



2024 Rail, Freight & Ports Division General Engineering Consulting Services

STATEMENT OF QUALIFICATIONS | NOVEMBER 12, 2024



HNTB

ONE TEAM, ONE STOP

1. Qualifications/Expertise Of Firms On Team

A. FIRMS, EXPERTISE, AND RESOURCES

WSDOT Trusted Firms

To support the WSDOT Rail, Freight, and Ports Division's wide range of planning and engineering activities for statewide multimodal infrastructure, HNTB provides a "One Team, One Stop" General Engineering Consultant (GEC) solution (see Exhibit 1.1). The HNTB team combines a successful 60-year WSDOT delivery track record with the country's most trusted rail and freight experts at HNTB, CPCS, and Steer, augmented by a comprehensive consultant team (see Exhibit 1.2). Project Manager (PM) Don Sims has dedicated his 32-year career to WSDOT delivery – as an agency employee and consultant. The HNTB team is committed to collaboration and innovation that meets WSDOT's evolving needs in alignment with statewide equity and resilience goals. WSDOT will get a comprehensive, experienced team who will work collaboratively, serve as trusted advisors, and successfully deliver projects.

Exhibit 1.1.



ONE TEAM, ONE STOP

The HNTB team's industry-best talent is experienced working with WSDOT, BNSF, and other delivery partners in Washington, British Columbia, and Oregon. This experience enables the team to efficiently support all program needs, making the "One Team, One Stop" for the WSDOT Rail, Freight, and Ports Division. This means WSDOT will benefit from strategic advisors, a deep bench of specialists, and 16 DBE/SBE/MWBE firms. PM Don Sims will provide the right resources at the right time to successfully achieve WSDOT's program objectives.

Exhibit 1.2. **One Team, One Stop:** A partnership of firms with the right experience, expertise, and staff resources

	Firm and Expertise	Years Providing Expertise	# of Employees	
			WA	Nationwide
KEY FIRMS	HNTB – Management, Planning, Design, Engineering, Environmental, Advisory Services, Construction Management (CM), GIS	106	302	6615
	CPCS – Transportation Strategy, Freight Planning, Rail Planning and Advisory, Freight Data Analytics and Visualization, Truck Parking, Policy Analysis, Maritime Planning and Advisory, Economic Development Strategy, Strategic and Business Planning, BC-WA Cross-Border People and Goods Movement, Freight Mobility Strategic Investment Board (FMSIB) Experience	10	1	27
	Steer – Passenger Rail Ridership and Revenue Forecasting, Business Case Analysis, Equity and Inclusion Policy/Evaluation, Operating Cost Forecasting, Financial/Funding Analysis, Federal Funding Applications, Procurement Support, International Benchmarking/Best Practices	40	3	92
	★ Akana (DBE, MBE) – CM, Constructability, Hazmat, Civil, Structural, Landscape Architecture, Facilities/Stations, Grading/Drainage, Utilities	34	150	200
	Anderson & Tannous Cross-Border Advisory Group – Cross-Border Infrastructure Governance, Decision-making, Stakeholder and Partner Engagement, Procurement Support, Right of Way (ROW) Acquisitions	20	0	2
	Commonstreet Consulting – ROW Services (Acquisition, Relocation, Title, Property Management, Homelessness Response and Trespass Prevention), Document Controls, Community Outreach/Engagement, Cost Estimating/Constructability, Scheduling, Survey/ROW	7	44	49
	★ Confluence Environmental Company (SBE) – Environmental Planning, Community Outreach/Engagement	17	31	31
	DJM2 Consultancy – Host Rail Coordination	1	1	1
	★ D'Leon (DBE, SBE, MBE) – Civil Engineering, PMCM, Document Controls, Agency/Owner Design Coordination, Cost Estimating/Constructability, Facilities/Stations, Grading/Drainage, Roadway Design/Complete Streets Assessment, Scheduling, Track Design, Utilities, Third-Party Coordination, Grant Support	36	3	35
	★ Furtado & Associates (DBE, MBE, SBE) – Boundary Surveying, Land Surveying/ROW, Construction Inspection, Contract Administration, Document Controls, CM	35	58	58
	★ HWA Geosciences (MWBE, DBE) – Geotechnical Engineering, Pavement Engineering, Geoenvironmental, Hydrogeology, Construction Inspection, Materials Testing, Complete Streets Planning, Pavement Engineering	46	55	56
	★ Land Development Consultants (LDC) (DBE, MBE, PWSBE) – Civil Engineering, Survey, Land Use Planning, Document Controls, Agency/Owner Design Coordination, Boundary Survey, Community Outreach/Engagement, Grading/Drainage, Roadway Design/Complete Streets Assessment, ROW Acquisitions, Survey/ROW	21	66	66
	★ Montez Group (SBE, DBE) – Quality Management/CM, Project Controls, Structures/Bridge Inspection, Scheduling	20	3	22
	★ Osborn (WBE, DBE) – Preliminary and Final Design (Site Civil, Drainage/Stormwater, Natural Resources, Fish Passage, Habitat Restoration, Utilities, Landscape Architecture, Urban Design), Feasibility Studies, Alternatives Analysis, Planning, Construction Support, Grading/Drainage, Hydraulic and Stream Design	20	104	110
	★ Ott-Sakai (DBE) – Constructability Reviews, Cost Estimating, Scheduling, and Value Engineering	19	14	16
	★ PacRim (DBE, MBE) – Civil and Structural Engineering, Structures/Bridge Inspection	16	0	38
	★ Prima Pacific (DBE, WBE) – Project Controls, Document Controls, Scheduling	9	4	7
	★ PRR (DBE, MWBE) – Project Scoping, Planning, Community Outreach, Communications Strategy, Facilitation, Creative Services	43	98	111
	RailPros – Planning, Grants and Funding Preparation and Reporting, Engineering Design, Project Management, Program Management, CM, Staff Augmentation, Program Management Support Services, Safety Training, Railroad Flagging, Utility Crossings Coordination, ROW Management Services, Right of Entry Management, Training, Media Production	24	5	1100
	★ Red Barn Group (WBE/DBE) – Construction Inspection, Rail Inspection, Environmental Permitting, Stormwater Design, CM, Environmental Planning, Facilities/Stations, Grading/Drainage, Roadway Design/Complete Streets Assessment, Safety Coordination, Strategic Freight Planning, Track Design, Utilities Within Rail and Highway ROW	20	6	12
	★ RHC Engineering (DBE, MWBE) – Bridge and Structures Design, Document Controls	11	12	12
	★ The Greenbusch Group (MWBE) – Noise and Vibration Consulting, Acoustical Design, Audio/Video Engineering, Commissioning, Mechanical Engineering, Vertical Transportation Services	35	24	24
	★ Virginkar & Associates (DBE, MBE) – PM/CM, Planning Studies, Procurement Support, Facilities/Stations, Grading/Drainage, Ops Modeling and Simulation, Signal/Communications, Track Design, Transportation Planning	34	2	60
	Combined Team Experience	624	941	8,573

★ Disadvantaged Business Enterprise (DBE) or Minority and Woman Business Enterprise (MWDBE) Firm

WSDOT's Comprehensive Needs are Covered

The One Team, One Stop team (see Exhibit 1.3.) will provide WSDOT with easy access to expertise for planned projects, staff augmentation needs, strategic advisory, and future needs. PM Don Sims will lead a team organized into four groups with Service Leads for each: Passenger Rail Planning, Freight Planning, Engineering, and CM. Given its importance, Equity and Engagement crosses all four groups. For each task order (TO), Service Leads will assign the appropriate staff from the GEC Resource Pool. Strategic Advisors are available on an as-needed basis. The Team will tirelessly support WSDOT in communicating your directives, delivering your priorities, facilitating delivery and supporting your decisions.

Exhibit 1.3. The HNTB Team offers a complete suite of advisory, GEC, and technical services



B. WA STATE PRESENCE

Exhibit 1.4. shows the expertise and resources of our collective team by location, offering over 1,000 staff statewide.

Exhibit 1.4. Statewide Resources

City	Staff	Firm and Expertise
	402	HNTB Management, Planning, Design, Engineering, Environmental, Advisory Services, CM, GIS
Bellevue	59	Osborn Design (Site Civil, Drainage/Stormwater, Natural Resources, Fish Passage, Habitat Restoration, Utilities), Feasibility Studies, Alternatives Analysis, Planning, Construction Support
	35	Akana Architecture, Engineering, Planning, CM Services
Bothell	55	HWA Geosciences Geotechnical Engineering, Pavement Engineering, Geoenvironmental, Hydrogeology, Construction Inspection, Materials Testing, Complete Streets Planning, Pavement Engineering
Bellingham	8	Osborn Design (Site Civil, Drainage/Stormwater, Natural Resources, Fish Passage, Habitat Restoration, Utilities), Feasibility Studies, Alternatives Analysis, Planning, Construction Support
	1	Confluence Environmental Science, Project Management, Regulatory Strategy/Compliance
Fife	15	Akana Architecture, Engineering, Planning, CM Services
Kent	3	LDC Civil Engineering, Land Surveying, Land Use Planning
Lacey	7	HNTB Planning, Design, Engineering
Mountlake Terrace	10	Ott Sakai Constructability Reviews, Cost Estimating, Scheduling, and Value Engineering
Olympia	5	Commonstreet Consulting ROW Services, Acquisition, Relocation, Title, Property Management, Homelessness Response
	11	LDC Civil Engineering, Land Surveying, Land Use Planning
Pasco	10	Akana Architecture, Engineering, Planning, CM Services
Portland, OR	1	CPCS Maritime and Ports Planning, Maritime, Ports, and Strategic Planning
	1	RailPros Port Strategy
Renton	3	Montez Group Quality Management, Project Controls, Construction Management Services
Seattle	14	HNTB Management, Planning, Design, Engineering, Environmental, Advisory Services, CM
	30	Confluence Environmental Science, Project Management, Regulatory Strategy and Compliance
	1	CPCS Passenger Rail and Transit Planning, Urban Mobility
	12	RHC Engineering Analysis, Design and Construction Support
	2	Virginkar Technical Consulting, Management Consulting for Transit and Transportation Projects
	17	Commonstreet Consulting ROW Services, Acquisition, Relocation, Title, Property Management, Homelessness Response
	24	Osborn Design (Site Civil, Drainage/Stormwater, Natural Resources, Fish Passage, Habitat Restoration, Utilities), Feasibility Studies, Alternatives Analysis, Planning, Construction Support, Landscape Architecture, Urban Design
	4	Prima Pacific Project Controls
	95	PRR Project Scoping, Planning, Community Outreach and Coordination, Communications Strategy, Facilitation, Creative Services
	3	D'Leon Civil Engineering, PM/CM Services for Aviation, Rail and Transit, Streets and Highways, Utilities Infrastructure Projects
	22	The Greenbusch Group Noise and Vibration Consulting
	58	Furtado & Associates Surveying, Construction Inspection, Contract Administration, Document Controls, CM
	3	Steer Travel Demand Management Program Delivery
	1	DJMII Host Rail Coordination
	6	Red Barn Group Civil Engineering, CM, Environmental
Spokane	11	Commonstreet Consulting ROW Services, Acquisition, Relocation, Title, Property Management, Homelessness Response
	10	Osborn Design (Site Civil, Drainage/Stormwater, Natural Resources, Fish Passage, Habitat Restoration, Utilities), Feasibility Studies, Alternatives Analysis, Planning, Construction Support, Stormwater Research
Tacoma	6	Commonstreet Consulting ROW services, Acquisition, Relocation, Title, Property Management, Homelessness Response
	1	LDC Civil Engineering, Land Surveying, Land Use Planning
Tukwila	1	LDC Civil Engineering, Land Surveying, Land Use Planning
Vancouver	2	Osborn Design (Site Civil, Drainage/Stormwater, Natural Resources, Fish Passage, Habitat Restoration, Utilities), Feasibility Studies, Alternatives Analysis, Planning, Construction Support
	2	The Greenbusch Group Noise and Vibration Consulting
Woodinville	50	LDC Civil Engineering, Land Surveying, Land Use Planning

HNTB CONSTRUCTION MANAGEMENT (CM) LEADERSHIP IN EASTERN WASHINGTON



Jeff Minnick, transportation engineer, worked for WSDOT in a variety of roles for 30 years. Jeff is a resident of Eastern Washington and is experienced with WSDOT construction and rail CM services. Construction Manager **Patrick Martin** is a respected resident engineer in the greater Spokane area. Jeff and Pat will support regional needs of PCC. Several One Team, One Stop GEC team firms (see Exhibit 1.3.) are interested in establishing CM teams in Eastern Washington.



INNOVATIVE GCCM DELIVERY TO MAINTAIN TRAIN TRAFFIC



HNTB supported BNSF on the Bridge 81.4 project completed in 2023 via General Contractor Construction Manager (GCCM) method. The GCCM delivery model is a process where the contractor acts as a construction manager during preconstruction stages and as the general contractor during construction. This approach allowed designers to proactively integrate considerations and limitations of equipment into final designs, resulting in cost-saving construction efficiencies and innovations to maintain train traffic during construction.



C. EXPERIENCE WORKING TOGETHER

The One Team, One Stop team members have extensive experience working with HNTB (see Exhibit 1.5).

HNTB has
worked with

18

of the 21
subconsultants

Exhibit 1.5. Select subconsultant experience working with HNTB

Project Name (with HNTB)	Firm Role and Services Performed
Bay Area Rapid Transit (BART), Link21	Steer (2019-Present) Strategic Advisory for Business Case, Equity Framework, Integrated Travel Demand and Land Use Modeling, Funding Opportunity Advising, and Stakeholder Engagement
Texas DOT, Texas-Mexico Border Transportation Master Plan (BTMP) Technical Implementation	CPCS (2021-Present) Analysis, Stakeholder/Client Engagement, Data and Trends Analysis, Multinational Cross-Border People and Goods Movement, Supply Chains, Nearshoring, Current and Emerging Border Processing Technologies
WSDOT, SR 509 Gateway Completion Program	Commonstreet Consulting (2018-Present) Real Estate Program Manager, ROW Services
Sound Transit, West Seattle and Ballard Link Extension	Confluence Environmental Company (2018-Present) Environmental Planning; Furtado & Associates (2017-Present) Survey; RHC Engineering (2019-Present) Structural Engineering; Ott Sakai (2020-Present) Constructability
Port of Seattle, Sea-Tac Passenger Loading Bridge Design IDIQ	HWA Geosciences (2020-Present) Geotechnical Engineering
Seattle DOT, West Seattle High-Rise Bridge Replacement Design	LDC (2021-2022) Survey Data Reduction
WSDOT, Northwest Region (NWR), GEC On-Call	Osborn (2021-Present) Hydraulics, Stream Design, Development of Final Hydraulic Designs (FHDs) and Preliminary Hydraulic Designs (PHDs), Drainage/Stormwater Support, Staff Augmentation; Prima Pacific (2021-2024) Scheduling
California High-Speed Rail Authority (CHSRA), Shafter to Bakersfield Locally Generated Alternative (LGA)	PacRim (2024-Present) Structural Engineer
WSDOT, I-405/SR 167 Corridor Program	PRR (2003-Present) Strategic Communications, Public Involvement and Education, Interested Party Engagement, Media Outreach, Crisis Communications and Government Relations
Southeastern Pennsylvania Transportation Authority (SEPTA), Market Frankford Elevated System, Signaling Support	Virginkar & Associates (2023-Present) Subject Matter Expert for Rolling Stock Train Systems, Train to Wayside Communication, and Train Operations
Hood River White Salmon Bridge Authority (HRWSBA), Hood River-White Salmon Bridge Replacement	Akana (2022-Present) Quality/Utility Coordination
Los Angeles County Metropolitan Transportation Authority (LACMTA), Sepulveda Transit Corridor, Alt 6 HRT/Tunnel	D'Leon Consulting Engineers (2022-2024) Civil Engineering
WSDOT, Marine View Drive to SR 528 NB Peak Use Shoulder	The Greenbusch Group (2017-2020) Noise and Vibration Consulting
Sound Transit, Lynnwood Link Extension CMC	Red Barn Group (2018-2024) CM

D. AVAILABILITY

The projected minimum availability of One Team, One Stop team members is shown through 2026. The HNTB team confirms equal or greater availability in 2027-2029. Strategic Advisors are available on an as-needed basis.

