

# Proposal for FMSIB Six-Year Plan Preparation



Packet A

**Parametrix**





## Criterion 1 – Firms, Expertise, Resources, Qualifications

The Freight Mobility Strategic Investment Board (FMSIB) has been charged by the Washington State Legislature to develop a Six-Year Freight Mobility Strategic Investment Program of the highest-priority freight mobility projects for the state. The FMSIB Six-Year Plan Preparation project builds on FMSIB's previous efforts to develop a streamlined application to request freight project proposals from Washington's Metropolitan Planning Organizations (MPOs), Regional Transportation Planning Organizations (RTPOs), Washington Public Ports Association, and local agencies. The current funding request strives to minimize hurdles for agencies to submit projects while ensuring that complete and accurate information is provided. FMSIB will use these submittals to develop a six-year investment plan to request funding from the legislature for high-priority freight projects that support a competitive, resilient, sustainable, and equitable freight system that grows jobs and the economy, bolsters Washington's role as a leader in international trade, and mitigates the impacts of freight on communities.

The FMSIB Six-Year Plan Preparation project will use the project proposals to develop a Six-Year Freight Mobility Strategic Investment Program and Report to be delivered to the legislature in December for funding. The plan will include project funding requests for the following three biennia: FY July 2025 to June 2027; FY July 2027 to June 2029; FY July 2029 to June 2031. The development of the six-year plan will be critical in allowing Washington to keep freight moving freely and to remain competitive in local, regional, and international economic markets.

Parametrix has assembled a team of individuals who are familiar with FMSIB and who are working on the FMSIB Program Set Up project where we are providing assistance to FMSIB in developing the application, tracking tools, and the evaluation tool that will be key for the next phase of work.

### Our team offers:

- ▶ Previous FMSIB experience and solid understanding of the mission and goals of FMSIB
- ▶ Proven track record for helping apply policy-level criteria to evaluate and prioritize a broad range of project types objectively and equitably
- ▶ Ability to coordinate with multiple parties to develop consensus around project prioritization
- ▶ Capacity, enthusiasm, and availability to deliver
- ▶ A firm with a long history of working with the local agencies in Washington for the past 55 years
- ▶ Streamlined team ready to seamlessly continue the program work to meet the legislative deadline

### 1A. Firms, Expertise, Organization Chart

Parametrix can deliver all services needed in-house, and we do not anticipate needing any subconsultants. Parametrix offers the following expertise:

- ▶ Project Management
- ▶ Planning
- ▶ Engineering
- ▶ Financial Planning
- ▶ Intelligent Transportation System (ITS)
- ▶ Transit
- ▶ Traffic
- ▶ Highways/Interchange Design
- ▶ Structures
- ▶ Environmental
- ▶ Permitting
- ▶ Hydraulics
- ▶ Stormwater
- ▶ Utilities
- ▶ Safety
- ▶ Survey
- ▶ Construction Management

### Project Prioritization

Our staff have extensive experience compiling, reviewing, and evaluating projects against established criteria to inform project prioritization for funding. We have identified and prioritized projects for both fiscally-constrained and fiscally-unconstrained lists on a number of projects in the State:

**Stormwater Management Action Plans (SMAPS)** – We have completed over 20 SMAPS that include prioritizing drainage basins based on several factors and identifying and prioritizing projects to make improvements to a selected drainage basins. The SMAP process is intended to be both a basin and project prioritization process to align funding requests to Ecology with the greatest water quality benefit.

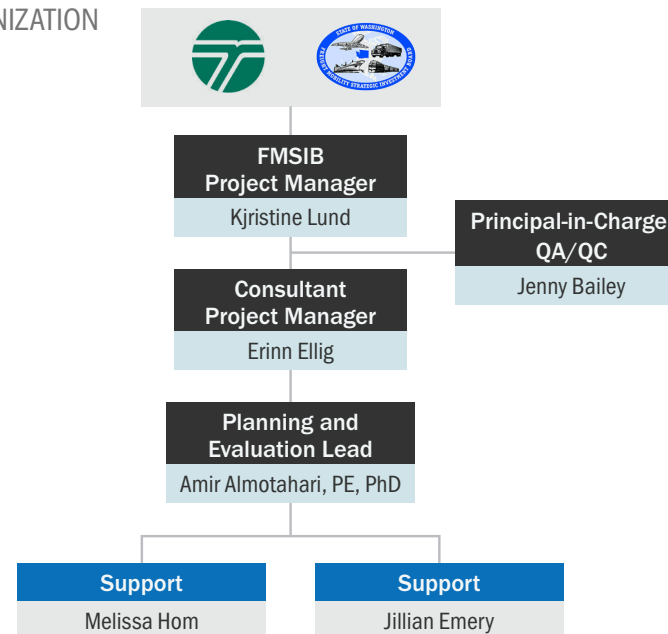
**Capital Improvement Plans (CIPs)** - We have developed CIPs for cities and counties through comprehensive planning processes and identified priorities over multiple years. Clients include the City of Orting, King County, Seattle Public Utilities, and Multnomah County Drainage District.

**Various Planning Processes** – We frequently develop evaluation processes to identify prioritized lists of improvements. Examples include the Tacoma Dome Link Extension and South Tacoma Sounder Station Access projects. The team identified potential active transportation and transit improvements, developed a prioritization process with data-driven criteria, and worked with the partner agencies to develop and concur on a prioritized list of improvements for funding.

