125 projects. Hans established key project lifecycle governance processes including Stage Gate Assurance Framework and Monthly Reporting Cadence; implemented Portfolio Management to drive projects from capital planning to asset management handover; and incorporated KPIs into a Power BI consolidated portfolio information dashboard suite. His experience and understanding of how to develop the initial program processes and stand up systems to manage a complex, multi-project program will be directly relevant to his role for the Cascadia/I-5 Program.

California High Speed Rail Authority, Program Management Office, CA: (2020–2022). Program Controls Integration and Risk Lead for reprogramming \$18.25 billion worth of work across 18 projects and four megaprojects into a work breakdown structure positioned for organizational accountability and earned value management. Hans established processes to produce a program-wide Estimate at Completion (EAC) and integrated risk, trend, and change management to produce recommended contingency at various confidence levels. Similar to his role on the Cascadia/I-5 Program, Hans developed tools to maintain and track current scope of work and provide budget and schedule forecast, as funding and timelines adjusted, through the end of contract.

Seattle–Tacoma International Airport Capital Development Portfolio, SeaTac, WA: (2018–2020).

Responsible for providing Executive Advisory Services for large airport capital development portfolio. Hans guided the Executive Leadership Team through the process to determine strategic vision, objectives, capabilities, and constraints to develop the best overall funding/financing, delivery method, organizational, control systems, risk, and stakeholder communication strategies to create the best overall execution approach. This experience of setting up a program's overall systems prior to launching a major project, combined with the understanding of regional aviation and air mobility needs, will be particularly applicable on the Cascadia/I-5 Program.

Gabi Brazzil

Inclusion, Diversity, and Equity Lead responsible for developing and implementing the program's equity playbook, designing the process of integrating equity into the program's work, and cascading that process throughout the team.

Firm: WSP **Years of Experience:** 10 **Memberships:** Conference of Minority Transportation Officials, Member



Gabi Brazzil leads a team dedicated to equity in technical decisions, policy, and prioritization of public investments across a program lifecycle. As a facilitator between equity practitioners and technical staff, she translates equity goals into action items for different roles and disciplines, achieving comprehensive multidisciplinary equitable outcomes.

Understanding of WSDOT/Public Agency Regulations/Procedures

- As part of the Justice40 initiative, developed equity goals and metrics for five technical disciplines of The Stitch, a reconnecting communities project in Atlanta
- Experience developing equity plans for state DOT toll implementation, including implementable policy recommendations, and interagency coordination for transit development in managed lanes.
- Experience with public engagement and data analysis to support human-centered design in infrastructure for safer streets, efficient multimodal connections, and to achieve balance between transportation, housing, and economic development.

Caltrans I-5 Managed Lanes Equity Study, Orange County, CA: (2022–2023). Equity Study Task Manager during the Environmental Phase, leading a team through literature review, data analysis, community engagement, and development of program equity goals. This approach delivered 23 equity policy and program recommendations addressing pricing and subsidy models, technology and enforcement, and investment of net excess revenue. Each recommendation mapped to at least one of the six equity goals set for this statewide corridor project, and each of four project alternatives were evaluated against the equity goals.

Bay Area Rapid Transit (BART) Link 21 Planning and Engineering Services, Bay Area, CA: (2020–Ongoing).

Equity Lead evaluating project concepts for equitable service planning, alignments, and station siting on this trans-bay rail crossing impacting a 21-county region. Her evaluation strategies include equity metrics, like a direct displacement score that evaluates land acquisition for additional right-of-way and land use impacts, and a map of equity considerations in station areas. Gabi coordinates the equity approach across five separate consultant contracts to make sure there is a cohesive approach program-wide.

City of West Sacramento Mobility Action Plan, West Sacramento, CA: (2019–2021). Equity Lead responsible

for authoring an equity analysis of existing infrastructure and service gaps, and moderating a series of design prototype community workshops to capture the vision for transportation and TOD on this project to develop neighborhood-specific mobility hub design models for multimodal connectivity. She guided the technical team to address concerns like the digital divide, safety, and accessibility and comfort of low-income, ADA, women, and communities of color.

Rob Fellows, PMP

Program Planning and Delivery Lead responsible for overseeing the program planning and delivery process, bringing a strong knowledge of WSDOT policy, funding, and implementation.

Firm: WSP **Years of Experience:** 40 **Licenses/Accreditations:** Project Management Professional (PMP), 2002



Rob's career has focused on adapting highways to work more effectively for transit and high-occupancy vehicle (HOV) users, with a focus on policy and planning solutions for the I-5 system. His multimodal transportation career includes 25 years at WSDOT as Toll Planning and Policy Manager and Transit/HOV Planning Supervisor and 12 years at King County/Metro Transit.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Subject matter expert in managed lane systems, specifically WSDOT's HOV and express toll lane policy and planning
- Served as WSDOT liaison for the City of Seattle I-5 Lid Feasibility Study, identifying and explaining interests and requirements that a lid must satisfy for traffic operations, preservation and maintenance needs, fire and life safety, air-space lease payments, and the need for operational assessment for any consideration of ramp closures or relocations.
- Managed cross-functional coordination between WSDOT offices to address I-5 planning and operation issues and build support for an I-5 Master Plan.

ODOT: I-205 Toll Project & Regional Mobility Pricing Project, Portland Metropolitan Area/Statewide, OR: (2022–Ongoing). Task Manager responsible for analysis and development of the Transportation Technical Report and assessing transportation impacts of applying variable congestion prices along I-5 and I-205 as part of the Oregon Toll Program. He regularly coordinates with ODOT's urban mobility division and communicates tolling expertise in the Portland region.

WSDOT Puget Sound Express Toll Lanes Concept Study, WA: (2012–2014). Project Manager responsible for writing and receiving federal value-pricing grant and managed the project to plan for converting Puget Sound HOV lanes into an express toll lane network. With an inter-agency coordinating group, Rob oversaw the development of multimodal user requirements and system design features; proposed a design concept for implementation on I-5; and developed potential financing strategies and revenue projections. Understanding what is feasible at a concept level on I-5 will be particularly relevant to our team's ability to deliver the I-5 Corridor Program.

WSDOT State Facilities Action Plan, Statewide, WA: (2018). Project Manager who led WSDOT's preparation of an appendix to the 2018 Regional Transportation Plan responding to a Puget Sound Regional Council (PSRC) information request to describe WSDOT's approach to addressing I-5, including meeting preservation and seismic resilience needs, improving HOV performance, and describing the need for an I-5 Master Plan. Rob coordinated with WSDOT Capital Programs and a multidisciplinary committee to develop a process for the response, then drafted the appendix. This document helped frame the issues the I-5 Master Plan is seeking to address.

Tim Treharne

Strategic Advisory Services Lead responsible for helping to guide WSDOT in defining the project's vision and objectives, as well as guiding the implementation of this vision through delivery.

Firm: Arup **Years of Experience:** 40 **Memberships:** Association for the Improvement of American Infrastructure, Ambassador



Tim is a veteran of the strategic development, structuring, and procurement of major multi-billion-dollar capital programs for rail and highways. He has served as strategic, financial, and procurement adviser to public agencies in Europe, the U.S. and Canada, and brings cross-border advisory experience on infrastructure projects including the Brenner Basis Tunnel on the Italy/Austria border.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Tim has advised on complex infrastructure programs where he has worked with multiple jurisdictions to define the program's strategic development framework, helping align first the owner then the project partners with why program investments are needed, what will be delivered, and how the team should organize through delivery.
- Having acted for public agencies on numerous procurements, Tim understands the application of policy and has been involved in developing procedures to meet policy objectives.

VIA HFR, High-Frequency Rail, Ottawa, Canada: (2022–Ongoing). Strategic advisor providing commercial advice to VIA HFR and the broader government team on this complex progressive P3 procurement, which is designed to transform passenger rail service between Toronto and Quebec City. In this role, Tim has been advising on governance structuring and providing strategic and commercial input to contract and procurement development. He conducted workshops with VIA HFR, Transport Canada and Infrastructure Canada to consider project architecture, and, among other things, the different agencies that need to be involved.

Massachusetts Bay Transit Authority, Commuter Rail Operating Contract Program, Boston, MA: (2019–2023). Project Manager providing management consultancy and financial advice to MBTA on strategy, structuring and procurement options for commuter rail. Tim designed and led interviews and workshops with key MBTA and operator staff as well as with the contractor industry to inform recommendations on how to structure the agency's operating contract arrangements, including consideration of what work could remain in-house versus with outsourced contractors, as well as how to phase or package contracts, and best practices for optimizing the structure of the commuter rail program.

Texas Department of Transportation, Comprehensive Development Agreement for P3 Program, Statewide, TX: (2005–2006). Advisory Lead responsible for advising the DOT on its comprehensive development agreement P3 program. Tim managed the program team, which at any given time was coordinating with 3-4 project teams. In this role, Tim facilitated the development of programmatic objectives and a programmatic term sheet and led a workshop process that included the TXDOT executive director as well as all department leads. Through this workshop process, Tim and his team were able to build consensus on both defining and force ranking the program objectives.

Daniel Haufschild, RPP, ENV SP, AICP

Future Transportation Scenarios Lead responsible for developing and evaluating options that align with an integrated business case approach.