Exhibit 1.6. Availability in hours per month

	2025												2026											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
KEY STAFF																								
Don Sims Project Manager	120																							120
Lisa Sakata Pass. Rail Planning (CID) Service Lead	100																							100
Donald Ludlow Freight Planning Service Lead	60																							60
Carey Wilson Engineering Service Lead	120																							120
Jeff Minnick CM Service Lead	60					60	100																	100
Liliana Pereira Equity and Engagement Service Lead	48					48	80					80	100											100
RESOURCES																								
Debbie Driver Principal in Charge	10																							10
Aaron Bowe CID Discipline Lead	60																60	20						20
Evan Enarson-Hering State Pass. Rail Plan. Disc. Lead	80																							80
David Diaz Fleet Management Plan Discipline Lead	20																							20
Scott Drumm PCC, Maritime and Ports Disc. Lead	40																							40
Erika Witzke Multimodal Freight Planning Disc. Lead	60																							60
Jia Yuan Truck Parking Discipline Lead	120																							120
Eric Oberhart State Freight Plan Discipline Lead	40	40	40	80	80	80	120																	120
LJ Dickens PCC Bridge Inspection Discipline Lead	80								80	20														20
Jim Brenden Track Design Discipline Lead	60																							60
Jorge Garcia Roadway Dgn./Complete Sts. Disc. Lead	80																							80
Alan Black Grading/Drainage Discipline Lead	40																							40
Steve Chase CM Discipline Lead	20	20	100																					100
Patrick Martin CM Discipline Lead	40	40	120																					120
Laura Lloyd GIS, HEAL Act, Env. Justice, DEI Disc. Lead	80					80	40																	40
Sasha Visconti Tribal Coordination Discipline Lead	52																							52
Colleen Gants Communications Discipline Lead	52																							52
Temple Overman Structures Design/Bridge Inspection	10	10	40																					40
Manab Medhi Structures Design/Bridge Inspection	60												60	20										20
Jugesh Kapur Structures Design/Bridge Inspection	40												40	20										20
Adam Horn Structures/Bridge Inspection	40												40	20										20
Jane Li Structures/Bridge Inspection	80					80	120						120	140										140
Dennis Quarto Structures/Bridge Inspection	100																							100

Exhibit 1.6. Availability in hours per month

Exhibit 1.6. Availability in hours per month	2025												2026											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Sean Cooney Load Rating	80							▶ 80	20															▶ 20
Yiling Zheng Roadway Design/Complete Streets	40																							▶ 40
Gilbert Guevara Roadway Design/Complete Streets	40																							▶ 40
Mike Howard Track Design	40																							▶ 40
Katie Kalafatis Track Design	40																							▶ 40
Jared Mitchell Track Design	40																							▶ 40
Werner Abrego Track Design	60		▶ 60	40					▶ 40	60	60	60	70									▶ 70	60	
Henrika Buchanan Agency/Owner Design Coordination	24																							▶ 24
Kevin Phelps Agency/Owner Design Coordination	24																							▶ 24
Jon Holler Facilities/Stations Eng.and Procurement	20																							▶ 20
Brian Elrod Facilities/Stations Design	20				▶ 20	40			▶ 40	20														▶ 20
Michael Magnan Utilities	40																							▶ 40
Tanya Lee Grading/Drainage	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20
Rakesh Bhatnagar Grading/Drainage	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20
Sean McCrohan Grading/Drainage	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20
Vincent Mediate Grading/Drainage	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20	40	20	20
Deepa Mungasavalli Grading/Drainage	40																							▶ 40
CJ Grove Signal/Communications	40																							▶ 40
Craig Hettinger Signal/Communications	40																							▶ 40
Ken Huang Signal/Communications	40																							▶ 40
Alex Kelly Signal/Communications	40																							▶ 40
Paul Chu Traffic Control/MOT/ITS	40																							▶ 40
Sanjeev Tandle Traffic Control/MOT/ITS	60																							▶ 60
Justin Anderson Traffic Control/MOT/ITS	60																							▶ 60
Jim Albert Survey	24										▶ 24	32												▶ 32
Chris LaBonte ROW Acquisitions	20																							▶ 20
Sandy Brodahl Geotech	25																							▶ 25
Thomas Mudayankavil Cost Estimating/Constructability	24																							▶ 24
Ray Berntsen Cost Estimating / Constructability	24																							▶ 24
Kevin Sakai Cost Estimating / Constructability	80																							▶ 80
Stacey Howery Scheduling	80																							▶ 80
Daniel Monroe CM	10	10	40	10	40	80	10	40	80	10	40	80	10	40	80	10	40	80	10	40	80	10	40	40
Boe McGee CM	10	10	40	40	10	40	80	10	40	80	10	40	80	10	40	80	10	40	80	10	40	80	10	40
Matthew Ross CM	10	10	40	40	40	10	40	80	10	40	80	10	40	80	10	40	80	10	40	80	10	40	80	10
Gopi Masarapu CM	16	16	16	126																				▶ 126
Estuardo Ramirez CM	100																							▶ 100
Grace Madden Procurement, Mech. – Marine/Rail	40																							▶ 40
Patrick Tully Procurement, Mech. – Marine/Rail	48				▶ 48	72																		▶ 72
Ian Griffiths Transportation Planning	80																							▶ 80
Mark Mukherji Transportation Planning	48				▶ 48	80					▶ 80	100												▶ 100
Seth Gallant Purpose and Need	48							▶ 48	20															▶ 20
Christy Haven Purpose and Need	48							▶ 48	20															▶ 20
Serge Stanich Alternatives Analysis	24			▶ 24	48										▶ 48	16			▶ 16	12				▶ 12
Brandon Maurisak Alternatives Analysis	24			▶ 24	48										▶ 48	16			▶ 16	12				▶ 12
Jason Long Built Env./Station Area Access/Land Use	32	32	32	80							▶ 80	32												▶ 32
Jesse Jarrell Built Env./Station Area Access/Land Use	126	114	126	132	126	120	132	126	126	132	108	132	120	114	132	132	120	126	132	126	126	126	114	88
Alex Marach Freight Planning	60		▶ 60	80																				▶ 80
Mark Dangler Ops Modeling and Simulation	24	24	32	40	40	80						▶ 80	120	120	40	40	12							▶ 12
Taskin Sehitoğlu Ops Modeling and Simulation	24	24	32	40	40	80						▶ 80	120	120	40	40	12							▶ 12
John Orrison Ops Modeling and Simulation	24	24	32	40	40	80						▶ 80	120	120	40	40	12							▶ 12
Caroline Canady Forecasting/Travel Demand Modeling/ Financial Planning/Economic Assessment	24	24	32	40	40	80						▶ 80	120	120	40	40	12							▶ 12
Kristien Hartpence Freight Forecasting/Modeling	40																							▶ 40
Shuake Wuzhati Freight Forecasting/Modeling	120																							▶ 120
Kate Yu Passenger Rail Forecasting/Modeling	60	60	60	80							▶ 80	100												▶ 100
Gabor Debreczeni Pass. Rail Forecasting/Modeling	60	60	60	80							▶ 80	100												▶ 100
Masroor Hasan Pass. Rail Forecasting/Modeling	48				▶ 48	80					▶ 80	100												▶ 100
Emily Alter Equity and Engagement, HEAL Act/EJ/DEI	60				▶ 60	40																		▶ 40
Chad Schuster Engagement,Stakeholder/Owner/Public	60																							▶ 60
Bryanna Bui Engagement,Stakeholder/Owner/Public	80																							▶ 80
Angela Battle Engagement, Contractor	40																							▶ 40
Julie Hampden Environmental Planning	40																							▶ 40
Maki Dalzell Wetlands/Permitting	40																							▶ 40
Henry Hu Stream and Hydraulic Design	40																							▶ 40
Sam Michels-Boyce Stream and Hydraulic Design	40																							▶ 40
Leslie Schwab Historical/Cultural Resources	40																							▶ 40
Donald Craig Historical/Cultural Resources	40																							▶ 40
Steve Savage GIS Analytics	40																							▶ 40
Kristie Dunkin NEPA/SEPA/Agency Coordination	40																							▶ 40
Rahil Saeedi Climate/Resiliency	60																							▶ 80
Joel Brown Noise/Vibration/Air Quality	40																							▶ 40
Adam Jenkins Noise/Vibration/Air Quality	10				▶ 10	15					▶ 15	25												▶ 25

E. RELEVANT PROJECTS

As shown in the tables below and Exhibit 1.7. on the following page, the One Team, One Stop approach is supported by relevant work.

WSDOT Northwest Region (NWR) GEC (2019-Present)

PROJECT RELEVANCE

- HNTB serves as prime for the NWR GEC overseeing a team of more than 25 subconsultants that has successfully supported NWR's delivery of a \$1B+ construction program in less than 5 years
- HNTB GEC PM Don Sims serves as a strategic delivery advisor and resource manager to provide NWR with every key subject matter expert and production resource to meet the agency's needs
- The master service agreement (MSA) contract includes two separate Y-agreements and more than 45 individual TOs including staff augmentation, deliverable-based planning, and engineering TOs
- Partnering with WSDOT NWR and Headquarters staff, this GEC streamlines contracting procedures to execute TOs quickly and efficiently
- The GEC provides experienced Plans, Specifications, and Estimate (PS&E)/final design managers and production staff to deliver contract bid packages and train NWR staff

WSDOT established the NWR GEC to rapidly provide significant and varied consultant support to deliver a wide array of expertise and staff to meet the federally-mandated and time-bound fish passage program and existing preservation and Connecting Washington projects. PM Don Sims is supported by a dedicated leadership team including a GEC Business Manager, Contracting Manager, Program Controls Lead, Environmental and Planning Lead, Fish Passage (hydraulic and geomorphology) Lead, and an Engineering Delivery Lead to rapidly execute dozens of TOs.

These TOs deliver diverse projects including preservation and maintenance, highway mobility safety and operations, and hundreds of fish passage barrier correction projects throughout the region. In addition, the HNTB team provides WSDOT dozens of staff augmentation support positions in environmental services, engineering, real-estate services, landscape architecture, and stakeholder communications.



PARTICIPATION: FIRMS AND FEES

- HNTB (\$142.8M) – Program Management, Owner's Representative, Planning, Environmental, Engineering
- HWA Geosciences (\$424,000)– Geotechnical Engineering, Hydrogeology, Geoenvironmental, Construction Inspection, Materials Testing
- Prima Pacific (\$2.7M) – Scheduling (Primavera), Critical Path Management, Trending and Forecasting, Budget Management, Risk Management and Facilitation, Document Control
- Furtado & Associates (\$2.65M) Survey
- Osborn (\$3.47M) Preliminary and FHD, Stormwater Hydraulics and Civil Engineering

Colorado Department of Transportation (CDOT) Front Range Passenger Rail (FRPR) Service Development Plan (SDP) (2022-Present)

PROJECT RELEVANCE

- FRPR is considered a model for Federal Railroad Administration (FRA) Corridor Identification and Development (CID) Step 2 process
- Proposed project manager for this GEC CID Step 2 scope, Lisa Sakata, served as deputy project manager and National Environmental Policy Act (NEPA)/Environmental lead on FRPR project, and can apply efficiencies and lessons learned from that project to the Cascades corridor
- Innovative environmental planning to help expedite CID Step 3

HNTB is leading the development of an FRA SDP for a new passenger rail system in the 180-mile Front Range corridor between Fort Collins and Pueblo, Colorado. The scope includes developing the project's benefits-driven Purpose and Need (P&N) Statement and a comprehensive stakeholder and public engagement plan. The HNTB team is coordinating directly with CDOT, the FRPR District, FRA, and the host railroads (BNSF and Union Pacific) to develop and analyze up to five service scenarios and identify a recommended alternative to move through the SDP process. HNTB is responsible for project development, including operations analysis, travel demand forecasts, revenue analysis, and station area analysis. The HNTB team is also responsible for conceptual engineering, capital cost estimation, and Operations and Maintenance (O&M) cost modeling. This work includes an overview of environmental resource issues and development of potential mitigation strategies using a planning and environmental linkage (PEL)-like approach, which also requires agency coordination and review. Additionally, the HNTB team is providing funding and governance information to support the project's continuation into CID Step 3.



PARTICIPATION: FIRMS AND FEES

- HNTB (total value is \$4.25M, and work to date is \$2.1M) – Rail Traffic Controller (RTC) Modeling, SDP
- Steer (\$500,000) – Financial Modeling, Ridership Modeling, Transportation Modeling/Traffic, Fare Analysis



BNSF Bridge 81.4 over the Cowlitz River (2013-2023)

PROJECT RELEVANCE

- Innovative railroad bridge design and construction methods
- Proactive agency and tribal coordination with the Cowlitz and Chehalis Confederated Tribes
- Effective collaboration via the GCCM process

In 2013, BNSF determined Bridge 81.4 had reached the end of its 100-year service life and needed to be replaced to meet current standards. A non-redundant pin-connected truss main span also needed to be replaced. HNTB designed the replacement bridge as part of BNSF's Heavy Bridge Replacement program. The old Bridge 81.4 was a 663-foot-long double main track over the Cowlitz River. As the project designer using the GCCM process, HNTB replaced it with a new 1,100-foot-long structure with 12 spans, 4 of them long-deck plate girder spans ranging in length from 143 to 207 feet. HNTB's key staff completed preliminary and final design, and coordinated with subconsultants for geotechnical investigations, underwater inspection, surveying, and permitting. HNTB worked with the environmental team to develop Temporary Erosion and Sediment Control (TESC) plans for use during construction. HNTB also developed biological assessments, archaeological surveys supplementing permit applications, and cultural resources reports determining the historical context, significance and visual impact of the construction and new bridge on its surroundings. The project was notable for the near seamless interactions between regional permitting agencies, landowners, and the Cowlitz and Chehalis Confederated Tribes, whose ancestral lands are near the bridge.



PARTICIPATION: FIRMS AND FEES

- HNTB (\$4M) – Design and CM Services



Exhibit 1.7. Subconsultants' Relevant Projects

Firms	Client, Project (Dates)	Consultant Scope Value	Services Relevant to Rail Office GEC
CPCS	WSDOT, Washington State Freight Plan (2021-2023)	\$1.5M	CPCS led the Washington State Freight System Plan to support economic development, sustainability, environmental justice/equity, safety, mobility, and other state goals over a 5-and 20-year horizon.
	Utah Inland Port Authority (UIPA), Utah Statewide Logistics Strategy (2023-Present)	\$1.5M	CPCS is supporting UIPA in developing a Statewide Logistics Strategy to guide critical decision-making regarding infrastructure investments, including the rail system and its current and future operations and needs.
	WSDOT, Washington State Truck Parking Implementation Plan, Capital Facilities, and Innovative Partnerships (2024-Present)	\$780,600	CPCS is supporting WSDOT and FMSIB identifying strategies, projects, and investments to increase safe truck parking at WSDOT's rest areas and privately-owned locations through P3s and other mechanisms. CPCS is supporting FMSIB on identifying strategies, projects, and investments to increase the supply of safe truck parking at WSDOT's safety rest areas (with WSDOT Capital Facilities), and at privately-owned locations through P3s and other mechanisms (with WSDOT Innovative Partnerships), culminating in a Truck Parking Implementation Plan to prioritize and guide investments and activities for FMSIB and the legislature.
Steer	BART, Link21, New Transbay Rail Crossing (2020-2023)	\$3M	Steer was part of an HNTB-led team advising the multi-year Link21 Program, connecting San Francisco and Oakland, on ridership modeling, strategic advice, and environmental justice (EJ) and equity analysis.
	Amtrak, Ridership, Revenue, and Market Analysis On-Call, Nationwide (2013-Present)	\$5M	Steer has served as Amtrak's sole ridership, revenue, and market analysis forecasting consultant for over a decade. As part of this engagement, Steer has been providing a full range of ridership, revenue, and analytical support to Amtrak for all its routes in the US. As part of Steer's support to Amtrak, they developed a Route and Service Methodology for developing its intercity route network, as required under section 11206 of the Fixing America's Surface Transportation (FAST) Act. The final approach provided Amtrak with the flexibility to evaluate individual route and service plans based on a set of metrics that best corresponds with the needs and objectives of its diverse group of funding sponsors and stakeholders.
Akana	WSDOT, Interstate Bridge Replacement General Engineering Contract, Portland/Vancouver (2020-Present)	\$1.5M	Akana is providing Quality Management Services for the Interstate Bridge Replacement Project GEC prime consultant.
	WSDOT, SR520 Montlake Segment Design Build (2018-2024)	\$484,600	Akana provided Design Quality Management for the SR520 Montlake Segment Design Build team.
	Sound Transit, General Engineering Contract (2024-Present)	\$325,000	Akana is providing CM support for the on-call general engineering contract for Sound Transit.
Commonstreet Consulting	WSDOT, SR 509 Gateway Replacement Program (2018-Present)	\$3.7M	Commonstreet manages all ROW and coordination with state entities and consultant teams for real estate requirements related to the 509 Gateway Replacement Program.
	WSDOT, Alaskan Way Viaduct Demolition and Replacement Program (2017-2024)	\$6M	Commonstreet acted as Real Estate Service Manager for WSDOT's \$2 billion mega program to replace the Alaskan Way Viaduct.
	WSDOT, SR 167 Completion Project (2023-Present)	\$6M	Commonstreet manages ROW and real estate requirements for the SR 167 completion project. As part of this support, Common Street developed and implemented a unique and award-winning homelessness solution resulting in WSDOT's design builder receiving all property 2.5 months ahead of schedule for one of the project stages.

