



2024 Rail, Freight, and Ports Division General Engineering Consulting Services

November 12, 2024

PACKET A



1 Qualifications and Expertise of Firms on the Team

1a. Firms and Expertise

The PCC short-line railroad activities, Amtrak *Cascades* CID Program, and anticipated state planning updates present a tremendous opportunity to accelerate the growth of a safe, resilient, and interconnected system that meets the existing and future needs of our communities. To support you in these efforts, HDR has assembled a team of rail planning and delivery expertise, specialty subconsultants, and DBE and MSVWBE firms. As a locally based team supported by national and international industry leaders, we offer complete access to our key staff and a large pool of subject matter experts to achieve WSDOT's goals. Our team benefits include:

- ✓ **Unparalleled understanding of WSDOT's vision and needs** gained from our long history serving as your partner in delivery of GECs and as a guardian of your interests
- ✓ **An efficient, integrated approach** to leverage current work and provide the right staff and knowledge, making the most of your time, money, and resources
- ✓ **A strong funding plan and implementation strategy** to make your plans a reality
- ✓ **The right relationships and expertise** to complete work correctly the first time

As shown in Figure 1.1, our team provides staff who have been providing a full range of capabilities for decades in the Pacific Northwest, including project and program planning, engagement, environmental, engineering, financial planning and funding support, real estate services, construction management, and all-encompassing specialty services to meet your anticipated needs. To provide comprehensive support, we are well prepared to call upon additional partners or request use of WSDOT's GECs or pre-qualified consultants to supplement our team.

1b. Firm Resources and Expertise by Office

HDR has delivered more than 30 state rail plans and more than 35 state and MPO freight plans in the past nine years alone, including plans for state DOTs in California, Florida, Kentucky, Minnesota, North Dakota, Tennessee, Wisconsin, and Wyoming since passing of the IJIA/BIL. Our team also offers staff currently working on WSDOT's most recent and inter-related planning and delivery projects, including the 2025 State Rail Plan, the Lower Snake River Dams Transportation Study, Amtrak *Cascades* CID Program Step 1, PCC system rehabilitation support, the Cascadia High-Speed Rail and I-5 Program GEC, as well as FRA's Long-Distance Service Study. With our team's involvement on all of these projects, as well as the resources that we offer locally, also shown in Figure 1.1, we can provide WSDOT the most relevant and holistic expertise.

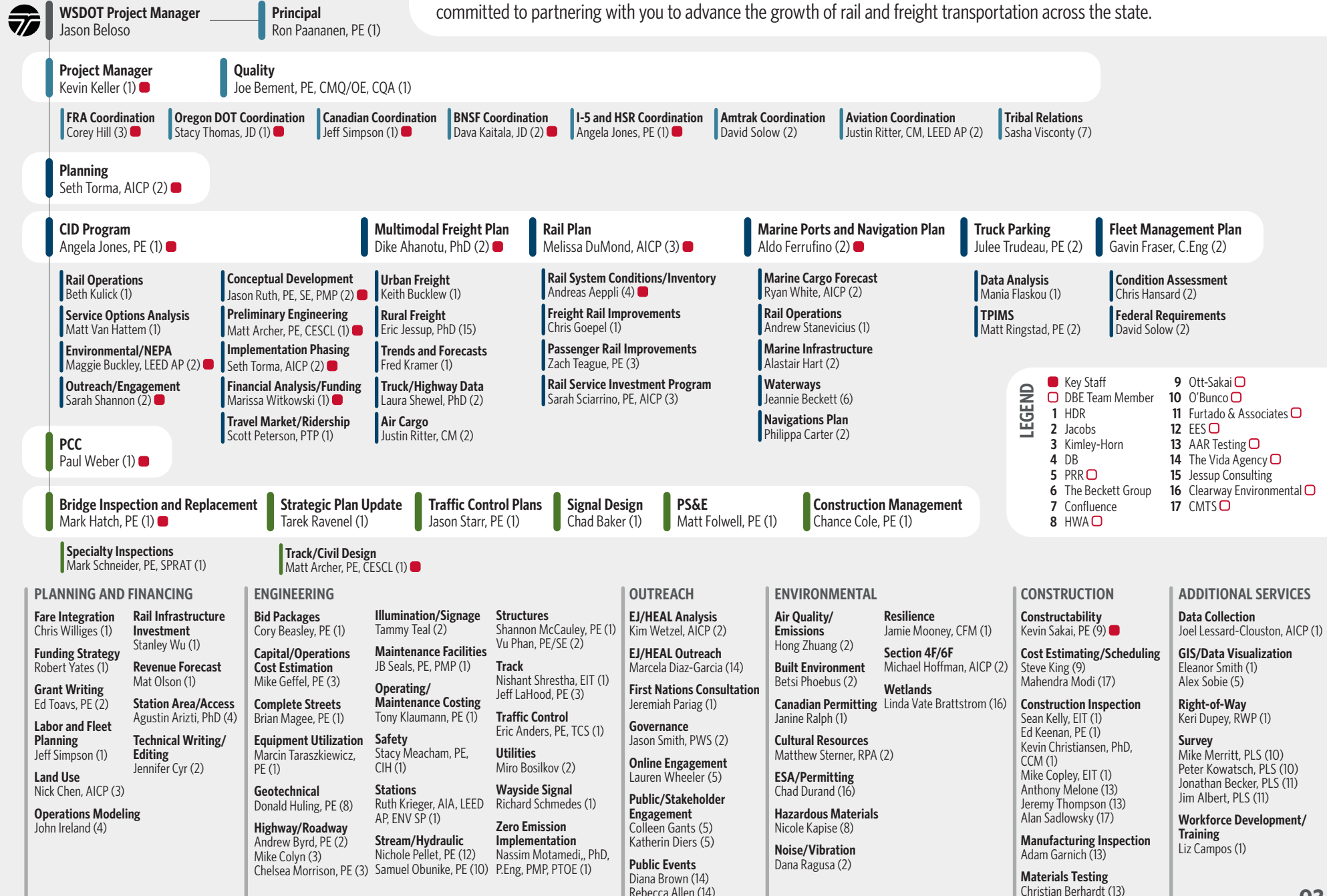
Figure 1.1 List of the Experience, Expertise, and Staff Resources for Firms on HDR's Team

# OF STAFF BY OFFICE	EXPERTISE BY OFFICE	Project Management	Planning	Modeling	Environmental	Traffic/MOT	Track	Wayside Signals	Highway/Roads	Hydraulics	Structures	Rail Bridges	Geotechnical	Outreach	Workforce Training	Funding/Finance	Surveying	Bidding Support	Scheduling	Cost Estimating	Real Estate Services	Contract Admin.	Inspection	Materials Testing
HDR 107 Years Expertise 804 Staff in WA/PDX 12.1K Staff Nationwide																								
Seattle 207																								
Spokane 48																								
Pasco 5																								
Bellevue 215																								
Everett 39																								
Olympia 45																								
Gig Harbor 21																								
Vancouver 19																								
Portland 205																								
Jacobs 77 Years Expertise 1.6K Staff in WA/PDX 32K Staff Nationwide																								
Seattle 105																								
Bellevue 609																								
Yakima 53																								
Spokane 64																								
Vancouver 35																								
Tacoma 11																								
Portland 701																								
Kimley-Horn 57 Years Expertise 125 Staff in WA/PDX 8.3K Staff Nationwide																								
Seattle 74																								
Bellevue 6																								
Everett 18																								
Portland 27																								
DB 8 Years Expertise 0 Staff in WA/PDX 110 Staff Nationwide																								
N/A																								
PRR (DBE) 43 Years Expertise 98 Staff in WA/PDX 111 Staff Nationwide																								
Seattle 95																								
Portland 3																								
The Beckett Group 15 Years Expertise 1 Staff in WA/PDX 1 Staff Nationwide																								
Gig Harbor 1																								
Confluence 17 Years Expertise 31 Staff in WA/PDX 31 Staff Nationwide																								
Seattle 31																								
HWA (DBE) 46 Years Expertise 55 Staff in WA/PDX 56 Staff Nationwide																								
Bothell 55																								
Ott-Sakai (DBE) 13 Years Expertise 15 Staff in WA/PDX 15 Staff Nationwide																								
Mountlake Terrace 15																								
O'Bunco (DBE) 27 Years Expertise 36 Staff in WA/PDX 36 Staff Nationwide																								
Federal Way 36																								
Furtado & Associates (DBE) 41 Years Expertise 58 Staff in WA/PDX 58 Staff Nationwide																								
Seattle 58																								
EES (DBE) 15 Years Expertise 5 Staff in WA/PDX 15 Staff Nationwide																								
Seattle 5																								
AAR Testing (DBE) 35 Years Expertise 115 Staff in WA/PDX 115 Staff Nationwide																								
Redmond 67																								
Lacey 34																								
Wenatchee 14																								
The Vida Agency (DBE) 7 Years Expertise 24 Staff in WA/PDX 24 Staff Nationwide																								
Bellevue 11																								
Edmonds 13																								
Jessup Consulting 8 Years Expertise 0 Staff in WA/PDX 1 Staff Nationwide																								
N/A																								
Clearway Environmental (DBE) 16 Years Expertise 11 Staff in WA/PDX 11 Staff Nationwide																								
Seattle 11																								
CMTS (DBE) 40 Years Expertise 26 Staff in WA/PDX 129 Staff Nationwide																								
Seattle 2																								
Portland 24																								

Team Organization

Shown in Figure 1.2, HDR offers a fully blended team of recognized leaders and a deep bench of experts organized to respond efficiently and flexibly to task work, supporting both WSDOT's near- and long-term goals for delivering durable decisions and implementable plans. Selected for their unparalleled experience working with the Rail, Freight, and Ports Division, our staff are committed to partnering with you to advance the growth of rail and freight transportation across the state.

Figure 1.2 HDR Offers a Complete Suite of GEC Services





One Unified Team, Ready to Serve WSDOT

We have carefully built our team to make sure the staff we promise have the availability needed to deliver. Because our team members have decades of experience working together, we are proven in our ability to function as one seamless team. Our approach is to provide the best available resources to WSDOT, regardless of firm affiliation.

1c. Experience Working Together

HDR brings successful working relationships with our teaming partners, as highlighted in Figure 1.3. To better support WSDOT's various goals for planning, design, construction support, and a host of other anticipated needs under this GEC contract, we have bolstered our resources by adding key support from Jacobs, Kimley-Horn, and DB to provide a full suite of expertise that you have come to trust and expect for successful project delivery. Our approach and commitment is to check our logos at the door and build the right teams for the right job to best support WSDOT, regardless of firm name.

To fully support the inclusion goals, we have also teamed with 10 qualified DBE firms, many of whom have long histories working with WSDOT and HDR. To maximize opportunities for DBE and MSVWBE teaming partners, we have not requested exclusivity from any of these firms.

We are excited to partner with CMTS for the first time on this contract for their constructability and cost-estimating expertise, as well as AAR Testing for their materials testing, manufacturing inspection, and construction administration support services. AAR Testing's Wenatchee-based inspection staff are particularly well-suited to support the growing needs of the PCC system. We are also excited to be partnering once again with Jessup Consulting for Eric Jessup's unparalleled knowledge of rural freight modeling in Washington state.

Figure 1.3 HDR's Partnerships with Our Subconsultants in the Last Three Years Will Accelerate Planning and Implementation

SUBCONSULTANT	CLIENT	PROJECT NAME	ROLE	DURATION	TOTAL PROJECTS WITH HDR
Jacobs	WSDOT	Olympic Region GEC	Project Development, Fish Passage/Stream Design, Environmental Documentation and Permitting, Stormwater/Hydraulics Reports, Transportation Engineering, Construction Administration and Inspection, Submittal Reviews, Quality Verification	2021–Present	200+
Kimley-Horn	Virginia Rail and Public Transportation	General A/E Consultant Services for Rail and Transit Projects	Rail and Transit Design Reviews, Independent Cost Estimates for Construction Projects, Risk Assessments/Risk Management Services, Value Engineering Studies, Constructability Reviews, Construction Administration	2021–Present	215
DB	San Diego Association of Governments	Alignments and Improvements Conceptual Engineering	Transportation Planning, Rail Operations Planning, Economic/Financial Analysis	2020–2022	9
PRR 	WSDOT	Cascadia HSR and I-5 Program GEC	Project Scoping and Planning, Community Outreach and Coordination, Communications Strategy	2024–Present	50
The Beckett Group	Lewis County	West Connector	Public Outreach	2024–Present	8
Confluence	WSDOT	Cascadia HSR and I-5 Program GEC	Tribal Engagement and Consulting, Strategic Planning, Agency Coordination, Compliance Certification	2024–Present	20+
HWA 	WSDOT	Upper Pearl Bridge Replacement	Geotechnical Analysis and Design, WSDOT Coordination and Compliance	2022–Present	65
Ott-Sakai 	WSDOT	SR 520 GEC	Constructability	2015–Present	58
O'Bunco 	Idaho Transportation Department	US 295 Ah'y'Wy Interchange	Surveying	2023–Present	1
Furtado & Associates 	Sound Transit	Bus Rapid Transit GEC	Surveying	2019–Present	16
EES 	Sound Transit	Tacoma Dome Link Extension — OMF South	Project Scoping, Preliminary Engineering, Cost Estimating, Roadway Design	2022–2023	16
The Vida Agency 	WSDOT	Cascadia HSR and I-5 Program GEC	Outreach and Engagement	2024–Present	8
Clearway Environmental 	WSDOT	Olympic Region GEC	Engineering and Environmental	2021–Present	10
HDR's Experience with Teaming Partners					670+ Projects

 DBE Team Member

1d. Availability

HDR has a history of successfully scaling resources up and down quickly and efficiently. Figure 1.4 illustrates our availability. We are committed to appropriately staffing the Rail, Freight, and Ports GEC and have built our staffing plan with continuity in mind. Should WSDOT desire, we are ready to add new staff and partners as the contract progresses.

Figure 1.4 Availability of Our Key Staff and Resources Allows Us to Quickly Ramp Up (Shown in Hours per Month for Each Month in the Quarter)

TEAM MEMBER ROLE (FIRM)	2025				2026–2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
KEY STAFF								
Kevin Keller Project Manager (1)	80	80	80	80	100	100	100	100
Corey Hill FRA Coordination (3)	80	80	80	80	100	100	100	100
Stacy Thomas Oregon DOT Coordination (1)	100	120	120	120	140	140	140	140
Jeff Simpson Canadian Coordination/Labor and Fleet Planning (1)	100	100	120	120	140	140	140	140
Dava Kaitala BNSF Coordination (2)	80	80	80	80	120	120	120	120
Angela Jones CID Program/I-5 and HSR Coordination (1)	160	160	160	160	160	160	160	160
Seth Torma Planning/Implementation Phasing (2)	80	80	100	120	120	120	140	140
Dike Ahanotu Multimodal Freight Plan (2)	80	80	100	120	120	120	120	120
Melissa DuMond Rail Plan (3)	80	80	80	80	100	100	100	100
Aldo Ferrufino Marine Ports/Navigation Plan (2)	40	80	80	80	120	120	120	120
Maggie Buckley Environmental/NEPA (2)	40	80	100	100	120	120	120	120
Sarah Shannon Outreach/Engagement (2)	80	100	100	100	120	120	120	120
Jason Ruth Conceptual Development (2)	30	30	30	30	30	100	100	100
Matt Archer Prelim. Engineering/Track/Civil (1)	80	100	100	100	120	120	120	120
Marissa Witkowski Financial Analysis/Funding (1)	120	120	120	120	160	160	160	160
Andreas Aeppli Rail System Conditions/Inventory (4)	80	80	80	80	120	120	120	120
Paul Weber PCC (1)	80	80	80	80	125	125	125	125
Mark Hatch Bridge Inspection/Replacement (1)	120	120	120	120	120	120	120	120
Kevin Sakai Constructability (9)	80	80	80	80	80	80	80	80

TEAM MEMBER ROLE (FIRM)	2025				2026–2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
RESOURCES								
Jim Albert Survey (11)	25	25	25	25	30	30	30	30
Rebecca Allen Public Events (14)	40	40	40	40	40	40	40	40
Eric Anders Traffic Control (1)	80	80	80	80	80	80	80	80
Agustin Arizti Station Area/Access (4)	60	60	80	80	120	120	120	120
Chad Baker Signal Design (1)	40	40	40	40	40	40	40	40
Cory Beasley Bid Packages (1)	65	65	65	65	80	80	80	80