Firm: Arup **Years of Experience:** 30 **Licenses/Accreditations:** American Institute of Certified Planners (AICP), 1999; Envision Sustainability Professional (ENV SP), 2022; Registered Professional Planner (RPP), British Columbia, 2023 **Memberships:** Women's Transportation Seminar (WTS); Canadian Institute of Planners; Institute of Highways and Transportation (UK)



Daniel has led strategic planning, project development, and business cases for complex projects in challenging stakeholder contexts that are completed or in-delivery. His experience spans the full lifecycle of projects including time as Planning Director at Metrolinx in Toronto, where he was responsible for the Regional Plan, rail network planning, project planning, station planning/transit oriented development (TOD), service planning for regional rail and bus services, and capital planning for a \$3 billion+ annual budget.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Key staff for development of Puget Sound Managed Lanes concept, including I-5 future scenarios and concepts
- Project Manager for WSDOT's North Waterfront project, working with the City of Seattle and the community; developed operational and safety improvements that avoided the need for a grade separation, which would have undermined the future Olympic Sculpture Park
- As a former public agency employee for King County Metro and Metrolinx, brings an understanding of how the technical work produced by consultants needs to integrate within governmental decision-making processes

City of Calgary Airport Rail Study, Calgary, Canada: (2023–Ongoing). Project Manager for a \$3 million planning and design development study that will advance rail service connecting the airport to downtown and beyond. Daniel is overseeing scenario development, clarifying project objectives, and leading project framing to drive the program forward. The project requires coordination with the airport, province, city, and private industry.

Greater Vancouver Transportation Authority, TransLink SkyTrain–Arbutus to UBC Extension, Vancouver, BC: (2019–2022). Project manager for the design development, early environmental and geotechnical investigation, TOD, and business case inputs for this SkyTrain extension that was recently endorsed by the Mayor's Council. Under Daniel's oversight, the team developed alternatives to maximize development potential and transit integration within the City of Vancouver. The project gained high political interest and Daniel coordinated with political and private stakeholders, First Nations, and TransLink.

WSDOT Puget Sound Managed Lanes Concept Study, WA: (2000–2003). Scenario development task lead responsible for developing future HOV and express toll lane scenarios and spreadsheet modeling on this project that explored future I-5 scenarios and concepts related to managed lanes.

Heather Wills

I-5 Corridor Lead responsible for overseeing the integrated team to deliver the series of I-5 planning projects, including the PEL.

Firm: WSP **Years of Experience:** 23 **Memberships:** WTS Portland



Heather has a long history of successfully delivering multimodal and managed lanes transportation projects throughout the Northwest. She has served in lead roles for regionally significant planning efforts, including the I-5 Columbia River Crossing and the Southwest Corridor Light Rail Extension, establishing strong relationships with jurisdictional partners in both Washington and Oregon.

Understanding of WSDOT/Public Agency Regulations/Procedures

- While an ODOT staff member, Heather represented ODOT and WSDOT as the Environmental Manager for the Columbia River Crossing, resulting in frequent coordination with WSDOT Headquarters, regulatory agencies and tribal governments.
- Developed strong relationships with regulatory agencies, FHWA, FTA, ODOT, and WSDOT through leadership and collaboration on Columbia River Crossing, Oregon Toll Program, and IBR program.

ODOT I-5 and I-205 Toll Program, Portland, OR: (2019–Ongoing [2024 for I-205]). Program manager, leading the development of strategy and approach for the integrated, interdisciplinary consultant team that includes development of an equity program, public engagement, transportation analysis, financial analysis, and NEPA compliance. Heather has led the program through three different ODOT project managers and four major changes in scope. The project is a follow-on to the WSP-led feasibility study. This included ODOT's first PEL completion. Over the last four and a half years Heather has been dedicated to leading the development of this new toll program in Oregon that includes the first of its kind congestion pricing at a regional scale.

TriMet Southwest Corridor Light Rail Draft Environmental Impact Statement, Portland, OR: (2014–2016). Project manager who provided day-to-day management of a multi-consultant, multidisciplinary team to deliver a major draft environmental impact statement (EIS) and prepare for the final EIS for the 12-mile expansion of light rail to serve Southwest Portland, Tigard, and Tualatin. Heather played a key role in building partnerships and facilitated decision-making through a collaborative process with TriMet; Metro; and other local, state, and federal partners. For the first design task, Heather served as a critical liaison between the environmental team and the design team.

I-5 Columbia River Crossing, Portland, OR and Vancouver, WA: (2005–2013). Environmental lead guiding the integrated consultant/agency team to deliver an expedited environmental impact statement, permits, and approvals under intense political scrutiny. Heather developed strong relationships with regulatory agencies, the Federal Highway Administration, Federal Transit Administration, ODOT, and WSDOT. Her achievements also included reducing permitting times by engaging stakeholders in the decision-making process, addressing issues early, and collaborating with federal lead agencies; delivering presentations on project impacts and benefits to state legislators, local government boards, and councils to facilitate decision-making; testifying to the Oregon Legislature on early alternative development; analysis; and screening and development of preferred alternative.

Chris Breiland, PE I-5 Master Plan Project Manager responsible for leading the I-5 Master Plan team through development and analysis of multimodal strategies.

Firm: Fehr & Peers **Years of Experience:** 18 **Licenses/Accreditations:** Professional Engineer: WA, 2009 **Memberships:** Institute of Transportation Engineers; Transport Research Board, Friend of Committee



Chris has worked with WSDOT on multimodal policies, statewide evaluations, and corridor studies for 14 years, bringing recent experience with the SR 167 Master Plan, HEAL Act, and Complete Streets project evaluation.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Experienced with NEPA and PEL evaluations including requirements outlined in Chapter 200 of the WSDOT Environment Manual and relevant federal requirements outlined in 23 USC and 42 USC; familiar with WSDOT's emerging and evolving guidance on HEAL Act.
- Project experience with developing Growth Management Act and local transportation plans for 15 cities/counties along the I-5 corridor.

WSDOT SR 167 Master Plan and PEL Study, Puget Sound, WA: (2021–2023). Project manager that developed an equity-focused, data-driven, and partner-refined master plan. Chris led an intensive scenario screening and project prioritization process to identify short-, mid-, and long-term projects that included managed lanes, a new BRT system, closing trail gaps, and adding complete streets improvements. The Master Plan was endorsed by all the cities, counties, and transit agencies in the study area.

WSDOT Mobility Performance Framework, Olympia, WA: (2018–2021). Project manager that worked with multiple WSDOT teams to define a suite of multimodal performance metrics that could be used across the full spectrum of WSDOT activities, from planning to design and construction. This vetted project prioritization framework rooted in the WSDOT Statewide Policy Goals can be applied to identify key near-, mid-, and long-term projects for the I-5 corridor.

Pierce County Comprehensive Plan, Tacoma, WA: (2022–2023). Principal-in-Charge directly involved in developing a new multimodal level-of-service policy for the county, which led to identification of a more multimodal set of future projects. The projects include several parallel and connecting multimodal improvements that could benefit I-5 and be included in the I-5 Master Plan.

Laura LaBissoniere Miller

Community Engagement Lead responsible for developing and implementing outreach strategy and executing equity engagement strategy on a local level.

Firm: PRR **Years of Experience:** 15 **Memberships:** WTS Puget Sound



Laura brings experience leading community engagement for long-range plans, PEL studies, and NEPA documentation phases of transportation projects on statewide and regional projects.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Led community engagement for statewide planning for WSDOT.
- Works within the requirements and intentions of the draft WSDOT Community Engagement Plan and the HEAL Act.
- Long-term familiarity with the WSDOT style guide, standards, and communications protocols.

WSDOT Community Engagement for Statewide Planning, WA: (2020–ongoing). In her role of engagement oversight, Laura oversees a master contract to provide community engagement for statewide planning efforts. Work has included developing engagement plans, facilitating meetings, and engaging overburdened populations to inform the Human Services and Public Transportation plans. Laura will take a similar approach to ensuring consistency in how WSDOT engages CBOs across a large geography on I-5.

Washington State Ferries 2040 Long-Range Plan, Puget Sound, WA: (2016–2019). Community engagement lead throughout the long-range planning process. Work included facilitating a policy advisory group and 32 in-person open houses and onboard outreach events to balance the input from a large number of communities with vastly differing interests and system needs. The final plan reflected extensive input from ferry customers and took into account financial and workforce resources.

RapidRide Outreach & Communications, King County, WA: (2019–ongoing). Program manager leading communications and engagement for Metro's RapidRide Program, which includes multiple projects within the overarching program. Oversees a multidisciplinary outreach team.

Laura will be serving in a dual role as engagement lead for the program management team and the I-5 team, understanding the efficiency gained when there is a conduit ensuring consistent messaging between the program level and the I-5 project in this role.

Larissa King Rawlins, AICP

I-5 Master Plan Metro Segment Lead responsible for FHWA PEL compliance in coordination with the overall I-5 Master Plan.

Firm: WSP **Years of Experience:** 24 **Licenses/Accreditations:** American Institute of Certified Planners (AICP), 2004 **Memberships:** WTS Puget Sound



Larissa brings environmental planning and PEL process experience, focusing on the objectives and concerns of interested parties and the early identification of approach strategies to create durable planning decisions that streamline future environmental compliance.