Firms	Client, Project (Dates)	Consultant Scope Value	Services Relevant to Rail Office GEC
Confluence Environmental Company	Sound Transit, West Seattle and Ballard Link Extension (WSBLE) Program Phase 2 (2021-Present)	\$1.4M	Confluence provides strategic tribal consultation and outreach, Endangered Species Act (ESA), Marine Mammal Protection Act (MMPA), land use, critical areas, draft EIS development, state/federal permitting, and wetland delineations.
	WSDOT, 520 Floating Bridge and Landings Replacement (2008-Present)	\$8.2M	Confluence provides ESA and tribal strategy plans, feasibility analysis for dredging, environmental site assessments, Muckleshoot Indian Tribe coordination, land valuation and transfer investigations, development of a tribal technical working group.
	WSDOT, Interstate 5 (I-5) Marvin to Mounts Road PEL (2022-2023)	\$162,300	Confluence developed a Tribal Coordination Plan, Nisqually Tribe workplan for support for government-to-government consultation, habitat assessments, natural resource/ fisheries reports, FHWA-compliant biological assessment, and NEPA support.
DJM2 Consultancy	DB-ECO North America, Freight Analysis, Ports of Los Angeles and Long Beach (2023)	Confidential	DJ identified capital improvements that would improve the fluidity of rail ships to and from the Ports of Los Angeles and Long Beach.
	Holmes and Associates, Host Railroad Relations Advisory, Oklahoma City (2024-Present)	Confidential	DJ advised on host railroad relations in support of possible commuter rail service in Oklahoma City.
	Amtrak, Commuter Rail Service Study for MassDOT, New England (2023-2024)	Confidential	DJ analyzed operations between Albany and Boston using the RTC modeling tool to support MassDOT's in determining feasibility of commuter rail service within the State of Massachusetts and along this corridor.
D'Leon	LA Metro, Sepulveda Transit Corridor Project (2021-2023)	\$2M	D'Leon provided civil engineering services for both HRT (tunnel) and monorail alternatives including track and rail design, TPSS site design, grading and drainage, street improvements, utilities, third-party coordination, and value engineering and constructability reviews.
	Caltrans/LA Metro, I-105 Express Lanes (2023-Present)	\$905,000	D'Leon provides construction supervision of the I-105 Express Lanes and widening of multiple under-crossings along the I-105 highway, coordinates with third party agencies including various Los Angeles departments, outside agencies, and cities along the I-105 highway, and provides project management of facility materials and equipment.
	LA Metro, Westside Purple Line Extension (2018-2022)	\$3.4M	D'Leon provided track design for the project's utility master plan, including relocation of utilities for major utility companies in the City of Los Angeles, and prepared engineering design drawings for all major underground stations.
Furtado & Associates	Sound Transit, Lynnwood Link Extension (2016-Present)	\$6.7M	Furtado is developing surface files and survey basemaps, ROW plan sheets, parcel maps, legal descriptions, ALTA surveys, WSDOT airspace lease documents, Temporary Construction Easements, Lot Boundary Adjustments, and a binding site plane.
	Sound Transit, I-405 BRT and Bus OMF, Burien to Lynnwood (2019-Present)	\$1.4M	Furtado provides survey expertise including developing basemaps for the Tukwila International Boulevard Station and the South Renton Transit Center, and performing field verification to update the existing basemaps.
HWA Geosciences	WSDOT, Olympic Region Fish Barrier Removal (2022-Present)	\$1.1M	HWA provides geotechnical site investigation and related geotechnical evaluations for fish barrier removals including multiple structure types including single-span bridges, three span bridges, and prestressed slab girder bridges.
	SDOT, East Maringal Way Corridor (2019-2023)	\$640,000	HWA conducted site investigation, performing geotechnical engineering analyses and providing recommendations for geotechnical design aspects including infiltration capacity, potential for liquefaction, luminaire and signal pole recommendations, and railroad track relocation.
	Sound Transit, SR 522/145th BRT, Kenmore, Bothell (2018-2022)	\$375,000	HWA provided geotechnical engineering services. Elements included recommendations for retaining walls, luminaire foundations, a pedestrian bridge, infiltration and pavement design for the dedicated BRT bus lanes.
Land Development Consultants	Yorkshire Public Roadway Improvements, Glenn Wells, AIA, Tumwater, WA (2022-Present)	\$290,000	LDC is providing 1,150 apartments with commercial amenities, ½ mile of new city street, and a new two-lane roundabout over 4 phases.
	Kitsap Transit, SR-16 Park and Ride, 5000 block of Sidney Rd SW (2022-Present)	\$1.1M	LDC supported design and construction of a ~250 stall park and ride facility with 3 bus stop bays and 3 bus parking stalls.
	Washington State Dept. of Enterprise Services, Pritchard Rehabilitation/Addition, Capitol Campus (2022-Present)	\$1.1M	LDC led civil engineering design of historic building renovation/addition. Met with multiple stakeholders and came to a consensus on a cohesive design.
Anderson & Tannous Cross-Border Advisory Group	San Diego Association of Governments (SANDAG), Otay Mesa East Port of Entry (2020-Present)	\$1.2M	ATC is serving as a strategic advisor for economic studies, federal government agreements, procurement process development, finance and is co-lead of stakeholder engagement process.
	Wayne County Airport Authority, Anti-Human Trafficking Initiative (2022-2023)	\$50,000	ATC led a procurement policy overhaul; develop cross-border regulatory and legislative policy adherence; develop federal government cross-agency process.
	Cross-Border Institute, Gordie Howe International Bridge, Economic Opportunities Initiative (2022-2023)	\$1.3M	Develop and execute stakeholder engagement process; cross-border policy review; cross-border governance process mapping development and execution.
Montez Group	San Francisco Municipal Transportation Agency (SFMTA), Van Ness Bus Rapid Transit (BRT) (2021-2023)	\$600,000	Montez Group managed aquality management program including, closing more than 800 Non-Conformance Reports (NCRs), overseeing inspection, testing, sampling, managing and implementing the CQP, and controlling the three project phases.
	WSDOT, I-405 Renton to Bellevue Widening and Express Toll Lanes Projects (2021-2024)	\$1.5M	Montez Group managed document control system; developing, implementing, and maintaining filing and archiving systems, training, DC policies and procedures; and providing administrative support to key team members.
	BART, Train Control Modernization (CBTC) Project (2020-2030)	\$700,000	Montez Group managed document control system; developing, implementing, and maintaining filing and archiving systems, training, DC policies and procedures; and providing administrative support to key team members.
Osborn	WSDOT, Cascadia High Speed Rail and I-5 Program Plan, I-5 Planning Year 1 (2024-Present)	\$24,300	Osborn Consulting is the stormwater subject matter expert supporting the the Existing and Future Baseline Conditions Report for the I-5 Master Plan PEL, providing drainage and preliminary design, and need assessment.
	Washington State Ferries, SR 519 Seattle Ferry Terminal, Multimodal Terminal at Colman Dock (2014-2024)	\$300,000	Osborn Consulting served as the stormwater drainage lead providing BMP analysis, final PS&E, and design calculations for the vehicle holding and travel lanes prior to discharge to the Puget Sound.

Firms	Client, Project (Dates)	Consultant Scope Value	Services Relevant to Rail Office GEC
Ott-Sakai	Sound Transit, West Seattle to Ballard Link Extension-Preliminary Engineering (2019-Present)	\$2M	Ott-Sakai is providing constructability services on a complex guideway section in a dense urban area of downtown Seattle.
	TriMet, Red Line Extension (2017-2022)	\$1M	Ott-Sakai served as the independent cost estimator from preliminary design through establishment of the GMP at 100% on a CMGC contract.
	Sound Transit, Everett Link Extension (2020-Present)	\$1M	Ott-Sakai is serving as the role of the project cost estimator on the project which adds 16 miles of light rail and six new stations.
PacRim	WSDOT, I-405 Widening Design-Build Project, Renton to Bellevue (2022-Present)	\$2.9M	PacRim provided structural design for 20 earth retaining systems, including proprietary Structural Earth Walls, Geosynthetic Walls, Soldier Pile and Tieback Walls, and Soil Nail Walls and about a mile-long Noise Barrier Wall.
	City of Carson, Sepulveda Boulevard Bridge Widening (2021-Present)	\$223,900	As the project's new Structural Engineer of Record, PacRim is developing updates to the 90% plans and finalizing the bridge design plans, specifications, and estimate (PS&E) with City of Carson for the County's final approval.
	City of Bell, Gage Avenue Bridge Replacement (2018-2022)	\$760,200	As a subconsultant to Gannett Fleming, PacRim is supporting California Environmental Quality Act (CEQA) and NEPA analysis, design, utility coordination, permit procurement, and preparing PS&E for the bridge replacement.
Prima Pacific	WSDOT, Montlake Construction (2022-2024)	\$590,000	Prima Pacific managed owner's budget and both weekly and monthly reporting.
	Sound Transit, BRT STRIDE (2022-2024)	\$150,000	Prima Pacific is managing ROW schedules for around 250 acquisitions.
PRR	King County Metro, RapidRide Communications and Outreach (2019-Present)	\$3.4M	PRR provides programmatic communications support for Metro's RapidRide Expansion Program, an integral part of the 25-year long-range plan to deliver more service, more choices, and one easy-to-use system.
	WSDOT, I-405/SR 167 Corridor Program (2003-Present)	\$6.5M	Working closely with stakeholders, PRR developed a Financial Plan Report summarizing financial analyses and options for funding and phasing the next set of legislatively appropriated projects for the I-405/SR 167 corridor.
	WSDOT, Cascadia Corridor High Speed Rail/I-5 Planning and Environmental Linkages Study (2024-Present)	\$92,300 (first phase)	PRR is leading development of a programmatic Equity Framework guiding policies, planning and public involvement along the entire Cascadia Corridor, and is also part of the corridor-wide public involvement team.
RailPros	Southern California Regional Rail Authority (SCRRA/ Metrolink), On-Call Professional Engineering Design Services (2020-Present)	\$3M	Prime consultant for capital improvement, maintenance and rehabilitation, and state of good repair projects. Managed construction and contractors, provided engineering services including design and constructability reviews
	Southern California Regional Rail Authority (SCRRA/ Metrolink), PM, CM and Staffing Support Services (2015-Present)	\$8M	RailPros is prime consultant providing a variety of rail services including annual track, signal and structures inspection and rehabilitation, dispatch and back-office projects, signal testing and commissioning tasks, and railway safety protection.
	San Bernardino County Transportation Authority (SBCTA), Redlands Passenger Rail Project (2015-2023)	\$20M	RailPros is prime consultant working with SBCTA to develop new stations, procure vehicles, renew track infrastructure, reconstruct bridges, construct layover facility, improve roadway crossings, safety and pedestrian access in coordination with Caltrans.
Red Barn Group	Sound Transit, Lynnwood Link Extension CMC (2018-2024)	\$10M	Red Barn relocated onsite to review the GC's quality procedures, help inspect field progress, and document needed updates. Environmental work oversaw restoration of 22 wetlands and 6 streams, working through project-specific mitigation requirements.
	WSDOT, Fire Suppression Systems, Seattle/Mercer Island (2024-2025)	\$200,000	Retrofit of fire suppression system to remove the AFF and to replace with F3 foams to meet department of Ecology requirements. Red Barn is working with utility systems requiring multi-jurisdictional approvals and providing the environmental permitting and water hammer analysis support for the replacement of the foam system.
	Chelan County, PUD On-Call (2024-Present)	\$200,000	Red Barn is the Prime Engineer for on-call tasks for Chelan County PUD related to irrigation systems, embankment failures, and environmental permitting. Work includes a decision log and a working document for permitting on shorelines along various lakes.
RHC Engineering	Sound Transit, West Seattle and Ballard Link Extension (2019-Present)	\$600,000	For the West Seattle and Ballard Link Extension project RHC is providing structural engineering for existing bridges' seismic vulnerabilities, final foundation design for power poles, and concept design for retaining walls.
	King County Metro, University District Trolley Expansion (2019-2022)	\$600,000	RHC managed and led a multidisciplinary team of subconsultants delivering a new trolley loop and bus layover area connecting surrounding neighborhoods to Sound Transit's University District Station.
	WSDOT, SR 520 Program (2014-Present)	\$3M	RHC is working as a subconsultant in the co-located SR-520 program providing corridor development, concept designs for civil and structural engineering, multidisciplinary design coordination, project definition, and cost estimates.
The Greenbusch Group	WSDOT, SR 509 Corridor Completion Project, South King County (2016-2023)	\$409,000	Greenbusch provided ongoing environmental noise measurement, analysis, and modeling in support of the project.
	WSDOT, SR-167 70th Ave Bridge Replacement (2020)	\$8,800	Greenbusch provided a Vibration Monitoring Plan of ground-borne vibration of construction activities that could impact existing structures within the zone of influence. Plan also includes vibration limits, identifies measurement locations, and provides requirements for monitoring reports and vibration alerts.
	WSDOT, SR-99 Alaskan Way Viaduct (AWV) Demolition (2018-2019)	\$240,000	Greenbusch provided environmental noise services for the project, as part of the project's Environmental Compliance Plan (ECP), including Construction Noise and Mitigation Plan, Construction Noise Monitoring, Vibration Propagation Testing, Data Analysis and Reporting.
Virginkar & Associates	DART, Rail Winterization Study of Light Rail Transit System (2023)	\$58,000	To improve DART's light rail system's ability to provide passenger transport during inclement weather, Virginkar worked on improvements to the light rail vehicle and provided subject matter expertise.
	SEPTA, Market Frankford Elevated System Signaling Support (2023-Present)	\$378,000	Virginkar was subject matter expert for rolling stock train systems such as vital and non-vital train control systems, train to wayside communication, and train operations.
	Sound Transit, LRV2 Engineering and Inspection (2017-2024)	\$4.8M	Sound Transit is purchasing 150+ new light rail vehicles from Siemens Mobility. Virginkar is supporting ST with two inspectors in Siemens' California manufacturing facility and two inspectors/ test engineers on site in Washington.

2. Qualifications of Proposed Project Manager

A. RECENT EXPERIENCE

The Right Leader

Don Sims will serve as the PM. Don's 32-year career serving WSDOT includes 13 years in key leadership roles on previous WSDOT GECs. He served as HNTB's NWR GEC PM for the last five years. From this experience, Don will be WSDOT's trusted transportation advisor, effective communicator, and proactive leader.

Don has worked with WSDOT policies, contracting, priorities, processes and procedures for decades. His career includes 15 years with NWR, where he worked in construction, design, developer services, Washington State Ferries, and the region traffic office. In Don, WSDOT benefits from a PM who has managed the types of planning and engineering projects anticipated to be part of this GEC, including:

- WSDOT corridor planning studies
- Engineering PS&E packages
- Design-build projects
- Value engineering studies

Don has been a task lead on WSDOT rail projects on both sides of the state: traffic control lead for PCC improvements west of Medical Lake and the traffic modeling lead for at-grade signal installations at I-5/Thorne and Berkeley interchanges associated with the Point Defiance Bypass project in Pierce County.

Delivery resources will be a top priority on this GEC. Don has managed transportation projects with a wide variety of resource needs throughout the state. He will use his understanding of WSDOT's needs and processes and awareness of regional industry capacity and availability to deliver the right resources at the right time to meet project and program needs.

Ability to Mobilize Resources through Proven GEC Delivery Experience

Understanding WSDOT's priorities early will help Don mobilize teams to meet demanding delivery schedules. He will develop strategies, identify efficiencies, prioritize tasks—and most importantly—find and engage the critical resources necessary to meet diverse GEC program needs. As the NWR GEC PM, Don successfully staffed and oversaw more than 45 TOs including staff augmentation, preservation, Connecting Washington transportation projects, and fish barrier removal projects. These projects ranged in cost from less than \$200,000 to more than \$300M, with timelines up to four years in duration. Delivery methods included WSDOT Small Works projects, design-bid-build and design-build.

Champion of Diverse Teams and Small Business Utilization

Don's efforts to support meaningful involvement of our diverse teaming partners aligns with WSDOT's inclusion goal. For example, he mentored Prima Pacific (DBE) on his WSDOT NWR GEC project, and is involved in WSDOT's Capacity Building Mentorship Program, supporting mentorship of LDC (UDBE). For this GEC, he is committed to not only exceeding WSDOT's 10% DBE goal, but mentoring partners that are new to contracting and working with WSDOT.

DON SIMS, PE
PROJECT MANAGER



45

task orders
managed by Don
on WSDOT NWR GEC

“Serving as the GEC Project Manager for HNTB's GEC contract with NW Region, Don has fulfilled all staffing requests over the last 5 years with qualified and experienced resources needed to meet WSDOT's Program Delivery needs. I have enjoyed our partnership with Don and his team.

— Melissa Ambler, NW Region GEC
Contracts Manager



Don is a champion of diverse teams and small business utilization. He participates in HNTB's annual Small Business Outreach event to meet and reconnect with teaming partners

DON'S RELEVANT PROJECT EXPERIENCE

WSDOT NWR GEC, Various Locations, WA (2019-Present)

HNTB, supported by 27 subconsultant firms, has served as the prime consultant on WSDOT's NWR GEC since 2019, providing a full range of services from planning, engineering, structural design, survey and mapping, NEPA/SEPA compliance, environmental permitting support, agency and tribal coordination, wetland and stream field work, and CM. As PM, Don created a GEC leadership team made up of industry best professionals to support WSDOT in rapidly executing dozens of TOs to address a wide range of program needs. This team included a GEC Business Manager, Contracting Manager, Program Controls Lead, Environmental and Planning Lead, Fish Passage (hydraulic and geomorphology) Lead, and an Engineering Delivery Lead.