TEAM MEMBER ROLE (FIRM)	2025				2026–2029				TEAM MEMBER ROLE (FIRM)	2025				2026–2029			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Jonathan Becker Survey (11)	25	25	25	25	30	30	30	30	Mike Merritt Survey (10)	100	100	100	100	100	100	100	100
Jeannie Beckett Waterways (6)	40	40	40	40	40	40	40	40	Mahendra Modi Cost Estimating/Scheduling (17)	160	160	160	160	160	160	160	160
Joe Bement Quality (1)	40	40	40	60	60	60	60	60	Jamie Mooney Resilience (1)	80	80	80	80	80	80	80	80
Christian Berhardt Materials Testing (13)	160	160	160	160	160	160	160	160	Chelsea Morrison Highway/Roadway (3)	60	60	80	80	100	100	120	120
Miro Bosilkov Utilities (2)	80	120	120	120	120	120	120	120	Nassim Motamedi Zero Emission Implement. (1)	80	80	100	120	140	140	140	140
Diana Brown Public Events (14)	20	20	20	20	20	20	20	20	Samuel Obunike Stream/Hydraulic (10)	100	100	100	100	100	100	100	100
Keith Bucklew Urban Freight (1)	65	65	65	65	65	65	65	65	Mat Olson Revenue Forecast (1)	65	65	65	65	110	110	110	110
Andrew Byrd Highway/Roadway (2)	80	120	120	120	120	120	120	120	Ron Paananen Principal (1)	40	40	40	40	40	40	40	40
Liz Campos Workforce Dev./Training (1)	45	45	45	45	45	45	45	45	Jeremiah Pariag First Nations Consultation (1)	75	75	75	75	75	75	75	75
Phillipa Carter Navigations Plan (2)	80	120	120	120	120	120	120	120	Nichole Pellet Stream/Hydraulic (12)	160	160	160	160	160	160	160	160
Nick Chen Land Use (3)	60	60	80	80	100	100	120	120	Scott Peterson Travel Market/Ridership (1)	90	90	100	100	110	110	110	110
Kevin Christiansen Construction Inspection (1)	40	40	40	40	40	40	40	40	Vu Phan Structures (2)	80	120	120	120	120	120	120	120
Chance Cole Construction Management (1)	160	160	160	160	160	160	160	160	Betsi Phoebus Built Environment (2)	80	120	120	120	120	120	120	120
Mike Colyn Highway/Roadway (3)	60	60	80	80	100	100	120	120	Dana Ragusa Noise/Vibration (2)	80	120	120	120	120	120	120	120
Michael Copley Construction Inspection (1)	80	80	80	80	80	80	80	80	Janine Ralph Canadian Permitting (1)	40	50	50	60	65	65	65	65
Jennifer Cyr Technical Writing/Editing (2)	80	120	120	120	120	120	120	120	Tarek Ravenel Strategic Plan Update (1)	40	40	120	120	160	160	160	160
Marcela Diaz-Garcia EJ/HEAL Outreach (14)	65	65	65	65	100	100	100	100	Matt Ringstad TPIMS (2)	80	80	120	120	120	120	120	120
Katherin Diers Public/Stakeholder Engagement (5)	65	65	65	65	100	100	100	100	Justin Ritter Aviation Coordination/Air Cargo (2)	40	120	120	120	120	120	120	120
Keri Dupey Right-of-Way (1)	50	60	80	100	160	160	160	160	Adam Sadlowsky Construction Inspection (17)	100	100	120	120	160	160	160	160
Chad Durand ESA/Permitting (16)	30	30	40	40	60	80	80	80	Richard Schmedes Wayside Signal (1)	40	40	40	40	65	65	65	65
Mania Flaskou Data Analysis (1)	80	80	120	120	160	160	160	160	Mark Schneider Specialty Inspections (1)	80	60	40	60	70	50	30	50
Matt Folwell PS&E (1)	80	80	80	80	100	100	120	120	Sarah Sciarrino Rail Service Investment Prog. (3)	60	60	80	80	100	100	120	120
Gavin Fraser Fleet Management Plan (2)	40	80	100	120	120	120	120	120	JB Seals Maintenance Facilities (1)	40	40	60	60	80	80	80	80
Colleen Gants Public/Stakeholder Engagement (5)	35	35	35	35	65	65	65	65	Laura Shewell Truck/Highway Data (2)	40	100	100	100	100	100	100	100
Adam Garnich Manufacturing Inspection (13)	160	160	160	160	160	160	160	160	Nishant Shrestha Track (1)	80	80	80	80	80	80	80	80
Mike Geffel Capital/Operations Cost Est. (3)	60	60	80	80	100	100	120	120	Eleanor Smith GIS/Data Visualization (1)	65	65	65	65	120	120	120	120
Chris Goepel Freight Rail Improvements (1)	40	40	40	40	40	40	40	40	Jason Smith Governance (2)	80	80	120	120	120	120	120	120
Chris Hansard Condition Assessment (2)	80	80	120	120	120	120	120	120	Alex Sobie GIS/Data Visualization (5)	35	35	35	35	35	35	35	35
Alastair Hart Marine Infrastructure (2)	40	100	100	100	100	100	100	100	David Solow Amtrak Coordination/Federal Req. (2)	80	100	100	100	120	120	120	120
Michael Hoffman Section 4F/6F (2)	80	120	120	120	120	120	120	120	Andrew Stanevicius Rail Operations (1)	160	160	160	160	160	160	160	160
Donald Huling Geotechnical (8)	65	65	65	65	65	65	65	65	Jason Starr Traffic Control Plans (1)	70	80	100	120	140	140	140	140
John Ireland Operations Modeling (4)	110	110	120	130	140	140	140	140	Matthew Sterner Cultural Resources (2)	80	80	120	120	120	120	120	120
Eric Jessup Rural Freight (15)	160	160	160	160	160	160	160	160	Marcin Taraszkiewicz Equipment Utilization (1)	80	80	80	80	80	80	80	80
Nicole Kapise Hazardous Materials (8)	50	50	50	50	50	50	50	50	Zach Teague Passenger Rail Improvements (3)	60	60	80	80	100	100	120	120
Ed Keenan Construction Inspection (1)	120	100	100	100	80	80	80	80	Tammy Teal Illumination/Signage (2)	80	120	120	120	120	120	120	120
Sean Kelly Construction Inspection (1)	60	60	80	80	160	160	160	160	Jeremy Thompson Construction Inspection (13)	160	160	160	160	160	160	160	160
Steve King Cost Estimating/Scheduling (9)	80	80	80	80	80	80	80	80	Ed Toavs Grant Writing (2)	80	120	120	120	120	120	120	120
Tony Klaumann Operating/Maint. Costing (1)	80	80	80	80	110	110	110	110	Julee Trudeau Truck Parking (2)	80	120	120	120	120	120	120	120
Peter Kowatsch Survey (10)	100	100	100	100	100	100	100	100	Matt Van Hatten Service Options Analysis (1)	120	80	80	80	80	80	80	80
Fred Kramer Trends and Forecasts (1)	40	50	60	60	80	80	80	80	Linda Vate Brattstrom Wetlands (16)	80	80	80	80	120	120	120	120
Ruth Krieger Stations (1)	40	40	50	50	60	60	60	60	Sasha Visconty Tribal Relations (7)	160	160	160	160	160	160	160	160
Beth Kulick Rail Operations (1)	160	160	160	160	160	160	160	160	Kim Wetzel EJ/HEAL Analysis (2)	80	120	120	120	120	120	120	120
Jeff LaHood Track (3)	60	60	80	80	100	100	120	120	Lauren Wheeler Online Engagement (5)	35	35	35	35	100	100	100	100
Joel Lessard-Clouston Data Collection (1)	110	115	115	125	140	140	140	140	Ryan White Marine Cargo Forecast (2)	80	80	120	120	120	120	120	120
Brian Magee Complete Streets (1)	30	40	55	80	95	95	120	135	Chris Williges Fare Integration (1)	80	80	100	100	120	120	120	120
Shannon McCauley Structures (1)	30	30	30	30	80	80	80	80	Stanley Wu Rail Infrastructure Investment (1)	80	80	100	100	160	160	160	160
Stacy Meacham Safety (1)	40	40	60	60	80	80	80	80	Robert Yates Funding Strategy (1)	80	80	80	80	80	80	80	80
Anthony Melone Construction Inspection (13)	160	160	160	160	160	160	160	160	Hong Zhuang Air Quality/Emissions (2)	80	80	120	120	120	120	120	120

1e. Relevant Projects

As shown in Figure 1.5 (below and on page 6), HDR and our teaming partners offer a wide range of relevant projects where we've set bold visions, met performance goals, and consistently delivered.

Figure 1.5 Our Featured Experience Within the Last Three Years



Project Highlights

- In-depth understanding of FRA's CID Program application to WSDOT's Amtrak *Cascades* corridor's unique needs and goals

Amtrak *Cascades* CID Program Step 1

WSDOT | 2024 | Angela Jones has been leading a team to assist WSDOT in the delivery of Step 1 of the FRA CID Program for the Amtrak *Cascades* corridor by developing the scope, schedule, and budget to advance the Preliminary Service Development Plan (PSDP) through Steps 2 and 3. Her team's expertise of the three-step process has been instrumental to the completion of Step 1, as they facilitated stakeholder meetings for railroad operations in overlapping areas, data needs for market analysis, as well as engagement with WSDOT, ODOT, and FRA to address responsibilities and requirements for service, operations, and engineering. We also developed a critical path schedule for accelerated delivery of Step 1 documentation.

HDR's review of WSDOT's PSDP and the FRA statement of work helped to determine the delta between work completed during the PSDP and next steps. Angela led our subject matter experts, including Beth Kulick, Scott Peterson, Matt Van Hattem, and Matt Archer, through a gap analysis to identify work for Steps 2 and 3. The team also built a screening process to efficiently analyze the preliminary alternatives from the PSDP through Step 2. Beth led rail operation needs at the borders with Oregon and Canada, and Scott led data needs for market analysis and travel demand modeling. Angela also guided the selection of critical milestones for engagement, meeting Justice 40 and HEAL Act requirements.

WSDOT's PSDP can be considered a Near-Term SDP (NTSDP) and allow for identification and potential early advancement of select capital projects into Step 3 concurrently with Step 2 corridor SDP delivery. The team worked with WSDOT, applying their FRA expertise of how to best apply this updated guidance and readiness criteria to incorporate language to take advantage of this opportunity. Angela's team is best positioned to navigate Steps 2 and 3 by applying the in-depth understanding gained in Step 1, including best practices for responding rapidly to updated FRA guidance, given the evolving nature of the CID Program.

Firm Involvement and Relevant Scope

HDR (\$493K): Project Scoping, Planning, and Scheduling; Cost Estimating; Contract Administration; Outreach and Coordination



Project Highlights

- First-hand knowledge of PCC system rehabilitation project needs and priorities
- Existing relationships with staff and stakeholders

Eastern Region GEC, Task AK PCC Railroad

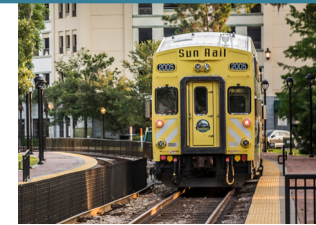
WSDOT | 2022-2024 | Under WSDOT's Eastern Region GEC, Paul Weber and his team evaluated the 2022 CRISI scope and quantities for PCC short-line rehabilitation projects and provided an independent assessment, evaluated delivery methods, recommended projects, and developed a schedule for WSDOT review and approval. Paul worked with WSDOT to advance a design-bid-build contract that efficiently augmented WSDOT resources.

Jason Starr prepared traffic control, detour plans, and PS&E for 20 public crossing improvements and modification of six signal systems, effectively navigating WSDOT's two-week review process. We also provided plans for evaluating current PCC system bridge conditions, based on existing documentation and specialty in-field assessments, to develop a priority repair and replacement plan for structures on the P&L, CW, PV Hooper, and WIM rail lines. Underneath the 2024 Rail, Freight, and Ports GEC, Mark Hatch and his team are well prepared to initiate auditing efforts for inspection reports and safety management policies, assess current conditions, and identify improvements for current and future monitoring.

Paul's team has also delivered an evaluation and PS&E for the CW branch—the first of the three PCC branches to be rehabilitated using CRISI grant funding. Chad Baker prepared preliminary signal circuit modifications and assessed bonding needs and crossing equipment conditions, utilizing markups of existing plans and performance specifications within the bid documents. His approach standardizes train detection, emphasizes product availability, lifecycle, obsolescence, operating railroad skill sets, and inventory spares, which will reduce development time and overall project cost. It will also allow the contractor to use accepted industry standards within the performance specification, ultimately minimizing risk to WSDOT.

Firm Involvement and Relevant Scope

HDR (\$261K): Project Scoping, Planning, and Scheduling; Preliminary Engineering; Cost Estimating; At-Grade Crossing Signal Design; Construction Inspection; Project Scheduling



Project Highlights

- Updated FRA-approved Rail and Passenger Rail Plans
- Developed Inland Logistics Center Strategy and three successful CID applications

State Rail Program Management

Florida DOT (FDOT) | 2018-Present | Led by Kevin Keller, HDR has been serving as FDOT's general consultant for freight and rail programs since 2018. We have assisted with development of cohesive multimodal strategies that strike modal balance, prioritize investments, leverage funding opportunities, and forge strategic partnerships that result in successful project implementation.

Our team has managed the Florida Rail System Plan updates in compliance with FRA State Rail Plan Guidance and Florida statutes requiring identification of priorities, programs, and funding levels necessary to meet statewide and regional goals. HDR worked to align the updated rail system plan with Federal Passenger Rail Investment and Improvement Act requirements, as amended by the Fixing America's Surface Transportation Act of 2015. We provided an overview of the state's current rail network, highlighting challenges, opportunities, and economic and socio-environmental impacts associated with each rail mode. HDR also partnered with FDOT to assess passenger rail corridor needs, which included identifying and evaluating new intercity passenger rail corridors proposed for development, as well as existing corridors for service expansion, and prioritizing those corridors according to population density, ridership forecasts, and current rail infrastructure. We have worked alongside FDOT to complete updates to the Freight Mobility and Trade Plan; conduct statewide freight and rail studies, including a statewide truck parking study; identify funding opportunities for rail safety improvements; and assist with both internal and external coordination, education, and outreach and engagement activities.

Firm Involvement and Relevant Scope

HDR (\$1.8M): Project Scoping, Planning, and Scheduling; Preliminary Engineering; Cost Estimating; Road and Track Design; Traffic Control and Wayside Signal Design; Real Estate Services; Construction Inspection; Project Scheduling; Contract Administration; Railroad Structural Engineering and Inspection; Workforce Training; Outreach and Coordination; Grant Writing

Figure 1.5 Our Featured Experience Within the Last Three Years (*continued*)

Project Highlights

- Comprehensive understanding of nearly 50% of the state's freight movements and associated rail network
- Development of investment needs for improvements

Lower Snake River Dams Transportation Study

WSDOT | 2023–Present | Seth Torma is leading this study to investigate how transportation would be affected upon removal of the Lower Snake River dams, per State Legislature direction. The project team, including Dike Ahanotu, is assisting WSDOT in conducting an analysis of highway, roadway, and freight rail transportation needs, as well as impacts of shifting the movement of freight and goods currently moved by barge to truck and rail. Seth's team has identified truck and rail volume estimates, evaluated scenarios for infrastructure and operations changes, developed an analysis based on financial and emissions data, and conducted a robust and inclusive public engagement process to gather feedback from agency partners, tribes, key interested parties, and community members.

Firm Involvement and Relevant Scope

- **Jacobs (\$4M):** Project Scoping, Planning, and Scheduling; Preliminary Engineering; Surveying; Cost Estimating; Environmental Permitting and Studies; Geotechnical Analysis; Stream and Hydraulic Analysis; Road, Rail, and Utilities Infrastructure Analysis; Traffic Control and Transportation Safety; Outreach and Coordination
- **PRR (\$390K):** Community Outreach Planning and Coordination, including Stakeholders Impacted by Freight and Roadway Conditions



Project Highlights

- Acquired full Amtrak and FRA consensus on study methodology development
- Shaped recommendations for inclusion to report to Congress

Long-Distance Service Study

FRA | 2023–Present | Jacobs' team, including Seth Torma, has supported this Congressional-directed FRA study to examine current, previously discontinued, and new routes for potential service enhancements with an emphasis on serving rural and disadvantaged communities due to the reduction in long-distance intercity bus services and the elimination of airline flights under FHWA's Essential Air Service program. They manage stakeholder engagement with state and local governments, tribal nations, and advocacy groups, and oversee public documents and a project website. Seth led a team to develop an evaluation methodology, including a multi-criteria analysis and other evaluation tools specially tailored for this study. They have also delivered the task work to examine all elements needed to implement the study's future recommendations, including governance and institutional models for continued stakeholder input on Amtrak's provision of long-distance services.

Firm Involvement and Relevant Scope

- **Jacobs (\$15M):** Project Scoping, Planning, and Scheduling; Cost Estimating; Outreach and Coordination; Grant Writing
- **DB (\$664K):** National Network Service Planning; Stakeholder Engagement; Public Policy Reviews

CLIENT | PROJECT (DURATION)

FIRM (\$) | KEY SERVICES

WSDOT | South Central Region GEC
(2015–Present)

Jacobs (\$80M) | Serving as WSDOT's GEC for multidisciplinary planning, environmental, and engineering; supported three weigh station and truck parking projects; and provided bridge and traffic design, stormwater/hydraulics reports, construction inspection, community engagement, and quality control.

PRR (\$1M) | Providing communications and community engagement support for work spanning eight regional counties.

AAR Testing (\$5M) | Providing staff augmentation for compaction and concrete testing and construction inspection.

WSDOT | Amtrak Cascades Service Development Plan Conceptual Operations Analysis (2023–2024)

DB (\$279K) | Conducted pathing and capacity studies in coordination with FRA, BNSF, Sound Transit, Canadian National, and ODOT as part of a technical working group.

Port of Grays Harbor | T4 Expansion/Redevelopment (2020–Present)

The Beckett Group (\$80K) | Develop MARAD grants and perform grant writing to meet BCA needs and compliance.

WSDOT | I-5 Marvin to Mounts Road
(2009–Present)

Confluence (\$162K) | Completed PEL on aggressive timeline while maintaining positive relationships with WSDOT and Tribes.

Ott-Sakai (\$100K) | Led constructability review/cost estimating.

Sound Transit | Everett Link Extension
(2020–Present)

Furtado & Associates (\$2.7M) | Collected accurate and timely field data to support design efforts and move the project forward.

The Vida Agency (\$791K) | Fostered an environment of trust which aided in meeting project goals and increased participation.

Kimley-Horn (\$24M) | Performed detailed analyses summarizing station/alignment on 38 measures and OMF sites on 22 measures.

WSDOT | SR 305 Winslow Ferry to Hostmark, Toten Road (2021–Present)

HWA (\$82K) | Evaluated existing geotechnical data and analysis across 15 sites and conducted soil borings and field exploration.

WSDOT | SR 18/I-90 Holder and Soderman Creeks (2020–Present)

EES (\$150K) | Provided CAD and design services for the preliminary hydraulic design of multiple culvert replacements.

SDOT | Aurora Avenue N Project
(2022–2024)

The Vida Agency (\$429K) | Connected with 440K people through social media, online, mail, and in-person outreach.

WSDOT | South Cle Elum Road Bridge Deck Rehabilitation (2022–2024)

O'Bunco (\$190K) | Performed construction staking with each crew obtaining a railroad permit to work on the property.

WSDOT | Washington State Highway Rest Area Site Evaluation Study (2022)

Jessup Consulting (\$50K) | Investigated likelihood of accidents before and after rest area locations throughout Washington.

SDOT | John Lewis Memorial Bridge
(2016–2023)

Clearway (\$633K) | Provided NEPA/SEPA, ESA, mitigation, permitting, and evaluation of more than 20 fish passage sites.

City of Portland | Capital Improvement Projects Inspection Services (2020–2024)

CMTS (\$2.65M) | Delivered construction and electrical inspection support for 75 projects, along with 2,000 ADA ramps.