### Team Organization

Parametrix has assembled a team of experienced professionals to deliver this project (**Exhibit 1**).

EXHIBIT 1: TEAM ORGANIZATION



**55**  
years  
providing these  
services  
continuously

**588**  
staff  
in Washington  
and Portland

**772**  
staff  
nationwide







## 1E. Similar Project Experience

Nevada Department of Transportation (NDOT) | Nevada State Freight Plan (NSFP) | Carson City, NV | 2021-2025

**Reference:** *Tim Mueller, 775.888.7351, [tmueller@dot.nv.gov](mailto:tmueller@dot.nv.gov)*

**Contract Value:** \$1.4M

**Project Relevance:**

- » *Experience developing and executing prioritization processes for freight projects*
- » *Proven track record of coordination among RTPOs and MPOs to identify freight planning needs*

As the prime consultant, Parametrix is leading this project to further the efforts, actions, and strategies identified in the 2016 NSFP. The team formulated a freight needs assessment that developed scoring criteria to prioritize freight-related needs and a freight program process manual that documents how NDOT manages the state's freight activities and advances projects through the project development process. As part of this process, Parametrix collaborated with RTC of Southern Nevada and other MPOs to identify the critical urban freight network. This analysis was based on real-time truck GPS data and Highway Performance Monitoring System data. The Federal Highway Administration approved the plan in less than 60 days, enabling NDOT to access the National Highway Freight Program funds for the needed freight projects. Projects from the freight plan were incorporated into the STIP and FY 2022 projects received federal freight funds.

Parametrix performed a comprehensive literature review and established a multicriteria rubric to help NDOT make decisions about which research the most promising, applicable, and the best value. Parametrix supported and facilitated Freight Advisory Committee (FAC) meetings, and Parametrix helped develop agenda topics for an interactive engagement with FAC members. The Parametrix team also created a freight interactive ArcGIS StoryMap Platform, which is NDOT's first ever. The platform was hugely successful and accessed from the NDOT Freight Program web page, providing a comprehensive story of NDOT's role in and strategic imperatives for freight transportation and why it is an important component of Nevada's economy.





#### FMSIB | Grant Program Set Up Support | Washington | 2024–2025

**Reference:** *Kjristine Lund, 206.612.8138, [klund@lundconsulting.com](mailto:klund@lundconsulting.com)*

**Contract Value:** \$30K

#### **Project Relevance:**

- » *Familiarity with the Six-Year Freight Mobility Strategic Investment Program*
- » *Understanding of the goals of FMSIB in executing the program*
- » *Experience developing the Six-Year Freight Mobility Strategic Investment Program application and other tools*

Parametrix is leading the FMSIB Program Set Up project, which is assisting FMSIB with developing and administering a six-year investment program to fund priority freight investment projects in Washington. The project includes development of an application form (2024 Funding Request Form) to effectively solicit strategic freight project proposals from agencies throughout the state and support for outreach efforts, development of a submittal tracking tool as well as an evaluation tool to efficiently evaluate submissions. Parametrix has successfully produced deliverables on time and within budget, allowing FMSIB to meet key deadlines for soliciting project proposals to present to the legislature for funding.

#### NDOT | Transportation Alternatives Program | Carson City, NV | 2021–2025

**Reference:** *Kevin Verre, 775.240.4729, [kverre@dot.nv.gov](mailto:kverre@dot.nv.gov)*

**Contract Value:** \$465K

#### **Project Relevance:**

- » *Experience assisting statewide agencies with developing funding programs*
- » *Understanding of funding program components to increase participation and successfully execute desired program outcomes*

The purpose of this project is to strengthen the NDOT statewide Transportation Alternatives Program (TAP). Parametrix is supporting this initiative by utilizing best practices, increasing local engagement with the program, and promoting successful project outcomes that benefit the safety and quality of life of Nevadans. Following federal statute requirements, Parametrix is assisting NDOT with conducting a competitive selection process to award TAP funds, using criteria such as connectivity to essential services, safety, equity, and community support and integrating performance management into the implementation of the program to promote a transparent process that documents results and outcomes.

This undertaking will develop TAP guidance, procedures, and an implementation strategy in order to increase program utilization and deliver a more robust TAP. Additionally, the program included promoting project successes and providing education to eligible applicants about the process and encouraging a high degree of project readiness, with the overarching goal of advancing projects that can be implemented on schedule and within budget.

## Criterion 2 – Qualifications of Proposed Project Manager



### **Erinn Ellig | Project Role: Project Manager**

YEARS OF EXPERIENCE: 13 ■ EDUCATION: MASTERS, URBAN PLANNING, 2013; BA, GEOGRAPHY, 2011

Erinn has over 13 years of experience as a project manager and urban planner, working on transportation studies, alternatives development and analysis, comprehensive plans, and complete streets studies. As a project manager, Erinn is experienced in developing scopes, budgets, and schedules that meet on-time and on-budget project delivery. Her communication and organizational skills are integral to her success as a project manager. Erinn is experienced in working with collaborative teams that include WSDOT, federal agencies, local agencies, decision makers, and the public to prepare supported and collaborative planning documents.