Understanding of WSDOT/Public Agency Regulations/Procedures

- Implementing WSDOT's PEL process, including regular coordination with FHWA and forming technical, agency, and equity advisory groups, which we anticipate will also form on the I-5 Master Plan
- 19 years of WSDOT NEPA experience, including an understanding of regulatory compliance with Section 106, Section 4(f)/6(f), and ESA

WSDOT, US 2 Capacity Improvements & Westbound Trestle Replacement Project, Snohomish County, WA: (2022–ongoing).

As environmental lead for the current PEL study, Larissa is evaluating the connection of US 2 with I-5, transit, and active transportation improvements, and potential tolling to increase person throughput on US 2 trestle and to replace the seismically deficient westbound trestle.

WSDOT, Interstate Bridge Replacement Program, Portland, OR and Vancouver, WA: (2021–2023). Environmental documentation lead as part of the GEC environmental team for this bi-state multimodal project on the I-5 corridor. She co-managed 24 environmental technical reports, and was the senior QA editor for the Draft Supplemental EIS to replace the seismically deficient I-5 Columbia River bridges, modify six I-5 interchanges in Portland and Vancouver, and extend light-rail into downtown Vancouver.

California High-Speed Rail Authority California High-Speed Rail, Sacramento, CA: (2015–2023). Senior NEPA advisor responsible for ensuring consistency and defensibility of EIS/EIR visual analysis across all segments of the 700-mile, multi-segment HSR corridor. Worked directly with the Authority to develop the document outlining the process for how the Authority will consult with local agencies, and decision-making responsibilities, on incorporating local aesthetics into the HSR system.

Policy Advisors

Our team also includes targeted policy advisors, or as we call them, “momentum maintainers.” These are staff who bring key relationships, expertise, global reach, and national knowledge so the program achieves its goals, takes advantage of any innovations or opportunities, and maintains momentum and support across state and national boundaries. These include:

Paula Hammond, who brings her 44 years of Washington state experience and national transportation industry leadership to this integrated program. Paula serves as co-chair of the Cascadia Innovation Corridor Infrastructure committee and is known for building strong relationships with businesses and local community leaders.

Marty Loesch, who serves as the COO for Challenge Seattle, brings strong relationships with the Washington Congressional delegation and is a trusted voice with tribal governments as the former Director of Inter-Governmental Affairs and tribal attorney for the Swinomish Indian Tribe.

Brent Baker, who brings proven experience delivering financial planning and analysis services for WSDOT and on megaprograms across the country. Brent specializes in transportation project finance, pricing, revenue and expenditure forecasting, financial modeling, benefit-cost analysis, and funding studies.

Michael Smith, who is WSP’s national expert in NEPA and PEL Studies for multi-segment, complex corridor programs, with a focus on greenhouse gas emissions and climate change analysis; socioeconomic and environmental justice analysis; and designing strategies for streamlining NEPA. He is currently utilizing the Climate and Economic Justice Screening Tool for environmental justice analysis, which was developed by the White House Council on Environmental Quality (CEQ) as part of the Justice40 Initiative.

Caroline Decker, who currently manages WSP’s relationships with the U.S. Congress, White House, and federal agencies. She will leverage the agency relationship built over her 30-year career with Amtrak and bring a proven ability to navigate FRA policy and funding complexities.

Darren Sokoloski, who brings multimodal project development and procurement experience of major highway, bridge and rail infrastructure projects under the jurisdiction of federal and multiple Provincial Government Agencies in Canada.

Aidan Hughes, who brings two decades of megaregion planning and delivery experience and is currently providing strategic leadership on BART’s Link21 rail program, collaborating with external stakeholders on planning through engineering phases and working within a business case framework to incorporate equity as a key principle on the program.

Andrew Went, who was Head of Route and Stations for Britain’s High Speed 2 (HS2), for more than a decade, working with technical, environmental, cost and delivery experts to develop the rail network, and partnering with ministers, government departments, local authorities, action groups and Network Rail UK. His in-depth experience will help WSDOT “see around corners” and understand and plan for next steps.

Liz Faulkner, who brings strategic communications experience specific to funding and policy on WSDOT megaprograms.

4

Firm’s Project Management System

The WSP team brings proven program management experience delivering for WSDOT and other local agencies and DOTs. We understand the importance of consistent project systems and processes when managing multi-project programs to make sure the vision and objectives set at the program level can enable each project to meet its tactical objectives. Under Program Manager Christina Martinez’s leadership, the WSP team will rely on systems and processes that establish consistency, clarity, and accountability across the program.

Proven Success Developing Tools that Drive Process Improvement and Efficiency

As the PMO for the Puget Sound Gateway megaprogram, WSP focused on process improvement, enhancing quality and creating consistency across projects. This required collaborating with all internal partners, including the SR 167 and SR 509 GEC planning, design, and construction teams, PMO team members, and WSDOT regions and headquarters groups. To facilitate the Gateway team’s leadership collaboration, WSP led the development of the Gatekeeper document control site and an automated submittal review process (ASRP) to streamline construction document reviews, create consistency between the two project teams, and generate metrics that were usable at the program management level.

Quality Assurance/Quality Control Processes

Our QA/QC program drives continuous improvement to better meet client needs and expectations. During development of our program-specific Project Management Plan, Christina Martinez and our Quality Manager, Richard Marcus, will develop a quality management plan (QMP) that upholds ISO:9001 principles and builds on successful QMPs from other WSDOT projects, including Interstate Bridge Replacement, Puget Sound Gateway, and Alaskan Way Viaduct. The QMP will be a living document that includes references to process flow diagrams and detailed procedures for consistent document revision control, configuration management, document review, and comment lifecycle using Bluebeam Revu, and templates for reports, studies, calculations, and drawings. The QMP will be updated as needed to include additional components as the program progresses. Technology plays a large role in the QA/QC process, which promotes sustainability and increases efficiency by using electronic workflow and approval processes to track progress and reduce hard copy paperwork.

Our QA/QC program includes a series of informal review of products as they are developed, as well as a procedure for multiple formal reviews conducted during the preparation of major deliverables. Through the quality process, we share lessons learned with staff and WSDOT to promote a culture of continuous knowledge and process improvement. We conduct regular refresher courses on quality processes and revisit training as needed or when new staff join the program.

System to Monitor Project Budget and/or Scope

Project controls are essential for program success. Outputs must be accurate and timely, have outcome-focused metrics, and facilitate timely decision making. Under the leadership of Christina and Project Controls Manager **Hans Hoppe**, our team will help to enhance WSDOT's collaborative project controls environment.

Effective scope and budget management is a combination of three components: the right staff leading tasks and projects, the right tools to monitor and measure changes, and the right processes to provide clear and transparent communication of those changes.

Scope and budget management begins with people, and Christina has already worked with the key leads shown in **Exhibit 2** on Page 2 to identify the project and task leaders with the proven experience to develop and own the scope as the project advances. These leads will work with Hans and be responsible for tracking any changes in scope or work that is out of scope and communicating with WSDOT and GEC program leadership during regular coordination calls. They will be supported by processes and tools to monitor and manage any potential changes.

Our process for managing scope is via a comprehensive **Work Breakdown Structure (WBS)**. The WBS contains the total baseline scope and breaks it down to manageable projects, work items, work packages, and control accounts. There are no scope overlaps or gaps in the WBS. Similar to the WSDOT Enterprise Project Structure (EPS) and WBS Guidelines, Control Accounts are aligned with a specific organizational component in the Organizational Breakdown Structure (OBS). Any approved change is an addition to (or subtraction from) the current baseline to form a revised baseline. The WBS Dictionary is part

of the Program governance documentation and provides a scope description for each element in the WBS; it corresponds with the current baseline and is updated with every approved change. The master data source for the WBS is Primavera P6, which contains the current baseline scope in the form of an EPS and WBS.

- The baseline budget is developed at the Control Account level by resource loading the Primavera P6 schedule (time-phased scope). This baseline budget is transferred to the cloud-based Program Controls Engine Cost Module and is directly integrated with Primavera P6.
- As work progresses, the project controls team helps each control account responsible party in developing an Estimate To Completion (ETC), which can be used to generate cost performance metrics (i.e., cost variance). Trends in cost performance over time are an excellent indicator of changes in performance such that proactive corrective actions can be taken as needed.
- The risk profile of the baseline scope and schedule form the basis for budgeted contingency for the program. Each project risk register is analyzed on a monthly basis to determine a recommended contingency amount based on the project risk profile. Proactive action can be taken to enhance risk treatment plans if the recommended contingency is trending to exceed the budgeted contingency for a given project.

Lastly, fiscal year funding and appropriate allocation/tracking of funding type (i.e., "color of money") are also important aspects of the budget to monitor. We have mechanisms in place to not only track total baseline budget against forecast, but also fiscal year baseline against forecast. This makes sure that annual budgets as allocated by the legislature are not underspent leaving opportunity on the table to fund other high priority projects.

Using our Program Controls Engine, we can support the Cascadia High-Speed Rail and I-5 Program partners in tracking and monitoring a variety of items, with various supporting background software. We anticipate meeting monthly with WSDOT GEC program, project, and business leadership to review cost, schedule and project expenditures as well as to identify and trends that may impact budget, resources, or schedule.