WSDOT, I-5/NB Marine View Drive to SR 528 Corridor and Interchange Improvements, Snohomish County, WA (2015-2020)

Don served as PM for the planning and engineering phases of this critical WSDOT Connecting Washington project. The overarching goal of this project was to improve access to Marysville by reducing congestion and addressing safety concerns associated with a BNSF at-grade crossing on SR 528 directly east of I-5. Don and his planning team developed an innovative solution to convert a half-system interchange at I-5/SR 529 into a full system interchange to significantly reduce vehicle-train conflicts at the SR 528 at-grade crossing by providing travelers an alternative direct bypass route to downtown Marysville.

This project also addressed congestion along northbound I-5 between Everett and Marysville through the addition of a northbound HOV lane. This project required creative integration between built and natural environments that balanced solutions with stakeholder interests. Don's environmental team completed NEPA/SEPA compliance and all aspects of permitting, including critical activities such as advanced on-site mitigation, ESA consultation, and permit procurement from the U.S. Army Corps of Engineers (USACE) and local jurisdictions. Following WSDOT's practical design process, Don facilitated and presented findings and project recommendations at five stakeholder advisory meetings with a large contingent of internal and external project stakeholders. Don's leadership on a similarly collaborative stakeholder process will be needed on the current GEC to facilitate solutions and approvals. Construction began in 2021 and is expected to open to traffic in 2025.

WSDOT, SR 520 Corridor Improvement Project GEC, Seattle, WA (2008-2014)

Don served as program design manager on this \$4.6B mega GEC project. Don was responsible for delivery of four separate design contracts (3 design-build and 1 design-bid-build) totaling more than \$1.4B. These multimodal projects addressed structural vulnerabilities and improved safety, reliability, and mobility for general purpose, transit, HOV, and non-motorized traffic. Don managed multiple design teams responsible for corridor ITS, tolling infrastructure, bridge systems, traffic signals, illumination, and signing. ITS and tolling infrastructure included gantry infrastructure, active traffic management systems, hard shoulder running concepts, variable speed limits, variable message signs, CCTV cameras, ramp metering, traffic data stations, and lid systems, illumination, fire life safety, and fiber and electrical to support all systems. The design-build contracts ranged from \$360M to \$586M in value. Don oversaw blended consultant and WSDOT design teams responsible for final design PS&E contracts and development of conceptual engineering and procurement documents for WSDOT design-build projects.



Ability to staff concurrent TOs with qualified staff, as Don has managed more than 160 FTEs at the peak of the NWR GEC



Facilitated a process of team collaboration integrating built and natural environments to develop a creative solution that met WSDOT's needs



Received a perfect 60-point performance evaluation for his work on the Floating Bridge and Landing DB Contract and Support Services from WSDOT's Construction Program Director, Dave Becher

B. STATE AND FEDERAL REGULATIONS PROCEDURES

Through Don's career delivering transportation planning and engineering projects in Washington State, he has developed local and relevant familiarity with the following state and federal planning, programs, regulations and procedures (see Exhibit 2.1).

Exhibit 2.1. Don is familiar with the following State and Federal Planning, Programs, Regulations and Procedures

WSDOT	
• Advertisement and Award Manual • Design Manual • Bridge Design Manual • Bridge Inspection Manual • Communications Manual • Consultant Services Manual • Construction Manual • Environmental Health and Safety Manual • Environmental Procedures Manual – NEPA/SEPA Documentation • Engineering Data Standards Manual	• Geotechnical Design Manual • Plans Preparation Manual • Rail Safety and Oversight Program Standard • ROW Manual • Standard Highway Signs and Markings • Standard Plans • Standard Specifications • Traffic Manual • Utilities Manual
OTHERS	
• American Railway Engineering and Maintenance-of-Way Association (AREMA) 2024 Manual of Railway Engineering • American Association of State Highway and Transportation Officials (AASHTO) Policy on Geometric Design of Highway and Streets (Green Book) • AASHTO Policy on Design Standards – Interstate System AASHTO – Roadside Design Guide • Department of Archaeology and Historic Preservation (DAHP) National Historic Preservation Act Section 106 Review • Department of Ecology (Ecology), State of Washington Healthy Environment for All Act • Ecology Coastal Zone Management Act Consistency Determination • Ecology Clean Water Act Section 401 Water Quality Certification • Ecology NPDES Construction Stormwater General Permit • Federal Highway Administration (FHWA) Manual on Uniform Traffic Control Devices with WA State Modifications • FHWA Additional Interchanges to the Interstate System • FHWA Environmental Justice – Environmental Review Toolkit • FRA Corridor Identification and Development Program	• FRA Consolidated Rail Infrastructure and Safety Program • FRA Section 204(a) of the Rail Safety Improvement Act of 2008 • FRA Title 49 CFR (Code of Federal Regulations) Part 234 - Systems for Telephonic Notification of Unsafe Conditions at Highway-Rail and Pathway Grade Crossings • FRA Title 49 CFR Part 234 - National Highway-Rail Crossing Inventory Reporting Requirements • Governor's Office for Regulatory Innovation and Assistance (ORIA) Joint Aquatic Resources Permit Application • Local permits - Floodplain Development Permit, Shoreline permits, Critical area land use permits • USACE Clean Water Act Section 404 Permit • USDOT Infrastructure for Rebuilding America (INFRA) Grant Program (truck parking related, OR and CA also receiving) • USDOT Equity Action Plan USFWS and NOAA Fisheries Endangered Species Act Compliance • USFWS Bald and Golden Eagle Management Act • USFWS Migratory Bird Treaty Act • WDFW Hydraulic Project Approval

32



years working with and for WSDOT, including four GECs

“ Having served as a WSDOT NWR employee and delivered WSDOT Mega and Connecting Washington projects, I understand the challenges the agency faces in delivering safe, reliable, and cost-effective solutions that improve communities and the environment. My 32-year career building and working with teams to deliver large project assignments has prepared me for this PM position. I am committed to partnering with WSDOT in bringing subject matter experts and necessary resources to address all GEC challenges.

– Don Sims

C. PROGRAM MANAGEMENT ABILITY

Don understands how to organize, develop, and manage a flexible, high-performing GEC and WSDOT can be assured of the HNTB team's ability to deliver quality work on time and on schedule. Don's project examples are shown in Exhibit 2.2.

Exhibit 2.2. Don's management experience underscores his proactive management of scope, schedule, budget, and change for GECs

	WSDOT Northwest Region GEC	WSDOT I-5 Marine View Drive to SR 528 Corridor and Interchange Improvements – WSDOT, Snohomish County, WA	WSDOT SR 520 Bridge Replacement and HOV Program GEC – WSDOT, Seattle, WA
SCHEDULE	- Scheduled monthly meetings with individual GEC task leads and WSDOT counterparts to review project delivery schedules and risks. - Scheduled as-needed meetings with TO teams to revise task order delivery strategies. - Assigned appropriate resources to TOs to meet challenges and schedule needs. - Recommended revised delivery approach to streamline permitting and manage risk, resulting in more favorable contractor bids.	- Developed and maintained a project schedule with numerous moving parts and multiple critical path components. - Revised schedule to reflect risks associated with construction of an on-site advanced mitigation site. - Refined permitting and utility relocation activities to maintain the overall project schedule and meet legislative and stakeholder expectations for this project's delivery schedule.	- Managed three independent design teams' deliverables to meet overall program schedules and milestones. - Worked with project controls scheduler, to develop and maintain multiple Primavera P6 schedules, balancing program resources with competing deadlines and program changes. - Identified need to scale team and add key staff to assist in final deliverables.
SCOPE	- Developed TO scopes to be flexible and nimble. - To avoid too many amendments, advised teams to anticipate small scope refinements as part of a natural project design evolution. - For large scope changes, discussed and documented immediately so amendments to affected TOs could be efficiently executed.	Identified general scoping assumptions for traffic design, channelization, and permitting assumptions to reduce overall project footprint, expedite engagement of the stakeholder advisory group, and eliminate major scope creep to work within the legislative budget constraints associated with this project.	- Created a scope of work and review process, that included weekly coordination meetings with GEC discipline leads and WSDOT management, to prevent scope creep. - Monitored project deliverables to verify teams were meeting all elements of project scope. - Proposed efficient ways to respond to scope changes while keeping the overall project on schedule. - Facilitated a multiagency solution for the bridge's fire suppression pump system that met all jurisdictional requirements.
BUDGET	- Closely monitored TO budgets on a monthly basis. "No surprises" was the mantra for financial reporting on this GEC. - Immediately documented any budget concerns/shortfalls and associated justification. Large budget issues were mostly associated with evolving project engineer estimates vs. WSDOT construction budgets.	- Continuously tracked and managed both the GEC TO budgets and the overall PE, ROW, and construction budgets. - Maintained a Project Risk Register and conducted a cost risk assessment (CRA) workshop, where major budget risks were identified. - Worked diligently to retire identified risks to maintain the overall project budget.	- Developed innovative cost solutions resulting in more than \$10M in capital and life cycle cost savings for WSDOT. - A medium voltage electrical distribution system alternative for the bridge created significant reductions in both capital and long-term energy requirements for WSDOT.
CHANGE	- Identified new barriers, access, ROW, and property restrictions, utility conflicts, and many other project complexities through GEC-initiated predesign and PHD activities. - Minimized the need for change orders and supplements by using a phase gate approach to TO scoping. - To minimize interdisciplinary inconsistencies, stream hydraulic designs were closely coordinated with preliminary engineering efforts and final hydraulic designs were competed in conjunction with final engineering.	- Partnered GEC subject-matter experts with WSDOT's NWR Environmental office to develop and confirm the addition of a standalone advanced mitigation concept. - Facilitated and led all stakeholder advisory meetings that resulted in stakeholder endorsement of the preferred I-5 mainline solution changing to an HOV lane extension between Everett and Marysville (through WSDOT's Practical Design process).	Provided WSDOT design support during construction to assist the WSDOT construction office in quickly reviewing and approving contractor-produced lighting concepts that would minimize budget issues and impacts to the program.

D. PROFESSIONAL LICENSES/ACCREDITATIONS

Don Sims - 1997/PE Civil/WA #33806

3. Key Team Members Qualifications

Exhibit 3.1. shows the varied and relevant expertise of key staff.

Exhibit 3.1. Key Team Members Qualifications



VALUE TO WSDOT

Over her 23 years of experience, Lisa has worked on complex projects for federal, state, and private clients. She also has experience developing FRA compliant SDPs.

LISA SAKATA | Passenger Rail Planning (CID) Service Lead | HNTB

ROLE/RESPONSIBILITY: Lisa will oversee the CID Step 2 work leveraging her experience leading complex rail planning projects, including the CDOT FRPR CID process. As an equity champion, she facilitates Equity Workshops to help HNTB teams integrate equity into project approaches.

CDOT, FRPR SDP, CO | 2022-Present | Deputy PM, Environmental Lead Investigating the feasibility of a new 180-mile passenger rail system, utilizing a PEL approach to evaluate service scenarios and define a preferred alternative.

CHSRA, San Francisco to San Jose and San Jose to Merced Project Sections EIR/EIS, CA | 2015-2022 | Environmental PM Led development of California Environmental Quality Act (CEQA) and NEPA approval documents for SJ to Merced, senior reviewer for SF to SJ environmental documents.

Surface Transportation Board, Seven County Infrastructure Coalition, Uinta Basin Railway Environmental Impact Statement, UT | 2019-2020 | Strategic Advisor Advised on land use issues to support a petition to the Surface Transportation Board requesting authority to construct and operate an ~85-mile common-carrier rail line.

Understanding of WSDOT/Public Agency Regulations/Procedures: As staff augmentation, Lisa is the environmental lead for the WSDOT US 2 Trestle PEL study. She has managed complex rail projects with challenging regulatory requirements and resource issues that comply with NEPA, CEQA, ESA, and others.



VALUE TO WSDOT

Since 2021, Donald has worked closely with WSDOT supporting their critical planning issues ranging from statewide freight planning to truck parking to multimodal analysis of the potential Lower Snake River Dam closures.

DONALD LUDLOW AICP | Freight Planning Service Lead | CPCS

ROLE/RESPONSIBILITY: Donald will direct the team supporting WSDOT's freight, rail, and port planning initiatives, drawing on his 24 years of experience and the depth of expertise across the entire team to deliver prompt, excellent, and innovative support and deliverables.

WSDOT, State Freight System Plan Update | 2021-2022 | PM CPCS led five-year update supporting economic development, sustainability, EJ/equity, safety, mobility, and other state goals over a 5- and 20-year horizon.

UIPA, Logistics Strategy | 2023-Present | PM CPCS is leading the strategy development to catalyze logistics-focused economic development, focused on elevating SLC's role as a major air cargo center, establishing maritime port partnerships, and enhancing rail connectivity to Utah shippers.

Texas-Mexico Border Transportation Master Plan Update | 2018-2021 | Deputy PM CPCS supported development of this complex \$12M bi-national, multimodal effort. Donald acted as the bilingual Deputy PM for the data and technical aspects, working closely with US and Mexican officials and industry to understand critical issues and to develop policies, data streams, and strategies to improve trade and people flows.

Understanding of WSDOT/Public Agency Regulations/Procedures: Experience navigating complex technical and political challenges for WSDOT including the 2022 Freight Study Update, a winning grant application for INFRA-funded Truck Parking Information Management System (TPIMS), ongoing truck parking FMSIB work, and the Lower Snake River initiative.



VALUE TO WSDOT

Carey has more than 25 years of design experience on railroad and roadway projects, using various project delivery methods. She has worked with various public agencies, Class I and short line railroads, and industrial rail clients.

CAREY WILSON PE | Engineering Service Lead | HNTB

ROLE/RESPONSIBILITY: Carey will be responsible for managing, overseeing, and providing appropriate resources to deliver engineering tasks and deliverables, drawing from HNTB, CPCS, and DBE firms.

Virginia Department of Rail and Public Transit, Southeast High Speed Rail Tier II—EIS and PE, Washington DC and Richmond, VA | 2015-2018 | Northern Virginia Engineering Segment Lead Studied passenger rail service and infrastructure improvements in 123-mile corridor. Performed alternative analysis and EIS support for production of 30% preliminary engineering plans including track, structures, drainage, stations, and at-grade crossing designs.

BNSF, Emporia Double Track GCCM, Aikman, KS | 2018-2023 | PM Preconstruction, design, and CM of 60 mile second mainline track on the Emporia Subdivision, the first BNSF system capacity project to utilize GCCM delivery, and included 22 bridges, 3 pier protection crash walls, 84 culverts, and 50 at-grade crossings.

Confidential Client, Grain Unloading Terminal, BC, Canada | 2013-2016 | PM, Track New grain handling and export terminal designed to handle up to three loaded grain unit trains (up to 150 cars each) simultaneously. Included staging tracks, unloading loop track and supporting trackage. Canadian National Railway coordination.

Understanding of WSDOT/Public Agency Regulations/Procedures: Carey has worked extensively with federal, state, and local rail agencies, including the FRA. She is well versed the regulations and requirements of Class 1 rail lines, especially BNSF. Carey has also worked internationally with the Canadian National Railway.



VALUE TO WSDOT

Jeff is an experienced transportation engineer who worked for WSDOT for 30 years as a staff engineer and as a consultant.

JEFF MINNICK PE | Construction Management Service Lead | HNTB

ROLE/RESPONSIBILITY: Jeff will be the CM service lead for the GEC, responsible for assigning and sourcing teams with the appropriate skills to deliver projects that are in alignment with WSDOT, railroad, and agency standards and requirements.

WSDOT South Central Region, I-90 S. Cle Elum Road Bridges Deck Rehabilitation, WA | 2020-2022 |

Engineering Manager Jeff supervised design and construction engineers to develop PS&E for the rehabilitation of two bridges over a BNSF railroad. The team designed a temporary bridge crossing and construction requirements for a road bypass alongside the WSDOT Railroad Liaison, BNSF, and WSDOT Bridge and Structures office.

WSDOT, I-90 Snoqualmie Pass East, Snowshed to Keechelus Dam (Phase 1C) and I-90 Snoqualmie Pass East, Keechelus Dam Vicinity to Stampede Pass Interchange (Phase 2A), WA | 2017 -2018 | Region Construction Engineering Manager Led two construction project engineering offices in construction administration performed by contractors. Scope included rock blasting, construction and reconstruction of new and existing lanes, wildlife crossing structure, 10 bridges, structural earth walls, snow nets, and Intelligent Transportation Systems (ITS).

WSDOT, South Central Region Program Management Engineer, WA | 2014-2015 | Program Management Engineer Oversight of scope, schedule, budget, risk, and payments to contractors for several large projects. Railroad coordination included at-grade crossing replacement and paving, guardrail, and temporary track crossing.

Understanding of WSDOT/Public Agency Regulations/Procedures: Jeff has supported all aspects of WSDOT delivery for range of project types including procurement, document development and bridge construction.



VALUE TO WSDOT

Liliana co-leads the Equity and Inclusion (E&I) practice at Steer in the US and Canada. She has managed dozens of rail and transit projects integrating E&I, demand forecasting, benefit-cost analysis, business case, and funding/financing strategies.

LILIANA PEREIRA | Equity and Engagement Service Lead | Steer

ROLE/RESPONSIBILITY: Liliana will lead strategy development and monitor integration of equity and inclusion across tasks and projects, working collaboratively with WSDOT and our locally deployed teams.