### **2A. Project Manager Project Examples**

**King County Metro | Route 5 (Greenwood) Corridor Study | Seattle, WA | 2022–Present**

#### **Project Relevance:**

- » *On-time and under-budget project delivery*
- » *Experience developing project prioritization process for a wide range of improvements*

Erinn is the project manager for the Route 5 Corridor Study, which includes planning, engineering, and related services to identify transit speed and reliability improvements along the Route 5 Corridor. An alternatives analysis was conducted for potential transit improvements that considered equity, safety, interaction with active transportation modes, and transit operations. The project also includes 10% design and cost estimating of proposed transit speed and reliability improvements. Erinn successfully delivered Phase 1 on time and under budget. She also was able to achieve consensus from the stakeholder team on a prioritized list of improvements.

**Skagit County of Governments | Cook Road Corridor Study | Olympia, WA | 2016–2017**

#### **Project Relevance:**

- » *Evaluated various project alternatives in a key freight corridor*
- » *On-time and on-budget project delivery*

Erinn was the project manager for the Cook Road Corridor Study, identified by the 2040 Regional Transportation Plan as one of the most congested areas in Skagit County. A comprehensive corridor study was completed to determine whether a grade-separated railroad crossing was needed and/or feasible to address congestion in the interchange area. Erinn led an analysis of alternative roadway alignments and interchange locations and a funding estimate of the preferred transportation solutions in the Cook Road corridor to aid in pursuing funding opportunities. Erinn managed a multidisciplinary team and coordinated with both internal and external project partners to identify alternative solutions within a constrained corridor. She maintained overall task budgets, coordinated two subconsultants, and reported on budget and schedule. Erinn was also responsible for the delivery of timely and high-quality deliverables.

**Freight Mobility Strategic Investment Board (FMSIB) | Grant Program Set Up | Washington | 2023–Present**

#### **Project Relevance:**

- » *On-time delivery of program materials to identify strategic freight projects*
- » *Familiarity with FMSIB policies, procedures, and goals*

Erinn is managing the FMSIB Program Set Up project, which is assisting FMSIB with developing and administering a six-year investment program to fund priority freight investment projects in Washington. The project includes development of an application form to effectively solicit strategic freight project proposals from agencies throughout the state and support for outreach efforts, development of a submittal tracking tool as well as an evaluation tool to efficiently evaluate submissions. To date, Erinn has successfully produced deliverables on time and within budget, allowing FMSIB to meet key deadlines for soliciting project proposals.



### Key reasons selected for this project:

- ▶ Erinn recently assisted FMSIB with establishing the application, communications, and evaluation tool for the Six-Year Freight Mobility Strategic Investment Program.
- ▶ Successful track record delivering projects, including preparation of complex project and alternatives evaluations to reach a consensus from project partners on prioritized investments plans, such as the Route 5 Corridor Study, the Cook Road Corridor Study, and the Tacoma Dome Link Extension.

### 2B. Familiarity with relevant state and federal regulations and/or procedure

From her past experience, Erinn has a thorough understanding of WSDOT regulations and procedures, including the *WSDOT Design Manual*, *Transportation Planning Handbook*, and *Environmental Manual*. She is also familiar with federal regulations and procedures. Over the past 5 years, Erinn has had a key role in more than 10 projects that had to comply with state and federal requirements.

### 2C. Ability to manage schedule, scope of work/scope creep, consultant team, budget, and changes that arise through the life of the project

Erinn's career has focused on helping local and regional agencies, transit agencies, and WSDOT deliver complex projects. Her experience on the Cook Road Corridor Study and the Route 5 Corridor Study demonstrate her ability to manage schedule, scope creep, and budget within a project.

### Route 5 (Greenwood) Corridor Study

**Reference:** Vic Stover, [vstover@kingcounty.gov](mailto:vstover@kingcounty.gov)

**Problem Statement:** The project required team flexibility to respond to design information and input from the technical advisory committee during the study process and to balance the wide range of interests in the recommendations.

**Project Schedule:** Erinn developed and maintained a detailed schedule to meet the deadline to complete the project within an accelerated 12-month schedule.

**Scope of Work/Scope Creep:** Erinn managed scope creep through biweekly communication with the King County Metro project manager to discuss project risks related to budget and schedule. Additional meetings with the technical advisory committee were added at the end of the process to reach concurrence on the project list recommendation and to refine alternatives to minimize impacts.

**Budget:** Erinn maintained a detailed budget report using an earned value analysis. The report compared physical percent complete with the task budget every month. The project was completed substantially under budget and on schedule.

**Project Changes:** The scope of work was adjusted to transfer budget from measures of effectiveness development to the project evaluation tasks because of added meetings to confirm and refine alternatives with the project partners. The scope of work was also adjusted to transfer budget from Parametrix to Women/Minority-Owned Business Enterprise (W/MBE) firms on the team to ensure that Disadvantaged Business Enterprise (DBE) goals were met.

### Cook Road Corridor Study

**Reference:** Gabe Phillips (now with WSDOT), [gabe.phillips@wsdot.wa.gov](mailto:gabe.phillips@wsdot.wa.gov)

**Problem Statement:** More in-depth evaluation and development of conceptual designs was required for alternatives.

**Project Schedule:** Erinn developed and maintained a project schedule to track key delivery dates and plan for key engagement touch points. Opportunities to reduce schedule durations on other tasks were identified to allow for more time to complete conceptual design.