The Puget Sound Gateway PMO employs Cost Estimate Validation Process (CEVP) workshops to review program budgets on an as-needed basis. In mid-2020, a CEVP was planned. However, due to the COVID-19 pandemic, the industry was experiencing significant changes that created concerns surrounding contractor costs and pricing. Rather than performing the traditional CEVP, the team pivoted and modified the scope of work to capture recent cost trends resulting specifically from COVID-19 to determine potential impacts to program budgets. The WSP team generated the revised scope to shift from a CEVP in favor of a Cost Trends Report, which included contractor interviews to drill down on items such as supply chain issues, spikes in material costs, labor shortages, and reduction in productivity resulting in health and safety modifications.

Scheduling Program/Process

WSP will use Primavera P6 as the primary scheduling tool to manage the integrated program master schedule. At the outset of the project, we will develop the original schedule baseline using the WBS (baseline scope) approved by WSDOT and lay out the critical path activities. Control accounts will be aligned with specific organizational components such that monthly schedule updates from all dependent organizations can be easily plugged into the program master schedule. The program master schedule will include activities and deliverables from all organizational agencies (including WSDOT) required to satisfy the top-level deliverables for each project. By having all organizational agencies in the schedule, the WSP project controls team will be able to track and report on all organizational dependencies.

Similar to budget performance, each party responsible for a control account will provide an updated schedule forecast every month. This schedule forecast will be compared against the current schedule baseline to determine schedule variance per control account. Reporting of variance trends over time will be used as decision support for making sure all parties meet key milestone dates to allow for an on-time project completion.

Christina has worked with scheduling leads to use Primavera P6 on the WSDOT Interstate Bridge Replacement Project, Sound Transit West Seattle Ballard Link Extension Project, and Sound Transit Lynnwood Link Extension Project.

While Primavera P6 is our primary scheduling tool to manage the master integrated schedule, Christina and our lead scheduler may also use Microsoft Project, Microsoft Excel, Trimble TILOS and other software to present schedules of varying project phases and levels of detail.

Interacting with the Internal Project Team

Our experience working with WSDOT megaprograms and other integrated teams has shown us that successful programs don't happen by luck—they are developed through establishing clear communication protocols; clarifying roles, responsibilities, and decision-making structures; considering when it will be most important for the team to be together in person versus hybrid or remote; and building a dynamic that allows all firms to leave their business cards at the door.

We anticipate that within the first month of program start up, we will facilitate a program launch workshop to offer clarity on roles and responsibilities, internal communications protocols, initial project schedule, and in-person/remote working days. Given the complexity of the program, the I-5

Ramp Reconfiguration Study deadline of December 1, 2024, and the recommendations for future phases of I-5 deadline of December 1, 2024, we would recommend that the team have set days where they are in person working side by side to collaborate more easily. Many deliverables are interdependent, and this side-by-side work environment will help our team make sure decisions are integrated across projects. We have found that co-locating as a team in the initial start-up of a complex program builds trust faster, establishes easier collaboration and communication paths, and overall higher quality deliverables.

Christina and the other program leaders are also committed to creating a team culture (including WSDOT and the consultant team) that is inclusive, accountable, open to learning, and celebrates our wins. We will look for opportunities to hold team-building events and mentor staff to make sure they have opportunities to grow with the program.

Interaction with WSDOT and Stakeholders

Interaction with WSDOT: The WSP team anticipates that we will be working side-by-side with WSDOT as a fully integrated team, similarly to how we are currently working on the Puget Sound Gateway megaprogram and the Interstate Bridge Replacement project. With office locations in WSDOT's Northwest, Olympic, and Southwest regions, our team will be able to co-locate with WSDOT or meet with WSDOT staff or partners as needed. We also bring a team that is familiar with WSDOT staff and the different divisions and departments that we'll need to coordinate with on this program, including the Capital Program Development and Management (CPDM) Division, several of the divisions in the Multi-Modal Transportation Development and Delivery (M2D2) Office, megaprograms, and the WSDOT Regions.

Interaction with Stakeholders: We have built our team to have the ability and capacity to interact successfully with a variety of stakeholders including, but not limited to:

- **The business community, advocacy groups, coalitions and other special interests.** Charla Skaggs, Paula Hammond, Amy Danberg, and Angie Thomson all bring specialized experience to partner and collaborate with these groups as the program progresses. We anticipate working with the WSDOT GEC team to develop content and on occasion present at conferences or events to provide clear, consistent messaging of the vision and goals of the program.
- **Underrepresented communities and community-based organizations (CBOs)** who will be able to shape equitable outcomes as we determine multimodal corridor solutions. Laura LaBissoniere Miller brings outreach experience for statewide WSDOT planning efforts, with a focus on engaging underrepresented communities. Her team will include an outreach lead for each geographical subsection of the I-5 corridor: Hayley Nolan for North; LauLau Idos for Metro; Katy Asher for Olympic; and David Gitlin for Southwest, each of whom bring experience with outreach strategies in this geography. They will each be working with an equity engagement lead who brings existing relationships with CBOs in that geography to provide an opportunity for all voices in the corridor to be heard.

Our team is well-versed in deploying the appropriate communications tools to make information accessible to all users, including developing visualizations, and the outreach methods to use all tools, including traditional open houses, online open houses, tabling at community events, social media (e.g., Facebook, Instagram, etc.), and outreach at community events that meets people where they are at times that are convenient for them.

5 Project Delivery Approach

The WSP team is ready to hit the ground running on the Cascadia HSR and I-5 Program. Our GEC brings local knowledge and experience with all transportation modes, agencies, land use activities, and agencies having jurisdiction along the corridor and global expertise in multimodal planning and project development for high-speed rail (HSR). We are uniquely positioned to meet a key challenge of this program—integration. To deliver this program, we propose a high-level and long-term overarching structure responsible for vision, strategy, engagement, and planning of the transportation system in Western Washington (inclusive of I-5, potential HSR, aviation, rail, and other mobility components and investments). Our approach establishes inclusive collaboration between WSDOT and its partners to develop the vision and plan investments for a transformative, community-centered, equitable, resilient, and integrated multimodal transportation system that meets the state’s policy goals while also delivering the necessary reports to the Legislature, including identifying specific and near-term actions, cost, and funding strategies.

A. Work Plan

1. Work Plan Concept

Planning is critical in determining a program’s long-term success. Globally, projects and programs fail or are forced into sub-optimal outcomes, because they were not supported by strategic thinking at the onset of the program planning as to vision and objectives, including optimal interactions between modes.

Drawing on our WSDOT megaprogram delivery experience and deep understanding of state and federal requirements as well as our global experience in comprehensive multimodal visioning

and planning, we will position the Program for long-term success by establishing a strategic development framework in the correct sequence. Our team will help WSDOT think through the following questions:

- 3. Why are Program investments needed?
- 4. What investments will be delivered?
- 5. How will we organize ourselves to execute the activities?

Much work has been completed for elements of the Program including WSP’s Business Case Analysis for HSR, interim reports to the Legislature, and listening sessions. We will build upon that work using a multimodal approach grounded in the most recent and projected travel market data.

Our work plan is shown in Exhibit 7 on the following page. While we understand the scope and budget for the GEC contract is for the 2023–2025 biennium, we also understand that WSDOT may supplement for additional time and budget depending on funding. Our work plan extends beyond the limits of the current funding to show a complete understanding of delivering an integrated program.

2. Work Plan Development Decision-Making Process

We will work with WSDOT to develop a work plan, resource needs, and fine-tune our schedule based upon funding and agency requirements. We anticipate that the decision-making process for work plan development will include input from three groups at varying levels of influence:

- 1. WSDOT regions, divisions, and megaprogram teams;
- 2. The integrated Program team, led by Ron Pate, Program Administrator, and Christina Martinez, GEC Program

Manager, along with key staff from WSDOT’s Management of Mobility Division and WSDOT’s HSR and Air Mobility Program leaders, as well as select key GEC staff, including equity lead Gabi Brazzil; and a panel of expert advisors;

- 3. External partners, such as relevant USDOT agencies, ODOT, and BC Ministry of Transportation and Infrastructure (MOTI).