2 Qualifications of Proposed Project Manager



Kevin Keller

"I'm committed to managing WSDOT's Rail, Freight, and Ports GEC for the contract duration, applying my industry experience to drive efficient delivery of your tasks."

Kevin Keller, Project Manager/Contract Agreement Manager

2a. Recent Experience

With more than four decades of industry experience, including more than 25 years leading large multidisciplinary programs for state DOTs across the country, Kevin brings a strong record of managing high-performing rail GEC teams. Having been engaged with WSDOT's Rail, Freight, and Ports Division since 2010, he knows how to holistically manage this GEC to deliver on your vision.

Utilizing a proven management approach, Kevin will build on our strong working relationships with WSDOT leadership, including Division Director Jason Biggs and Freight and Rail Planning Program Manager Jason Beloso, to tailor the best teams to deliver project work efficiently and to the highest quality. He has a keen understanding of WSDOT's goals, unique needs, and constraints, which he will use to flexibly respond to immediate needs and successfully drive WSDOT's Rail, Freight, and Ports programs towards long-term success.

As both the project manager and the contract agreement manager for this GEC, Kevin will oversee and coordinate between the interconnected projects within the program and develop an efficient resource management plan that meets WSDOT's current and future needs.

For example, to save time and money, we recommend building an FRA engagement team that coordinates between the concurrent tasks for the Amtrak *Cascades* CID Program Steps 2 and 3 and HSR planning efforts for the Cascadia corridor while still accounting for each task's individual goals.

In addition, Kevin will lead development of clear work plans that employ interdependent teams to drive rapid progress, as well as manage contingencies to account for inevitable changes to a program of this duration, such as changes in FRA guidance.



Statewide Intercity Rail Program

Louisiana Department of Transportation and Development (DOTD) | 2023–2024 | Program Manager | Kevin has most recently assisted Louisiana DOTD with management of their intercity passenger rail program, including Amtrak service restoration from Mobile, AL to New Orleans, LA, as well as new service introductions along I-20 and from Baton Rouge to New Orleans (BR-NOLA). On BR-NOLA, Kevin managed teams in delivery of CID Step 1, with Steps 2 and 3 to follow, including development of economic impact analyses, ridership projections, station area planning, design, transportation planning, and implementation planning in compliance with FRA's Railroad Corridor Transportation Plans Guidance Manual and grant requirements for two rail stations (RAISE 2022), a railroad crossing elimination (RCE 2022), the Bonnet Carre Bridge replacement (CRISI 2022), and the 2023 CID and Federal-State Partnership grants.

Kevin has also developed governance structures for implementation of intercity rail services within the state, with the primary goal of establishing a passenger rail authority that will manage both administrative and fiduciary responsibilities for Louisiana DOTD's state-supported passenger rail services.

Prior to this Intercity Rail Program, Kevin led their state rail program for more than 15 years, including state rail plan development, Amtrak station planning, passenger and freight rail corridor studies, and their short-line rail grant program.

In alignment with the DOTD's goals for succession planning, Kevin is scheduled to transition his program manager role to his current Deputy Program Manager at the end of the year. Kevin has trained and led this program team with an eye for staff development so there is a seamless transition of his program manager responsibilities.



State Rail Program Management

Texas DOT | 2015–2025 | Project Manager | Kevin has led the past three updates of the Texas Rail Plan and the annual updates necessary for the passenger rail section, per state legislative requirements. He oversaw the inventory of freight and passenger systems; identification of proposed freight and passenger rail improvements and investments; as well as stakeholder coordination and public outreach, including freight shipper interviews, stakeholder and public meetings, and economic analyses.

Kevin has also been engaged in the state's studies on all their intercity passenger rail corridors, including the Heartland Flyer Amtrak service development planning and the proposed Texas Central Railroad High-Speed Rail project. He assisted Texas DOT with the feasibility evaluation and development of three separate FRA CID program grant applications for the planning

and development of three passenger rail corridors: Dallas-Fort Worth to San Antonio, Dallas-Fort Worth to Houston (Texas Triangle), and Houston to San Antonio. These applications, which included summaries of corridor characteristics, readiness, and benefits, resulted in FRA awarding CID Program Step 1 grants for the Houston to San Antonio and the Texas Triangle intercity passenger rail corridors. Kevin then managed Step 1 of the CID Program grants, including the initial planning for passenger rail service.

Kevin has also led a team experienced in Texas DOT policies and standards that have been engaged in the rail program work for more than a decade. This experienced team will allow for the program management duties to continue to support Texas DOT in the future. With Kevin's role as project manager scheduled to conclude in January 2025, the timing is ideal for him to lead WSDOT's Rail, Freight, and Port's GEC.



State Rail Program Management

Florida DOT (FDOT) | 2020–2025 | Project Manager | Kevin managed the Florida State Rail System Plan updates and a recent passenger rail corridor assessment, which evaluated new intercity passenger rail corridor options and explored existing corridors for service expansion. Based on the passenger rail corridor recommendations, Kevin then led teams in development of CID Program grant applications for the Jacksonville to Orlando to Miami and the Miami to Orlando to Tampa corridors, both of which were successfully awarded Step 1 grants. His team is now assisting with delivery of both Step 1 agreements. Kevin worked directly with FDOT's Freight and Rail Office to develop the 2023 State Rail Plan update, including:

- Complying with Florida statutes requiring an identification of priorities, programs, and funding that meet state and regional goals
- Aligning with the requirements outlined in the Federal Passenger Rail Investment and

Improvement Act (PRIIA), as amended by the Fixing America's Surface Transportation Act (FAST Act) of 2015 and adheres to the FRA State Rail Plan Guidance

- Providing a summary of the state's current rail network; challenges and opportunities within the network; and economic and socio-environmental impacts associated with each rail mode

To be inclusive of and achieve Florida's Rail Vision and Supporting Goals, Kevin organized tailored teams to conduct targeted outreach to build strong support for the proposed short- and long-range capital improvements and policy recommendations.

If awarded WSDOT's Rail, Freight, and Ports Division GEC, Kevin will turn over his program management role to a well-trained team in a seamless manner. HDR has a robust program management team engaged with FDOT, that will allow for a smooth transition of the program manager position.

2b. State and Federal Regulations and Procedures

Kevin has a strong understanding of WSDOT policy, operational goals, and program risks from his work on the initial FRA American Recovery and Reinvestment Act plan. Kevin also offers extensive industry and partner agency relationships gained from many years of involvement in leadership roles with the Transportation Research Board and their Intercity Passenger Rail Committee, the Freight Rail Transportation Committee, the AREMA Foundation Board of Directors, the American Railway Development Association, and the American Short-Line and Regional Railroad Association's Legislative Policy, Environmental, and Law Committees. He was the primary author of Chapter 13 of the AREMA Manual of Railway Engineering, which focused on environmental components; served as the lead instructor of AREMA's Environmental Permitting Seminar series; and has been a frequent speaker at rail sector conferences.

Because Kevin understands both the history of state and federal regulations and procedures as well as emerging policy, he is well suited to oversee our application of guidelines as well as manage uncertainty.

For example, Kevin worked alongside FRA in their development of the CID program, positioning him well to anticipate the changes coming in the program. Having facilitated more than eight Step 1 kickoff meetings with state DOTs, he understands how critical it is for planning program efforts to efficiently sync previous and related corridor planning and grant efforts, establishing consistency from day one.

With HDR's current role as WSDOT's Cascadia High-Speed Rail and I-5 Program consultant, Kevin and our team are in a unique position to coordinate that work with the Amtrak *Cascades* CID Program planning and state and freight rail plan update portions of this GEC, helping to navigate these multi-state efforts and incorporate relevant Oregon DOT's planning efforts.

Kevin has been engaged with WSDOT's Rail, Freight, and Ports Division for more than 14 years, starting in 2010 with his assistance on WSDOT's initial Service Development Plan for the Amtrak *Cascades* corridor passenger rail service based on funding from the federal 2009 American Recovery and Reinvestment



Kevin has been the Program Manager for our last three Rail Plan updates, as well as leading our pursuit and management of federal discretionary grant funding, including our two awarded Step 1 CID projects. We rely on his expertise and advice in federal policy compliance and developing our state policies accordingly."

Chad Coburn, Texas DOT Rail Division, Planning and Program Section Director

Act's High-Speed and Intercity Passenger Rail Program. He has assisted with the early iterations of the Washington State Rail Plan, the Seattle Maintenance Facility upgrades, the Fleet Management Plan, Ridership and Revenue Projections, the *Cascades* Initial 2011 Financial Plan, and other *Cascades* corridor-related tasks. Since then he remained a part of HDR's efforts assisting WSDOT with their freight and rail programs. His long history partnering with the agency and his work on these various projects have provided Kevin with significant knowledge of WSDOT's policies and procedures that will help our team to drive an accelerated approach to task planning, delivery, and management.

Having managed similar GECs for the past 25 years, Kevin is skilled at developing statements of work, detailed work plans, project management plans, NEPA studies, service development plans, permits, and design components—all in compliance with both state and federal regulations and procedures. He has also gained extensive experience working for federal, state, and commercial clients throughout North America and being responsible for environmental regulatory compliance agency negotiations, property transaction assessments, facility investigations, alternative remedial designs, site remediation, and closure of regulated sites within the United States, Canada, and Mexico.

Kevin has been considered the expert for all things rail in the state for many years. We [have relied] on his expertise to help guide our state rail planning programs and policies."

Dean Goodell, Freight and Passenger Rail Program Director,
Office of Multimodal Commerce, Louisiana DOTD



2c. Ability to Manage Schedule, Scope, Budget, and Change

Having delivered several complex statewide rail programs, Kevin understands how to organize, develop, and manage a flexible and high-performing GEC, as shown in Figure 2.1.

Figure 2.1 Kevin's Demonstrated Experience Managing Schedule, Scope, Budget, and Change on Similar Projects

	LOUISIANA DOTD STATEWIDE INTERCITY RAIL PROGRAM	TEXAS DOT STATE RAIL PROGRAM MANAGEMENT	FLORIDA DOT STATE RAIL PROGRAM MANAGEMENT
SCHEDULE	Kevin has assisted the DOTD since 2010 with several critical rail programs, including development and tracking of schedules, producing a Master Program, capital budget, critical path, and project-specific detailed schedules. With the inception of the DOTD's new short-line railroad loan program, he has helped with project review and payment scheduling. Kevin has also assisted with creation and management of schedules for their intercity passenger rail program to meet deadlines for all local, state, regional, and federal requirements.	Kevin managed the development and approval of a wide range of project schedules, including management of updates to the Texas Rail Plan, the Section 130 program, federal grant applications, and stakeholder planning. He fostered a team setting that optimized resources and expedited the work. Kevin also assisted Texas DOT with the development of critical path schedules for their priority projects, including the CID corridor projects, which allowed the agency to understand the project's vital tasks and proactively plan for change.	Kevin led the final report development for the statewide Passenger Rail Study on an aggressive schedule, including coordination with several other agency business units, the agency's Central Office, seven state districts, and additional stakeholders. This schedule allowed FDOT to assess the state's candidate passenger rail corridor opportunities prior to submittal of CID applications. He also helped develop the recent update to the Statewide Rail System Plan, including numerous discrete sections for integration into a master schedule.
SCOPE	Kevin assisted with the development and management of new scopes for the agency's Multimodal Office for the past two decades, including representing the agency on all state rail projects. For the new rail grants program, he led development of scope, details, and coordination with the host rail on pre-NEPA service for the BTR–NO corridor. Kevin has also played a significant role in the state's rail program development, having led updates to the State Rail Plan and scoping of their new Intercity Passenger Rail Program. Each of these tasks are similar to the ones that will be included in WSDOT's GEC.	Kevin developed and maintained schedules for more than 20 projects for Texas DOT's Rail Office, many of which involved meetings with elected officials that the agency added after initial scoping, while still meeting originally agreed-upon milestones. He met with the agency regularly to discuss, respond to, and plan new scope items based on new information from stakeholders and internal agency partners. He also worked with Texas DOT to develop a strategy and scope for pursuit of FRA's CID program, including helping them identify intercity passenger rail corridors for which to develop grant applications.	Kevin assisted FDOT with the development of statements of work and scopes for a wide variety of state rail programs, involving federal grant applications for programs that include CID, INFRA, RAISE, MEGA, and many more. His work with the FDOT FRO team has also included the development of new scope items, such as the Florida Rail System Plan update, the Florida Freight Mobility Plan update, the Inland Logistics Center Study, the Florida Truck Parking Study, and others. In all of these scope development tasks, Kevin has been able to maintain a balance with schedule and budget constraints.
BUDGET	Kevin helped monitor budgets and prepare management reports, including department budget reports for the Governor. In the case of a shortfall, he assessed the cause and provided justification. Kevin played a significant part in development of budgets presented to the State Legislature and the Governor for providing matching funds for federal discretionary grants. He also assisted with budget tracking and payment schedules for their new short-line railroad loan program.	Kevin developed, monitored, and updated budgets for more than 20 projects, often under tight schedule constraints due to changing public and political attitudes in Texas regarding passenger rail funding. Under his leadership, Kevin's team has quickly and accurately updated budget-loaded schedule adjustments to best align with budget priorities.	Kevin assisted FDOT's Multimodal Office with development of their annual budget request, monitoring budgets from several different operating units and managing various consultant budgets. On the Florida Passenger Rail Study, Kevin managed the budget integration of proposed new intercity passenger rail corridor development with the states' budget for the Florida Rail Enterprise, allowing FDOT to understand how to better prioritize their overall budget.
CHANGE	Kevin assisted Louisiana DOTD's Multimodal Office with changes resulting from new administrations and staff. While the departing DOTD Secretary did not want to rush into intercity passenger rail programs, the incoming one wanted to accelerate them. Kevin managed this transition, working to quickly show an accelerated process for the corridors through development of revised planning documents, capital project budgets, and schedules.	Kevin played a significant role in the Texas DOT Rail Division's ability to respond rapidly to changes. For example, when the Texas Central High-Speed Rail program was terminated, Kevin quickly pivoted to revise all of the appropriate state planning documents and remove it from state budgets and plans, producing a revised rail plan with a list of re-prioritized investments that addressed the agency's rail program needs and still received FRA approval.	Kevin helped determine how to manage and develop the Florida Rail Enterprise (FRE) to coordinate the development and operation of publicly funded passenger rail. Because legislative authority for the FRE requires renewal every year, Kevin and his team managed changes to guidance. As a result of a change in leadership, Kevin assisted the new team with development of a Rail Strategy Action Plan that provides a roadmap for actions to be completed within four years.

2d. Professional Licenses/Accreditations

No relevant Washington State professional licenses/accreditations.

3

Key Team Members' Qualifications

Figure 3.1 Key Team Members' Qualifications



Why Corey

Brings 22 years of experience serving in governance roles for federal, state, and local agencies, including support of multi-billion-dollar rail programs for FRA

Corey Hill

FRA Coordination Lead | While serving as the Director of the Office of Program Delivery for FRA, Corey built the office from the ground up, including the development of program policies and procedures, and led multidisciplinary teams to implement and oversee more than \$25B of federal investments across 17 grant and loan programs. Applying his agency experience, Corey currently leads a rail and transit practice that involves supporting clients by interpreting FRA policies and procedures and mitigating the risk to gaining FRA approvals for their programs.

Commonwealth of Virginia | Transforming Rail in Virginia | 2020–2025, Program Director. Corey leads program management for this \$4.2B program that will dramatically expand and improve intercity passenger and commuter rail services while supporting growth of freight rail in the state. He coordinates with Amtrak, Norfolk Southern, and other stakeholders to deliver 20 capital improvement projects.

City of Racine | MARK Passenger Rail Study | 2024–Present, Senior Advisor. Corey's team provides service development planning for this corridor revitalization, guiding the Steering and Technical Committees on governance and funding structures for new opportunities made available under the IJA, as well as engineering and cost estimating.

FRA | Monitoring and Technical Assistance Program | 2019–2024, Project Manager. Corey's team provided FRA's Office of Railroad Policy and Development programmatic support for oversight of various FRA funded projects. He works directly with FRA project managers and staff to facilitate agency compliance and drive on-schedule reviews.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Having led FRA involvement in the Pacific Northwest Rail Corridor program, Corey has strong insight into how the agency's policies intersect with those of WSDOT, ODOT, and agencies in British Columbia. In addition to his FRA leadership, Corey's work on this program will help to guide early alignment of local, state, and federal agency policies.



Why Stacy

Proven ability to effectively engage ODOT on key touch points to keep major transportation projects and programs moving forward

Stacy Thomas JD

Oregon DOT Coordination Lead | Stacy has expertise leading both small- and large-scale communication and engagement efforts for hundreds of ODOT projects, including her prior tenure at the agency. She also effectively accounts for program and stakeholder needs on complex multimodal and passenger rail plans in Oregon. Stacy understands when and where to engage ODOT to keep projects moving forward in a unified and collaborative manner.

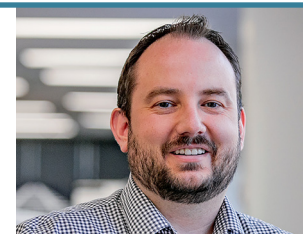
WSDOT | METC GEC, I-5 Corridor Study | 2022–2023, Communications Manager. Stacy conducted 91 listening sessions involving 350 individuals to inform decision making and catalog regional needs. She also supported development of legislative recommendations for the master plan, HOV efficiencies, and seismic risk analysis.

ODOT | Oregon Transportation Plan | 2020–2023, Communications Manager. Stacy managed outreach and engagement on this statewide plan, conducting 43 interviews with 67 stakeholders, representing a wide range of transportation, community, and stakeholder interests to shape the approach prior to the start of planning.

ODOT | Oregon Passenger Rail EIS | 2010–2018, Communications Manager. Stacy managed a comprehensive public engagement and communications program for this 125-mile corridor NEPA effort focused on selecting a passenger rail route, including formation and facilitation of a corridor forum and six community advisory groups.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Stacy led listening sessions along the I-5 corridor, involving 137 different agencies, public interest groups, and stakeholders. Her relationships with WSDOT and ODOT and her understanding of the HEAL Act give her critical insight into both agency's visions, goals, and processes. Having supported numerous EIS and NEPA efforts in the state of Oregon, Stacy is familiar with all relevant federal regulations for major programs.