**Scope of Work/Scope Creep:** Erinn worked closely with the Skagit Council of Governments and the internal team to develop a detailed scope of work, which was key to minimizing scope creep and maintaining the schedule. A simple change management form was used to document scope changes resulting from stakeholder requests.

**Budget:** Erinn maintained a detailed budget report using an earned value analysis. The report compared physical percent complete with the task budget every month. The project was completed within budget and on schedule.

**Project Changes:** The key to successfully managing change was identifying and discussing how to accommodate change early in the process. This enabled efficient change processing with minimal delay and distraction.

### 2D. Professional Licenses and Accreditations

N/A



## Criterion 3 – Key Team Member Qualifications



### Key staff and resources provide:

- ▶ Previous experience working with FMSIB on the Grant Program Set up.
- ▶ Experience with project prioritization.
- ▶ Experience working together as a team to deliver high-quality, on-budget programs.

### Understanding of WSDOT/public agency regulations/procedures:

All of our proposed staff have relevant experience working on WSDOT transportation projects and thoroughly understand the regulations and procedures required for this contract.



**Amir Almotohari, PE, PhD**  
Planning and Evaluation Lead

**Education:** PhD, Civil Engineering; MS, Transportation Engineering; BS, Civil Engineering

Amir is a transportation engineer with 11 years of experience in a range of planning projects including statewide and community planning projects, corridor studies, multimodal and transit studies, feasibility studies, and discretionary grant applications. He provides creative and data-driven solutions for public outreach, needs assessment,

prioritization, and alternatives analysis. Amir specializes in data analysis with broad skills in interactive mapping and GIS applications, providing a range of technical support for planning projects in dynamic and fast-paced environments. His other talents include traffic analysis and simulation, travel demand modeling, benefit-cost analysis, and research skills.

#### Freight Mobility Strategic Investment Board | Grant Program Set Up | 2023–Present

**Planning and Evaluation.** Amir is assisting with oversight and development of the application process and funding program. Amir has provided oversight and strategic input on ways to develop the application to effectively solicit information from project proposers. He is also leading the development of a prioritization tool to effectively evaluate and prioritize projects proposals.

#### NDOT | Nevada State Freight Plan | 2021–Present

**Deputy Project Manager.** Amir employed a comprehensive data analysis approach and supported the development of the list of Critical Urban Freight Corridors and Critical Rural Freight Corridors in Nevada. Amir transformed complex freight data into an intuitive and visually captivating experience, delivering invaluable insights to NDOT for the designation of Critical Freight Corridors. He led the utilization of truck mobility data from the American Transportation Research Institute, Highway Performance Management System, and other freight-related data to identify highly utilized truck corridors. He also supported NDOT in identifying eligible projects to be included in the Freight Investment Plan.

#### NDOT | Transportation Alternatives Program (TAP) | 2021–2025

**Planning and Evaluation.** ParametriX is utilizing best practices, increasing local engagement with the program, and promoting successful project outcomes that benefit the safety and quality of life of Nevadans. In compliance with federal statute requirements, Amir is conducting a competitive selection process to allocate TAP funds. This process involves evaluating criteria such as connectivity to essential services, safety, equity, and community support and integrating performance management into the program's implementation to ensure transparency and document results and outcomes. Amir developed an online TAP Application and provided support to the team by devising a project selection and implementation strategy, thereby enhancing the effectiveness of the TAP statewide. Additionally, Amir played a key role in educating eligible applicants about the process, aiming to foster a high degree of project readiness and facilitate the advancement of projects that can be implemented within budget and on schedule.



**Jenny Bailey**  
Principal-in-Charge, QA/QC Lead

**Education:** MS, Systems Management; BS, Industrial Engineering

For over 30 years, Jenny has managed complex public sector infrastructure planning and capital projects. She has demonstrated success in incorporating feedback from interested parties, committees, and client groups to provide thoughtful, inclusive deliverables and to prioritize and phase project implementation. She understands that consultant services can cover a variety of client needs, including serving as an extension of client staff, addressing urgent needs, and/or providing specialized services.

#### WSDOT | Peninsula Non-Motorized Connectivity Study | 2018–2019

**Project Manager.** Jenny managed the preparation of a connectivity study for the Peninsula RTPPO. The study examined existing nonmotorized transportation facilities in Clallam, Jefferson, Kitsap, and Mason counties and identified opportunities to create regional connections through the use of either separated, multiuse trails such as the ODT or on-road facilities. Agency staff on the RTPPO have a variety of often differing ideas about both the importance of regional connectivity and how those connections could be addressed. The study documented some of the possibilities for further consideration by the RTPPO.

#### King County Parks | Eastside Rail Corridor Funding Commission Planning | 2016–2018

**Project Manager.** Jenny led the work order to provide King County and the Eastside Rail Corridor (ERC) Regional Advisory Council with planning phase meeting facilitation services; technical project identification and cost estimating; and strategic guidance in the areas of policy, advocacy and funding opportunities in the planning of project segments for the ERC trail. This process culminated in the rebranding of the corridor as Eastrail and the foundation of the Eastrail Partners—a nonprofit organization that advocates for funding and mobilizes the private sector.