Link 21 Strategic Advisory and Program Management, CA | 2021-2024 | Travel Demand and Land Use Service Delivery Manager With equity and inclusivity at its heart, the project is mainstreaming consideration of impacts and benefits to priority populations. Liliana oversaw all travel demand and land use modeling activities.

National Rail Master Plan for Colombia, Mainstreaming Strategy for Gender and Decarbonization, Colombia | 2022-2023 | Gender Mainstreaming Strategy Lead Liliana served as an advisor to UKPACT and the National Planning Department to develop the key components of a mainstreaming strategy for gender and decarbonization.

Valley Transportation Authority, Equity Diagnostics and Assessment Across Transit Oriented Development (TOD) Lifecycle, San Jose, CA | 2024 | Project Director Liliana was Project Director of a team that designed an equity framework for the TOD process, applied the framework to understand gaps and opportunities, and developed a series of recommendations oriented to connect objectives and outcomes.

Understanding of WSDOT/Public Agency Regulations/Procedures: With over 20 years of experience, Liliana is an experienced modeler skilled in integrating equity frameworks into planning and infrastructure projects to meet agency/regulatory requirements such as Justice 40 and the HEAL Act.



DEBBIE DRIVER | Principal in Charge, State Funding Strategy Advisor | HNTB

ROLE/RESPONSIBILITY: Debbie will serve as the GEC's Principal in Charge and will check-in with Jason and the WSDOT team regularly to solicit feedback on performance and opportunities to improve. As a state funding strategy advisor, she can assist in identifying state funding opportunities.

- **Office of Washington Governor Jay Inslee, Senior Policy Transportation Advisor to the Governor, Governor's Representative on Traffic Safety Commission, Ex-Officio Member Washington State Transportation Commission | 2019-2024**
- **WSDOT | Legislative Relations Director | 2018-2019**
- **Washington State House of Representatives | Senior Policy Analyst, Transportation Committee, Higher Education Committee and Technology, Economic Development and Energy Committee | 2013-2018**

Understanding of WSDOT/Public Agency Regs/Procedures: In Debbie's previous role as the Governor's transportation budget advisor, she has gained expertise in state funding policies and can assist team in identifying future state funding opportunities. She has over 20 years of experience.



AARON BOWE | CID Discipline Lead | HNTB

ROLE/RESPONSIBILITY: Aaron, leveraging his 20 years of rail and transit corridor planning and agency coordination, will be the discipline lead supporting Lisa and team on the CID Step 2 process development.

- **CDOT FRPR SDP | 2022-Present | SDP and Engineering Task Lead**
- **MDOT Tier 1 Chicago-Detroit/Pontiac Investment Study, Chicago, IL to Pontiac, MI | 2012-2017 | Railroad Engineer**
- **Louisiana DOT and Development, Baton Rouge to New Orleans Intercity Passenger Rail, LA | 2012-Present | PM, Rail Engineer**

Understanding of WSDOT/Public Agency Regs/Procedures: Aaron has led scopes for CID Steps 2 and 3, alternatives analysis, service alternative planning, and design phases from feasibility through final, infrastructure phasing, cost estimating, QA/QC, and CM.



EVAN ENARSON-HERING | State Passenger Rail Planning Discipline Lead | HNTB

ROLE/RESPONSIBILITY: With more than 16 years of experience developing long-range transportation plans, Evan will lead passenger rail planning for the State Rail Plan, working closely with CPCS, WSDOT, and rail stakeholders, leveraging team expertise for strategic support.

- City and County of Denver, Department of Transportation and Infrastructure, 2050 Strategic Transportation Plan, CO | 2020-2024 | PM
- Ohio DOT, Access Ohio Long Range Plan, OH | 2019-2021 | PM
- CDOT Statewide Asset Management Plan | 2014-2019 | Principal-in-Charge

Understanding of WSDOT/Public Agency Regs/Procedures: With over 16 years of experience in integrated planning and strategic management, Evan has led long-range transportation plans for state, regional, and local DOTs and agencies.



DAVID DIAZ | Fleet Management Plan Discipline Lead | HNTB

ROLE/RESPONSIBILITY: David brings more than 39 years of experience working with Amtrak and Massachusetts Bay Transportation Authority (MBTA) to his role as Fleet Management Plan discipline lead. He will work closely with WSDOT to characterize assets and determine management priorities and timelines for fleets and related equipment and facilities.

- Caltrain Bi-Level Fleet Integration, CA | 2022-2023 | PM
- Amtrak High Speed Trainset Program, Philadelphia, PA | 2017-2022 | Technical PM
- MBTA Positive Train Control System, MA | 2010-2023 | Technical Program Director

Understanding of WSDOT/Public Agency Regs/Procedures: With 39+ years of experience, David has worked for Amtrak and MBTA, helping to manage O&M activities for light rail, heavy rail, commuter rail and intercity rail clients.



SCOTT DRUMM | PCC, Maritime and Ports Discipline Lead | CPCS

ROLE/RESPONSIBILITY: Scott has over 35 years of strategic planning experience for ports and departments of transportation with recent experience leading MnDOT's Research Strategic Plan and supporting the Utah Logistics Strategy. He will lead the PCC Strategic Plan and significantly contribute to the State Freight Plan and Ports and Navigation Plan.

- Ohio DOT, Ohio Maritime Plan, OH | 2023-2024 | Maritime Advisor
- UIPA Logistics Strategy, UT | 2023-Present | Senior Advisor
- WSDOT Lower Snake River Dam, WA | 2024-2025 | Maritime Advisor

Understanding of WSDOT/Public Agency Regs/Procedures: Scott brings extensive experience with public records laws and requirements with more than 30 years of public sector work experience in Oregon.



ERIKA WITZKE PE | Multimodal Freight Planning Discipline Lead | CPCS

ROLE/RESPONSIBILITY: Erika will support state freight and rail planning efforts, working with WSDOT and the team to establish a shared understanding of State Rail Plan goals, objectives, work approach, and deliverables and monitor progress towards timely plan completion. She will apply lessons from state rail plans she led in Kansas, South Dakota, and Minnesota to help deliver an integrated suite of modal plans.

- New York State DOT, New York State Freight Plan, NY | 2024 | Project Director
- Ohio DOT, Ohio Maritime Plan, OH | 2023-2024 | PM
- Ohio DOT, Ohio State Freight Plan and Truck Parking Study, OH | 2020-2022 | PM

Understanding of WSDOT/Public Agency Regs/Procedures: As a planner that has been working with state, federal and local agencies for over 28 years, Erika understands long-range planning, programming, and outreach requirements. As a lead on BIL-compliant freight plans for WA, OH, NY, KS, she has practical knowledge to get plans into federal compliance.



JIA YUAN AICP | Truck Parking Discipline Lead | CPCS

ROLE/RESPONSIBILITY: Utilizing her experience on the Washington State Truck Parking Implementation Plan, Jia will continue supporting WSDOT on truck parking improvement by coordinating with interested parties, identifying and exploring grant-ready projects, and completing additional tasks conducive to the implementation process.

- WSDOT, State Truck Parking Implementation Plan, Capital Facilities, and Innovative Partnerships, WA | 2024-Present | PM
- Appalachian Regional Commission, Appalachian Regional Truck Parking Study, Washington DC | 2023-Present | PM
- Ohio State Freight Plan and Truck Parking Study, OH | 2022 | PM/Coordinator

Understanding of WSDOT/Public Agency Regs/Procedures: A planner by training and truck parking expert by practice, Jia has 8 years of experience and is familiar with state and local level planning procedures, including zoning and permitting, and transportation P3 partnership regulations in Washington. She is also experienced with FHWA freight planning requirements.



ERIC OBERHART | State Freight Plan Discipline Lead | CPCS

ROLE/RESPONSIBILITY: Leveraging his 10 years of experience and prior work with WSDOT and on complex freight management plans in the Pacific Northwest, Eric will work with WSDOT to develop the next State Freight Plan, and Ports and Navigation Plan.

- WSDOT, Washington State Freight System Plan Update, WA | 2021-2022 | Project Coordinator
- British Columbia Ministry of Transportation and Infrastructure, Goods Movement Strategy Plan, BC | 2022-2023 | PM
- WSDOT Lower Snake River Dam Impact Study | 2024-2025 | Maritime Advisor

Understanding of WSDOT/Public Agency Regs/Procedures: Eric has invaluable experience helping WSDOT's National Highway Freight Program grant program creation and management, and understands FHWA freight planning requirements and HEAL Act implementation in freight planning.



LJ DICKENS PE | PCC Bridge Inspection Discipline Lead | HNTB

ROLE/RESPONSIBILITY: Having performed over 1,800 bridge inspections for state, federal, local and private owners, LJ will be the discipline lead for bridge inspections of PCC rail assets. He will review the bridge management plan, schedule and be the lead inspector in the field, and coordinate with Sean Cooney for load ratings. The completed inspection and load rating report will inform the bridge prioritization plan.

- CPKS Steel Bridge Inspections, Various Locations | 2021-Present | Task Lead, Inspection Coordinator, Rope Access Technician
- United States Army Corps of Engineers, Inspection for 120 Bridges, Various Locations | 2012-Present | Team Leader/Inspector
- Port of Los Angeles Rail Bridge Inspections - 6 Rail Bridges Carrying Pacific Harbor Line, VA | 2015 | Team Lead

Understanding of WSDOT/Public Agency Regs/Procedures: LJ has worked with DOTs and transit agencies nationwide through his 16 years of experience. He is a SPRAT Rope Access Technician and FAA-Part 107 pilot. His experience includes managing, leading, and coordinating duties for more than two dozen complex and long-span bridge inspections over major waterways.



JIM BRENDEN PE | Track Design Discipline Lead | HNTB

ROLE/RESPONSIBILITY: With his extensive knowledge of rail design standards and experience working closely with Amtrak and BNSF Railway throughout the state, Jim will serve as the discipline lead for track design.

- BNSF Railway On-Call Design/CM Services (Various Projects) | 2009-Present | PM/ Lead Designer
- BNSF Railway Bow to Samish Design/CM, WA | 2013-2015 | PM/Lead Designer
- CHSRA, Los Angeles to San Diego Segment, CA | 2010 | Design Engineer

Understanding of WSDOT/Public Agency Regs/Procedures: Over 35 years of experience on rail and transit projects in the PNW involving track, roadway, and civil engineering design; preliminary and final design; preparation of PS&E; environmental impact assessments; horizontal and vertical alignments; geometric and safety designs; right-of-way identifications; grading, drainage, and utility designs; and public involvement programs.



JORGE GARCIA PE | Roadway Design/Complete Streets Discipline Lead | HNTB

ROLE/RESPONSIBILITY: Jorge will serve as the Roadway Design/ Complete Streets discipline lead, utilizing his 35 years of civil engineering and management experience to deliver efficient and cost-effective designs at road-rail intersections, and to support Complete Streets designs and project designs that meet community needs.

- WSDOT, SR 520 Eastside Transit and HOV Design-Build, WA | 2012-2014 | Post Design Services Design Coordinator, Utility Lead
- King Street Coach Yard Amtrak Cascades Maintenance Facility Design-Build, WA | 2011-2012 | Project Engineer
- City of Lacey, I-5 Martin Way and I-5 Marvin Road Interchange Justification Report, WA | 2010-2011 | Principal in Charge

Understanding of WSDOT/Public Agency Regs/Procedures: As Consultant City Engineer for cities of Carnation, Brier, and Gold Bar, Jorge has enforced city code requirements, overseen land development reviews, coordinated with utility agencies and developed capital improvement programs, NPDES permitting documents and stormwater comprehensive plans.



ALAN BLACK PE | Grading/Drainage Discipline Lead | HNTB

ROLE/RESPONSIBILITY: Alan will bring extensive experience on rail and road projects, addressing grading, drainage, and stormwater treatment issues to the grading/drainage scopes. In the past 12 years, Alan has done over 20 BNSF bridge projects in Eastern and Western Washington.

- WSDOT, I-405 Corridor Program, WA | 2010-Present | Stormwater Design Technical Lead
- Sound Transit, East Link, South Bellevue to Overlake Transit Center, King County, WA | 2013-2024 | Stormwater Engineer
- BNSF General Services, West Coast Bridges, Cowlitz and Skamania County, WA | 2014-2020 | Hydraulics Engineering Lead

Understanding of WSDOT/Public Agency Regs/Procedures: Alan brings over 39 years of experience in planning, civil and stormwater design experience for a wide range of transportation facilities. He specializes in hydrology and hydraulic analysis for bridges and culverts; stormwater conveyance design; and flow control and runoff treatment design.



STEVE CHASE | CM Discipline Lead | HNTB

ROLE/RESPONSIBILITY: Steve will serve as one of two CM discipline leads, providing CM, quality control, inspection, and materials testing support.

- WSDOT, I-405/NE 6th Street to I-5 Widening Express Toll Lanes, WA | 2013-2016 | Quality Testing Supervisor
- BNSF, North Bonneville Bridge Replacement 47.0, WA | 2018-2020 | Project Safety and Specification Compliance
- BNSF, Little White Salmon Bridge 66.4, WA | 2020-2023 | Project Safety and Specification Compliance

Understanding of WSDOT/Public Agency Regs/Procedures: With 17 years experience in CM Steve is familiar with WSDOT, BNSF, and Sound Transit specifications. Steve has performed QC oversight, inspections, inspector's daily reports (IDRs), and requests for approval of materials (RAM).



PATRICK MARTIN CESCL | CM Discipline Lead | HNTB

ROLE/RESPONSIBILITY: Patrick will serve as one of two CM discipline leads, providing CM, inspection, planning, design, and surveying expertise.

- Spokane International Airport, Parking and Safety Improvements Project, WA | 2006-2010 | Designer, Inspector, and Surveyor
- Copper Basin Construction, LLC, Cameo Lofts Apartments, Spokane Valley, WA | 2021 | PM
- Copper Basin Construction, LLC, Legacy Villas Apartments, Liberty Lake, WA | 2015-2018 | PM

Understanding of WSDOT/Public Agency Regs/Procedures: With more than 18 years' experience, Patrick has provided CM on a wide array of projects including roadway, utilities, commercial development, and aviation.

**LAURA LLOYD | GIS, HEAL Act, Environmental Justice, DEI Discipline Lead | HNTB**

ROLE/RESPONSIBILITY: With her multifaceted background in planning and technology over 11 years, Laura will serve as a discipline lead supporting equity and engagement activities, tools, requirements, and tracking.

- WSDOT, I-405/SR 167 Equity, Mobility and Project Prioritization Dashboard, WA | 2022-2023 | Equity Lead
- Sound Transit, West Seattle and Ballard Link Extensions, Seattle, WA | 2019-Present | NEPA Environmental Web Application Toolkit Lead
- WSDOT, US 2 Trestle Capacity Improvements and Westbound Trestle Replacement Project PEL Study, WA | 2023-Present | Co-lead, Environmental Analysis and Data Management Technology Lead

Understanding of WSDOT/Public Agency Regs/Procedures: Laura has worked with WSDOT on multiple projects supporting equity, HEAL Act, PEL studies, environmental justice issues and NEPA/SEPA using integrated technology to harness current, relevant data in accessible tools.

**SASHA VISCONTY | Tribal Engagement Discipline Lead | Confluence**

ROLE/RESPONSIBILITY: Sasha, as a regionally recognized resource, will serve as discipline lead for tribal engagement on issues including natural resources, treaty fishing rights, culvert replacements, land acquisition, and intergovernmental affairs.

- Sound Transit West Seattle and Ballard Link Extension, WA | 2018-Present | Tribal Engagement, ESA Strategist, Permit Support
- WSDOT SR 520 Floating Bridge and Landings Replacement, WA | 2008-Present | Tribal Consultation and ESA
- WSDOT I-5, Marvin to Mounts Road PEL, WA | 2022-Present | Tribal Consultation and Environmental Strategy

Understanding of WSDOT/Public Agency Regs/Procedures: Sasha has more than 17 years of experience supporting tribal consultation on WSDOT projects including engagement with many Puget Sound tribes to resolve policy issues related to public sector agreements.

**COLLEEN GANTS CPSM | Communications Discipline Lead | PRR**

ROLE/RESPONSIBILITY: Colleen will manage communications strategies and facilitate stakeholder engagement and collaboration for WSDOT's initiatives. Colleen is a seasoned communications professional with 25 years dedicated to the transportation sector.

- WSDOT Rail, Freight, and Ports Division Communications (Amtrak Cascades), WA | 2016-Present | Communications Principal
- WSDOT SR 520 Corridor Program, WA | 2021-Present | Communications Manager
- WSDOT Investment Strategy and Proviso | 2020-2021 | Communications Principal

Understanding of WSDOT/Public Agency Regs/Procedures: Colleen specializes in transportation program communications, encompassing project scoping, planning, environmental justice outreach, and media relations for major infrastructure projects such as the WSDOT I-405 Congestion Relief and Bus Rapid Transit projects and the I-405/SR 167 corridor.

**CHRIS KOPP AICP CTP | CID Advisor | HNTB**

ROLE/RESPONSIBILITY: Chris will bring his expertise to Lisa and her team in defining fundable projects to developing an implementation strategy for Cascades passenger rail.