Why Jeff

Extensive North American rail industry experience, including coordination with the Ministry of Transportation and Infrastructure on Canadian rail projects

Jeff Simpson

Canadian Coordination Lead | Jeff brings 22 years of rail industry experience, including Canada-U.S. rail connections and operations in the Pacific Northwest. He has worked directly for both Class I and short-line railroads in leadership roles in train operations and dispatching, network capacity and infrastructure development, service design and operations planning, network strategy, and rules and regulatory compliance.

Canadian Pacific (CP) Railway | Pacific Gateway Strategic Planning and Industrial Development | 2002–2024, Project Manager. Jeff has been influential in the protection of infrastructure and land for future freight growth, passenger rail operations, and industrial development along rail corridors throughout the Pacific Gateway and interior rail routes that form key trade corridors to the gateway and ports.

Canada Infrastructure Bank | Network and Capacity Study, New Westminster Rail Bridge (NWRB) and the Asia-Pacific Gateway | 2021–2023, Rail Planning/Operations Lead. Jeff facilitated engagement sessions with stakeholders, including the Class I railways (CN, CPKC, and BNSF), rail users of the NWRB (SRY, VIA Rail, Amtrak, and Rocky Mountaineer), Port of Vancouver, Port of Prince Rupert, and others for this transportation trade network and freight rail connection study.

Confidential Client | Fraser Valley Rail Freight Trade Off Analysis | 2022, Project Manager and Rail Planning Lead. Jeff led the study of the existing rail network, operating conditions, and the prospective growth for freight rail traffic across the region, while considering future passenger rail service, including rail corridor connectivity with Washington state at the Sumas-Huntingdon border crossing.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Jeff brings a strong understanding of WSDOT's current State Rail Plan and FRA regulations, having worked with public agencies, passenger and freight railroads, ports, and rail industrial clients across Western Canada, including connections to the U.S. and the Pacific Northwest.

Figure 3.1 Key Team Members' Qualifications (*continued*)**Why Dava**

More than a decade working for BNSF, resulting in lasting agency relationships and excellent understanding of track safety and rail environmental standards

Dava Kaitala *JD*

BNSF Coordination Lead | As Jacobs' National Class I Rail Vice President, Dava leads a diverse team of experts across the country in railroad engineering, operations, sustainability, and environmental services. Prior to joining Jacobs, she spent 12 years with BNSF Railway, where she managed major bridge and capacity projects and provided leadership for permitting, energy, and sustainability projects.

FRA | Long-Distance Passenger Service Study | 2022-2024, Class I Stakeholder Outreach Lead, Regional Lead. As the task lead for host railroad stakeholder outreach, Dava coordinates meetings with all Class I railroads, as well as other rail owners throughout the United States.

Confidential Client | Flood Mitigation Area Diversion | 2021-2023, BNSF Advisor, Railroad Coordination Lead. This flood protection project located in the Pacific Northwest required extensive coordination with railroads to secure approvals in a timely manner. Dava's knowledge of how railroads across the country, including in Washington, review and approve these agreements allowed her to navigate coordination and move work forward to protect rail infrastructure assets on schedule.

BNSF Railway | Environmental Planning Reviews | 2009-2021, General Director of Environmental Planning and Permitting. Dava used her knowledge of NEPA, the National Historic Preservation Act, and the Clean Water Act to chart the best path forward for project success. While also serving as environmental NEPA lead for BNSF during this time, Dava developed strong relationships with senior engineering and environmental staff and a thorough understanding of legal processes.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Dava has extensive knowledge of WSDOT processes and procedures for state rail projects, having worked with the agency directly on several projects during her 12-year tenure at BNSF. She confirmed that BNSF incorporated WSDOT right-of-way, environmental, and safety requirements. Dava is well versed in USACE, USCG, NEPA, SEPA, and ESA regulations, as well as FRA and Class I railroad safety standards.

**Why Seth**

Local expertise with WSDOT analyzing movement of freight and goods and first-hand experience refining FRA tools and methods for the CID Program

Seth Torma *AICP*

Planning/Implementation Lead | With nearly three decades of transportation planning experience, Seth has delivered efficient and compliant multimodal solutions for WSDOT that integrate transit, rail, travel demand management, and intelligent transportation systems to address critical challenges. He delivers complex analysis of rail and freight transportation alternatives that are community-driven with a focus on minimizing impacts and maximizing local connectivity.

WSDOT | Lower Snake River Dam Removal Transportation Study | 2023-Present, Project Manager. Seth works closely with WSDOT, stakeholders, and tribal nations to investigate how nearly a third of the state's transportation would be affected from shifting the movement of freight and goods by barge through the lower Snake River dams to highways, other roads, and rail modes in Southeastern Washington, giving him an in-depth understanding of freight and rail in the state.

City of Boise and ITD | Pioneer Line FRA CID Advisory | 2024-Present, Planning Lead. Seth is assisting Idaho and Utah on the CID Program Step 1 for the Pioneer Line working through the gap analysis and development of an overall strategy for the program, in compliance with the FRA's most recently updated guidance and templates.

FRA | Long-Distance Service Study | 2023-Present, Methods and Alternative Analysis Task Lead. Seth is leading refinement of the methods and tools for the CID Program, as well as the alternatives analysis for the study to evaluate the restoration of daily long-distance intercity rail passenger service and the potential for new Amtrak long-distance routes, including restoration of the Hiwatha and Pioneer lines.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Seth thoroughly understands federal rail and transit guidelines, as well as FRA and FTA requirements. From his recent freight and rail experience with WSDOT and Amtrak, he brings an in-depth understanding of WSDOT and Washington state requirements, as well as an ability to refine FRA guidance for application at the local level.

**Why Angela**

Proven experience delivering WSDOT's Amtrak Cascades CID Program Step 1 with unparalleled understanding of key efficiencies to advance through Steps 2 and 3

Angela Jones *PE*

CID Program/I-5 and HSR Coordination Lead | Angela is a proven leader with 38 years of experience in transportation planning, including for railroads and complex federal, state, and local agency programs. She has led WSDOT's Amtrak Cascades CID Step 1, facilitating meetings with FRA to efficiently advance work through Steps 2 and 3, as well as strategy for the CID Step 2 environmental/NEPA for the Cascadia HSR.

WSDOT | Amtrak Cascades CID Program Step 1 | 2024, Project Manager. Angela led review of existing planning and development materials, gap analysis, and scope, schedule, and budget preparation for the Amtrak Cascades Corridor service development plan (SDP) in Step 2. Her leadership emphasized coordination between Washington, Oregon, Canadian officials, and host railroads; identification of post-pandemic data needs, public engagement, and scoping a Near Term SDP for early advancement of select capital improvement projects to Step 3.

WSDOT | Cascadia High-Speed Rail (HSR) and I-5 Program GEC | 2024-Present, CID Program Lead. Angela has provided strategies for developing, evaluating, and screening alternatives and approaches to environmental planning and NEPA for the Cascadia HSR SDP in Step 2. Leveraging her knowledge of the CID Program, she reviewed FRA comments on scope, schedule, and budget and helped draft responses.

Maryland DOT | Frederick Douglass Tunnel Program | 2014-2017, Alternatives Analysis Lead. Angela led the EIS team through complex alternatives development and evaluation, implementing a strategy to obtain early consensus on preliminary and detailed alternatives with FRA, Amtrak, and Maryland DOT ahead of schedule.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Angela has worked alongside WSDOT in development of all deliverables for the Cascades CID Program Step 1, bringing unparalleled knowledge of the agency's needs and goals. She offers a hands-on understanding of the FRA's preferences and processes for service development planning, as well as ODOT's goals and vision for their own CID planning efforts.

Figure 3.1 Key Team Members' Qualifications (*continued*)**Why Dike**

Best practices and delivery experience developed from work for 20 state DOTs and numerous regional planning organizations, including WSDOT freight studies

Dike Ahanotu PhD

Multimodal Freight Plan Lead | Dike brings more than two decades of freight planning for statewide multimodal plans. He has supported economic, sustainability, and financial analyses for multimodal and freight planning studies at the local, state, multi-state, and federal levels. Dike's experience positions him well to integrate public engagement findings with technical analysis to estimate WSDOT transportation investment needs, economic impacts, and next steps.

WSDOT | Lower Snake River Dams Transportation Study | 2023–Present, Technical Lead. Dike leads technical analysis of goods movement for barge, rail, and truck modes. He has coordinated a robust public engagement effort with WSDOT, key stakeholders, and affected communities to estimate the amount of traffic shifted to other modes, facilities, and routes, as well as diversion infrastructure impacts. Dike will leverage this real-time data for this project.

Southern California Association of Governments | Southern California Freight Strategy | 2019–2021, Project Manager. Dike conducted freight analyses across port, rail, and trucking modes and developed comprehensive solutions to improve the efficiency of goods movement. He minimized impacts by focusing on operational solutions that did not ultimately increase freight vehicle miles traveled.

Colorado DOT | Colorado State Freight and Passenger Rail Plan and Multimodal Freight Plan | 2018–2020, Project Manager. Dike managed this project to jointly develop two long-range transportation plans for improving the Colorado rail system so that the movement of freight and passengers occurs in a safe, efficient, and reliable manner.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Dike has direct knowledge of WSDOT requirements and processes and relationships with WSDOT staff in Seattle and Olympia from his work on the Lower Snake River Dams Transportation Study, as well as his work on the statewide freight plan. He is also highly experienced with FRA, BNSF, FHWA, and US Maritime Administration regulations.

**Why Melissa**

Offers 24 years of experience advancing nationwide programs for expansion of passenger rail and transit, including WSDOT's 2025 State Rail Plan update

Melissa DuMond AICP

Rail Plan Lead | Melissa has strong experience advancing rail projects, including serving as the FRA lead for Washington state in advancing projects under the Pacific Northwest Rail Corridor program. She has advanced similar programs nationwide, including Surface Transportation Board work on Alaska Railroad extensions and serving as Director of Planning and Network Integration for California HSR Authority.

WSDOT | 2025 Washington State Rail Plan | 2024–2025, Project Manager. Melissa is leading the development of the 2025 State Rail Plan that will serve as a roadmap for a statewide integrated network with priority improvements in the near-, mid-, and long-term. It will also set a direction for major investments in the state, such as HSR, while transcending borders, focusing on the Cascadia megaregion.

Commonwealth of Virginia | Transforming Rail in Virginia | 2020–2025, Environmental and Service Planning Lead. Melissa's team supported negotiations between CSX and Virginia PRA that led to right-of-way acquisition in three corridors and \$4.2B of improvements along the I-95 corridor over the next 10 years. The acquisition was guided by service planning based on market needs, expanding passenger and commuter service, while supporting freight growth statewide.

Virginia DRPT | Virginia Transit Equity and Modernization Study | 2020–2021, Deputy Project Manager. Melissa supported this study required by the State Legislature to identify opportunities and recommendations for advancing the equitable delivery and modernization of transit services. This included robust engagement with focus groups, a CEOs roundtable, and equity training to inform a gap assessment, baseline conditions, and recommend additional efforts.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Melissa understands FRA requirements for investment roadmaps included in state rail plans, including for WSDOT's 2025 State Rail Plan. She has worked with railroads and rail agencies nationwide and brings strong expertise in reaching agreements for durable decision making.

**Why Aldo**

Delivery of many ports/marine facility projects in Washington state and strong relationships with ports in the region and across the western United States

Aldo Ferrufino

Marine Ports and Navigation Plan Lead | Aldo has led the delivery of multi-million-dollar port and marine infrastructure facility projects and port operation planning and execution efforts across the western United States. He has proven relationships with several Washington state ports, having supported their modernization and energy transition plans, backed by his experience electrifying port facilities for nearly 20 years.

Port of Seattle | Docks and Diving IDIQ | 2023–Present, Contract Manager. Aldo manages the multidisciplinary team that delivers services for marine infrastructure work, including marine asset evaluation, feasibility, engineering design, and planning. The feasibility and engineering efforts for Pier 69 and the Salmon Bay Marina has provided the Port with clear development strategies in the order of \$70M.

Port of Seattle | Maritime Futures Business Study | 2023–2024, Ports and Maritime Lead. Aiming to provide planning to drive business diversification and investment for the next 25 years, this study required Aldo's input to drive the focus on humanizing technology advancement and its application to port facilities and operations. He was responsible for developing a baseline of energy market trends applicable to the port.

Port of Everett | Electrification and Modernization Program | 2023–Present, Project Director, Contract Manager. Aldo has led evaluation of an existing pier with infrastructure challenges, providing dive inspections and conceptual designs. His team value engineered the \$100M project cost to help the Port seek funds for reconstruction with total reductions in estimates nearing 20% and phasing plans developed to allow the Port to continue generating revenue during construction.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Aldo brings a depth of permitting, planning, marine navigation, and energy transition experience within the state of Washington, including for the Ports of Seattle, Everett, and Anacortes, as well as work on the Wyckoff Superfund Site in Puget Sound. He regularly works with BNSF, USACE, MARAD, EPA, U.S. Navy, and other local maritime groups.

Figure 3.1 Key Team Members' Qualifications (*continued*)**Why Maggie**

Skilled at navigating the local and federal environmental processes to identify risks and opportunities unique to rail projects in the Pacific Northwest

Maggie Buckley LEED AP

Environmental/NEPA Lead | Maggie has worked with WSDOT, BNSF, and many Pacific Northwest agencies as an environmental task lead on dozens of projects, including management of a WSDOT environmental on-call contract. Her experience with infrastructure projects in the Pacific Northwest ranges from initial planning to construction, interfacing with design teams and regulatory agencies.

Washington State Ferries (WSF) | Fauntleroy Ferry Terminal Replacement Project | 2019–2023, Environmental/PEL Lead. Maggie worked closely with WSF to initiate the PEL process, including the alternatives analysis and community engagement. The screening process resulted in the dismissal of off-site locations for the terminal's replacement and avoided the need for a lengthy and costly EIS.

BNSF | Salmon Bay (Ballard) Bridge Replacement | 2016–2019, NEPA Lead. When BNSF investigated whether to replace the entire existing movable bascule bridge over the Lake Washington Ship Canal, Maggie led preparation of a detailed and complex environmental assessment that evaluated two build alternatives. Due to the location of the project in a highly visible urban environment, she oversaw a visual impact and noise and vibration analysis to inform the assessment.

WSDOT | I-90 Snoqualmie Pass East, Avalanche Structures Supplemental EIS | 2011–2013, NEPA Lead. Maggie was instrumental as the task manager and primary author of a supplemental, first-of-its-kind combined EIS that evaluated the proposed design modification. She oversaw delivery of permitting approval in record time. This effort has become a national model for environmental streamlining with tools that can be applied at all levels of NEPA documentation.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Maggie brings more than 15 years of experience managing environmental contracts for WSDOT and local agencies, managing NEPA documentation and permits at all levels, and extensive understanding of the WSDOT Environmental Procedures Manual.

**Why Sarah**

Established relationships with WSDOT, local transportation agencies, and communities across the state drives effective communication and decisions

Sarah Shannon

Outreach and Engagement Lead | Sarah is skilled in facilitating conversations with community-based organizations for underserved communities and coordinating opportunities for groups who will be affected by major projects. From her work on the Lower Snake River Dams Transportation Study, she has developed strong working relationships with WSDOT's communications team.

WSDOT | Lower Snake River Dams Transportation Study | 2023–Present, Public Engagement Lead. Sarah is leading all engagement activities associated with the study's development. She works closely with WSDOT's communications team in developing a community engagement plan in accordance with WSDOT's public engagement plan guidelines, as well as the HEAL Act.

WSDOT | 2016 Public Transportation Plan | 2014–2018, Project Manager. Sarah engaged key stakeholders in cultivating a vision and goals for the transportation plan. She convened a Policy Advisory Committee and Technical Advisory Committee to develop the plan's framework, working with transit agencies, RTPs, and CBOs to gain buy-in and support from key partners of the plan's strategies. Sarah also developed a toolkit for WSDOT staff to use at meetings throughout the state to gain broader input and buy-in on the plan.

Port of Seattle | Sustainable Airport Master Plan | 2014–2018, Project Manager. Sarah managed the outreach and communications, including outreach to airport communities, strategies for engaging Port commissioners, meetings with community-based organizations to help better reach underserved communities, and small business roundtables.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Sarah has developed numerous community engagement plans in compliance with WSDOT's public engagement plan guidelines and the HEAL Act. From her work on federal projects, she also understands the public involvement requirements under NEPA and how to best work with design and environmental teams to incorporate her findings.

**Why Jason**

Experience delivering WSDOT Megaprograms, building project-first consensus by applying strong Class I rail relationships to drive decision-making processes

Jason Ruth PE, SE, PMP

Conceptual Development Lead | With nearly three decades of experience, Jason has successfully led teams in delivering projects for both WSDOT and Class I railroads. He proactively engages with public agencies and host railroads, assisting them in reaching consensus with all parties with a project-first mentality. Jason is known for his commitment to maximizing engagement with all parties, leveraging strong relationships with WSDOT, railroads, and public agencies.

Confidential Client | Flood Mitigation Area Diversion | 2021–2023, Senior Project Manager. Jason led coordination with the Diversion Authority, BNSF, and Red River Valley Railroad for the grade separation of four proposed new rail crossings needed to build a flood diversion system the Midwest. His efforts included negotiating memorandums of understanding with the railroads and leading property acquisition and abandonment of a rail line through the Surface Transportation Board.

Port of Vancouver | West Vancouver Freight Access | 2014–2019, Project Manager/Program Development Lead. Jason led design and construction to enhance access to the Port and add 26 miles of new rail infrastructure. He guided strategic construction staging that allowed Port tenants to continue receiving rail service from BNSF and UPRR.

WSDOT | SR 167 Extension | 2006–2008, Program Manager. Utilizing his understanding of WSDOT processes and how to mobilize teams to meet WSDOT's goals, Jason managed a multidisciplinary team in EIS preparation, preliminary design, and cost estimating for the development of the \$2.4B SR 167 Extension.

Understanding of WSDOT/Public Agency Regulations/Procedures:

A leader in the transportation industry, Jason has strong working knowledge of both WSDOT and Class I Rail procedures, as well as the Washington State Rail Plan, BNSF and UPRR Public Projects Manuals, BNSF Guidelines for Industry Track Projects, and UPRR Industrial Track Specifications. He has successfully represented public agency clients as a liaison between the client and UPRR, BNSF, and short-line rail.