#### Tulalip Tribes | 4th Street and 88th Street I-5 Corridor | 2019–Present

**Environmental Lead.** This project improves access along 88th Street and 4th Street across I-5 and a fish passage improvement at Coho Creek. Jenny provided environmental insights to the alternative screening process, coordinating with WSDOT and other project partners to establish and apply screening criteria, and led the preparation of an environmental assessment (EA). She is managing the documentation in compliance with National Environmental Policy Act (NEPA) and State Environmental Policy Act (SEPA) and seeks to proactively identify and communicate environmental considerations that could affect schedule and budget.

“ I was very happy with the Parametrix team’s performance on the Route 5 Corridor Project, including Erinn’s performance as project manager. Some examples include:

- Erinn showed strong attention to detail and her communication throughout the project was excellent, as she kept Metro up to speed on project progress and upcoming deliverables
- Erinn took corrective action as needed when schedule problems arose and ensured that the project was finished on schedule. ”

- Vic Stover, King County Metro





**Melissa Hom**  
Support

**Education:** MS, Urban Planning; BA, Environmental Studies

Melissa is an urban planner with experience in the public and private sectors. She has 5 years of experience specializing in GIS, Illustrator, and InDesign for a range of planning projects. Melissa supports projects through developing graphics; writing memos and reports;

synthesizing results from analyses; and organizing and analyzing data. She leans on her strong organizational, communication, and collaboration skills to provide thoughtful and high-quality deliverables.

**Freight Mobility Strategic Investment Board | Grant Program Set Up | 2024–Present**

**Planner.** Melissa designed a PDF application to clearly and effectively convey information needed from applicants. She collaborated with the team to design an application that covered key project information such as project type, costs, benefits, and impacts. She tested the application to ensure quality control and researched efficient data collection methods.

**Spokane Transit Authority | Division Street Bus Rapid Transit (BRT) | 2023–Present**

**Planner.** Melissa supported planning efforts for Phase 1 of the project. She led the parking study, which analyzed the effects of the BRT on downtown parking occupancy and future impacts on TOD parking in other parts of the corridor. Melissa also organized the engagement report, which summarized all outreach completed over the course of the work order; she compiled materials, analyzed an online survey, and coordinated with the client to draft the report. She has also worked closely with the client to create maps and graphics portraying preferred station locations, sidewalk gaps, signals, and affected property owners using a combination of GIS, Illustrator, and InDesign. Melissa has conducted screening for transit centers and charging sites by performing evaluation and communicating with SMEs for support.

**Kitsap County| North Sound to Olympics (STO) Trail Planning Study | 2023–Present**

**Planner.** Melissa led the planning study report design. She worked with the team to create branding in InDesign for a report. Melissa edited and wrote body copy; created infographics, tables, and maps; and coordinated across teams for review. Prior to drafting the report, Melissa supported trail segment screening and evaluation by performing GIS analyses.



**Jillian Emery**  
Support

Jillian is a transportation planner who previously worked for the NDOT, where she conducted short- and long-range planning efforts and provided coordination and oversight of the MPO Transportation Improvement Programs and Regional Transportation Plans. She has 7 years of experience and was a key team member in One

Nevada, NDOT's federally recognized long-range transportation plan and project prioritization process. She has organized and implemented public outreach efforts including the design of surveys, web content, brochures, public meeting information boards, fact sheets, and newsletters. She has also designed content for virtual public meetings; organized in-person public meetings; and provided technical assistance, training, and outreach to partner agencies.

**NDOT | Nevada State Freight Plan | 2023–Present**

**Planner.** Jillian is supporting the development of the plan. This plan has included coordination with the Freight Advisory Committee, Transportation Planning Advisory Committee, MPO, and other stakeholder groups. The process has provided opportunities for participation from freight partners across the state as well as coordination with other state departments of transportation.

**Regional Transportation Commission of Southern Nevada | Let's Go 2050 Regional Transportation Plan | 2023–Present**

**Planner.** Jillian is supporting development of the Let's Go 2050 Regional Transportation Plan. This process includes extensive public engagement, facilitation of stakeholder and committee meetings, and coordination of events targeted toward the general public.

**Mountainland Association of Governments (MAG)| Safety Action Plan | 2023–Present**

**Planner.** Jillian is assisting in the development of the MAG Safety Action Plan. This has included extensive research of how other local, regional, and state agencies have successfully incorporated safety into their planning and prioritization processes. This plan will help MAG fulfill federal regulation and best practices while positioning them for future discretionary grant opportunities.

## Criterion 4 – Firm’s Project Management System

Through many years of successfully working with WSDOT and FMSIB staff on similar projects, the ParametriX project management system has evolved and been modified to reflect WSDOT and other agency standards and the region’s best practices to streamline project delivery. Our well-established systems are integrated with our clients’ systems and our own tools for transparency, thoroughness, and accuracy during progress updates, including providing regular detailed assessments of the project scope, schedule, budget, and risk management and mitigation strategies. Our system can be tailored to fit any sized project.

### 4A.1 Quality Assurance/Quality Control (QA/QC) Processes

**QA/QC** – QA/QC is central to the ParametriX approach of providing consistent delivery of quality work products. QA/QC is integrated throughout the project duration, with continuous review of products during development as well as formal review procedures for major deliverables conducted in accordance with our project work plan. For example, we use over-the-shoulder peer reviews at the discipline level to expedite work production, build familiarity, and maintain an informed team. Jenny will serve as QA/QC lead as needed.