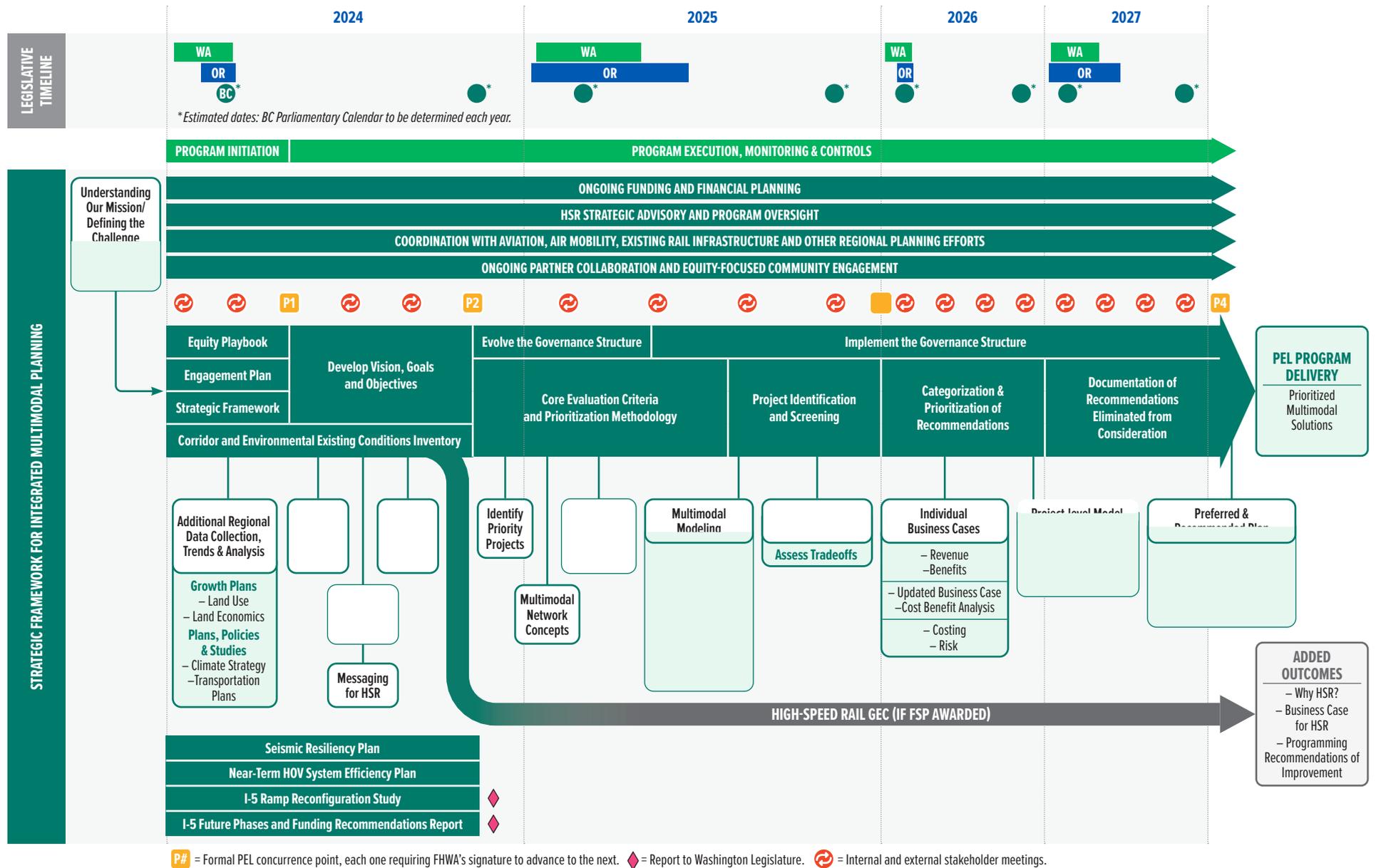
Furthermore, we understand the work plan will be responsive to:

- 1. Deadlines set by the Legislature, FRA, or others;
- 2. Milestone requirements for all potential funding sources;
- 3. Safety and preservation projects; and
- 4. Collaborative equity and community engagement activities. For instance, a key work plan deliverable will be building a compelling case for investments in the December 2024 Legislative Report.

Meaningful Equity Work Benefits from Planning and Relationships

On the SR 167 Master Plan and PEL, Amy Danberg, as Strategic Communications Lead, and Chris Breiland, as Project Manager, saw first-hand how much time meaningful equity work takes for a complex corridor project. Engaging overburdened communities often relies on pre-existing, strong relationships and the ability to reach the target community on their terms. That’s why on the Cascadia/I-5 Program, our equity team, led by national expert Gabi Brazzil and supported locally by PRR, will be integrated into the work plan decision-making and development. Gabi will be critical for work plan timing and sequencing to make sure we are creating a realistic time frame for meaningful engagement.

Exhibit 7: Work plan.



3. Work Plan Elements

Our proposed work plan provides WSDOT with the structure for effective Program management and coordination. It establishes a framework for integrating Program scenario and multimodal planning, government relations including tribal coordination, and consistent inclusive community engagement while launching the deliverables and processes required by the Planning and Environmental Linkages (PEL) Process.

Program Initiation, Planning, Execution, Monitoring and Controlling

We propose a Program Launch Workshop with WSDOT leadership including staff involved in I-5, HSR, Aviation/Air Mobility, and Amtrak *Cascades* working along with GEC key staff. As an outcome, Program staff will be aligned on the work performed to date and develop details, including roles and responsibilities, for moving forward as a blended team effectively.

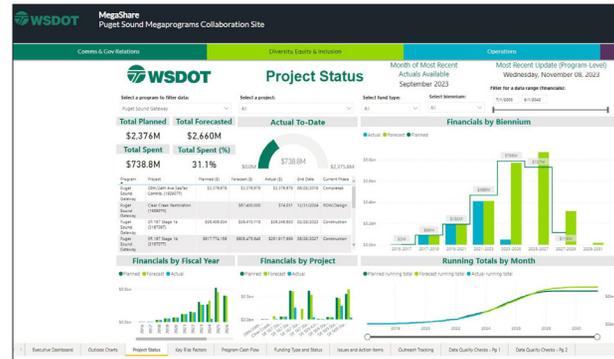
Program Launch Workshop

This initial workshop will focus on achieving critical activities during the remainder of the current biennium, and will address the following:

- Roles and responsibilities of the program management team
- Stakeholder involvement/communications
- Risk identification and management
- Future scenario planning
- Identification of early work elements for I-5
- Program reporting and implementation of WSP’s Project Management System

Prior to the workshop, we will develop initial drafts of our proposed Program Management, Quality Management, Internal Communications, Risk Management, and Technology Plans (establishing the common data management, digital delivery, and technical platforms) as well as schedule, and the tools we’ll be using to track and report on program performance. These plans will be discussed at the workshop and finalized within the first 90 days. WSP will report Program delivery status through

monthly progress reporting and a program dashboard. The program dashboard, which can be tailored for this Program, is expected to be similar to other WSP megaprogram reporting such as the Gateway Program.



We envision a dashboard similar to this Gateway Megashare dashboard.

Strategic Framework for Integrated, Multimodal Planning, Engagement and Governance

In the first three months, we will collaborate with WSDOT to develop a framework that integrates the equity playbook, engagement activities, the planning process, and governance. The framework will identify the major decision points and how partners will provide input into these decisions. We expect the framework to include the activities described below. The GEC will document the outcome of each activity for submittal to WSDOT.

Drawing on **Heather Wills’** many years of experience delivering PEL projects for ODOT, including the Oregon Toll Program and **Larissa King Rawlins’** current experience delivering the PEL on WSDOT’s US 2 Westbound Trestle project, they will verify all deliverables and processes associated with the Integrated Framework are consistent with the Planning and Environmental Linkages Process in 23 Code of Federal Regulations 450.212 (a)–(c) and 450.318(a)–(d).

Clearly Articulate the Mission and Challenge: We already have deep knowledge and understanding of the work undertaken for Program elements, including the listening sessions, the 2019 Business Case Analysis, WSDOT’s Strategic Plan and recent work to initiate engagement, governance, and future scenarios. We will assimilate this information and achieve early concepts for “why” we need to invest in this Program.

Develop the Equity Playbook: The Equity Playbook will drive equitable, inclusive engagement and outcomes. Led by **Gabi Brazzil**, the playbook will establish data-driven rationale for equity based on area needs profiles including demographics, land use, existing infrastructure, integration gaps, and equity priorities. The playbook will include a matrix of equity criteria for which a business case for equity can be derived; pathways for community input, likely involving regional equity advocacy groups; a directory of community organizations and local public agency equity leads; and a library of program guidance resources, including an Equity Goals and Metrics Guide, an Equity Policy Guide, and a Project Prioritization Framework for Establishing Equitable Outcomes.

Develop the Engagement and Government Relations Plan: A community-centered approach and consistent engagement is key for successful delivery. Our approach is multi-pronged and includes strategic engagement and outreach, coalition building and collaboration at the local, regional, state, province, and federal levels. In consideration of the Equity Playbook, the decision-making framework and synergies of the program, **Amy Danberg** and **Laura LaBissoniere Miller** will outline the strategy for coordinating I-5, HSR, and air mobility engagement involving communities, tribes, and elected leaders in the process. The plan will identify what information needs to be brought to whom and when, spelling out the specific input we’ll be looking for at each step to move forward efficiently.

Transportation Scenario Planning—Establish Existing and Projected Conditions—Coordinate Corridor Needs:

Key to establishing the vision for multimodal travel within the Cascadia region is understanding existing conditions as well as potential and likely future scenarios. **Daniel Haufschild** and **Chris Breiland** will partner to lead this work in developing a coordinated multimodal understanding of corridor needs. This work positions us to develop strategies for a resilient transportation system attuned to future demands from climate change, other natural and human-made disasters, as well as demographic change and economic change. Our characterization will include:

- **Demographics**, including locations of historically and currently underserved and underrepresented vulnerable populations and overburdened communities;
- **Existing conditions** of the social, environmental, economic, transportation, and land use in the study area, leveraging Big Data sources like StreetLight, Replica, or Near for high-level travel patterns and freight movements;
- Transit agency and local agency **transportation plans, land use plans, and policies** for growth and climate strategies;
- Data and input from partners along the corridor, including MPO and RTP travel models, USDOT’s Freight Analysis Framework (FAF), Amtrak *Cascades* program data, and population forecasts from the Washington State Office of Financial Management and transit agencies.
- **Future force scenarios** that projects the impacts of baseline trends and explores other plausible ways that the future could unfold. Opportunities and challenges identified through this analysis will contribute additional strategies and actions for consideration and inclusion in the wider scenario development process. Scenario planning will confirm Program investment strategies to deliver the goals

and objectives under future scenarios. “No Action” or “No Build” constraints will serve as the basis for identifying and communicating corridor transportation needs.