Figure 3.1 Key Team Members' Qualifications (*continued*)**Why Matt**

Specializes in bringing stakeholders with competing interests together to develop solutions that meet the needs of all parties and project goals

Matt Archer *PE, CESCL*

Preliminary Engineering/Track/Civil Design Lead | With more than a decade of experience managing, designing, and constructing railroad facility and capacity improvements, Matt manages multidisciplinary teams to solve and mitigate complex interactions between regional stakeholders and freight rail companies. His experience working with Class I railroads, namely BNSF, on track and facility expansion and bridge projects fosters collaboration with all parties to evaluate options, techniques, and methods that help to reduce time and costs.

WSDOT | Amtrak Cascades CID Program Step 1 | 2024, Engineering Lead. Matt led the conceptual engineering, rail infrastructure investment analysis, capital and operations cost estimation, and station access analysis for preparing, completing, and documenting a corridor-wide SDP for the Cascades corridor, providing him with a strong familiarity of the FRA CID program's established system, procedures, and policies.

BP | Cherry Point Rail Feasibility Study | 2022-2024, Project Manager. Matt led the feasibility study to investigate options for increasing rail service for various commodities and decrease BP reliance on BNSF for switching maneuvers. The study identified preferred locations and design for renewable diesel offloading and diesel loading in BP's facility and an advantageous yard located in BNSF right-of-way.

BNSF | Skagit River Corridor | 2023-2024, Project Manager. Matt led the evaluation and preliminary design for a grade separation, including assessment of potential property and traffic impacts, shoofly alignments, and constructability concerns. He assisted BNSF and their agency partner, the City of Mount Vernon, with necessary design and cost estimating to support the CRISI grant application for funding.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Matt understands the FRA's new CID program requirements, as well as WSDOT's procedures and expectations. He is experienced working with local agencies in implementing FRA and MUTCD guidelines, AREMA standards and specifications, and the Washington UTC requirements.

**Why Marissa**

Extensive experience identifying funding sources and quantifying economic benefits and outcomes for capital investments across all modes of transportation

Marissa Witkowski

Financial Analysis/Funding Lead | Marissa brings more than 15 years of funding strategy and discretionary grant writing experience. Combining her technical background in economics with her thorough understanding of discretionary grant programs, she is adept at combining quantitative and qualitative information to identify and align project benefits and merits with funding program requirements. Marissa's efforts have secured federal discretionary grant funds of more than \$2.1B for nearly 40 projects across the country.

South Dakota DOT | State Rail Plan and Investment Guide | 2020-2023, Lead Economist. Marissa developed the commodity flow analysis, economic impact analysis, and the framework for the Rail Investment Guide in an effort to gain a thorough understanding of South Dakota's rail system and its economic value, as well as identify funding sources and prioritize system investments.

Caltrans | High Desert Corridor Operational Efficiency Project Grant Applications | 2023, BCA Lead. Marissa led the identification and quantification of benefits associated with this \$150M project to enhance both passenger and freight operations on the BNSF Cajon Subdivision. The PFIP funding awarded to this project positions Caltrans to receive matching funds from federal grant programs.

Massport | Conley Terminal Improvements | 2014-2018, Project Manager, Grant Writing Lead. Marissa collaborated with Massport to review their capital program needs and identify projects that could be packaged together to meet both agency needs and align with federal funding opportunity evaluation criteria. She developed the quantitative economic case to secure \$62M from two different discretionary grant programs to advance the expansion of the terminal.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Marissa has a deep understanding of USDOT requirements and guidelines for economic analyses and brings strong knowledge of WSDOT, ODOT, and local agency requirements.

**Why Andreas**

Demonstrated experience supporting WSDOT's evolving needs through reoccurring engagements supporting multiple Washington State Rail Plans

Andreas Aeppli *PE*

Rail System Conditions/Inventory Lead | Andreas specializes in rail system planning, economics, regulation, rail technology, asset management, and policy. He has extensive experience with freight system planning across all surface modes, including more than 20 PRIIA-compliant State Rail Plans, State Freight Plans in Illinois and Montana, a Pacific Northwest bulk-export facility study, and analyses of modal competition for Surface Transportation Board proceedings.

WSDOT | 2014 State Rail Plan | 2013-2014, Project Manager.

Andreas led the extensive 2014 update to bring the state rail plan into conformance with WSDOT statutory requirements, assessing traffic trends and competitive and institutional conditions. He developed a scenario-based approach to examine the outlook for the state's rail system and its competitive funding position. Andreas has since served as principal for the 2019 update and is an advisor for the 2025 update.

Southern California Association of Governments | Integrated Passenger and Freight Rail Forecast | 2019-2022, Project Manager.

Andreas assessed future investment needs of Southern California's primary rail network to support projected passenger and freight traffic through 2045, identifying drivers of potential benefits and costs, which were used to refine proposed investment packages and guide policy.

City of Chicago | Chicago Region Environmental and Transportation Efficiency Program | 2001-Present, Project Manager, PIC, Senior Advisor. Andreas co-authored the 2003 Chicago Freight Rail Futures Report that developed the case for public investment in northeast Illinois' rail network, overseeing assessments of impacts of program elements and securing more than \$400M in federal grants.

Understanding of WSDOT/Public Agency Regulations/Procedures:

With an in-depth understanding of USDOT guidance, Andreas has served in management or senior advisory roles in more than 20 PRIIA-compliant State Rail Plans since 2010, including the 2014, 2019, and 2026 State Rail Plan updates completed for WSDOT.

Figure 3.1 Key Team Members' Qualifications (*continued*)**Why Paul**

Unparalleled understanding of the PCC system and trusted relationships with Eastern Region staff and stakeholders to drive PCC rehabilitation projects

Paul Weber

PCC Lead | Paul brings more than 30 years of experience in the management, design, construction, and maintenance of freight rail facilities. He has an extensive project history with WSDOT, Class I railroads, regional and short-line railroads, and local public agencies, including delivering work on WSDOT-owned rail lines that encompass the PCC rail system since 2005. Paul understands the long-term goals of the PCC program for comprehensive rehabilitation project delivery.

WSDOT | Eastern Region GEC, Task AK PCC Railroad | 2023–Present, Project Manager. Paul has assisted with development of an efficient delivery plan for the 2022 CRISI rehabilitation project, from final design through construction management, for capital improvements. PCC tasks also included crossing signal modification design for six crossings and traffic control design for 20 public crossing improvements on the CW line related to the CRISI project.

WSDOT | PCC Hooper Branch Rail Improvement | 2019–2020, Project Manager. Paul led PS&E, bid advertisement assistance, and limited construction engineering for a track maintenance project that included rail replacement, rail and special trackwork component replacement in turnouts, tie replacement, crossing reconstruction, ditching, surfacing, ballast distribution, and other minor repairs.

Port of Pasco | Track 411/416 Rehabilitation | 2019–2023, Project Manager. Paul led the team that developed project concepts, planning, and estimates to obtain federal funding. Using LAG procedures, he managed environmental permitting, PS&E, construction engineering, and administrative services for the Port in coordination with WSDOT.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Paul brings a strong understanding of the WSDOT Design Manual and Standard Specifications, especially as it applies to the PCC system; FRA Track Safety Standards, Roadway Workplace Safety Rules, Railroad Bridge Safety Standards, and Rules for At Grade Crossings; AREMA Manual for Railway Engineering; and FHWA and MUTCD Code.

**Why Mark**

Proven experience leading specialty rail bridge inspections and maintenance planning, including for timber rail bridges such as those in the PCC system

Mark Hatch PE

Bridge Inspection and Replacement Lead | Mark has extensive experience in leading the inspection, evaluation, and design of railway and highway bridges for clients that include WSDOT, Tacoma Rail, BNSF, other Class I railroads, and numerous short lines. Having served as a designated rail bridge engineer on many projects, he efficiently identifies and prioritizes needed rail bridge maintenance to proactively address and increase operational reliability, improve transportation safety, and reduce both state and federal regulatory compliance risk.

Tacoma Rail | Tacoma Rail Bridge Engineer | 2021–Present, Project Manager. As part of an on-call contract, Mark has been responsible for leading and coordinating inspections and the development of all reports and documentation as required by Tacoma Rail's Bridge Safety Management Policy and FRA Part 237 requirements.

WSDOT | SR 14 Bingen Railroad Bridge Shoofly Design | 2022–2024, Rail Bridge Lead. Mark worked with WSDOT, BNSF, and the City of Bingen to design railroad shooflies required by BNSF during construction of two new bridges for BNSF's existing mainline and siding track, while allowing rail traffic to move unimpeded during construction.

Omaha Public Power District (OPPD) | Rail Bridge Program Management and Bridge Inspection | 2023–Present, Senior Rail Bridge Engineer. Mark has developed and prioritized the OPPD bridge maintenance and replacement plan for 80 timber, steel, and concrete rail bridges, similar in type to those in the PCC system, resulting in long-term maintenance cost savings for the short-line railroad.

Understanding of WSDOT/Public Agency Regulations/Procedures:

As a former WSDOT staff engineer, Mark is very familiar with the agency's standards and processes. He has performed seismic analyses in accordance with AASHTO specifications and brings extensive experience working with numerous railroads (from Class I railroads to short-lines) and their guidelines, in addition to the AREMA Bridge Inspection Handbook and FRA Railroad Bridge Safety Standards.

**Why Kevin**

In-depth understanding of common design and technical issues that apply to construction risk analysis, cost estimating, scheduling, and value engineering

Kevin Sakai PE

Constructability Lead | Kevin has 35 years in the heavy civil and transportation industry. He has served as a construction specialist providing Critical Path Method schedules, estimating, and constructability input for large infrastructure projects, such as WSDOT's SR 520 Bridge Replacement and HOV Program GEC, Alaskan Way Viaduct and Seawall Replacement Program, SR 519 Intermodal Access/South Atlantic Street project, and several others.

WSDOT | SR 520 Bridge Replacement and HOV Program GEC | 2008–Present, Constructability Reviewer, Construction Scheduler, Cost Estimator. Kevin was part of the cost estimating team for the construction of the world's longest floating bridge and removal of the existing floating bridge. He also developed the construction working day schedule for multiple phases of this complex program.

WSDOT | I-5 Mounts Road to Thorne Lane Corridor | 2017, Cost Estimate Validation. Kevin performed the cost estimate validation for this project that widens seven miles of I-5 by adding an HOV lane in each direction, rebuilds the Steilacoom-DuPont Road interchange, and replaces the existing at-grade railroad crossing with a new bridge over the tracks. The project reduces chronic traffic congestion and improves mobility through the Joint Base Lewis-McChord corridor.

Sound Transit | Downtown Redmond Link Extension Preliminary Engineering | 2018–2019, Project Scheduler and Cost Estimator. Kevin provided construction cost estimates of alignment options for this link extension that will develop high-capacity transit from the interim terminus at NE 40th Street to Leary Way in downtown Redmond—a total distance of approximately 3.7 miles.

Understanding of WSDOT/Public Agency Regulations/Procedures:

Kevin has experience working on federally funded projects and with WSDOT and local agencies. He is familiar with the WSDOT Standard Specifications for Road, Bridge, and Municipal Construction; Construction Manual; Materials Manual; and Cost Estimating Manual for Projects.

4 Firm's Project Management System

4a. Project Management

Having delivered more than \$15B in work under WSDOT GEC contracts and managed similar rail GEC-style contracts for other state DOTs, the HDR team knows the importance of:

- The seamless integration of WSDOT values with our team
- A proactive approach to managing quality, scope, schedule, budget, and change
- Consistent, straightforward communication
- Successful navigation of a complex decision-making environment for multiple stakeholders

Thoughtful setup of a robust project management system will allow the PCC, planning, and CID Program activities, as well as any other tasks identified by WSDOT, to move forward in a coordinated manner. An integrated WSDOT/HDR team is critical to developing consistent protocols that support communication and decision making for long-term funding and future implementation. HDR provides real-time information so WSDOT can monitor and direct teams appropriately. As the project manager and consultant agreement manager, Kevin will integrate our established program management processes with WSDOT's Managing Project Delivery process to facilitate clear reporting to the teams, stakeholders, and the legislature, as needed. Upon NTP, Kevin will work with each task lead to develop a tailored Project Management Plan (PMP) to provide a single source of information. The PMP will be updated throughout project development and capture team organization, communication, risk registers, document controls, and our quality management system and control process.

HDR's management dashboards (an example of which is shown in Figure 4.1) track funding sources for each project in your portfolio inclusive of phasing, with all scenario data rolling up to show how these options affect source funds and

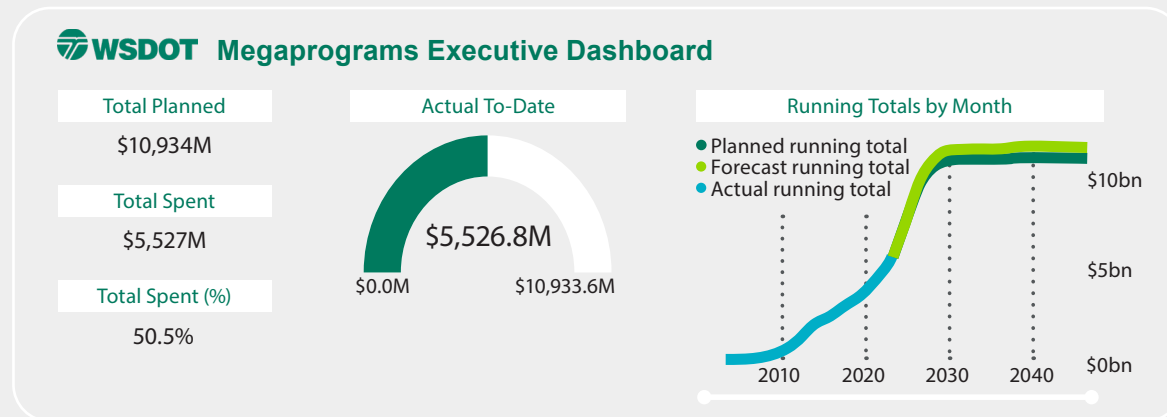


Figure 4.1 HDR's Real-Time, Interactive Executive Dashboards Create Transparency and Maintain Consistency

ESTABLISHED CONTROLS READY TO DELIVER

We will build on the tools developed for WSDOT in delivery of early planning efforts for the CID Program, project delivery for PCC projects, and our management of several WSDOT GEC contracts to deliver an effective project controls system that uses accurate record keeping and quantifiable, real-time evaluation, resulting in:

- ✓ Clear status/progress updates
- ✓ Expedited issues resolution
- ✓ No misunderstandings

impact decision making. This allows Kevin and our task leads to quantify impacts and trade-offs of different options across multiple budgets and track spending curves using legislative budgets as a baseline, helping to build support and report progress. It will also allow us to easily integrate our analysis with the work of other consultant teams, such as the HDR team leading the Cascadia HSR and I-5 Program GEC.

QUALITY ASSURANCE/CONTROL

Our task order-specific quality management plan (QMP) will establish WA-specific processes across the team to provide consistent quality deliverables that meet WSDOT's expectations and save review time by getting it right the first time. The QMP will establish quality assurance/control (QA/ QC) processes, provide any required checklists, identify deliverables, anticipate review dates, and determine reviewers. These reviewers will be independent from production and bring hands-on experience working within WSDOT systems, on railroad projects, and appropriate experience in their respective disciplines.

Our quality program will be led by Joe Bement, building on his 35 years of experience on major programs and managing GEC contracts. Joe has overseen quality for dozens of infrastructure projects with a total construction value of more than \$30B. He will partner with Kevin and designated task leads to establish and implement a proven QC process for each task order that rolls up to the program level, building on his proven track record in Figure 4.2 on the following page.

Our task leads will work with Joe to identify a reviewer for each deliverable and discuss project-specific requirements and appropriate criteria along with the comment response matrix to confirm that previous comments were incorporated. The reviewer will check the deliverable and provide comments to the lead and Kevin, as needed, making sure all documentation, including redlines, are made available.

BUDGET/SCOPE CONTROL

Drawing from a long history of managing WSDOT GECs, our team recommends continuing the practice of developing performance-based scopes with appropriate level of effort



FEDERAL COMPLIANCE

- Develop a table to align the QMS with state and federal requirements
- Identify which policy governs when conflicts exist, prioritizing the more stringent requirement
- Draft project-specific quality plans that check each deliverable against the appropriate requirements



PROJECT TAILORING

- Identify all QC participants for each deliverable
- Verify schedules include enough time for all checks and reviews
- Establish a clear review process
- Provide a corrected deliverable set showing the checkers' comments, backchecker's review, corrector's updates, and verifier's sign-off



TRAINING

- Launch training program for all program and GEC staff, including online quizzes at project initiation and refresher trainings completed annually or more frequently, if needed
- Develop checklists for each delivery milestone
- Provide all checklists to WSDOT's quality auditors



INDEPENDENCE

- Establish Joe's direct reporting line to Jason Beloso and submit monthly progress reports
- Draft reports to highlight both critical quality issues and exemplary QMS practices for program-wide adoption
- Develop monthly quality progress reports for proactive issues resolution



MONTHLY AUDITS

- Review signed documentation where discipline leads verify the completion of all QMS steps
- Discuss process improvements with leads and WSDOT to refine QMS
- Independently review trends and identify gaps that require refresher trainings or process adjustments



JOE'S SUCCESS

"I oversaw federal compliance, proactively identified issues, and met accelerated deadlines as part of the program management team for WSDOT's \$4B fish passage program."

"For WSDOT's SR 101 and SR 108 Fish Passage Barrier Removal projects, I verified that the contractor-developed construction quality plan met WSDOT requirements."

"I trained more than 100 staff on the QMS for Puget Sound Gateway, developed SR 509's and SR 167's procurement documents, participated in leadership meetings, and performed quality assurance all for deliverables."

"For the Puget Sound Gateway, I provided monthly quality reporting directly to WSDOT and consultant teams, including training metrics, results of audits, and trend analysis to identify recurring issues and mitigations."

"On Seattle Monorail's Green Line Design-Build, I developed robust interactive auditing checklists to accommodate efficient, schedule-driven audits, completing all audits in the project's strict five-day periods."