- CDOT FRPR SDP, CO | 2024-Present | Project Development and Funding Strategy Advisor
- Sound Transit West Seattle-Ballard Link Extension, WA | 2019-Present | FTA Funding Strategy Advisor
- Hood River-White Salmon Bridge Authority Bridge Replacement Project, WA | 2022-Present | Grant Strategy Advisor and Economics Lead

Understanding of WSDOT/Public Agency Regs/Procedures: Chris brings over 15 years of experience in USDOT grant program documentation, led development of CID comments for HNTB and industry groups since 2022.

**DJ MITCHELL | Host Railroad Coordination Advisor | DJM2 Consultancy**

ROLE/RESPONSIBILITY: With his long tenure working with Amtrak, BNSF, and additional private and public rail organizations, DJ will bring this perspective and experience to his role as Host Railroad Coordination Advisor. He will provide WSDOT with as-needed support or advice related to its interactions with railroads and other stakeholders.

- Amtrak, Commuter Rail Service Study for MassDOT in New England | 2023-2024 | Advisor
- DB-ECO North America, Freight Analysis for Ports of Los Angeles and Long Beach, CA | 2023 | Advisor
- BNSF Railway, Assistant Vice President of Passenger Operations, Fort Worth, TX | 1995-2022

Understanding of WSDOT/Public Agency Regs/Procedures: DJ Mitchell has extensive experience with public agency regulations and procedures, having led and overseen numerous public transit projects, capital investments, and regulatory interfaces throughout his career in the rail industry. DJ has been working with WSDOT for over 30 years and is familiar with the policies and procedures of WSDOT.

**JANE WILLIAMS | Governance and Institutional Arrangements Advisor | HNTB**

ROLE/RESPONSIBILITY: As Governance and Institutional Arrangements Advisor, Jane will rely on her diverse experience in organizational management and government to assist WSDOT to strategically arrange its teams and pursuits to align with legislative and funding priorities.

- Federal Transit Administration (FTA), USDOT, Washington, D.C. | Acting Administrator | 2017-2021
- Washington Area Transit Office, Maryland Department of Transportation, The Secretary's Office, MD | 2015-2017 | Director
- U.S. House of Representatives, Office of Congressman Andy Harris, Washington, DC | 2011-2015 | Senior Legislative Advisor

Understanding of WSDOT/Public Agency Regs/Procedures: Jane has 25 years of executive and management experience at the federal and state levels of government and private sector, specifically in the areas of transportation, infrastructure, public policy, media communications/public speaking, campaigns, legislative affairs and urban/rural economic development.


PAULA DOWELL | Multimodal Economic Advisor | HNTB

ROLE/RESPONSIBILITY: Paula brings extensive experience in multimodal transportation planning and policy, focusing on transportation economics, freight transportation planning and transportation performance management and prioritization to the team.

- Missouri Department of Transportation, Statewide Freight and Rail Plan, MO | 2020-2022 | PM
- Oregon DOT Tier 1 Final EIS: Passenger Rail Economic Analysis, Portland to Eugene, OR | 2018-2019 | Senior Economist
- Georgia Department of Transportation (GDOT) Statewide Transportation Economic Analysis, GA | 2016-2018 | Senior Economist

Understanding of WSDOT/Public Agency Regs/Procedures: Paula has spent more than 24 years applying her economic training to develop frameworks, tools, and processes to assist clients in over 40 states and seven countries in prioritizing and assessing the benefits and costs of multimodal transportation benefits.


LAURA SHABE | Multimodal Planning Advisor | RailPros

ROLE/RESPONSIBILITY: Laura is a local contact and advisor for rail network and corridor planning with over 29 years of multi-modal transportation experience focused on leading passenger and freight rail programs through successive phases, including feasibility studies, environmental review, business case, project development, conceptual design, prioritization, and grant applications.

- WSDOT, Ultra High-Speed Ground Transportation Business Case and Governance Framework | 2019-2021 | Rail Corridor Planning Lead
- Vermont Agency of Transportation FRA CID Program FY23 | 2023 | PM
- Southern California Regional Rail Authority Planning On-Call, Fare Restructuring Study, CA | 2022-2023 | PM

Understanding of WSDOT/Public Agency Regs/Procedures: Laura served in relevant transportation roles at public agencies: General Manager Port Rail, Port Authority of NY and NJ and Director of Long-Range Planning, Metropolitan Transportation Authority (MTA) Long Island Rail Road. Laura will bring her experience and insights from these positions to the GEC team.


MARTA LEARDI-ANDERSON | Canada/USA Cross-Border Advisor | Anderson & Tannous

ROLE/RESPONSIBILITY: Marta will provide strategic advisory services for cross-border governance and decision-making aligning with project timelines and milestones. She is able to work in the US and in Canada and will coordinate with stakeholder and partner groups to develop federal government agreement process and provide strategic advice on procurement.

- SANDAG, Otay Mesa East Port of Entry, San Diego, CA | 2020-Present | Strategic Advisor
- Infrastructure Canada Gordie Howe International Bridge Project, ON | 2014-2018 | P3 Procurement and Policy
- Transport Canada Asia-Pacific Gateway and Corridor Initiative, ON | 2014-2018 | Director

Understanding of WSDOT/Public Agency Regs/Procedures: Served in the Canadian federal public service for the Privy Council Office (Senior Policy Advisor) advising Prime Minister of Canada on infrastructure, transportation and border policy; (Director) in Transport Canada, Strategic Policy Branch, Chief of Staff to two Deputy Ministers. Marta will bring her experience and insights from these positions to the GEC team.


ANDREA MEYEROWITZ | Procurement and Delivery | HNTB

ROLE/RESPONSIBILITY: Andrea will support PCC scopes with delivery strategy to increase contractor interest on PCC projects through innovative delivery strategy and support. She has detailed knowledge of issues that impact the delivery of capital programs and has advised clients across the spectrum of project delivery models including alliances, Design Build (DB), Progressive DB, O&M, CMGC and Public-Private Partnerships (P3.)

- CHSRA, CA | 2021-2024 | Financial/Commercial Advisor
- GDOT Major Mobility Investment Program, GA | 2024 | Major Mobility Investment Program
- North Carolina Department of Transportation Mid-Currituck Bridge Project, NC | 2024-Present | Strategic Advisor

Understanding of WSDOT/Public Agency Regs/Procedures: Over 15 years of experience providing commercial and financial advice to public and private sector clients delivering complex and large-scale infrastructure projects and initiatives in the U.S. and Australia.


JANELLE McCABE | Grant Support | HNTB

ROLE/RESPONSIBILITY: Janelle was the primary author on the recent successful \$37.7M CRISI award to WSDOT for PCC and is available, as Grant Support Advisor, to support any future grant writing needs through this GEC.

- WSDOT, PCC Rail Rehabilitation Phase III, Eastern WA | 2024 | Grant Writer
- WSDOT, Rural Transit Program supporting FTA's 5339(c) Low or No Emission Vehicle Program and the State Buses and Bus Facilities Program | 2022 | Transit Planning/Document Preparation
- Amtrak, Susquehanna River Bridge Federal-State Partnership for State of Good Repair Program, Washington D.C. | 2022-2023 | Grant Writing/Quality Control

Understanding of WSDOT/Public Agency Regs/Procedures: Janelle is a seasoned grant writer with over 13 years of experience and works for HNTB's national grant team. She has vast experience writing successful grants to transit and DOT agencies across the U.S.


AARON BUTTERS PE PMP | Grant Administration Advisor | HNTB

ROLE/RESPONSIBILITY: During his WSDOT tenure, Aaron was responsible for administering Local Programs' grants for WSDOT. As grant Administration Advisor, Aaron will support WSDOT in the administration and obligation process for federal electrification grants for Ports.

- WSDOT SR 526 Corridor Improvements, WA | 2018-2024 | Principal
- WSDOT SR 522 Paradise Lake Road to Snohomish River Bridge, WA | 2017-2019 | PM
- WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvement NEPA and Conceptual Design Phase, WA | 2014-2016 | Design Manager

Understanding of WSDOT/Public Agency Regs/Procedures: Aaron has over 40 years of experience as is a seasoned civil engineer and project manager in transportation planning, federal aid programs, asset management, design, and CM. He is skilled in navigating federal aid programs, ensuring compliance with regulatory requirements, and implementing asset management strategies to optimize infrastructure assets.

4. Firm’s Project Management System

Successful program delivery requires a partnership between the WSDOT team and the One Team, One Stop team, with clearly defined roles and responsibilities. The HNTB team recognizes the pivotal role of WSDOT as decision-maker. WSDOT will decide and communicate priorities, directives, and needs to the team. In each case, Don as PM, with relevant Service and Discipline Leads, Strategic Advisors and team-members, will collaborate with WSDOT to craft a clear plan that identifies TO scope, schedule, resources, budget, and key milestones to successfully deliver each initiative. Don and his project management team, TO leads and the Program Controls team will focus on maintaining a high level of quality; keeping the project on budget, scope, and schedule; and managing a culture of integrity within the team and with stakeholders. The first step in achieving those objectives is to develop a comprehensive Program Management Plan (PMP), which includes plans and processes for tracking scope, schedule, and budget; communication; issue resolution; and quality, among others.

QA/QC Process

HNTB team Quality Manager Mayya Verescshagina will work independently to oversee quality compliance. She will produce a Quality Management Plan (QMP) that reflects WSDOT quality practices and requirements, incorporates lessons learned from past projects, and complies with state and federal quality requirements. The primary goal of the QMP is to deliver the highest quality work products on time and within budget. As successfully deployed on the NWR GEC, the QMP will automate workflows, track responsibilities, create a robust audit trail, and prioritize compliance with quality requirements. TO leads will leverage SharePoint and Bluebeam Revu softwares as the basis of the quality review processes. These tools, which operate in a real-time environment, eliminate redundant reviews, increase collaboration, and reduce the time required to collaborate and review, thereby enabling schedule improvement while fostering a proactive approach to quality. Mayya will perform QA during project reviews (see Exhibit 4.3.) and quality audits to confirm compliance at submittal milestones.

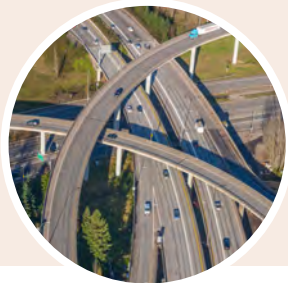
Exhibit 4.3. Typical Quality Reviews

Typical Quality Reviews	Benefits
Field Reviews	Confirms the design complies with field conditions
Over-the-Shoulder Reviews	Informal opportunity to check in with client and other stakeholders between formal deliverables
Discipline QC Checks	Detailed checking of plans, calculations, specifications, cost estimates, reports, and studies
Interdisciplinary Reviews	Identifies potential technical conflicts and confirms consistency of design between disciplines, segments, and between potential adjacent projects
Constructibility Reviews	Provides independent, contractor-style estimate validation; evaluates ease of constructibility; assesses project risk to provide WSDOT confidence with the construction estimate
Visual Checks	Confirms deliverables are complete, in order, scanned, printed, and representative electronic files from QC
QA Review	Performed on all deliverables to confirm QC documents follow QA/QC Plan

Firm’s Tracking System(s) to Monitor Budget and/or Scope

HNTB manages all projects using Microsoft Dynamics AX, a comprehensive work planning and project management tool. AX will allow Don to manage scope, schedule, resources, risks, and budget in one integrated system. He will track budgets by agreement or authorization, work element, and individual tasks. Data will be rolled up by work element or at the project level for reporting by funding source, which can be used in WSDOT’s Capital Program Management System.

PROJECT HIGHLIGHT: I-405 GEC PROGRAM MANAGEMENT



The HNTB team used Primavera P6 to schedule dozens of design-build and design-bid-build projects and deliver more than \$1.5B in Nickel- and TPA-funded improvements over 10 years. HNTB’s flexible approach allowed for changing priorities in funding and schedule. The HNTB team used Primavera P6 earned value reporting to track progress, and monthly confidence reports to keep WSDOT updated. Regular meetings at all levels—project specific staff, executives, and one-on-one—greatly benefit the I-405 GEC program.



Firm's Scheduling Program/Process

HNTB's scheduling process is shown in Exhibit 4.4. The real-time project information provided by AX enables Don to efficiently manage resources and successfully maintain project schedules. HNTB also has the expertise to develop a Critical Path Method (CPM) project schedule using Primavera P6 and Microsoft Project to suit project requirements and preferences. The master project schedule will provide a framework for the overall program and will integrate, when relevant, detailed construction schedules refined as design work progresses. Upon review and approval by WSDOT, the Program Controls team will lock the baseline schedule and use it to evaluate progress.

PM's Use of Scheduling Software and Processes

Don has extensive experience managing WSDOT engineering projects and planning studies and using Primavera P6, including NWR GEC, SR 520 Corridor Improvement Project, I-5/SR 529 Interchange Project, SR 520 Overlake Access Project, and I-90 Bellevue to North Bend Corridor Study. The key is utilizing scheduling software and processes to get ahead of major changes and keep the program on track.

Process for Interacting with Internal Project Team

Don and his GEC team will develop a Program Communications Plan (PCP) as part of the PMP which will inform all GEC staff of proper and expected communication protocols for internal team communication, communication with WSDOT project managers and support offices, and stakeholders. HNTB's communication and interaction processes are consistent with WSDOT's "Speed of Trust" principles on team integration, including:

- Establishing communication protocol and processes
- Identifying key team members and their responsibilities
- Providing contact information
- Implementing lessons learned to successfully deliver as a blended team

The internal PCP will allow the HNTB team to recognize and work through key issues quickly to deliver the GEC TOs. In addition to regular meetings at all levels, Don or Task Leads will organize regularly scheduled in-person or Teams meetings with key staff for program and project-level communications.

Process for Interacting with Client and/or Stakeholders

HNTB's approach to external and internal communication will be modeled on the collaborative approach of the NWR GEC, SR 520, I-405, and SR 509 programs, where the partnership with WSDOT, the GEC team, and stakeholders was based on open communications and trust. The HNTB team will work daily to promote a culture of collaboration within the internal project team, and with WSDOT staff and project stakeholders. Following the Four Codes of Trust (outlined in Exhibit 4.5.) the TO leads will identify and resolve issues early and at the lowest levels.

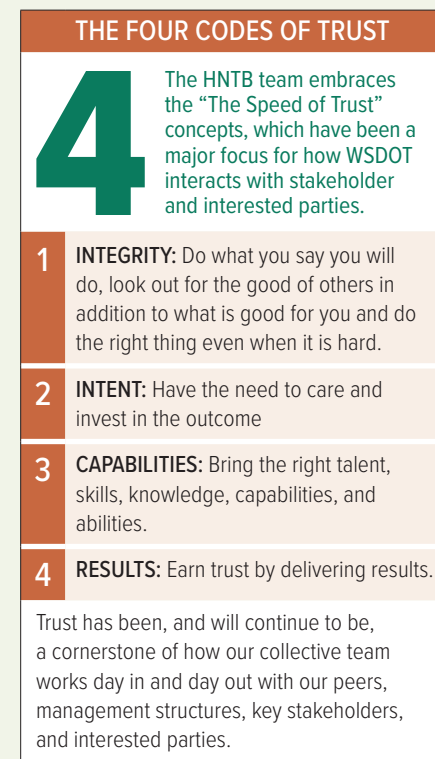
The HNTB team is committed to supporting the Division Leadership team in delivering its diverse program priorities and needs. Regular and as-needed in-person meetings of key staff, from WSDOT and the HNTB team on each TO, will support a team atmosphere with over-the-shoulder collaboration and quick decision making. Weekly team meetings with WSDOT and HNTB team leads will focus on critical project elements, near-term issues, and resolution strategies. Tools such as SharePoint, ProjectWise, and/or Bluebeam will facilitate collaboration and interaction between technical staff and WSDOT support groups.

HNTB TO leads and team members will seek early opportunities in the project to engage the team and stakeholders, identify shared goals and values, celebrate wins, and understand how to create an culture of effective interaction.

Exhibit 4.4. Scheduling Process



Exhibit 4.5. The Four Codes of Trust



5. Program Delivery Approach

As the team delivers TOs, Don will seek efficiencies across all work, including:

- **Other complementary or parallel efforts.** Effective coordination with the state and rail long-range planning teams to integrate their work.
- **New, more detailed data.** Leverage new and improved real-time rail freight data, like RailState, to get detailed insight for planning and equity/EJ.
- **Early, intentional communication with stakeholders.** Lack of engagement and trust can cause irreparable harm to projects. Early, clear communication with Class I railroads, agencies, Tribes, and communities is fundamental.

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

The team will develop work plans at the TO level, executed from a single MSA. As PM, Don will provide the Rail, Freight, and Ports Division with a delivery work plan roll-up to better manage the WSDOT's oversight and review of submittals. After MSA execution, Don will work directly with Carolyn Simmonds to identify and prioritize initial TOs. For a GEC contract, the first TO – typically named “AA” – will cover general GEC program management, contracting, and business functions and can include the program-level project controls support and PMP documents referred to in Section 4, which would apply to all TOs. These program-level controls are key to TO delivery quality and efficiency.