Our team has experience in scenario analysis for long-term visioning and strategic planning, modeling, and medium-term investment planning that is directly relevant to this Program. For example, proposed WSP and Arup team members delivered “Navigating Uncertainty: Exploration of Alternative Futures for the Greater Toronto and Hamilton Area” for Metrolinx, applying the foresight scenario planning approach. The work helped Metrolinx plan for greater resilience by being aware of the range of alternative futures. The work was used to inform the 2041 Regional Transportation Plan and our team members used the scenarios developed for policy development, demand modeling, prioritization, and testing investment plans for resilience.

Develop Vision Goals and Objectives: During the first half of 2024, Christina Martinez and **Tim Treharne** will work with WSDOT and key advisors to develop and document the Program vision, goals, and objectives. We envision that the approach will incorporate the analysis and engagement discussed in previous steps and include a series of facilitated workshops: first, with WSDOT leaders to solicit perspective on the Program vision and objectives, and next, an iteration of the vision and objectives in consultation with communities, partners, and legislators to arrive at the agreed vision and later, an exercise to align the vision and objectives with jurisdictions beyond Washington state.

Evolve the Governance Structure: A next step is the integration of the decision-making framework. Here, Tim will work with WSDOT and partners to evolve the Initial Coordinating Structure developed for HSR into governance as necessary to reflect the aligned vision and objectives of the Program. The GEC will work with WSDOT to establish a revised Governance Proposal and secure updated MOUs with the relevant entities in Washington, Oregon, and Canada.

Develop Core Evaluation Criteria and a Prioritization

Methodology: With the vision, goals and objectives in place, Daniel and Chris will establish measurable corridor-wide and localized evaluation criteria rooted in the corridor vision and goals. Our team’s geographic leads will apply localized criteria to make sure our team is responding to smaller-scale transportation challenges grounded in existing plans and policies identified by WSDOT and its partners. We will also work with the committees and the public to refine evaluation criteria and key performance measures that reflect equity outcomes, transportation performance, financial performance, and other social and environmental goals.

Project Identification and Screening: Toward the end of this contract’s two-year duration, we will identify potential investments for addressing the “gaps” in the transportation system based on the vision and objectives for the program. We will then perform an initial screening on the list of investments to determine red flags on deliverability, cost, environmental impact, equity, resiliency, and other factors as determined by the established evaluation criteria. This will include early identification of modal choices and initial high-level corridor definition including anticipated costs of each.

Integrated Framework Beyond 2025: Above, we describe the elements of our integrated framework that can aggressively be accomplished in the two-year period and with anticipated 2024 funding allocation. Our workplan extends beyond 2025 to give you a fuller picture of our vision for an integrated framework.

I-5 Program Delivery

Conduct I-5 Ramp Reconfiguration Study: Building upon our team’s prior investigation of concepts and work with WSDOT, SDOT, and I-5 lid stakeholders, **Mark Bandy** and **Dhyana Quintanar** will organize the investigation into geographic

clusters to target ramps that can best address through-traffic operations, multimodal safety, and enable more efficient air rights development. These clusters are the University District cluster (45th and 50th), Freeway Park/Convention Center cluster (Olive/Yale/Pine/Union/University), and the James to Seneca cluster (Seneca/Spring/Madison/Cherry/6th/James). For each cluster, our team will develop concepts and qualitatively evaluate them through an “opportunity” map showing the concept and performance indicators of progress towards desired outcomes. **This work will culminate in an I-5 Ramp Reconfiguration Study Report, including recommendations by December 1, 2024.**

Develop Seismic Resiliency Plan: WSP’s Greg Banks, will work with seismic resiliency expert, Dr. Lee Marsh and WSP’s financial team to recommend packages of structures and a prioritized phasing sequence for performing seismic vulnerability analyses along I-5. The team will look at the infrastructure along I-5 outside of Boeing Field to Lake City Way relative to current recoverable design criteria. These areas of I-5 have already been assessed from an ordinary/life-safety perspective, but not from a recovery perspective. We anticipate packages will be broken-up into regions, and perhaps sub-regions should it make sense. Should WSDOT need additional assistance on HSR delivery, the WSP team brings the depth and full resources to advance any scope or portion of work for that project. **The outcome of the seismic resiliency plan will be incorporated into the I-5 Future Phases and Funding Recommendations Report to the Legislature.**

Develop Near-Term HOV System Efficiency Plan: Working alongside WSDOT, the WSP team will develop a plan for addressing 2023 legislative HOV performance recommendations that can be implemented in the near term to address preservation, mobility, or safety concerns. To accomplish this,

WSP’s Les Jacobson will determine where potential projects and strategies, including pilot programs, will meet enforcement and managed lane utilization goals. The WSP team will leverage its history implementing HOV technologies and strategies to support WSDOT in launching a pilot project(s) that progresses innovative and emerging technologies. **The recommendation will be incorporated into the December 2024 report to the Legislature.**

The WSP team, with its extensive background on over 200 Managed Lanes and freeway projects nationwide, offers invaluable expertise to the I-5 Master Plan. Team members, including Les Jacobson, Rob Fellows, Daniel Haufschild, and Chris Breiland, also bring insights from past collaboration with WSDOT on the I-5 HOV lanes in Seattle.

Prepare 2024 Report to the Legislature: Informed by the work occurring during the first nine months, WSP’s Rob Fellows will prepare a draft report, obtain WSDOT review, and finalize it for submittal to the Transportation Committees of the Legislature by December 1, 2024. This report will include recommendations for future phases and detailed funding rationale for work planned through 2029. The December 2024 report to the Legislature will identify an initial prioritization matrix including the corridor-wide and local evaluation criteria focused first on narrowing the list of early-action priority projects. The prioritization matrix will be applied within each geographic area so that rural issues are not overshadowed by urban issues.

Provide HSR Strategic Advisory Support and Program Oversight Efforts

The WSP team will support program planning and project development for HSR by fully combining the I-5 Study and HSR into one integrated Program. Our team has planned and implemented more HSR programs across the U.S., Canada, and the world than any other team. Our HSR Lead, David Cochrane,

will tap into our team’s policy advisors Caroline Decker, Aidan Hughes, Andrew Went and David Sokoloski, to support WSDOT in grant negotiations and deliver required project development activities. As noted previously, our work plan and staffing will be flexible and responsive to Program needs and funding.

Christina Martinez will engage expert resources to guide the current Governance, Engagement, and Scenario Planning work being performed by WSDOT and its other consultants. The WSP team will provide the planning and technical expertise to represent HSR in multimodal discussions, building on the work that has been undertaken to date and integrating it with the development of the Program Strategy and Vision.

Coordinate with Air Mobility and Existing Rail Infrastructure Planning Efforts

Air Mobility: In July 2023, HB 1791 was passed, forming the Commercial Aviation Working Group (CAWG) to evaluate and recommend capacity increases to meet the demand for air travel in Washington State. WSDOT Aviation will complete the Aviation System Plan by 2026. Additionally, several of the major airports along the I-5 corridor in Western Washington are developing their own long-range plans to meet Washington State’s aviation needs, including SeaTac’s Sustainable Master Plan, Snohomish County Airport Master Plan, and King County Airport’s Vision 2045.

Our team’s Aviation Lead, David Williams, will track the coordination among CAWG, WSDOT Aviation, and the local airports to understand projected increases in commercial passenger and air cargo activities. This GEC support will include identifying areas where significant growth is projected to occur and where connections to the existing road, rail, and transit are needed. Our team will use the scenarios and programs being prepared by others as inputs to the holistic view of moving passengers and cargo via multiple transportation

options. We will support WSDOT by analyzing the constraints and opportunities to support the forecasted air mobility needs and provide future condition options to best accommodate the travel demand across the various modes of transportation.

Existing Rail Infrastructure: WSDOT Rail, Freight, and Ports is currently developing an initial phase of service development planning related to enhancing Amtrak *Cascades* service supported by **Mark Lippert** of AECOM. The interplay between emerging plans to enhance *Cascades* service along the existing rail infrastructure and how that relates to BNSF's current and future freight rail traffic levels, will be critical for planning related to I-5, Cascadia HSR, and aviation. In addition to this ongoing current planning work, the Program team will confirm the 2019 State Rail Plan and the 2006 Long-Range Plan are fully considered. Additionally, other rail planning efforts and plans from Oregon DOT related to rail corridor owned by Union Pacific and utilized by the *Cascades*, including the 2021 Oregon Passenger Rail Service Development Plan will be considered. Planning efforts from British Columbia related to the rail corridor owned by BNSF and Canadian National and utilized by the *Cascades* will be studied and monitored.

Provide Continuous Funding and Financial Planning Support: **Scott Trommer** and **Auden Kaehler** will focus on securing funding, including identifying programs and projects eligible for grant funding. As needed, we will tap into our advisors, including **Paula Hammond**, **Brent Baker**, and **Caroline Decker**, for engagement with state and federal agencies and leverage our relationships to develop awareness of and interest in Cascadia projects, including HSR. Our funding strategies and finance planning will align with the milestones identified by state, federal and local grants and funding partners. The funding portfolio will consider innovations in value capture, private funds, user fees and additional sustainable funding streams. We will apply a regionally coordinated

approach to create transparency, bridge geographic disparities and enable equitable outcomes. Securing early wins will build program momentum and stakeholder confidence.