#### Key steps in the process include the following:

**Scoping** – Through collaboratively developing the scope of work with FMSIB and communicating the project work plan through a project kickoff meeting, the project team will clearly understand the scope of services and the assumptions in the scope. Project deliverables, including QA/QC requirements, will be clearly defined, and a work breakdown structure tying into the deliverables list will be included for each assignment.

**Project Management Plan (PMP)** – A PMP is developed to match the size and complexity of the project. This document will include a Quality Management Plan (QMP), Project Communications Plan, Document Management Plan, scope, schedule, and budget. This information will be shared with the team for management consistency within each discipline.

**Review Process** – All deliverables will originate with a qualified person, assisted by a senior technical reviewer if needed. The senior technical reviewer will review deliverables for technical accuracy, making any needed comments.

The deliverable originator will be responsible for reviewing, responding to, and verifying implementation of comments to the satisfaction of both the originator and the senior technical reviewer. After QC is completed but before product delivery, a quality audit will be performed by an individual not involved with the deliverable to verify the QMP process was followed. All deliverables also go through a formal technical edit, format review, and corrections process. FMSIB will receive a draft version of documents that have been through the internal QA/QC process and will have the opportunity to provide comments to be incorporated into the final document. Documents will be accurate and deliverables will meet FMSIB’s expectations.

### 4A.2 System for Monitoring Budget and Scope

ParametriX uses an automated project management system, BST 10 Enterprise™ that provides project managers with weekly updates on the status of all project charges relative to established budgets so they have current information on all project expenditures.

In weekly consultant team meetings, Erinn will receive progress reports on work being performed. The standing agenda will include scope progress, out-of-scope requests, risks, issues, and action items. A formal assessment of percent complete by task will be made during the monthly invoicing process. This will be the foundation for an earned value analysis. Any variances between spending and earned value will be discussed with task managers, and a plan for recovery will be implemented, if necessary. Any issues or changes that affect the scope or budget will be discussed with the FMSIB project manager in advance, tracked in a change log, and noted in the progress report. Our principal-in-charge, Jenny, will also monitor progress as necessary.

### 4A.3 Scheduling Programs and Processes

Erinn has managed numerous complex, multidisciplinary projects. She relies on fundamental project management and project controls tools and techniques to build and manage a project schedule and deliverables list. ParametriX regularly uses Microsoft Project to track project schedules, and Erinn is familiar with the program. Erinn will manage the project using the appropriate tools and processes.



#### **4A.4 Process for Internal Project Team Interactions**

The root of effective communication is strong interpersonal relationships. Our streamlined team has worked together to deliver this project for FMSIB and have proven they work well together. We will have a weekly internal progress meeting with the core team.

We will also use various tools to communicate outside of meetings. We regularly use ProjectWise and SharePoint to maintain version control of project files and share across various teams and offices.

#### **4A.5 Interaction with Client and/or Stakeholders**

##### **Client Interaction**

Parametrix is currently working with FMSIB staff and have worked with WSDOT staff for the past 30 years. Over that time, project teams have learned through example that Parametrix consistently works collaboratively. Together we have learned that the basic tenets of effective communication include:

- ▶ No surprises—outline any emerging issues early
- ▶ Conduct clear and concise communications—listen carefully, care about what is being said, and respond promptly to FMSIB feedback
- ▶ Think and act as an extension of the FMSIB project team
- ▶ Deliver on what is promised

Erinn will hold weekly project leadership team meetings with Kjris Lund at FMSIB to confirm that the schedule, process, and products align with FMSIB expectations; look ahead at upcoming activities and milestones; and address any potential challenges. The meetings will include additional key staff as needed. Our technical staff will work with FMSIB to establish an appropriate system for interaction and communication.

##### **Stakeholder Interaction**

Our individual team members have been selected for this assignment based on experience and stakeholder relationships. Erinn will be available to attend all FMSIB committee and FMSIB Board meetings and provide pre-meeting strategy and meeting facilitation. We will support FMSIB staff in these meetings and leverage our relationships and understanding of the committees to reach consensus on issues as quickly as possible.

#### **Criterion 5 – Project Delivery Approach**

##### **5A.1 How does your firm develop a work plan for this project**

Our firm has developed a work plan for this project (described in Section 5A.3) based on our experience on similar efforts as well as our current work with FMSIB in developing the application and kicking off the Six-Year Freight Mobility Strategic Investment Program process. The work plan is intended to reflect the necessary steps needed to continue our current work with FMSIB, which includes setting up the first stages of the program. This will allow our team to hit the ground running and minimize any potential delays in evaluating project funding proposals and

submitting the final Six-Year Freight Mobility Strategic Investment Program and report to the legislature in December.

##### **5A.2 Who is involved with the decision-making process for the development of the work plan**

Our project manager, Erinn, has involved both the proposed principal-in-charge, Jenny, and the planning and evaluation lead, Amir Almotohari, in the decision-making process for the development of the work plan. They will work with FMSIB for acceptance of the work plan. This team brings an understanding of the mission and goals that FMSIB is seeking to achieve, layered with perspectives from other similar projects, such as the Nevada State Freight Plan and the Nevada Transportation Alternatives Program.