Figure 4.2 Our Quality Program Embeds a Culture of Excellence at All Levels

for management, oversight, and ongoing services. Deliverable-based scopes will be used to direct work with defined products or outcomes, such engineering and design documentation, with task leads managing change through established and routine communication channels. Our scope and budget management includes real-time progress tracking, preventing the need for extended task order review and approval processes and making sure your money is spent wisely. Our project controls support a holistic assessment of impacts; detailed analysis of total costs and cash flow to track the sources and aging of money; Work Breakdown Structures (WBS) for all scope items; phasing and financing plans to meet CPDM, OFM, and legislative expectations; and careful tracking of DBE involvement.

SCHEDULING

Building on his experience shown in Figure 4.3, Kevin will oversee integration of quality, budget, scope, and schedule at the program level, working with his task leads to tailor the use of scheduling software to individual tasks and audiences. We will use either MS Project or Primavera P-6 to develop a Master Program Schedule

(MPS), both of which Kevin and his team have used effectively on WSDOT's Amtrak *Cascades* CID Step 1 and several statewide rail program management GEC-style contracts for state DOTs.

Our scheduling leads will create the baseline MPS and provide monthly updates. Based on the WBS, the MPS will help us to monitor progress and identify resource needs. It will include GEC activities; map out milestones; and account for contingencies, especially in areas of stakeholder influence. We will plan for internal and external reporting needs, providing simplified and sharable schedules that can be understood by many audiences.

Kevin and our task leads will drive project schedules via internal team meetings to focus on the progress of each task and comprehensively review assignments, working with Kevin as needed to address high-level concerns and risks. During team coordination calls, task leads will discuss the latest direction, initiating calls with WSDOT to proactively solve issues ahead of formal submittals. These updates will include time-sensitive activities, activities completed during the reporting period, projected WSDOT review periods, changes in key milestones, and 30-/90-day look-ahead reports to track and prioritize deliverables.

Figure 4.3 Kevin's Three Scheduling Examples Demonstrate His Ability to Meet WSDOT's Needs

	Texas DOT, State Rail Program Management MS Project Refined
	Florida DOT, State Rail Program Management Primavera P6
	WSDOT, Amtrak Cascades CID Step 1 MS Project MS Excel

“Stacy Thomas has helped us navigate through some of our most challenging transportation issues using a creative and dynamic approach to find solutions that resonate with our communities.”



Mike Mason, Toll Program Contract Manager, Oregon DOT

Additional staff or subject matter experts will be engaged as needed to solve challenges and match staff capacity with the project schedule. CID Program/I-5 and HSR Coordination Lead, Angela Jones, recently worked with Kevin to develop a critical path schedule for WSDOT’s Amtrak *Cascades* CID Program Step 1 that used Microsoft Project to detail Step 2 task elements that could proceed concurrently to achieve accelerated SDP delivery. Her team tailored user-friendly graphic representation for use in weekly conversations with WSDOT to align resources and secure approval.

With the related planning efforts under this GEC, Planning/ Implementation Phasing Lead, Seth Torma, is positioned to apply his work on WSDOT’s Lower Snake River Dams (LSRD) Transportation Study to help Kevin make the best use of overlap between planning tasks, identify opportunities to share resources and analyses, and drive efficient delivery.

Figure 4.4 Our Communication Best Practices Prevent Surprises, Confusion, and Unnecessary Rework

CLEAR AND PREDICTABLE COMMUNICATION

- ✓ **CONSISTENT**
Maintain active communication and adopt a solutions-oriented approach
- ✓ **EFFICIENT**
Employ clear meeting agendas, involve the right people, and focus on contextual decisions
- ✓ **INTENTIONAL**
Share information in a timely and productive manner, appropriate to the level of potential effect
- ✓ **DOCUMENTED**
Provide clarity in discussion topics, key decisions, action items, and attendees
- ✓ **REFINED**
Conduct quarterly culture check-ins for continuous process adaptation and improvement

INTERNAL TEAM INTERACTION

We will operate in partnership as one team and flex resources to make the most of your funding. During startup, we have found collaborating with WSDOT to develop a Responsible, Accountable, Consulted, and Informed (RACI) matrix establishes clear expectations for collaboration and interaction. We will also implement the following best practices to drive a high-performing team who produces quality results time and time again:

- **Collaboration:** We will support each other in achieving WSDOT’s program vision, advancing the Rail, Freight, and Ports Division’s objectives. We will work collaboratively and within the appropriate hierarchy. All team members will seek information proactively and inform other team members about program direction and activities.
- **Buy-In:** We will follow the program decision-making protocols, while listening thoughtfully to stakeholders and honoring the unique partnership opportunities this program creates with Oregon, British Columbia, FRA, Amtrak, BNSF, and many others.
- **Delivery-Focused:** We will focus on delivering the program work while staying within schedule and budget, proactively identifying and resolving risks and seeking creative ways to achieve the vision. Team members closest to any issues are expected to offer potential solutions.
- **Consistency:** We will make sure all program work is well coordinated, including with other consultants working on related assignments outside this GEC’s scope. We will also protect confidential information and maintain records consistent with WSDOT procedures.

Kevin strongly believes in mentoring, developing, and empowering his team, starting with clear, predictable communication, as described in Figure 4.4. For Texas DOT’s State Rail Program Management, Kevin’s team reviewed conversations within FRA about upcoming grant opportunities and anticipated issuance dates for Notices of Funding Opportunities of interest to Texas DOT. They communicated that intelligence and held strategy and planning meetings to help internally coordinate agency decisions. Regardless of discipline, key program staff have been included in critical discussions to offer them high-level understanding of project challenges and solutions. Similarly, technical and junior staff have been engaged in management decisions to familiarize them with the project development process, as well as Kevin’s personal best practices. By including a breadth of staff in these activities, Texas DOT has bolstered their internal capabilities with a team of reliable and invested staff.

Kevin will work with Jason Beloso to establish additional guiding principles for team interaction, including protocols for electronic, virtual, and face-to-face interaction, which will be described in our PMP. As key GEC activities advance, we will refine and communicate the latest guidelines for selecting the best tools to achieve equitable and proactive outcomes.

Kevin’s strong leadership and trust with the GEC team will allow him to empower task order leads to form the best team to meet your needs while applying a career advancement framework, growing team experience and skills, and supporting WSDOT’s workforce goals. While Angela continues to lead CID efforts, Seth Torma and PCC Lead, Paul Weber, will work with Kevin to leverage their expertise to identify and implement delivery efficiencies across planning tasks and apply proven practices for rail rehabilitation.

CLIENT/STAKEHOLDER INTERACTION

WSDOT Interactions

Our team is built on providing WSDOT with long-term trusted service, working closely with Jason Beloso, Jason Biggs, and Wenjuan Zhao. We will operate as one team, flexing resources to make the most of your funding and effectively manage unknowns. Our team's collective relationships and unparalleled understanding of the task work being advanced by the Rail, Freight, and Ports Division will help to make sure that work is done right the first time. Fast-paced GEC management is best facilitated with focused, consistent, and action-oriented meetings to review information, make decisions, and keep the teams moving. Kevin will host a series of structured team meetings oriented around delivery outcomes, including meeting with Jason Beloso twice a month to discuss program administration, delivery metrics, strategic direction, and emerging issues. Whether in planned meetings, informal conversations, or as urgent issues arise from our internal and external partners, we will listen first and offer quality verbal, written, and graphic communication that aligns with WSDOT preferences.

Leveraging WSDOT's trusted relationships and the expertise of Tribal Relations Lead, Sasha Visconty, our team will advance a thoughtful tribal relations strategy. Sasha has earned the trust of WSDOT and multiple federal agencies, including FHWA, in supporting government-to-government consultation, including working closely with WSDOT's Tribal and Federal Relations Director, Megan Cotton, the Environmental Services Office, the WSDOT Executive Committee, the Attorney General's Office on treaty fishing agreements, and WSDOT's fish passage program. She will be supported by our First Nations Consultation Lead, Jeremiah Pariag, who has led Canadian First Nations/Indigenous consultation on nearly 100 projects.

Sarah Shannon and PRR have coordinated with the Public Transportation Division, including Stan Suchan and Monica Ghosh, for WSDOT's Public Transportation Plan update to develop organizing principles with agency input that provide focus areas and prevent wasted time in delivering the plan.



Stakeholder Interactions

Our team has an excellent understanding of relevant project stakeholders and will hit the ground running upon task order selection. We will build on WSDOT's previous efforts and initiate weekly meetings with key project partners, affected host railroads, operators, sponsors of overlapping and connecting corridors, and funding partners. We will be strategic and proactive in engaging FRA, ODOT, Amtrak, BNSF, Sound Transit, Canadian National Railway, and UPRR, building on trusted relationships and in-depth understanding of their preferences and protocols. HDR also knows that communicating early and often is necessary to:

- Understand ongoing efforts by ODOT to the south
- Identify projects in Canada for funding opportunities to the north, including First Nations support for success
- Establish agreement and concurrence with host railroads during data collection, service planning, railroad operations, engineering, and investment options.

SARAH'S SUCCESS



Robust Community Engagement

"For WSDOT's LSRD Transportation Study, I [Sarah] led a demographic analysis and media scan for the community engagement plan to identify where additional engagement might be needed and potential biases various communities held towards WSDOT. This allowed the team to host in-person pop-up events to reach people who may not have internet access and tailor messaging to combat the biases gleaned in the media scan."

Integrated planning for a multimodal system requires careful coordination in our stakeholder and public engagement to drive and inform a variety of decision-making. Outreach and Engagement Lead, Sarah Shannon, will work alongside WSDOT, applying her knowledge of the HEAL Act, WSDOT's Community Engagement Guidelines, and relationships with WSDOT communicators, including Jessica Brand and Stefanie Randolph, to make sure that historically marginalized communities are brought to the table.

With the addition of teaming partners, PRR (DBE) and The Vida Agency (DBE), we offer a host of proven qualitative methods to tailor to each task order's needs, including individual and group interviews; intercept conversations at common gathering places; in-person and virtual open houses; microsites to engage communities; questionnaires; and social media. We also recommend forming select technical and community advisory groups inclusive of groups such as the Washington Public Ports and Trucking associations, the Washington Farm Bureau, and Solunatory Rail to guide planning processes and maintain alignment and buy-in with other state and local planning efforts, a proven method used on the LSRD Transportation Study.

Our approach includes robust conversations with U.S. and Canadian government entities, FHWA, FRA, FAA, regulatory/permitting agencies, public and community groups, Tribes/First Nations, the private sector, and local jurisdictions about how these rail planning efforts can contribute to collective goals as one integrated program. On FRA's Long-Distance Service Study, Sarah's efforts resulted in 137K unique visitors to the study website, a growth in newsletter distribution to more than 6,600 recipients, and presentations to Amtrak, Tribal governments, host railroads, and Amtrak labor unions.

5

Project Delivery Approach

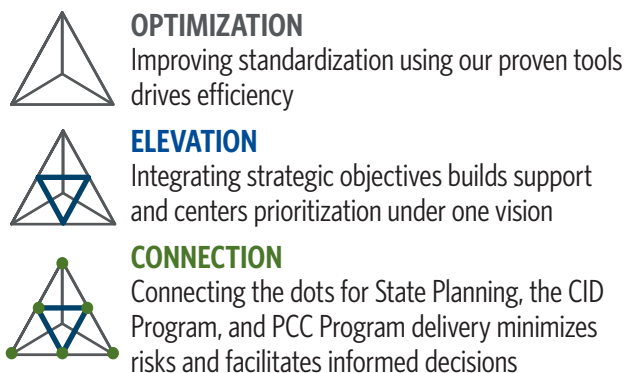
5a. Work Plan

WORK PLAN DEVELOPMENT

In building our work plan, Kevin will draw on his experience from numerous GECs by engaging WSDOT, our task leads, and Quality Lead, Joe Bement. Together, they will craft an efficient plan that establishes strong business operations, enhances DBE collaboration, integrates shared activities, fosters a culture of quality, and supports rapid task advancement. While we have selected task leads for those projects already identified in the RFQ, we understand that a five-year contract will result in additional work, for which Kevin will coordinate with Planning/Implementation Phasing Lead, Seth Torma, CID Program/HSR and I-5 Coordination Lead, Angela Jones, and PCC Lead, Paul Weber, to identify the appropriate staff resources based on experience and availability.

The key tenets of our approach are shown in Figure 5.1. Kevin will accelerate startup by weaving in the components of our PMP, leveraging shared efforts, and strategically organizing resources to save time. He will work with Jason Beloso to establish organizational protocols and methodologies, such as task order administration, to expedite approvals. Our work

Figure 5.1 Our Approach to Delivering this Complex GEC



plan will provide the baseline for team direction and will adapt to emerging political, economic, community, and technical needs, bringing on additional staff, if needed. Kevin and our task leads will keep interrelated task orders well-coordinated and will proactively prevent rework introduced by external forces, such as FRA's evolving CID guidance. Kevin will organize our work plan around priority WSDOT management and administration tasks. He will also account for integrated inputs, such as early data collection and key stakeholder engagement frameworks, including for host railroads and interstate and international entities.

DECISION-MAKING PROCESS FOR DEVELOPING THE WORK PLAN

Kevin will engage WSDOT during work plan development, making sure our plan is responsive to your expectations, internal protocols, and expected processes by gathering feedback from WSDOT leadership and subject matter experts about key decisions. We anticipate coordinating with Jason Biggs on overall programmatic goals and objectives, with Jason Beloso on freight and rail planning tasks, Kirk Fredrickson on passenger rail tasks, Ryan Ragaza-Bourassa on PCC tasks, and other WSDOT staff, as appropriate. As we develop the plan, we will infuse our understanding of partner agency and community needs. FRA negotiations for the CID Program will require flexible strategies to remain a step ahead of review milestones and proactively prime work to advance quickly, while still upholding key WSDOT goals. We will also develop strong relationships with WSDOT's business manager and task leads, aligning priorities and scope.

Kevin will present the input we received and secure WSDOT's approval prior to finalizing the work plan. Jason Beloso will

provide final approval of the initial plan and subsequent refinements. As the work plan is translated into task orders, Kevin will assign a task lead for reviews and approvals, empowering them to build a team well-suited to meet WSDOT and division needs. Depending on the task, our teams may interact directly with division leadership, WSDOT subject matter experts, and other consultants. We will also keep partners and key interests informed about our work plan through venues such as regular federal agency partner briefings, host railroad engagement meetings, and regional outreach events for those communities both impacted by and benefiting from our work.

ELEMENTS OF THE WORK PLAN

CID Program

To continue the momentum of HDR's work on Step 1, Angela Jones will drive the Step 2 and Step 3 schedules to keep WSDOT highly competitive for federal funding. We know the 2024 Amtrak Cascades PSDP could be approved by FRA as your NTSDP, allowing a selection of capital projects to advance on an accelerated schedule to Step 3. Upon NTP, Angela will work with WSDOT to prioritize and apply readiness criteria to these projects, preparing the NTSDP with recommended projects for FRA approval. Preliminary Engineering/Track/Civil Design Lead, Matt Archer, and Environmental Lead, Maggie Buckley, will work together to drive delivery of the prioritized capital projects on a separate track through Step 3. Concurrently, Angela will lead a team on progressing the remaining projects through Step 2.

To achieve an accelerated schedule for Step 2, we will support WSDOT in gaining consensus on a focused set of preliminary alternatives well positioned to efficiently carry forward through transportation, environmental, financial planning/analysis, and implementation phasing, likely broken into two to three

packages. We recommend a screening process that applies early application of FRA-approved metrics focused on ridership, operational performance, cost, and initial environmental and financial impacts, to efficiently evaluate alternatives. To maintain FRA support, we will host monthly meetings to discuss coordination with partners, stakeholders, and host railroads; methodologies and new guidance; milestones and deliverable status and approvals; and related projects, including the Cascadia program, as appropriate.

Engaging Stakeholders to Secure Buy-in. Angela will work with Canadian Coordination Lead, Jeff Simpson, and Stacy Thomas to integrate our work with ongoing efforts by ODOT, VIA Rail Canada, Transport Canada, and Canadian National. Outreach and Engagement Lead, Sarah Shannon, will develop stakeholder engagement plans to drive decision making by:

- Rail Operations Lead, Beth Kulick, working with BNSF Coordination Lead, Dava Kaitala, and Amtrak Coordination/Federal Requirements Lead, David Solow, to establish agreement and concurrence with host railroads. We will also secure buy-in from UPRR and Sound Transit for a fully integrated approach.
- Tribal Relations Lead, Sasha Visconty, developing a Tribal engagement plan that reflects best practices gained from FRA's Amtrak Long-Distance Service Study and builds on her decades of experience working with Northwest Tribes.
- EJ/HEAL Analysis Lead, Kim Wetzel, and EJ/HEAL Outreach Lead, Marcela Diaz-Garcia, working together to complete an environmental justice assessment for HEAL Act compliance for projects that exceed \$15M.

Assessing Post Pandemic Conditions. To address post-pandemic conditions, Travel Market/Ridership Lead, Scott Peterson, will build on his work in Step 1 to update market analysis and travel demand model validation. The geographic limits will cover market areas from the Vancouver train station in

British Columbia to the Eugene station in Oregon. Consistent Big Data will be applied for analyses from approved sources, such as Airsage or NextGen, inclusive of Canada, and offering seasonal variations for detailed post-COVID demographics.

Streamlining Alternative Screening. We will screen the preliminary alternatives by updating the methodology in the PSDP to develop and refine service options, consulting with both WSDOT and ODOT to analyze them alongside the alternatives Oregon is moving into Step 3. Screening metrics will be inclusive of stakeholder considerations derived from the purpose and need and market analysis, as well as of physical, operational, financial, and environmental impacts, applying them to each of the service alternatives identified in the PSDP for a recommendation of which alternatives (inclusive of No-Build) to carry forward. As part of this effort, Financial Analysis/Funding Lead, Marissa Witkowski, will also utilize our Social Equity Value Analysis (SEVA), which accounts for value to disadvantaged and low-income communities. We will seek early approval from FRA and funding partners, rail operators, and host railroads on the metrics used, utilizing elasticities proven to be effective with FRA. Ridership metrics/travel demand used in lieu of a traditional travel demand model will allow for a simplified examination of changes that focus on travel times and frequency. If desired, an optional second screening could be applied to determine if other alternatives should be eliminated prior to the remaining analyses.

Refining Service Options. Service Options Analysis Lead, Matt Van Hattem, will revise the fleet analysis in the PSDP, identifying the preferred type and quantity of passenger train equipment needed for each alternative. This will produce an updated description of train frequencies, travel times, peak and average operating speeds, and existing and planned intermodal connections at each station. He will also assess the need for new maintenance facilities, or changes to the existing Seattle facility, and whether existing signal and Positive Train Control systems require modification to accommodate each alternative.