4. Addressing Contingencies

WSP's proposed work plan reflects our understanding of the Program needs and decades of experience delivering similar work for WSDOT and across the globe. Still, there is uncertainty around funding availability and specific work plan elements and a need to be flexible and responsive to evolving funding as well as the outcomes of the planning work.

Risk Identification and Management: To address contingencies, our work plan shows that within the first 90 days we will convene a risk workshop led by **Alan Keizur** and involving a broad group of subject matter experts. The workshop will result in a Risk Management Plan (RMP) and Risk Matrix, which we will review with WSDOT and update at regular intervals during program delivery. If needed, as informed by the RMP, WSP can work with WSDOT to establish contingency schedule or budget reserve as well as issue specific contingency plans.

Contingency Planning: When developing the proposed work plan, the WSP team identified several uncertainties. Team members asked questions like: *How are we going to address if Federal State Partnership (FSP) funding is less than WSDOT requested? What if FSP funding comes through faster than anticipated? What if the Legislature does not authorize the additional \$28 million to continue the master planning effort? How will the outcome of the vision and goal development shape the Program? What if we cannot get buy-in on a proposed governance/decision making structure per our schedule?*

Our plan to address these uncertainties is to develop strategies for ensuring negative risks do not occur and that we can capitalize on the opportunities. While the Legislature envisions

the I-5 Master Plan completed by 2029, we anticipate delivering it earlier than that, even while considering schedule float. For example, our work plan shows that we can begin work on the corridor and existing conditions while we also develop our strategic framework, vision, goals, and objectives. While the Legislature envisions I-5 Master Planning complete by 2029, we show it ending prior which accommodates schedule float. Furthermore, our work plan is very specific in what will be delivered in the first year and can adjust after completing the analysis described to occur in the first year or adjust in response to legislative direction or funding availability. Contingency plans for these types of known uncertainties will be developed as part of our RMP.

B. Approach to Working with Multiple Resources/Partners

WSP understands the Program complexities from a geographical context (from Vancouver, BC to Portland, OR) and our working relationships with multiple agencies and key stakeholders will streamline our approach to integration. This includes:

- **Charter with the Program Team:** Christina will lead the team in developing a program vision, mission, and guiding principles as part of the Program Launch workshop described in the Program Initiation work plan element above. Using a SOAR (Strengths, Opportunities, Aspirations, and Results) method, the team will align on a vision for the Program building on the collective strengths. This work would include the Urban Mobility, Access, and Megaprograms (UMAM) Division's METC consultant team, providing an opportunity for trust building and internal alignment within the division.
- **Develop a Responsible, Accountable, Consulted, Informed (RACI) Matrix:** During the chartering workshops, the team will develop a RACI matrix that outlines roles and responsibilities for each programmatic discipline within

WSDOT regions, divisions, and headquarters. The value in the matrix, beyond the long-term reference point, are the conversations during the development process. Creating connections with colleagues to ask questions and set agency expectations for involvement in the program streamlines the work internally and facilitates more cohesive engagement with external partners.

As part of an integrated team, WSP developed a Program Charter and facilitated several RACI matrix development workshops for the Gateway Megaprogram. This led to cohesive communication between the megaprogram, Northwest and Olympic regions, and several headquarters' divisions. In addition to building trust, this approach allowed the right level of oversight and engagement from other teams and subject matter experts in a fast-paced program.

- **Develop Interface Documents with Key Teams:** This Program will interface directly with other megaprograms, regional projects, and other consultants, as well as rail and aviation planning work. Beyond the RACI matrix, an interface document can further define challenges to the unique geographic area, outline key issues, and define internal coordination processes.

WSP developed an Interface Plan which was included in the Project Management Plan for the Gateway Program. The document outlines coordination for decisions related to SR 167 between Northwest Region, Olympic Region, the I-405/SR 167 Corridor Program and the Puget Sound Gateway Program. This document was endorsed through leadership as part of the Program Management Plan.

- **Convene an Interdisciplinary Team:** Christina and Amy will convene and facilitate an Interdisciplinary Team (IDT). This could be an expansion of WSDOT's existing Sandbox meeting or the development of a new meeting. The IDT meetings will provide a regular opportunity for information sharing and gathering of internal feedback at key program milestones (see work plan for suggested frequency).

Interdisciplinary Team (IDT) Members

Regions

- Southwest Region
- Olympic Region
- Northwest Region

Programs

- Interstate Bridge Replacement Program
- Puget Sound Gateway Megaprogram
- SR 520/AWV Megaprogram
- I-405/SR 167 Megaprogram
- US 2 Trestle Program

Divisions

- Aviation
- Multimodal Development & Delivery
- Capital Program Development
- Management of Mobility
- Regional Transit
- Planning
- Toll Division
- Active Transportation
- Rail, Freight & Ports
- Cooperative Automated Transportation
- Urban Mobility, Access & Megaprograms
- Office of Equity and Civil Rights

C. Approach to Resolving Issues and Mitigating Program Risk

WSP understands that conflict can occur on a complex program. Our approach identifies and mitigates potential conflicts before they develop and affect the program's schedule, budget, quality, or partner/community support.

Resolving Program Team Conflicts: WSP's approach focuses on creating a team culture that minimizes and quickly resolves conflicts that occur within the team. It is grounded in **team building, clear and frequent communication, and an escalation plan that empowers from the bottom up.** Our Program Launch workshop will include program chartering to review and receive team buy-in of the program's goals and objectives, roles and responsibilities, integration (leaving business cards at the door), baseline schedule and scope of work (SOW) and continues throughout our regular team meetings. These meetings are an opportunity for Christina and other program leadership to identify and resolve issues and confirm team members' understanding of upcoming work. A

clear escalation plan will be developed to empower team members to resolve issues at the lowest possible level.

Resolving Conflicts with Clients: WSP's approach to conflict resolution with clients relies on **clear and frequent communication** between the client and the consultant team as well as building mutual consensus of the Program intent. We regularly confirm expectations and **ask questions** to verify individuals understand how to deliver their assigned tasks. Christina and our team's key staff will meet with WSDOT program leadership to clarify scope or schedule questions and discuss any questions or issues. We will document lessons learned to prevent additional or future similar conflicts. Key staff are committed to working side-by-side with UMAM, other divisions, and regional offices to quickly resolve conflict.

Resolving Conflicts with Partners: WSP understands that partners often have diverging interests. We also understand that successful partner engagement is about what happens outside committee meetings as much as inside them. Meeting one-on-one with partners as the program advances allows for a deeper understanding of politics and their interests and how we can work together to find common ground.

WSP also builds trust by listening and communicating transparently by documenting issue resolution. We also know that partner leadership often changes, so we will develop succession plan protocol to document decisions so that previously resolved conflicts are not revisited as the program progresses.

Approach to Mitigating Program Risk with External Entities: The WSP team's approach to mitigating program risk with external entities is rooted in four actions.

1. **Use clearly defined program vision and objectives to align partners:** Defining our program vision and objectives is of paramount importance to set these as our "North

Star.” This sets expectations for what this work is and what it is not, with the work rooted in policy direction for the agency. Focusing external entities on the program’s “North Star” will help partners understand why advocating for their project lists or further study analysis prevents program momentum. On the SR 167 Master Plan, **Amy Danberg** and **Chris Breiland** continually worked with external partners to understand the agency’s policy direction and keep them focused on the program’s vision, which including equitable outcomes for corridor communities; specifically, for 24-hour expanded transit options and access.

2. **Turn risks into opportunities:** We understand that with a complex and high-profile multi-project program, there is a high-level of interest and engagement from the business community. Coalitions have already formed, which if not leveraged correctly, can present risk to achieving program goals. Our team includes strategic advisors like **Paula Hammond, Charla Skaggs, Darren Sokolowski, and Marty Loesch**, who bring trusted relationships along the I-5 corridor. Our approach will include partnering with these coalitions to provide information and context to influence decision makers in support of goals.
3. **Rely on team expertise to eliminate surprises or delays:** We recognize the uniqueness of a cross-border, bistate HSR program and our team will be able to provide the foresight to anticipate needs and expertise to navigate them. The GEC includes Christina Martinez, who has taken an active principal-in-charge role on the Interstate Bridge Replacement project, building relationships and trust across state lines. Our team also includes Institutional Structures and Agreements Lead **Marta Leardi-Anderson**, who was integral to the cross-border coordination and strategy on the Gordie Howe Bridge between Ontario and Michigan and the Otay Mesa East Port of Entry between California and

Mexico. Marta knows when and how our team will have to apply for a Presidential Permit, which is a lengthy process requiring political support and planning. Depending on political climate and funding, we anticipate it will take up to three years to obtain this Presidential Permit.

4. **Establish clear decision-making roles and responsibilities, and succession planning for external decision makers:** As with the Puget Sound Gateway Megaprogram, we anticipate leading a Program Launch chartering session with project partners to communicate the decision-making path, roles and responsibilities and opportunities to provide input and path for succession planning.