##### **5A.3 Describe the elements of the proposed work plan for this project**

The elements of the proposed work plan are summarized below. The work plan will be refined in collaboration with FMSIB.

##### **Data Collection and Agency Interviews**

Parametrix will support FMSIB with collecting data from Washington's MPOs, RTPOs, Washington Public Ports Association, and local agencies. These agencies will have provided freight project proposals to FMSIB through the application sent to agencies in March. The application requested data to confirm project eligibility and alignment with FMSIB's charge to identify the highest-priority freight mobility projects. Parametrix will review the applications and develop a spreadsheet repository of projects and accompanying data through an automated PDF to Excel process.

This allows for efficient collation of projects and the ability to identify incomplete or missing information from project submittals. Parametrix will support FMSIB in communicating with agencies that submitted incomplete applications so that missing data is collected. Through our current work with FMSIB, we will be keenly aware of the funding submittals and potential gaps in information.

### **5C Assumptions for work breakdown structure**

#### **FMSIB Deliverables/Responsibilities**

- ▶ Provide submissions to Parametrix
- ▶ Communicate with responding agencies

#### **Parametrix Deliverables/Responsibilities**

- ▶ Combine submissions into centralized spreadsheet
- ▶ Identify missing data from submittals
- ▶ Support FMSIB in holding interviews with agencies to gather missing or additional information

#### **Project Evaluation Spreadsheet**

Parametrix will employ the project evaluation spreadsheet that was developed as part of Parametrix's current work on the FMSIB Program Set Up project. This evaluation spreadsheet will summarize all the submitted applications and accompanying data. The spreadsheet will also be coded to score project submittals quickly and efficiently. Parametrix will use the spreadsheet to evaluate and determine scoring on the project evaluation criteria included on page 4 of the 2024 Funding Request Form. This spreadsheet will also be editable to easily bring in additional project evaluation criteria that FMSIB, and the FMSIB Board may recommend to prioritize projects based on

regional distribution or project category, such as criteria specific to Truck Parking or Asset Preservation and Safety. This tool will be used by Parametrix to communicate with the FMSIB Board and committees as a prioritized list of funding proposals is developed.

### **5C Assumptions for work breakdown structure**

#### **FMSIB Deliverables/Responsibilities**

- ▶ Review and provide input on project evaluation spreadsheet
- ▶ Assist in identifying additional scoring criteria

#### **Parametrix Deliverables/Responsibilities**

- ▶ Develop and refine project evaluation spreadsheet
- ▶ Identify additional scoring criteria

#### **Project Evaluations and Revisions to Evaluations**

Parametrix will assist in development of project evaluations using the evaluation spreadsheet described in the previous section. This spreadsheet will allow for a streamlined and automated evaluation based on the data inputs provided by the responding agencies. Because not all criteria can be automatically scored, Parametrix will also review and provide scoring for open-ended criteria, such as for the criteria included in the Overburdened Communities category. The spreadsheet will also be easily editable as necessary to include additional criteria requested by FMSIB, the Freight Policy Advisory Committee (FPAC), and the FMSIB Board.

Parametrix will also revise the prioritized list of freight improvements based on input from FMSIB, the FPAC, and the FMSIB Board. The spreadsheet will allow for testing and review of different prioritization scenarios based on geographic spread and/or funding priority categories, for example. A major outcome of this

task will be the prioritized list of strategic freight improvements to bring to the legislature for funding.

### **5C Assumptions for work breakdown structure**

#### **FMSIB Deliverables/Responsibilities**

- ▶ Review and provide input on project evaluation results

#### **Parametrix Deliverables/Responsibilities**

- ▶ Perform project evaluations
- ▶ Develop prioritized list of projects

#### **Present to FMSIB Committees**

Parametrix will support FMSIB with preparation of presentation materials as well as facilitation of meetings to share information about the project submittals, prioritization of projects, and additional criteria. Erinn, the proposed project manager, has been attending and coordinating with the FPAC and others during her work on the initial phase of this project. She will be a familiar face to the FPAC and FMSIB Board. Erinn will bring her understanding of the issues and priorities of each member to develop a program that successfully represents the needs and goals for freight mobility across the state.

### **5C Assumptions for work breakdown structure**

#### **FMSIB Deliverables/Responsibilities**

- ▶ Review and provide input on presentation materials
- ▶ Assist in presenting information to the FMSIB Board and committees

#### **Parametrix Deliverables/Responsibilities**

- ▶ Development of presentation materials
- ▶ Assist in presenting information to the FMSIB Board and committees



## Develop 6-Year Investment Program Report

Parametrix will assist FMSIB with developing the Six-Year Freight Mobility Strategic Investment Program Report. This report will document the process to develop the prioritized list of freight investments, including outreach, development of the program, evaluation process, and prioritized list of improvements. A draft report will be delivered to the legislature in October with a final report submitted in early December.

### 5C Assumptions for work breakdown structure

#### FMSIB Deliverables/Responsibilities

- ▶ Review and provide input on the report

#### Parametrix Deliverables/Responsibilities

- ▶ Development of draft and final report

### 5A.4 Describe how your work plan addresses contingencies that may arise during the project

The work plan is organized so that potential contingencies can be identified and addressed early so they do not impact the ability to deliver a recommendation for freight project funding to the legislature by the end of the year. Early on, the team will coordinate with agencies that submitted project proposals to address data gaps that could prevent a complete evaluation of each project. This allows the team to address these issues prior to embarking on the project prioritization process. The work plan also takes advantage of materials developed during the earlier phase of this work, such as the evaluation tool, so that the team can start working through the prioritization process as soon as possible, providing more flexibility to address issues as they arise. The

work plan also relies upon continual communication with the FMSIB director, which is key in swiftly resolving potential issues.