For each subsequent TO, Don will work with Service Leads and TO leads to develop detailed scopes (see Exhibit 5.1). Throughout this process, TO leads receive support from the GEC Resource Pool (see Exhibit 5.2.) in finalizing draft scopes for WSDOT review and approval. Once TO scopes, budgets, schedules, and milestones are finalized and executed, the TO lead will develop a detailed work plan using Microsoft AX. This includes a resource-loaded schedule that will be used to monitor costs to date versus to progress. This information will be shared with WSDOT PM monthly via progress reporting.

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

TO leads will be assigned by Don with WSDOT's concurrence. The HNTB Team has identified proposed TO leads for known TOs in Section 5. WSDOT typically provides initial draft TO scopes. If WSDOT does not have an initial scope, Don and a TO lead will develop one. No matter the origin, TO leads will work collaboratively with WSDOT to finalize all work plans. Additional personnel listed in Exhibit 5.2. can support TO leads in developing work plans. WSDOT, Don, and the TO lead will finalize decisions during the formal budget negotiation for any scope or budget issues that were left unresolved. Once the work plan is approved by WSDOT and TOs are executed, TO leads are responsible for day-to-day task management. Through effective collaboration with HNTB, WSDOT has executed dozens of TOs for the NWR and I-405 GECs without formal negotiations.

A.3. Describe each of the elements of the proposed work plan for this project;

While the details will vary depending on the TO, every work plan will include:

- Identification and commitment of needed resources
- Scope, schedule, and budget and monitoring process
- Client and stakeholder engagement/communication plan

Every task and scope element will be considered through a lens of equity, EJ, and meeting the requirements of the HEAL Act, where applicable. By using an equity toolkit, the team will integrate equity throughout the process. The web-based toolkit is a scalable, adaptable solution that promotes transparency through data. The team will be able to track and analyze data over time, including

ONE-STOP SHOP PMP

The **PMP** outlines a strategy for success consisting of project controls and management, communication, conflict resolution, delivery and quality processes. The document also identifies the roles and responsibilities of key team members that will work in partnership with WSDOT.

Exhibit 5.1. HNTB Workflow

WORKFLOW FOR HNTB TEAM:

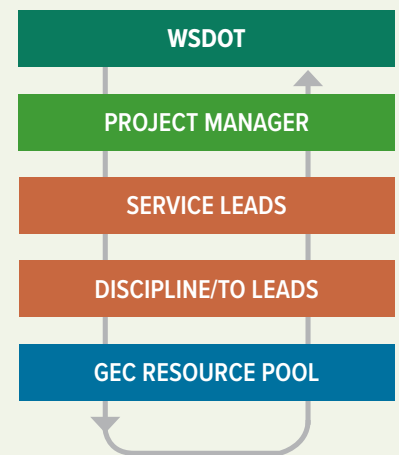


Exhibit 5.2. Additional Resources

EXPERTISE	PERSONNEL
Tribal Coordination	Sasha Visconty
Communications Strategy	Colleen Gants
Canada/USA Border Advising	Marta Leardi-Anderson
Community and Public Engagement	Bryanna Bui Chad Schuster
Small Business and Contractor Engagement	Angela Battle
Agency and Owner Design Coordination	Henrika Buchanan, Kevin Phelps
HEAL Act/Environmental Justice/Diversity Equity Inclusion	Emily Alter, Laura Lloyd
NEPA/SEPA and Agency Coordination	Kristie Dunkin
Government Relations and Grant Support	Debbie Driver, Janelle McCabe, George Ricardo
Governance and Institutional Support	Jane Williams

potential community impacts and benefits. The equity toolkit will include an engagement dashboard tool to support WSDOT in meeting the HEAL Act outreach requirements. It will enable the HNTB equity and engagement team – Liliana Pereira, Laura Lloyd, Sasha Visconti, Colleen Gants, and others – to proactively revise strategies and identify locations or topics that require more attention or early mitigation. The tool will pinpoint potential overburdened communities and vulnerable populations by overlaying multiple authoritative data sources for community demographics, resiliency datasets, and state/federal disadvantage community layers. (See Exhibit 5.3).

Exhibit 5.3. Equity Engagement Dashboard Solutions



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

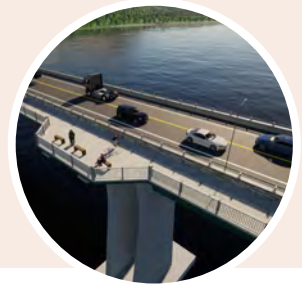
The HNTB team will leverage lessons learned on WSDOT GECs and traditional contracts to anticipate contingencies. Don and the TO leads will develop scopes and work plans to be flexible and nimble, proactively incorporate small contingencies, and minimize potential contract supplements or change orders. They will also build allowances into baseline schedules to allow time to address these contingencies without delaying key milestones. In order to streamline contracting, Don and the TO leads can establish optional work elements and contingency budgets as part of the initial TO, which allow WSDOT to approve use of contingency funds via a simple email authorization.

B. Describe your approaches to resolve issue(s) within the project team; client(s) and stakeholders.

Project Team: Don is committed to maintaining team integration via honest, helpful, transparent, professional, and respectful communication. To this end, he will meet regularly with TO leads, and will proactively engage team members to quickly and efficiently resolve confusion or issues to maintain team morale, project schedules, quality of deliverables, and trust.

Client(s) and Stakeholders: During weekly client check-ins, TO leads and team will be fully transparent in identifying project issues early and engaging WSDOT, when needed, to resolve them at the lowest levels possible following a “no surprises” philosophy. The team will leverage data, tools, and experience to better understand and resolve issues in partnership with WSDOT and stakeholders. Each TO’s Communication Plan will articulate clear roles and responsibilities between WSDOT and HNTB team members, include key issues and stakeholders, and identify strategies to interface with them early and often. The Strategic Advisors can provide as-needed guidance to WSDOT on challenging

HOOD RIVER-WHITE SALMON BRIDGE REPLACEMENT



HNTB is supporting the HRWSBA on grant management, including the obligation process, following our work preparing a successful INFRA application for a replacement bridge across the Columbia River between OR and WA.



“ We either engage and work with project stakeholders early or they will work against us later.

– Roger Millar, Washington Secretary of Transportation

project issues; innovative approaches to planning, funding, design and delivery; and provide additional support or information for effective decision-making.

C. Provide assumptions for work breakdown structure, e.g., WSDOT vs. consultant deliverables.

The team includes 23 firms and 108 individuals to meet the varied needs of the GEC all working in partnership with WSDOT (see Exhibit 5.4). The One Team, One Stop team will drive deliverable development, provide strategic advice, augment staff (where requested), and sustain outreach with interested parties.

D. Identify any key issues and critical milestones for the project.

For the initial anticipated TOs (CID Step 2, Bridge Assessment Prioritization Plan, etc.), we list scope elements, TO leads, and key stakeholders below. In addition, our flexible Strategic Advisory team is ready to provide additional support to the Rail, Freight and Ports Division in meeting the evolving needs and priorities of the GEC throughout the contract. The configuration of the Strategic Advisory team reflects many of WSDOT’s high priority issues, including delivery strategy; FRA and host railroad coordination; and grant strategy, support and administration. The team’s roster of trusted subject matter experts, each of whom have decades of experience supporting similar clients, will assist the Division in developing innovative and creative solutions for program delivery.

For example, Andrea Meyerowitz, Paul Huston, and Christian Brown will identify opportunities and recommendations to attract more quality local bidders for work on PCC projects. In response, that team would develop a contracting and delivery strategy for anticipated construction packages by analyzing prior bid packages, evaluating projects of a similar scope and scale, and completing a survey of national and regional contractors to understand their challenges and perspectives. This strategy would be used to tailor upcoming RFPs to more effectively appeal to potential bidders. WSDOT could also work with the HNTB team’s equity and engagement specialists, Angela Battle and Colleen Gants, to engage potential contractors and small business teaming partners, generate interest in RFPs, and host a project-specific informational forum and networking event prior to advertisements.



In September 2024, Don Sims and members of the HNTB team visited the PCC sites to gain a clearer understanding of the area and site conditions, allowing us to tailor a team to meet the varied needs of the PCC scope within this GEC.

Exhibit 5.4. WSDOT Support and Participation

ACTIVITY	NATURE OF PARTICIPATION
Management Team	Overall project management, regular progress calls with HNTB team, open communication on pressing matters, participation in project inception, strategic guidance.
Facilitate Stakeholder Coordination, Project Meetings	Provide access to other WSDOT resources, schedule meeting times and space, coordinate communication with WSDOT leadership and other stakeholders, as appropriate.
Provide Resources	Provide access to WSDOT and other stakeholder data, staff (including technical experts), background information and reference materials.
Deliverables	Review draft deliverables, sign off on final documents.

CID Step 2 and Step 3 for Amtrak Cascades Corridor

The HNTB team will deliver the Cascades SDP in 18 months based on the foundational work WSDOT has already accomplished and our current experience delivering FRPR. We will maximize coordination with FRA and key stakeholders to achieve the following time-saving activities:

- 1. Utilize Pre-Approved FRA Methodologies:** Lisa and her team will leverage FRA-approved methodologies from FRPR to develop all Step 2 deliverables. This will save considerable time in document development and facilitate FRA review and approval.
- 2. Engage Host Railroad and Key Partners Immediately:** On FRPR, HNTB co-created the FRA-adopted process to engage with UPRR, BNSF, and CDOT to obtain sensitive information and develop a base-case scenario, which then facilitated development of a complete RTC model for the proposed service. The HNTB team will employ this best practice on the Cascades SDP. We also propose building off of the ongoing coordination with other Amtrak Cascades service partners to ensure complete understanding of issues associated with increased frequency and speed. Adopting this process from the start will get the corridor through several of the initial Step 2 tasks quickly.
- 3. Determine Travel Demand (Ridership) Model:** Given the strong relationship between WSDOT and Amtrak, the HNTB team will use the Amtrak ridership model (developed by Steer) for the SDP. This industry-proven model is preferred by FRA and sets the stage for using Amtrak data in other areas, like O&M costs. Amtrak validation of the data provides FRA more confidence in the process. We can also use Steer's high-level model that incorporates information from local Metropolitan Planning Organizations (MPOs) and others to benchmark the alternatives. For example, Amtrak's recent passenger behavioral survey for Washington and Oregon was used to inform the ridership forecasting model development.

These three priority actions will enable Lisa and her team to proceed quickly through FRA's linear SDP process outlined in Exhibit 5.6., which shows the process for getting to a SDP. We have distilled the FRA's SDP process into the following groups that are essential for describing the proposed rail service and its benefits. We will complete all 24 deliverables, but the tasks featured on the following page help tell the story of an enhanced Cascades rail service.

Looking Ahead to Step 3: From outreach to alternative to environmental context, the HNTB team will document a PEL-like process that demonstrates how WSDOT engages with stakeholders, resource agencies, and the public to develop a plan that can move directly into NEPA. The team will develop a pre-NEPA toolkit to identify resource constraints and inform project development, avoiding sensitive resources and reducing the potential mitigation burden. This data will form the foundation for the NEPA analysis in Step 3. The HNTB team will develop plans in MicroStation for WSDOT and AutoCAD for BNSF, ensuring readiness and a smooth transition into preliminary engineering in Step 3.

TASK LEAD: Lisa Sakata

As PM and WSDOT's main CID contact, Lisa will provide overall leadership and support WSDOT's communication and coordination with FRA and the host railroads. Lisa brings a thorough understanding of the CID Program, coupled with her 23+ years' experience working on intercity passenger rail corridors across the country. She has a proven track record of advancing projects through the FRA process and is currently leading Step 2 on CDOT's FRPR project.

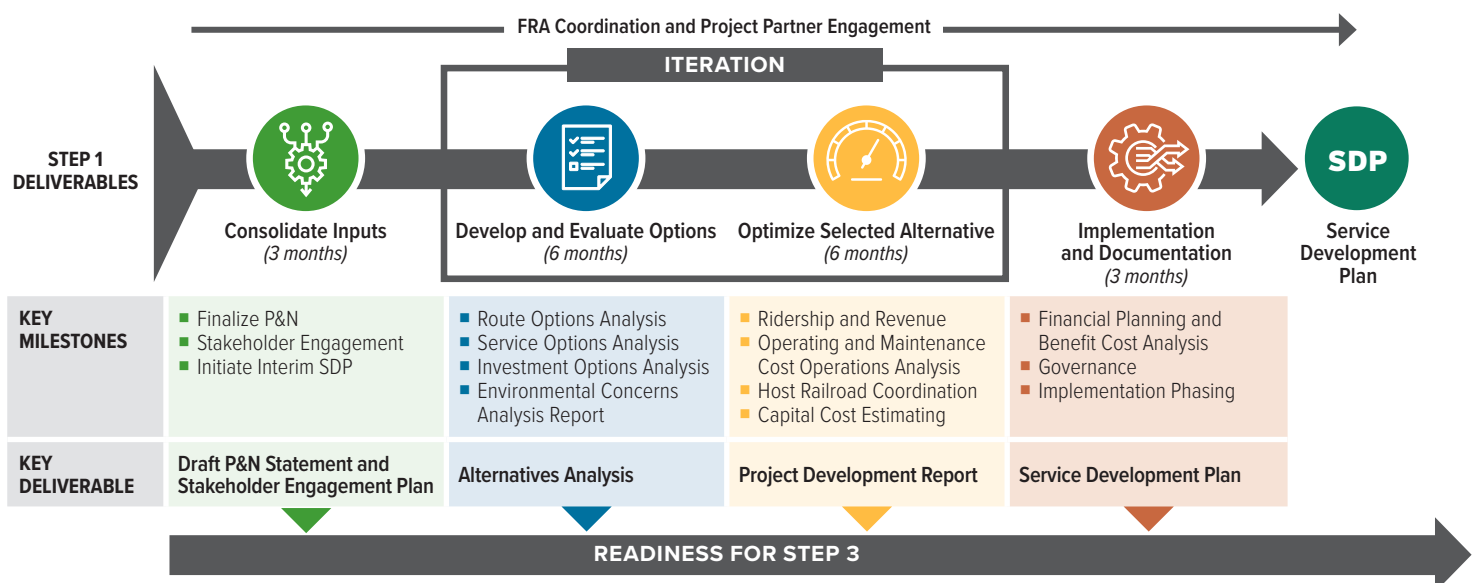
KEY STAKEHOLDERS: BNSF, Amtrak, local communities with stations

CRITICAL MILESTONES/SCHEDULE: 18 months to Step 2 (see Exhibit 5.6).

ISSUES:

- Time: Utilize pre-approved FRA methodologies
- Stakeholders: Engage host railroad and key service partners immediately
- Tools: Determine travel demand (ridership) model

Exhibit 5.6. Step 2 Process



SDP PROCESS

TASK 1 Project Administration and Management: Ideally, WSDOT is already developing a work plan with FRA. The HNTB team will adopt the Work Breakdown Structure so there is alignment and consistency between the consultant work and the FRA grant agreement.

TASK 2 Draft P&N and Stakeholder Coordination: The P&N in the Preliminary SDP will be the foundation for our submittal as soon as methodologies are approved. The Stakeholder and Public Coordination Plan needs to include key federal and state partners and priorities as an integral part of the process, not as an afterthought (e.g., Environmental Justice/HEAL Act). These deliverables set the stage for alternatives analysis and service planning in Tasks 3, 4, and 5.

TASK 3 Alternatives Analysis (AA): With the five alternatives in the Preliminary SDP, the corridor has a considerable advantage in validating the initial work with BNSF. Early engagement with the host railroad will facilitate development of the Route, Service, and Investment Options reports. These initial reports will feed into the AA, which will also address travel time and frequency, demonstrating the potential timetables and the “golden run.” Lisa and team will focus on differentiators among the alternatives to allow WSDOT to recommend one alternative to advance into project development. For FRPR, this AA deliverable was an opportunity to engage the public and stakeholders, allowing them to comment on the vision for the entire corridor.

TASK 4 Transportation Planning: In this task, Lisa and team will prepare initial assessments associated with revenue and ridership demand forecasts (assuming using Amtrak models). The team will also assess stations, capital costs, and O&M costs (assuming using Amtrak as an operator). Mark Dangler will use RTC software to model the host railroad freight movements and other key service partners’ activities to understand the shared operations with passenger rail. With this information, the team will iterate among the ridership forecast and operations analysis to refine the ridership and revenue, infrastructure investment projects, capital costs, and O&M costs. This iterative process will be collaborative among FRA, WSDOT, HNTB, and BNSF. The FRPR team established a high level of trust with the host railroads through the engagement and transparency process developed with FRA. This task also includes preliminary engineering to inform the environmental review; on FRPR, Aaron Bowe and Carey Wilson developed creative solutions when interactions with freight railroads and other service providers created issues in achieving competitive travel times in the RTC model.

TASK 5 Environmental: WSDOT is a leader in the PEL process and can leverage strong relationships with tribes and resource agencies to encourage their engagement and request their feedback on the deliverables associated with the PEL process, including the Environmental Concerns Analysis Report. Lisa and team will create a detailed picture of the environmental existing conditions and the relevant context for each resource. Additionally, the team will develop the environmental strategy required to move the corridor forward into NEPA as a comprehensive set or phased program of projects. This will save the project time, identifying next steps for WSDOT to jump into Step 3 of CID.