We will prepare fare and fare structure comparisons for each, incorporating ODOT's planned improvements at Portland Union Station and reviewing for potential impacts to the lift operation of the Willamette River Railroad Bridge. Stacy Thomas will coordinate with ODOT to optimize the interface in Portland, fleet utilization, and overall passenger utility between Eugene and points north of Portland, including the *Cascades* corridor's interface with the overlapping Big Sky *North Coast* corridor, verifying that WSDOT/ODOT and Big Sky's service options are mutually feasible and do not conflict—a critical component of building a compelling funding case for advancement into Step 3.

Determining Operational Requirements and Existing Conditions. In early meetings with BNSF, UP, and CN, we will discuss track charts, freight rail data, and planned capital improvements to guide priorities. Beth Kulick will conduct operator interviews, as approved by the railroads, with area dispatchers and terminal and rail yard superintendents to account for constraints with freight yard switching, local jobs, and typical practices. Multimodal Freight Plan Lead, Dike Ahanotu, will integrate his analyses of historical freight dispatching data from the 2026 State Freight Plan to develop movement patterns by train type, providing a catalogue of train traffic inclusive of future growth or changes.

MARISSA'S SUCCESS



Tailored Equity Analyses

"HDR's Social Equity Value Analysis (SEVA) is the result of a multi-year research initiative and has been reviewed and endorsed by an advisory panel of leading subject matter experts. I [Marissa] have led teams in incorporating this approach into multiple federal discretionary grant applications to explicitly quantify equity benefits, including for the Lynnway Multimodal Corridor in Massachusetts, which was awarded a \$20M 2022 RAISE Grant."

Expediting Rail Operations Analysis. Beth will quickly build RTC input files and train performance to meet railroad requirements and measure improvements, allowing for efficient creation of scenarios and iterations to support informed decision-making for right-sizing and fine-tuning of concepts. Modeling will include Portland Union Station through Vancouver, BC with special attention paid to the section from Portland Union Station to Vancouver, Washington. Our results easily export to Tableau to organize and enrich the RTC outputs into reports to facilitate comparisons and communicate results. To drive efficiency and accuracy, we will:

- Submit an operations analysis methodology outlining the modeling plan for the remaining alternatives, including level of detail for FRA approval
- Complete sensitivity and variability analyses, properly accounting for daily variance and growth in freight traffic
- Meet with the host railroads to discuss RTC modeling in relation to our scope, growth assumptions, and desired train/network performance metrics, securing early agreement

Analyzing Investment Package and Design Options. Having reviewed the preliminary infrastructure improvements associated with each of the alternatives in the PSDP, Matt Archer will work with Conceptual Development Lead, Jason Ruth, to guide updates to design, inclusive of stations, investment packages, and component investments, as required, for service options that meet requirements of the refined purpose and need. Updates may apply to the type, magnitude, and location of improvements where the anticipated traffic would exceed capacity. Matt will describe the updated options and address each problem and the

impacts associated with implementing improvement projects for each package and route. To assess infrastructure and operational impacts to capacity, train velocity, and improvements between Portland and the state border, we will coordinate with host railroads and other service partners, identifying opportunities for consolidation and phased implementation of physical investments, as appropriate.

Forecasting Ridership and Revenue. Building on his work in Step 1 and his recent role augmenting WSDOT modeling staff, Scott Peterson will validate the existing model, using the updated market analysis with particular attention paid to origin-destination patterns and travelers' socioeconomic characteristics to understand the differences between it, the pre-pandemic calibrated model, and results from the post-pandemic data sets. This validation effort will set thresholds for key metrics in consultation with FRA and key interested parties for determining their reasonableness. Upon agreement from FRA that the thresholds have been met, Scott will run a base-year model and TDM for the forecast year no-build condition and forecast year for remaining alternatives, performing a reasonableness check to determine TDM readiness. To streamline comprehensive forecasting and market analyses between this effort and the 2025 State Rail Plan, Scott will work with Rail Plan Lead, Melissa DuMond, to validate trends in passenger rail traffic and consider the forecasted ridership in the statewide projected travel demand. This will help define WSDOT's vision of an integrated public transportation network alongside the range of initiatives and interests in play, ranging from continued growth of Amtrak Cascades, high-speed rail along the I-5 corridor, expanded East to West service, and Sound Transit expansion.

The 10-mile area between Portland Union Station and the Columbia River/Vancouver, WA is a site for careful consideration due to the complexity of the yards, multiple moveable bridges, and the operations of two different host railroads (BNSF and UP). This area represents an important gap to analyze to fulfill the needs of the complete ODOT and WSDOT corridor between Eugene, OR and Seattle to Vancouver, BC.

MAGGIE'S SUCCESS



Streamlined Environmental

"For the Washington State Ferries Fauntleroy Ferry Terminal, I [Maggie] used a similar multi-step screening process as recommended for the Amtrak Cascades CID Step 2 process. By focusing on input from agency and community advisory groups led by Jacobs and PRR, we were able to successfully eliminate unreasonable alternatives during the planning stage and ultimately avoid an EIS."

Keeping Environmental Planning Off the Critical Path.

Maggie Buckley will identify existing environmental assets that may warrant protection, such as wetlands and historic resources, as well as fish passage barriers and contamination sites, determining where field verification is needed. She will consider concerns expressed by the public in Step 1, such as water quality and noise and vibration, and input from host railroads, local governments, and Tribes. Maggie will develop an implementation plan to identify, prioritize, and define alternatives to advance into Step 3, recommend and confirm the appropriate NEPA class of action with WSDOT and FRA, and recommend a strategy for review, including capacity improvements with independent utility that could be addressed individually as Categorical Exclusions (CEs) or combined into a single NEPA document, such as an EA or EIS.

Building a Compelling Financial Analysis and Plan. Marissa Witkowski will build on the initial SAVE analysis to conduct a financial analysis and economic impact assessment that:

- Meets WSDOT and federal requirements for ROI analysis



- Provides sufficient method and assumptions disclosure to facilitate independent stakeholder audits
- Identifies variables with the greatest impact on ROI
- Provides estimates of localized job creation impacts and economic value, including for social equity

Marissa will coordinate with WSDOT and relevant stakeholders to develop clear, defensible analyses that articulate value, choose between alternatives, prioritize investments, and pursue funding. To help WSDOT identify and evaluate financial strategies, Marissa will use HDR's Readiness, Eligibility, and Merit (REM) tool to evaluate project alignment with a variety of funding opportunities, including those funded through the IIJA and Inflation Reduction Act. REM is adaptable and customizable to accommodate WSDOT's priorities and existing and future funding opportunities. It considers grant cycles and timing for discussion with partners to further understand the context of results in terms of financial, political, and public opportunities and challenges. She will use these results to produce a list of prioritized funding opportunities, potential partners, and options for securing and blending funds from a combination of federal, state, local, and private sources. This will be critical to meet FRA's 20% match and potentially integrate value capture funding and innovative financing approaches, if desired. Marissa recently used a similar approach for Iowa DOT, who secured a \$57.3M RURAL Grant award for the I-380 and Wright Brothers Boulevard Freight Hub.

Drafting Governance Agreements. Because the *Cascades* corridor has an established governance structure, our Governance Lead, Jason Smith, can rapidly memorialize it, accounting for any changes requested by WSDOT, ODOT, or other key stakeholders. He will prepare documentation of roles, responsibilities, and staffing requirements for each entity throughout the project lifecycle, including railroad owners, operators, and funding partners. At the same time, Jason and Sarah will meet with WSDOT, Amtrak, FRA, the BSPRA, and other interested parties to detail how planned improvements to the corridor will be governed and operated.

Developing Implementation Phasing. Seth Torma will build on the methods used on FRA's Long-Distance Service Study to develop the implementation plan. He will identify service levels by year and the capital projects required to support increased reliability, travel time, and capacity needs in a sequence for the capital project inventory for advancement into Step 3, accounting for projects advanced at the outset of Step 2. Any additional operations modeling for service years will also be performed to create viable interim-year schedules. On the Metrolink Service Growth Development Plan in Los Angeles, Seth developed a similar phased plan for service growth over the next decade, accounting for future capital projects and available fleet, equipment, and crew.

Advancing Preliminary Engineering. As we move into Step 3, Matt Archer will quickly build on the conceptual design options developed in Step 2 and their associated physical impacts. He will refine additional data, such as grading limits and structural changes, to identify the number of rail and station improvement projects needed for the remaining alternatives. Matt will work closely with Maggie to finalize project limits, as needed for the advancement of NEPA efforts. He will incorporate ongoing conversations with host railroads from Step 2 to quickly address host railroad comments as we advance preliminary engineering. Matt will leverage a long history of working with agencies such as BNSF and his strong knowledge of the

BNSF Phase B submittal to proactively address the matters of most importance to them, including switch location and sizes, structures to be modified, right-of-way impacts, and track spacing. His proven experience enables him to be sure that their comments will minimize changes that impact project footprints and, should significant changes be necessary, positions him to work with Maggie on quick resolution, keeping NEPA off the critical path. For those early action projects advanced into Step 3 concurrently with delivery of Step 2, Matt will drive the critical path by prioritizing projects with the least impacts, such as those to existing structures and right-of-way, as well as those that might benefit from delivery via shared or delegated ownership by host railroads. Limiting the project footprint to existing right-of-way or identifying opportunities to accelerate through collaborative project ownership will help to rapidly position these works for construction funding and early delivery.

Swiftly Navigating NEPA. The environmental implementation plan that Maggie developed in Step 2, including recommendation of the reasonable alternatives to advance into further analysis through NEPA, will provide a defensible basis for seamless transition into Step 3. For improvements that trigger NEPA compliance, our team will meet with FRA to clarify requirements, accounting for the rapidly changing regulatory environment. Maggie will prioritize completion of agency coordination/consultation and field surveys that may affect mitigation requirements, including identification of wetlands, streams, Section 4(f) resources, and Section 106 cultural resources. Leveraging her knowledge of existing conditions, preliminary impacts, and anticipated permitting needs documented in Step 2 will allow Maggie to navigate the review process efficiently. For those early action projects advanced into Step 3 at the start of Step 2, Maggie will work closely with Matt to prioritize selection of projects that can be accelerated through environmental review, such as those with a minimal footprint that likely qualify as NEPA CEs and those able to utilize non-federal funds and bypass NEPA, moving quickly towards construction.

HDR'S GRANT WRITING SUPPORT INCLUDES

more than securing more than

130
PROJECTS

\$3.6
BILLION



since 2009

2026 and 2030 Freight Plan Update

Having worked on WSDOT barge, rail, and trucking analyses in southeast Washington and the 2022 Freight Plan, Dike Ahanotu offers significant insights into the state's multimodal freight trends, needs, implementation strategies, and funding plan. To build on the 2022 plan and account for the state's distinct regions with unique freight activity connected to each other and the national multimodal freight system, Dike will work with Rural Freight Lead, Eric Jessup, who offers robust data and analytical tools, as well as decades of freight stakeholder outreach in Eastern Washington and rural areas throughout the state. For urban areas, we will apply Jacobs' StreetLight data to determine actual truck origin-destination patterns and routing on the highway network, focusing on improvements to portions critical for efficient movement. We will include data analyzed for the Lower Snake River Dams (LSRD) Transportation Study; freight rail data from the 2025 state rail plan; and a unified freight forecast developed with vendor S&P Global for freight and rail planning, and marine cargo analyses. Additionally, we will:

- Incorporate outreach and equity elements from the LSRD Study to build a comprehensive set of issues and potential solutions representative of key stakeholder interests
- Identify opportunities to enhance use of low-emission vehicles and develop policies to reduce emissions inclusive of pilot studies along I-5 for Oregon and California, Port of Seattle's zero-emission program, and national standards
- Develop operational solutions to enhance efficiency, such as the ITS solutions Jacobs provided for Port of Oakland
- Detail implementation steps to serve as an action plan and roadmap to increase safety, system preservation, efficiency and reliability, economic competitiveness, mobility and accessibility, quality of life, and environmental stewardship
- Create a visual, integrated plan summarizing analyses and action steps in a user-friendly and informative format

2029 Rail Plan Update

Melissa DuMond's approach to the 2029 update will continue the prioritization of investments to deliver on goals developed during her work on the 2025 update. She will leverage her knowledge of the near-term investments in the 2025 update to drive them towards implementation during the 2029 update. Her hands-on understanding will quickly advance a new set of investment priorities and measures of success, seamlessly building on previous work. We will coordinate with HDR's Cascadia HSR and I-5 Program team as passenger rail service increases and plans for more service are prepared, and rolling stock is being manufactured. Since the 2019 update, the freight sector has achieved record financial performance; however, it has not meant additional traffic due to a focus on cutting costs and changes in commodities flow. Melissa will drive development of an update in 2029 that continues to build out the statewide passenger and freight network, consistent with growth trends and market demand. Building on her partnerships from the 2025 update, she will continue a coalesced vision of statewide passenger and freight rail growth with the 2029 update. Melissa will work with FRA not only for plan approval, but also to build an understanding of Washington's high-value investments with state funding that will succeed in obtaining federal funds with the support of freight and passenger rail partners, as well as statewide regions.

Marine Ports and Navigation Plan

Because WSDOT's 2017 Marine Ports and Navigation Plan was prepared prior to COVID, it will require a holistic update for variable factors related to demographics, aging infrastructure, technology, energy transition, and access to funding. COVID altered the business and operations of marine and inland ports, some of which are transitioning to new lines of business, affecting freight flow, type, and traffic both land- and marine-side. Our Marine Ports and Navigation Plan Lead, Aldo Ferruffino,

MELISSA'S SUCCESS



Innovative Planning Approach

"As the project manager for WSDOT's 2025 State Rail Plan update, I [Melissa] am prepared to guide the agency in making tough choices around the many investments to prioritize projects that will bolster a statewide integrated network. Our 2025 update will offer a more concrete understanding of the changes in demand that have occurred as a result of the COVID-19 pandemic, as nationwide we have seen a shift from typical peak-hour demand to new patterns throughout the day. By leveraging our understanding of intercity passenger travel needs throughout the state that we develop for the 2025 update, we will be able to better prioritize investments and set the stage for streamlined development of the 2026 freight plan update."

has led modernization and upgrades for the ports of Anacortes and Everett, as well as infrastructure asset evaluations and upgrades for the Port of Seattle. His relationships with the Washington Public Ports Association, local governments, private operators such as SSA and Ports America, and international operators, such as Canadian group DP World, will make sure the marine freight system aligns with road and rail networks. For facility and infrastructure preservation and optimization, his team of infrastructure and underwater dive engineers will evaluate and advise on asset conditions and upgrades necessary to facilitate efficient and safe operations and cargo flows. Aldo's focus will include comprehensive facility energy models, energy demands, and potential solutions through microgrid analyses. His team also offers unmatched grant funding expertise that has led to successful applications for EPA Clean Port grants, both in Washington and across the nation. He will use cargo forecasts and metocean data to study navigation traffic, with discrete simulations as needed to determine logistics, operations, navigation, and safety in compliance with the USCG and USACE.

Truck Parking

As we pivot from planning to implementation, Truck Parking Lead, Julee Trudeau, will develop a plan, contracts, and estimates by building on her WSDOT experience, which includes more than 20 projects in South Central Region and work on some of the state's busiest routes along I-5, I-90, I-82, and US 97. Along I-5, Julee will advance solutions in partnership with Oregon and California and will determine how and when truck EV stations should be incorporated. All design concepts will be developed in collaboration with WSDOT, addressing:

- Number of stalls; scalability; existing facility circulation, illumination, and restrooms; operations and maintenance; expansion compatibility; and funding/phasing
- Wetlands, trees, utilities, groundwater, snow, and any changes to RCWs
- Terrain, right-of-way, adjacent roads, and access

Having prepared applications and cost-benefit analyses for MDPG and RAISE grants, Julee is also prepared to work with Marissa, as needed. Should changes arise, Julee can apply her involvement in the Truck Parking Working Group for the South Central Region GEC that coordinates projects across WSDOT to work with Jason Beloso, Jason Biggs, Wenjuan Zhao, and Matt Neeley for building efficient mitigation strategies.

Fleet Management Plan

Fleet Management Plan Lead, Gavin Fraser, will apply our previous work on WSDOT's Fleet Management Plan to develop a plan that includes new passenger railcar purchases, maintenance and operations strategies, current railcar life

expectancies, and peak railcar requirements for service inclusive of spares. Gavin will define needs, composition, age, and condition of the existing fleet, creating a 15-year lookahead, that considers fleet growth to support increased service, fleet investment, and life extension or replacement programs for deteriorated assets. By applying his understanding of the rail vehicle market, available vehicle types, and applicable FTA and FRA regulations, Gavin will also develop maintenance and reliability plans and metrics to maintain a state of good repair. He can provide creative solutions, especially when capital expenditures are needed, having done similar work for WSDOT in evaluating the intercity passenger car leasing market, design-rule comparisons, and loss-recovery support and analysis associated with the Mount Adams Talgo trainset. Gavin has extensive experience in zero-emission locomotives and multiple units for use in intercity and regional rail services and has recently commissioned zero-emission multiple units for San Bernardino County Transportation Authority.

PCC Activities

Bridge Inspection and Replacement Prioritization. We will build on our long history working on the PCC program and our first-hand insight into WSDOT's goals to efficiently evaluate current PCC rail bridge conditions to develop a priority repair, maintenance, and replacement plan. A former WSDOT employee, Bridge Inspection and Replacement Lead, Mark Hatch, will review and audit the inspection reports and PCC Bridge Safety Management Policy to assess current conditions, including ratings information and recent, available FRA audit materials. Mark will then identify improvements for monitoring and assessing bridge conditions and develop

preliminary maintenance and capital costs for investment. Specialty Inspections Lead, Mark Schneider, will refine individual bridge recommendations by performing on-site verification for a targeted number of structures identified from maintenance and/or capital investment requirements, as well as each line's operating conditions and freight demands, both currently and projected into the future. Mark Hatch will then produce a maintenance/repair and capital replacement recommendation priority plan that is well positioned for additional funding.