### 5B Describe your approaches to resolve issues within the project team; client(s) and stakeholders

As any project advances, issues are bound to arise. These issues may be generated by technical challenges, changes in partner agency staff or expectations, or internal team dynamics. We use a number of techniques to avoid or minimize project issues. Each situation calls for a tailored approach, but there are two fundamental components to resolving project issues: building a relationship of trust with the project team, FMSIB, and project partners and transparent and frequent communication.

Our commitment to building trust and to regular, open communication allows the team to identify issues early when they are manageable and create productive strategies to proactively resolve more complex issues. Our approach to managing specific issues depends on where they originate—within the project team, with the client, or with project partners.

#### Project Team Issue Resolution

Erinn brings a collaborative and supportive leadership approach to the project and team. This begins with clearly defined roles and communication protocols. When team members understand how they fit within the team and know their responsibilities and due dates for completing key tasks, the potential for conflict is minimized. This initial team alignment will be accomplished through the work plan process previously described. Issues will be resolved with appropriate team members as

soon as they arise. Our approach through the life of the project includes regular check-in meetings among the project manager, task leaders, and delivery staff. These meetings would include discussion regarding task status, information needed to complete tasks, interrelationships among tasks, discussion, and resolution of challenges faced by team members. Regular communication helps build an environment of trust and collaboration and allows team members to raise concerns and receive input on issues early. Having worked together previously on a similar project for FMSIB, our team has already built a level of trust and collaboration

#### Client Issue Resolution

On previous projects with FMSIB, Erinn has used regular communication to establish an environment of trust that has helped minimize issues between the project team and FMSIB. Erinn's approach is to set a regular weekly meeting with the FMSIB project manager to discuss the status of key tasks and emerging project challenges. Ongoing communication about project issues and change management will also help build a trusting relationship.

#### Stakeholder Issue Resolution

Our approach to resolving issues with project partners is to identify issues early so that communication and the technical analysis can inform these issues, reducing the risks of escalation. Gaining project support and achieving timely direction and approvals are key to keeping the project on schedule. Providing transparency and information at the earliest opportunities in the process leads to open and collaborative dialogue with project partners.

**5C Provide assumptions for work breakdown structure (e.g., FMSIB versus consultant deliverables)**

We have provided FMSIB versus Parametrix deliverables in section 5A3 with the elements of the work plan.

**5D Identify any key issues and critical milestones for the project**

The following table summarizes key issues and critical milestones that the project team has identified.

Task milestones	Key Issues	Potential Resolution to Key Issues	Timing
Project submittals due	Potential for fewer submissions than expected	<ul style="list-style-type: none"> <li>▶ Host application webinar to answer questions</li> <li>▶ Consider future solicitations for projects during upcoming biennia</li> <li>▶ Engage in targeted outreach to underrepresented communities or regions to encourage participation in future solicitations</li> </ul>	April 19, 2024
Review and compile submissions	Potential for missing data	<ul style="list-style-type: none"> <li>▶ Early identification of data gaps</li> <li>▶ Communicate with agencies</li> </ul>	April 22–26, 2024
Validate project submittals	Difficulty resolving missing data	<ul style="list-style-type: none"> <li>▶ Communicate with agencies</li> <li>▶ Explore options to simplify transfer of information</li> </ul>	April 29–May 10, 2024
Review and expand prioritization criteria as necessary with input from FPAC and FMSIB Board	Difficulty identifying additional criteria	<ul style="list-style-type: none"> <li>▶ Provide robust list of criteria to consider</li> <li>▶ Provide examples from past projects</li> </ul>	May 2024
Develop Draft Prioritized Project List	Potential lack of geographic representation in projects	<ul style="list-style-type: none"> <li>▶ Consider future solicitations for projects during upcoming biennia</li> <li>▶ Identify additional outreach opportunities with underrepresented partner agencies</li> </ul>	June–July 2024
Confirm Prioritized List and Revisions with FPAC and FMSIB Board	Difficulty coming to consensus on prioritized list	<ul style="list-style-type: none"> <li>▶ Gain consensus on prioritization process and criteria early in the process</li> </ul>	July–August 2024
Develop Draft Report for Legislature	Potential for schedule delays	<ul style="list-style-type: none"> <li>▶ Early resolution of issues from previous project tasks</li> </ul>	August–September 2024
Deliver Draft Report	Potential for schedule delays	<ul style="list-style-type: none"> <li>▶ Early resolution of issues from previous project tasks</li> </ul>	October 2024
FMSIB Board Approval of Final Report	Potential lack of support from FMSIB Board	<ul style="list-style-type: none"> <li>▶ Consistent and continual communication throughout process to ensure concurrence</li> </ul>	November 2024
Submit Final Investment Plan Report to Legislature	Potential for schedule delays	<ul style="list-style-type: none"> <li>▶ Early resolution of issues from previous project tasks</li> </ul>	December 1, 2024