TASK 6 Financial Planning and BCA: Based on the capital cost and O&M cost estimates completed under Task 4, WSDOT and the HNTB team will develop a financial plan for the recommended alternative. The team will also conduct an economic evaluation that quantifies all non-monetary benefits (previously FRA required a Benefit Cost Analysis). WSDOT will have insight to their future ability to fund rail service in the state, and the HNTB team will bring best practices from across the country to understand state rail funding and opportunities.

TASK 7 Governance: WSDOT has established an enviable track record as a national leader in the governance of state-supported Amtrak service. The HNTB team proposes building upon WSDOT’s strong intercity passenger rail service, while collaborating to identify governance solutions for any new challenges presented by the CID process.

TASK 8 Phased Implementation Plan: The Implementation Plan will outline the phasing of the development of the corridor based on geography, service frequency, infrastructure, and funding scenarios with considerations from the business case planning that is part of the financial plan.

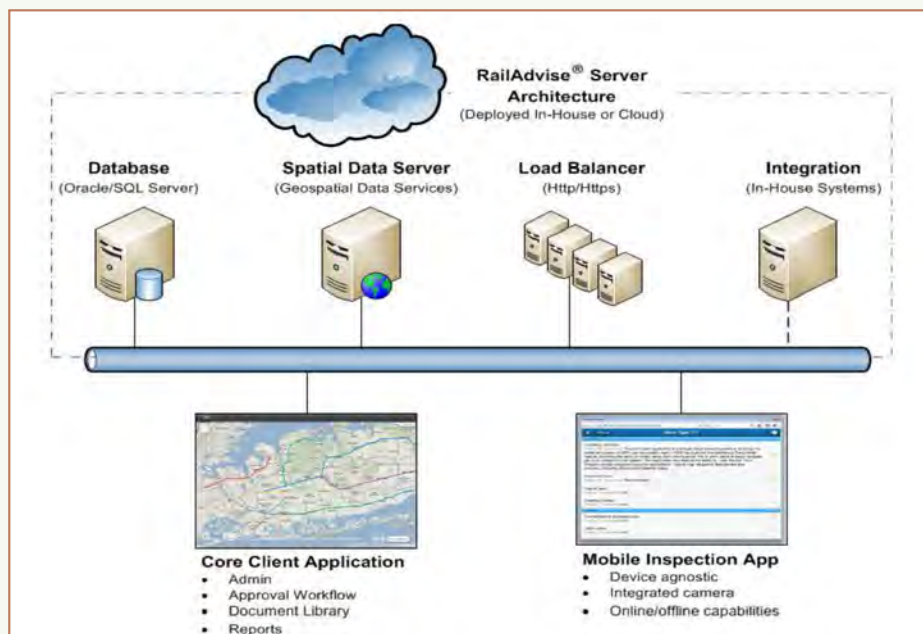
TASK 9 Final Reports: The final SDP will summarize all the planning and deliverables that occurred throughout the Step 2 process, including the implementation plan for the recommended alternative. With this document, WSDOT will be able to move into Step 3 and request additional federal funding for the required environmental clearance and preliminary engineering.

The HNTB team will keep FRA’s readiness criteria top of mind throughout every task of Step 2. The HNTB team will support WSDOT with stakeholders, governance and a funding plan that will give the FRA confidence to move the corridor into Step 3. As part of the PEL-like process, the HNTB team will document this during performance of the relevant tasks (Tasks 2, 6, and 7) and in the final SDP.

Bridge Assessment and Prioritization Plan / General Condition Assessment

Safety is the core focus of the GEC team's inspection practice. To start, LJ and team will review the PCC bridge management program to understand the requirements and processes specific to PCC. Based upon that foundation, the team will develop an inspection strategy in coordination with WSDOT, then mobilize multiple field teams to complete inspections and reduce impacts to train schedules. Teams will complete full condition inspections under the leadership of LJ Dickens, who has completed both FHWA and AREMA bridge inspection courses. Sean Cooney will perform load ratings. Adam Horn developed an in-house rating and asset management tool, RailAdvise, which WSDOT could elect to use to store data, rate railroad bridges, and manage inventory, while improving field efficiency and expediting completion of the Bridge Assessment and Prioritization Plan.

Load rating summaries will show the Cooper E rating, a train speed required to achieve the E80 rating, and repair recommendations. The load rating summaries and condition inspection report will provide WSDOT the data necessary to make informed decisions regarding prioritization of bridge maintenance and/or replacement.



TASK LEAD: LJ Dickens

KEY STAKEHOLDERS: Rail System operators (WATCO, Omaha Track)

CRITICAL MILESTONES: Annual inspections required by FRA; bridge plan to be included in the PCC Strategic Plan, which expires in 2025

ISSUES:

- Follow PCC bridge management program for inspection and load rating
- Analyze resiliency when recommending timber structure rehabilitation or full replacement

HNTB RAILADVISE TOOL:

- Data driven, objective output that is easy to access for users
- Web and mobile inspection app
- Patented algorithm that accounts for most recent condition assessment, load of structure, risk of structure Configurable based on the needs of WSDOT
- Produces a quantitative assessment of the priority score for each asset

PCC Strategic Plan

The current PCC Strategic Plan lists more than 20 infrastructure, operations, and policy strategies. These items are almost 10 years old, and CPCS' Scott Drumm (former Director of Research and Strategy at Port of Portland) will facilitate a planning process that identifies an updated set of strategic priorities tailored to meet PCC needs.

To begin, Scott and team will consult with those most familiar with the plan to understand its strengths and weaknesses. Based on PCC project team and stakeholder outreach, literature reviews, and syntheses of relevant WSDOT plans, the team will define the PCC mission and vision, to provide guidance for developing strategic goals and the actions to achieve them.

For each goal area, the team will develop KPIs to support plan implementation. Scott and team will also develop a tool/dashboard to communicate and track KPIs and progress toward plan goals. Finally, the team will implement a regular WSDOT review process to ensure the plan remains a relevant, living document.

TASK LEAD: Scott Drumm (CPCS)

KEY STAKEHOLDERS: Rail system operators (WATCO, Omaha Track), rail system shippers, BNSF, UPRR, Port of Whitman, Regional Transportation Planning Organizations (RTPO)

CRITICAL MILESTONES: Current plan expires in 2025. Lower Snake River Dam Transportation study findings, to be complete in 2026, are critical factors

ISSUES:

- Market trends
- Use of limited resources to improve the system
- New regulatory requirements
- Future proofing and resiliency
- Gaps in existing planning documents

Engineering Services

Carey Wilson will manage, oversee and determine the appropriate Discipline Lead and needed resources for each GEC engineering task and to support WSDOT's freight, trucking, CID, and rail planning efforts. Jim Brenden (track design), Temple Overman (structures design), Alan Black (drainage) and others will support Carey. Having completed numerous freight rail projects in Washington, our track, structures, and drainage engineers bring technical knowledge of railroad design standards and guidelines as well as an understanding of the coordination process and relationships with local Class I staff. We have the experience and expertise to help develop construction plans for PCC and support WSDOT through construction.

At the request of Larry Rasmussen, our traffic and site/civil engineers will support traffic control, grade crossing plans, Complete Streets, and other PCC needs as augmented staff. Engineers can advance implementation of truck parking civil plans, and traffic and ITS experts will support truck information systems.

TASK LEAD: Carey Wilson

KEY STAKEHOLDERS: Rail operators for PCC, Class I (BNSF, UPRR), and surrounding communities

CRITICAL MILESTONES: Timelines tied to awarded grants

ISSUES:

- Rail design and key stakeholder coordination nuances
- Coverage of other GEC engineering needs

CM Support

Our team considers safety the highest priority. We are an extension of WSDOT staff, available to monitor contractors' work and to verify they are completing work safely and in compliance with the contract, project plans, and specifications.

Upon WSDOT's request for CM support on specific construction projects or bundles, HNTB Service Lead Jeff Minnick, with support from Steve Chase and Patrick Martin, will determine appropriate resources to staff the project(s). The HNTB CM teams can support WSDOT as the primary line of monitoring and interaction with the contractor's team. The goal is to enable the contractor to execute their plan, while verifying that the contractor is following WSDOT procedures and railroad safety standards. The HNTB CM team will focus on maintaining progress, independent reporting, and documenting activities in the field through inspection services and material testing.

As substantial completion approaches, the HNTB team will work with the contractor and WSDOT staff to begin closeout of the project. Jeff's team will confirm completion of contractor deliverables and provide detailed records, project correspondence, and additional project documents electronically to WSDOT.

TASK LEAD: Jeff Minnick

KEY STAKEHOLDERS: Rail operators for PCC, Class I (BNSF, UPRR), and surrounding communities

CRITICAL MILESTONES: Timelines tied to awarded grants

ISSUES:

- CM staff knowledgeable in railroad and WSDOT construction practices and processes
- Understanding of safety concerns around railroad tracks

Multi-Modal Systems Planning

Washington's freight system is essential to its economy, with ports, highways, rail lines, and intermodal connections playing key roles in facilitating trade and industry. The region's demand for efficient freight movement and its strategic importance for international trade, particularly with Asia, emphasize the need for well-planned, resilient infrastructure. Reducing congestion around major ports of Seattle and Tacoma, optimizing truck parking, and enhancing rail and maritime linkages are key to maintaining Washington's competitive edge. Moreover, integrating sustainable practices and addressing environmental justice concerns as integral parts of planning, will align freight development with community and environmental priorities.

With extensive experience in freight planning and a proven record of successful collaboration, this is where our team excels. Erika Witzke will lead the team in creating innovative and accessible plans using data-driven tools like dashboards and story maps, making complex freight planning more accessible for stakeholders.

TASK LEAD: Erika Witzke

KEY STAKEHOLDERS: Freight Mobility Strategic Investment Board; communities impacted by and reliant on freight transportation operations; industries reliant on freight transportation system or operating the freight transportation system; planning (e.g., cities, counties, MPOs, port authorities); Tribes

CRITICAL MILESTONES: 2027 State Freight Plan, 2027 Marine Ports and Navigation Plan, 2029 State Rail Plan

ISSUES:

- Changing freight transportation patterns and activity
- Safety of freight transportation
- System resiliency and preservation of infrastructure
- Environmental and social impacts of freight transportation
- Identifying investments to improve freight safety and mobility, and economic vitality

State Freight Plan

Eric Oberhart led the development of Washington's 2022 Freight Systems Plan and will lead the 2026 update to remain compliant with the Infrastructure Investment and Jobs Act (IIJA) planning requirements. Eric will be supported by Rahil Saeedi and Erika Witzke. The 2026 update will focus on an inventory of system assets, evaluating freight performance, pinpointing issues, and recommending investments and actions aligned with WSDOT's six core transportation policy goals.

Unlike the previous virtual outreach required by COVID precautions, the 2026 plan will emphasize in-person engagement with interested parties. Eric and his team will tackle key challenges like revising the NHFP project application process, integrating environmental justice and HEAL Act compliance into the planning process, and improving consistency across modal plans. By leveraging findings from other related efforts—2025 State Rail Plan, PCC Strategic Plan, and ongoing truck parking studies— will create a forward-looking, comprehensive freight plan that addresses emerging needs and aligns with broader state strategies.

TASK LEAD: Eric Oberhart

KEY STAKEHOLDERS: Freight Mobility Strategic Investment Board (FMSIB); freight-reliant industries; impacted communities; local planning partners; ports, airports, terminal operators; carriers (trucking, maritime, railroads)

CRITICAL MILESTONES: FHWA approval needed by November 2026

ISSUES:

- Update State Freight Investment Plan
- Update/review other plans

Marine Ports and Navigation Plan

Washington's 2017 Marine Ports and Navigation Plan requires updating to align with current infrastructure conditions and changes in maritime trade and transportation since its last iteration. Notably, the state must consider shifts in trade patterns due to global supply chain disruptions and geopolitical dynamics, including tariffs. Additionally, ongoing studies of the possible removal of the Lower Snake River Dams underscore the need to reassess the system's capacity and resilience.

Led by Eric Oberhart and supported by Scott Drumm, the updated plan will inventory marine freight assets, evaluate current utilization and performance, and offer updated marine freight forecasts using the latest Freight Analysis Framework 5 data. They will identify key trends, issues, and economic opportunities, alongside strategies to support competitive international trade. An essential part of this effort will be robust outreach and engagement with maritime industry stakeholders noted at right. HNTB and PRR will provide maritime engineering, port planning, and community outreach expertise, respectively.

TASK LEAD: Eric Oberhart

KEY STAKEHOLDERS: FMSIB; Washington Public Ports Association; Pacific Northwest Waterways Association; Washington Maritime Blue; USACE; vessel and terminal operators; industries using maritime transport

CRITICAL MILESTONES: Expected 20-year update in 2027, possible update earlier to support development of State Freight Plan

ISSUES:

- Changing ocean trade patterns following Covid-19 supply chain disruptions
- System resiliency and redundancy, and potential removal of Lower Snake River Dams
- Environmental impacts of port and maritime operations

Truck Parking

Washington is currently developing an implementation plan to address truck parking shortages. This work positions WSDOT to maintain existing truck parking spaces at public safety rest areas, leverage underused capacity at weigh stations, and collaborate with the private sector to create additional truck parking spaces. While the funding of truck parking projects is currently uncertain, there are opportunities to advance near-term projects and policies.

Jia and her multi-disciplinary team understand truck parking needs and opportunities in Washington. Jia is actively involved in the Truck Parking Implementation Plan (TPIM) and analyzed truck parking needs as part of the 2022 State Freight Plan. Jia and her team not only understand the details of the proposed recommendations but are also familiar with the interested parties involved who are crucial to the successful implementation of truck parking solutions. Additionally, Jia's team includes engineering and ITS experts who will lead efforts in site preservation, expansion, and technology deployment for the near-term, funded solutions. Jia and Alex Marach will lead truck parking work. HNTB experts such as Justin Anderson will provide engineering and ITS support.

TASK LEAD: Jia Yuan, Alex Marach

KEY STAKEHOLDERS: WSDOT Regions; WSDOT Capital Facilities; WSDOT Freight, Rail, and Ports Division; other relevant WSDOT groups; Washington State Patrol; local jurisdictions; tribes; truck parking providers; truck drivers; trucking associations (e.g., WTA, OOIDA, etc.)

CRITICAL MILESTONES: Truck Parking Implementation Plan will be transmitted to the Legislature in December

ISSUES:

- Urgent need for more truck parking spaces
- Collaboration among various stakeholders
- Lack a single point of contact for truck parking coordination within WSDOT
- Current state of safety rest areas in need of maintenance and preservation
- Resource limitations to address truck parking issues at local level

State Rail Plan

Work on Washington's 2025 State Rail Plan update began in October 2024, with the next update scheduled for 2029. TO leads Evan Enarson-Hering and Eric Oberhart, supported by Erika Witzke, have strong expertise in rail strategy and planning, making them well-suited to tackle Washington's rail challenges. CPCS will focus on freight rail policy and strategy, with additional experts Ian Griffiths, and Alex Marach. Meanwhile, HNTB and Steer will provide passenger rail analysis and modelling with team members such as Chris Kopp, Mark Dingler, and Mark Mukherji. The team will use data-driven insights to prioritize investments aimed at reducing congestion, enhancing intermodal connections, and improving passenger services. By collaborating closely with stakeholders such as WSDOT, local communities, freight operators, and environmental groups, the team aims to create a resilient rail network that addresses both freight and passenger needs, keeping Washington's rail system competitive and reliable for the future.

TASK LEAD: Evan Enarson-Hering, Eric Oberhart

KEY STAKEHOLDERS: FRA, Class 1 host rail, short line rail, shipper groups, Amtrak, passenger rail interest groups, local communities

CRITICAL MILESTONES: Update in 2029
ISSUES:

- Stakeholder and community engagement
- Freight and passenger rail integration and coordination
- Strategic funding and delivery

Fleet Management Plan

Led by David Diaz, the HNTB team has expertise in facilities and fleet maintenance to support passenger and freight rolling stock. David and HNTB we have helped clients around the U.S. prioritize investments by conducting asset assessments and setting up asset management programs. This includes identification and prioritization of needs; development of funding requests (grant applications); program definition; and management inclusive of design, engineering, CM, testing, and integration.

The HNTB team worked closely with Sound Transit to overhaul its fleet of Sounder locomotives and with Amtrak on development of plans for facilities to support the new Amtrak Siemens-built Intercity Trainsets (Airo), and supporting with fleet procurements. The team also provides railway modeling expertise using the latest RTC modeling software to assist railroads optimize rail traffic. The team is well-qualified to support WSDOT with any vehicle design or service integration needs and to develop a robust fleet management plan.

TASK LEAD: David Diaz

KEY STAKEHOLDERS: WSDOT Asset Management Team, Capital Planning, Operations Team

CRITICAL MILESTONES: Alignment with asset lifecycle for recapitalization or replacement; alignment with critical initiatives

ISSUES:

- Comprehensive asset condition and lifecycle evaluation to provide basis for planning strategy
- Alignment with operational goals and objectives
- Asset management plans are a critical element of fleet management plans



WSDOT and HNTB onsite for the current NWR GEC

WSDOT can rely on HNTB's One Team, One Stop commitment: to serve as a trusted partner and provide the right resources at the right time to achieve program objectives throughout the state.



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