Traffic Control Plans. Having recently developed preliminary and final design for 20 public crossings along the CW branch related to the 2022 CRISI project, Traffic Control Plan Lead, Jason Starr, understands how to efficiently deliver the additional plans for the remaining CRISI-funded rehabilitations of the 68 system crossings. Jason will leverage proven templates refined through our engagement with WSDOT's two-week review cycle and will advance preliminary plans into final, ad-ready traffic control plans, preliminary detour route plans and agreements, traffic management plans, estimates, and road closure memos. Often requiring closures with extensive rerouting, these plans require timely approvals from various municipalities and governing bodies, such as the City of Spokane and Lincoln County. Jason's strong relationships with these parties will help prevent delays.

Signal Design. The CRISI-funded rehabilitation work includes rail replacement and increased speeds in signal approach circuit areas. Having already delivered similar work for the CW branch—the first of three PCC branches to be rehabilitated using the 2022 CRISI funding—Signal Design Lead, Chad Baker, will efficiently prepare preliminary signal circuit front sheet modifications, including determining the parameters for adjustment of crossing



For WSDOT's busiest weigh station in the state, the I-5 Fort Lewis truck parking lot, our Truck Parking Lead, Julee Trudeau, led Jacobs' preliminary design from planning to implementation for 50 truck parking stalls under the South Central Region GEC contract, all developed utilizing space in WSDOT's existing right-of-way.



Paul Weber will build on his 15-year history of delivering of WSDOT's PCC rehabilitation projects, applying his knowledge of the agency's growth and maintenance goals to make best use of time and money.

approach circuit length (based on field inspection), assessment of bonding needs, and full crossing equipment condition assessment and replacement recommendations. Using mark-ups of existing plans and performance specifications within the bid documents will reduce time needed to develop plans and specifications and allow contractors to use accepted industry standards—within the bounds indicated in the performance specifications—to develop the plans, minimizing risk for WSDOT.

Strategic Plan Update. PCC Lead, Paul Weber, will work with PCC task leads, including Strategic Plan Lead, Tarek Ravenel, to develop a clear approach for the 2025 update inclusive of track and structures improvements needed to continue modernization and better accommodate 286,000-pound railcars, increase track speeds, improve system resiliency, accommodate for climate change, return the system to a state of good repair/sustainability, and meet environmental justice requirements. Tarek's team will also lead a capacity analysis based on the future volume forecasts. The plan will align funding resources with a phased implementation schedule of capital improvements to meet these goals, with special attention to the replacement of wooden trestle bridges susceptible to fire and of track more than 100 years old to increase both capacity and speed.

Projects with 2022 CRISI Funding. Paul has been assisting with planning for delivery of these projects, providing feedback on WSDOT plans and assessing field resources needed for construction. He recommended the PCC system's four line segments be delivered as three separate design-bid-build projects following an evaluation of options, offered recommendations on the determination of CWR versus Long Length Rail, and assisted with select specifications topics. Having helped with development and refinement of WSDOT's delivery timelines and methods, Paul will quickly assist with the delivery of any aspect of the 2022 CRISI rehabilitation projects.

Additional Capital Projects. For projects that involve tie replacement, track surfacing, and potential rail replacement and/or speed increases, we recommend including comparative Tie Index evaluation-based improvements to produce results for the anticipated traffic and line conditions that minimize the need for significant future maintenance or rehabilitation for five to seven years. Our experience shows that conducting detailed tie surveys early in rehabilitation design all but eliminates the risk of underestimating the ties that will be needed to provide sufficient track conditions that will have stable alignment over a tie-cycle duration. We consider evening out conditions within a line segment and future conditions and recommend replacement of a variable percentage of marginal ties, in addition to defective ties.

CONTINGENCY MANAGEMENT

A multi-year GEC with many tasks means that unanticipated events that can negatively impact work are always a possibility. Our team's contingency management plan identifies roles and responsibilities to manage contingency, incorporates best practices from other programs, monitors risks, and outlines required actions should they occur. Our plan will be fully integrated with our program and risk management strategies, incorporating practical design, early issue identification, and appropriate contingency allocation through each project's lifecycle. Kevin will coordinate a contingency plan with task

leads that is tailored for each task to maintain transparency and effective communication, minimizing delays and budget impacts. He will work with his task leads to quickly identify needs when new concepts emerge and assign the most qualified resources to seize opportunities in direct coordination with WSDOT. For example, Kevin navigated the successful transition of Louisiana DOTD Secretaries, accounting for their changing priorities, as the departing Secretary preferred a more cautious approach to intercity passenger rail programs and the incoming one wanted them accelerated. Kevin worked with the rail department to quickly revise planning documents, schedules, and budgets to rapidly progress the program.

5b. Resolving Issues with the Team, Client, and Stakeholders

A culture of ownership is critical to avoiding and resolving issues and conflicts. As one integrated GEC team, Kevin will set the tone for a collaborative atmosphere and use a program-first attitude, which will foster innovative, future-focused, enduring solutions. We will set clear expectations that conflict resolution is about the issues rather than people. Every team member, from entry level to leadership, will understand their responsibility to raise real or potential risks and mitigations. Issues will be resolved at the lowest level with a clear process to escalate as needed. As part of our regular discussions about budget, schedule, and deliverables, Kevin will review any unresolved issues, working with appropriate WSDOT and consultant staff to discuss solutions. If conflicts are not resolved after two regular review meetings, he will facilitate resolution between the appropriate team members to identify the best path forward. Our principal, Ron Paananen, is also available to work with Jason Beloso to resolve any elevated issues.

We know that the GEC's success relies on our ability to provide strategic advice that manages external risk and avoids major issues. Building cross-border partnerships, gaining the support of the Tribes/First Nations, and reconciling significant

Figure 5.2 Proactive Risk Mitigation Informed by Past Success Allows Us to Deliver on Our Promises

RISK

Evolving FRA Guidance for the CID Program

MITIGATION

With many new FRA staff being onboarded and joining from other adjacent agencies, such as FTA, continuous coordination with the agency is critical. Because Amtrak and FRA work closely together to give direction to the states, understanding their ongoing conversations allows teams to gain approval on how to best adapt their guidance to local efforts, even helping to shape that guidance for newer programs such as CID. Additionally, this helps WSDOT understand how to best tailor plans to demonstrate action to the state legislature and secure the 20% required funding match.

SUCCESS



"When FRA updated its guidance on planning for CID Step 1 submittals, including the preferred budget template, I [Angela Jones] quickly worked with WSDOT and HDR's FRA coordination experts to develop a methodology for identifying tasks in Step 2 that present the highest risk and, as a result, the highest need for contingency as FRA continues to refine CID program requirements. This process has provided WSDOT with a plan for Step 2 that makes sure any future unknowns can be accommodated within the proposed budget."

RISK

Coordination with Host Railroads

MITIGATION

Early and frequent engagement with host railroads is critical to advancing passenger rail service investments on mixed traffic corridors. Establishing service coordination committees that include decision-makers from the executive/policy level to the operations level of each rail partner helps to establish clear and frequent channels of communication. This process establishes and builds on relationships to be sure decision making occurs at the appropriate level to reduce bureaucratic slow-down and focus on implementation success.

SUCCESS



"For the Transforming Rail in Virginia Program for the Commonwealth of Virginia, I [Corey Hill] led a multi-billion dollar acquisition of over 400 miles of track from CSX Transportation railroad. Working with Amtrak, CSX, and the Virginia Passenger Rail Authority, we established service coordination committees charged with implementing service changes and ongoing construction work with minimal disruption to rail operations. By negotiating service levels this way, we remained focused on the benefits each public dollar would bring and the committees provided a continuous venue to resolve conflicts."

conflicts between stakeholders, such as differences between host railroads and federal needs, are crucial to success. Detailed in Figure 5.2 are two example risks that will require ongoing collaboration to successfully mitigate. We will lead an ongoing risk management process to formally track and work through unresolved issues, proactively identifying, assigning, and managing a wide range of program and project risks. Kevin will engage task leads to develop a comprehensive risk management plan for each risk, including a risk register that provides a means of scoring for likelihood, severity, and level.

5c. Assumptions for the WBS

Figure 5.3 summarizes a sample list of assumptions regarding deliverables which forms a basis for our WBS. We will work as an integrated team providing quality interactions, processes, and deliverables, which sets a strong foundation for the types of WBSs that are most productive in GEC models. As task orders are identified, Kevin will set expectations that WSDOT and consultant staff will collaborate to achieve the same goals, with WSDOT maintaining appropriate approval authority. Each

task order will have an assigned lead, defined team, and clear responsibilities aligned with deliverable expectations. Once roles are finalized, Kevin will use WSDOT's Master Deliverable List to develop a project-specific WBS. With this as the base, Kevin will work with Jason Beloso to discuss tasks they may want to self-perform and expected timelines. We will use the WBS and task assignments to develop a cost-loaded schedule to help manage performance and change.

5d. Project Key Issues and Milestones
KEY ISSUES

Because many projects under this GEC have inter-related challenges, we will share strategies across tasks orders to achieve consistent results. For example, WSDOT has multiple projects that are experiencing existing mobility gaps, limited service speed and reliability, securing of federal funding to construct improvements, and varying partner expectations and goals. We offer a detailed understanding of the key issues and mitigation strategies for each of the task orders, two of which we have detailed in Figure 5.4 on the following page.

Figure 5.3 Deliverable Ownership that Optimizes Resources and Builds a Foundation for GEC-Style WBS

WSDOT						
Project Funding and Schedule Limitations	- Website Hosting - Media Relations	- Regulatory Coordination - Environmental Review	Planning Studies	Traffic Counts	- Existing Plans - Existing Utility Agreements/Permits - Inspection Reports	- Early-Work Contract Phasing - RFQ/RFP Templates - DB Guidelines Manual Update - Specifications and GSPs
PROGRAM MANAGEMENT	ENGAGEMENT	ENVIRONMENTAL	PLANNING	TRAFFIC	ENGINEERING	DB PROCUREMENT (TBD)
- PMP - Project Schedule - Coordination Meetings - Governance - Administration - Cost Control - Workforce Development	- Surveys - Outreach Materials, Presentations, and Graphics - Engagement Plans	- Mitigation Plan - Permitting Support - NEPA/SEPA - Wetlands and Stream Assessment Report	- Strategic Plans - Service Development Plans - Implementation Plans - Alternatives Analysis - Policy Development - White Papers/Research - Data Collection - Grant Writing	- Traffic Modeling - Illumination/ITS Design - Channelization Plans - Concept of Operations - Traffic Control	- Basis of Design - Track, Bridge, Civil, Signal, and Geotechnical Design - Cost Estimate/Schedule - Practical Design Assessment Report - Survey/Basemapping - Design Documentation - Right-of-Way Support - Construction Support	- RFQ/RFP Draft Packages - ATC Analysis Summaries - Addenda Materials - General Provisions - Technical Reports

Figure 5.4 HDR's Strong Knowledge of Two Key Issues

FRA FUNDING OBLIGATION FOR PCC REHABILITATION

OUR UNDERSTANDING:

To make sure that FRA obligations for rail rehabilitation projects are met, it is critical to develop plans with clear understanding of FRA's funding expectations. Paul Weber offers in-depth knowledge of the nuances to these challenges, having delivered some of PCC's earliest rehabilitation projects. He has helped set industry standards in the region for developing scopes that determine ideal track lifecycles, which enhance current projects and provide the best opportunity for future funding.

OUR APPROACH:

-  Thorough in-field inspection of track conditions, including rail ties for assessment with HDR's tie index evaluation tool
-  Identification of inter-related improvements, such as drainage and ditch repairs, to uphold durable investments
-  Balance of priorities for holistic long-term improvements versus immediate repairs needed to restore safe conditions
-  Determination of capital maintenance cycle planning

RIGHT-OF-WAY CONSTRAINTS FOR TRUCK PARKING

OUR UNDERSTANDING:

WSDOT hopes to utilize existing right-of-way and/or reconfigure their facilities for truck parking, which might result in revisions to state RCWs. Reconfiguring an existing facility requires balance of existing use with truck parking, evaluation of site constraints, consideration of circulation, and optimization of configurations in high-volume and high-use sites. With preliminary engineering to advertisement taking up to nine months, depending on complexity, Julee Trudeau will deliver tasks concurrently as she has done successfully on WSDOT's South Central Region GEC.

OUR APPROACH:

-  Build on existing staff relationships to work with WSDOT HQ and region departments and staff, including local maintenance, to maintain public access and WSDOT operations
-  Develop conceptual plans with alternatives that optimize the existing footprint or minimize costly impacts and include early estimates for construction costs to right-size work
-  Determine shared opportunities to bolster competitive applications for MDPG and RAISE grant funding

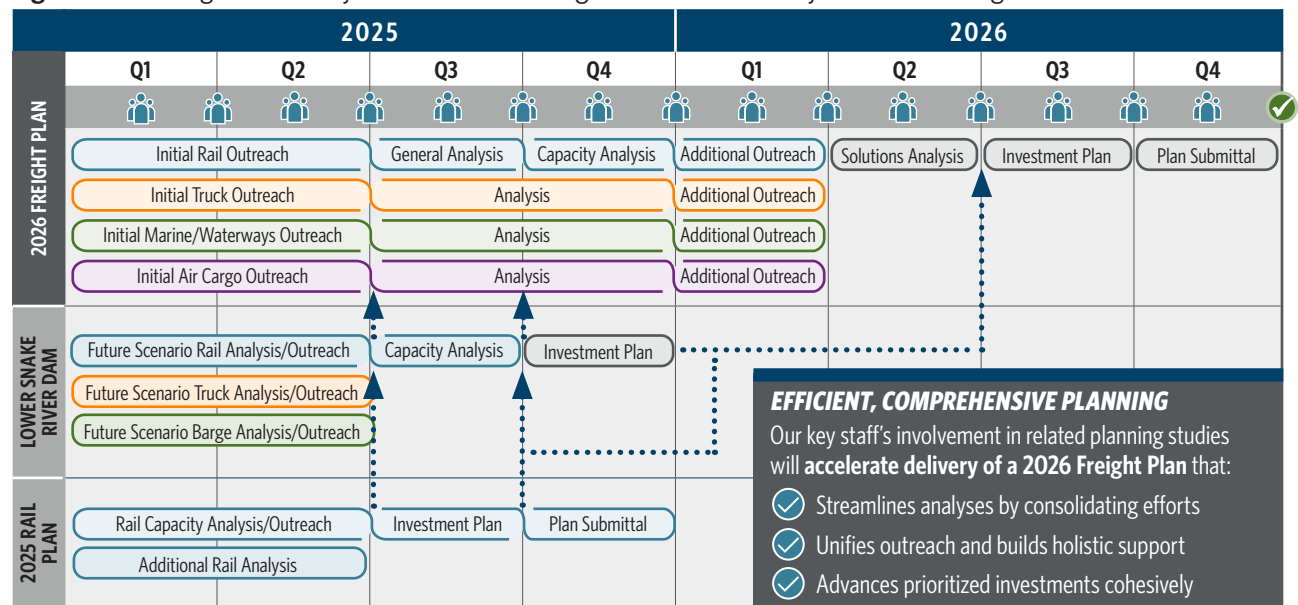
CRITICAL MILESTONES

We will apply our knowledge of your projects to proactively manage critical path items and drive efficiencies, making the most of your limited time and money, while meeting funding requirements and aligning with agreements made between WSDOT and its stakeholders. For example, the 2026 State Freight Plan update will benefit from integration with the freight analysis conducted as part of the LSRD Transportation Study and the 2025 State Rail Plan, both of which are being led by key staff on this team. As shown in Figure 5.5, we are uniquely suited to streamline delivery by leveraging the most current freight data/analyses, recently identified and evaluated investment plans, and a coordinated outreach approach. The rail capacity analysis conducted by Jacobs in the LSRD Transportation Study, as well as the analysis inclusive of both passenger and freight that Kimley-Horn is conducting for the 2025 State Rail Plan, will be incorporated directly into the 2026

State Freight Plan as a starting point for considering impacts on port and highway facilities statewide. Similarly, rail and highway investment plans from the LSRD Transportation Study and the 2025 State Rail Plan can serve as inputs to maintain consistency and eliminate redundant analyses, outreach, and fiscal planning. The close coordination of these studies will help WSDOT achieve FHWA approval by the end of 2026 and FRA approval in 2025.

As a second example, we are positioned to streamline the Amtrak *Cascades* CID Program Steps 2 and 3, drawing from our experience in Step 1, as well as advancing CID efforts for clients nationwide. Our approach, shown in Figure 5.6 on the following page, will achieve an accelerated schedule, keep WSDOT at the front of the line for funding, gain stakeholder support, and integrate with the work of ODOT, Canadian agencies, and the Cascadia Program. We will quickly initiate development of the NTSDP from your PSDP to advance early action projects to Step 3 with stakeholder support, determining stand-alone and

Figure 5.5 An Integrated Delivery of the 2026 State Freight Plan Inclusive of Key Relevant Planning Workstreams



LEGEND Blue: Rail/Freight Rail | Orange: Truck Freight | Green: Marine Freight | Purple: Air Cargo |  FHWA/WSDOT Engagement |  FHWA Approval of Freight Plan

service benefits, developing funding strategies, and describing governance for meeting FRA readiness criteria. For projects continuing in Step 2, we will refine the purpose and need statement in the PSDP, as required, seeking early approval by initiating proactive stakeholder engagement. To update market analysis for post-pandemic conditions, we will use Big Data from FRA-approved sources that cover Oregon, Washington, and Canada. Our initial corridor alternatives screening will use

tailored metrics for ridership and operations that do not require detailed analysis, helping to save time without compromising quality. With this short list of alternatives, we will help rapidly advance full financial, environmental, and transportation planning so the most time intensive assessments are reserved for only those alternatives best served to meet the purpose and need. Our approach also allows for swift alternatives screening and will include accommodation of those early advancement projects

from the outset to avoid rework or as we seek FRA approval to advance corridor alternatives into Step 3.

Our team's knowledge of how to drive your projects over the next five years and beyond is unmatched, translating to milestones met, stakeholders satisfied, and WSDOT's goals achieved. Together, we will help to drive delivery of your concurrent projects by providing a deep bench of industry expertise bolstered by local resources that you know and trust.

Figure 5.6 HDR's Streamlined Approach to Efficiently Advance a Service Development Plan to Position for Full Funding

LEGEND  FRA Guidance Meetings |  FRA Approval of Deliverables