D. Work Breakdown Assumptions

Our Approach to Developing the Work Breakdown Structure (WBS):

The WBS is important because it is the framework for tracking and reporting on scope, schedule, and budget. The WBS will closely follow our contracted SOW elements, and, where possible, use WSDOT’s standardized Master Deliverable List. Major deliverables will have a dedicated WBS element, so that performance per deliverable can be measured and reported.

Assumptions on WSDOT versus Consultant Deliverables:

As per the WSDOT Control Account Guidelines, WSP will establish control accounts in the WBS to align SOW with a single, specific organizational component in the organizational breakdown structure (OBS). This includes work by WSDOT. Upon completion of the SOW for the first phase of the program, subject matter experts or task leads from both WSDOT and the GEC team will meet to assign work elements. Christina Martinez will work with **Ron Pate**, WSDOT’s Program Administrator, and **Travis Phelps**, the Management of Mobility Division Director or their designee(s) to make final decisions on which organization is responsible for delivering each WBS element. We anticipate that WSDOT will maintain ownership of work elements requiring

strong owner representation, such as briefings to executives, Office of Financial Management (OFM), and elected officials while being supported by subject matter experts and technical leads from the GEC. We expect other decisions to be made based on which organization is best fit to perform the task, based on the interest, expertise, and availability of resources. This is one step toward fostering a truly integrated team.

E. Key Issues and Critical Milestones

Experience, Capacity, and Leadership to Meet Critical Milestones:

The work plan presented in this section provides details for parallel activities for successful delivery of the Cascadia HSR and I-5 Program Plan. Critical milestones include:

FHWA Concurrence Point #1: Reason for PEL & Desired Outcomes	(Q1, 2024)
Vision Statement and Ranked Objectives	(Q2, 2024)
FHWA Concurrence Point #2: Purpose & Need	(Q3, 2024)
I-5 Ramp Reconfiguration Study	(Q4, 2024)
2024 Report to the Legislature	(Q4, 2024)
FHWA Concurrence Point #3: Purpose & Need	(Q4, 2024)

Successful Delivery Builds Momentum and Drives Timely Decisions:

Our GEC provides an unmatched resource pool on both sides of the border, a high degree of collaboration, and an approach that drives both statewide and regional work streams for efficient delivery. We mitigate challenges to achieving milestones by eliminating the learning curve and committing key staff experienced in WSDOT megaprogram delivery and international HSR programs. Our team has already reviewed all available program documentation, including the Listening Sessions Report and the budget provisos, and conducted multiple workshops to develop an approach that builds on the work to date and provides solutions for key issues noted in Exhibit 8 on the following page.

Exhibit 8: The WSP team, with our deep bench of expertise and relationships, are ready to help WSDOT tackle key project challenges.

Challenge: How to maximize the potential of the I-5 corridor by leveraging the existing local infrastructure investments and taking advantage of opportunities to address future mobility needs that will support regional growth.

Solution/Approach: To define how we want to grow as a region, it is crucial to develop a clear vision and identify future scenarios. We will apply our technical expertise in highway, rail, and aviation within a tightly integrated scenario planning process, applying clear evaluation criteria to prioritize near- and long-term investments to build toward the overall vision. We will leverage partner investments in transit and land use plans/policies to inform scenarios that capture how existing investment will impact future demand and allow us to identify what additional investment may be needed.

Proof of Experience: WSP will build upon expertise from our 2019 Business Case Analysis and 2020 Framework for the Future, and AECOM's experience with the 2017/2018 Cascadia Feasibility Study; David Williams' delivery experience from WSDOT's Aviation System Plan; and the planning and policy experience on I-5 with Rob Fellows, Les Jacobson, Paula Hammond, Mark Bandy, and Dhyana Quintanar to help integrate the team's vision and strategies for the corridor. Tim Treharne will leverage his past experience working with Texas DOT and Metrolinx to work with WSDOT and its partners to define and shape the vision of how we want to grow as a region.

Challenge: Improving multimodal connectivity and mobility to connect communities and achieve equitable outcomes.

Solution/Approach: Our approach allows for equitable engagement and a process for identifying investment priorities for achieving equitable outcomes. Our programmatic framework includes: pathways for community engagement and input, a business case for equity including a matrix of criteria for IIJA grant programs; a library of program guidance resources; and a commitment to support the AASHTO Moonshot deployment.

Proof of Experience: Led by Aidan Hughes and Gabi Brazzil, the Arup/WSP team developed equity frameworks, resources, and metrics to inform planning and engineering approaches for the Bay Area Link21 Program.

As environmental lead for the US 2 Trestle Replacement PEL study, Larissa King Rawlins is evaluating the connection of US 2 with I-5, transit, and active transportation improvements in addition to potential tolling to increase person throughput on US 2 trestle and to replace the seismically deficient westbound trestle.

Under the leadership of Heather Wills, WSP developed a Low Income Toll Program for ODOT, a first-of-its-kind approach to ensuring equitable access. WSP also led the 2021 WSTC Low Income Toll Study in Washington State.

Challenge: Delivering an ambitious multimodal investment program, including HSR and I-5 preservation and safety programs, with a constrained budget while awaiting additional federal funds.

Solution/Approach: Christina and the WSP team will right-size the initial two-year work plan to deliver cost-effective planning, inclusive community engagement, and near-term plans for I-5 improvements. We will build the case for funding and establish a regionally coordinated funding approach to create transparency and bridge geographic disparities. Our deep understanding of FHWA formula and discretionary grant programs means we will craft a financial plan that integrates all federal, state, local, and user fee revenues for the I-5 program elements to successfully meet federal requirements and secure funding.

WSP will help WSDOT navigate the new CID program, which will shape all intercity passenger rail funding. We are able to raise the profile of Cascadia HSR with agency leadership and staff through Caroline Decker's strong personal relationships with FRA personnel. We will also work to maximize input from other programs such as MEGA and RAISE which are integral to building the federal funding portfolio.

Proof of Experience: For WSDOT's Gateway Program, our grants and funding team secured \$79 million INFRA grant, \$130 million in local agency funding contribution, and \$180 million in committed toll funding.

For the multi-state, multi-project Gateway and Northeast Corridor programs WSP helped secure funding for: Gateway Development Commission—Hudson Tunnels: \$3.8 billion; Amtrak-Sawtooth Bridge: \$133 million; Amtrak Dock Bridge: \$300 million, Amtrak Pelham Bay Bridge: \$58 million.

Challenge: Ensuring the transportation system is resilient considering changes in climate, technology, society, and resources.

Solution/Approach: Sustainability and resilience are critical considerations when planning and designing Cascadia's transportation system. Resilience is a multi-pronged framework. Our approach includes:

- Incorporating seismic resilience, asset management, climate/natural hazard resilience, and operational resilience into the master plan
- Enhancing healthy communities through application of the HEAL Act
- Planning for demographic change, population growth, and accessibility
- Supporting economic development and vibrant local communities

Proof of Experience: WSP delivered a Rail Defense Against Climate Change Plan for California's Orange County Transportation Authority. We assessed climate change impacts to rail infrastructure and operations and developed a comprehensive plan for short-, medium- and long-term investment strategies.

Challenge: Maintaining the support and commitment of elected officials, agencies, and tribes over election cycles, economic cycles, and other evolutions in public policy.

Solution/Approach: Our team's wealth of experience in strategic communications in Oregon, Washington, and British Columbia from leaders such as Amy Danberg, Charla Skaggs, Laura LaBissonniere Miller, Angie Thomson, Kirsten Pennington, Heidi Gibson, Elizabeth Faulkner, Marty Loesch, and Sasha Visconty will support coalition building, making sure we continue to engage legislators and tribes regularly and assess if support wavers. We will show transparency in decision-making and project planning, and engage communities in decisions to build grass-roots support. We'll celebrate successes and milestones along the way to show progress and continue to emphasize why this program is so critical to the Cascadia megaregion. Our engagement strategies will be well coordinated with HSR and I-5 planning and implementation activities to solicit input and drive consensus at parallel points.

Proof of Experience: WSP worked diligently alongside WSDOT as an integrated team to gain support for the Alaskan Way Viaduct Replacement Program, which transformed the city and shaped regional mobility. WSP led a rigorously inclusive public involvement process to define and communicate project goals and develop political consensus.

Challenge: Maintaining team continuity on a highly complex project with multiple phases, stakeholders, and influencers.

Solution/Approach: Christina Martinez will foster strong "one team" identity to establish a sense of pride, loyalty, and commitment to the program to help overcome obstacles that arise along the way. The initial Program Launch Workshop sets the foundation for an integrated team with clearly defined roles and responsibilities. Internal coordination and regular cadence of program meetings with WSDOT's Executive Office, UMAM, Regions, and other departments will focus on clear communication and understanding to build trust so we can cut through complexity, show progress and maintain momentum. We are also able to extend this approach to virtually all Washington, Oregon, federal, and Canadian agencies.

Proof of Experience: Christina worked within WSDOT for 20 years and has direct experience with the Executive Office and all departments and regions. Her experience with Washington and Oregon for IBR aids in navigating bistate relationships. For the Gateway Program, a RACI matrix clearly defined roles and accountability as well as a full understanding of those who needed to be consulted and kept informed. This matrix is still facilitating teamwork and program delivery goals resulting in a successful multi-year program.