OCTOBER 16, 2024 – PACKET A

SR 160/Southworth Terminal – Terminal Building and Trestle Replacement Program

wsp

Washington State Ferries

1 Qualifications/Expertise of Firms on Team

WSP brings more than 30 years of experience working with Washington State Ferries (WSF) and more than 50 years of experience working with the Washington State Department of Transportation (WSDOT) on some of the region's most critical infrastructure projects. WSP offers more than 500 staff in Washington state – including marine, civil, and electrical engineers, program managers, environmental permitting professionals, and project controls experts – some of whom have supported WSF since 1989. WSP also has experience managing WSDOT on-calls and general engineering consultant (GEC) contracts dating back to 1988.

WSP's work with WSF and WSDOT includes ferry terminal improvements, management of megaprogram GECs, project and program development and delivery, design and engineering, and environmental documentation and strategy. We are currently leading the preliminary engineering and alternatives design for the new trestle on the Fauntleroy Terminal Trestle And Transfer Span Replacement Project. In this role, we are serving as the marine structural engineering experts, responsible for the structural and mechanical elements of the movable bridges. WSP has also served in lead roles on the Seattle Ferry Multimodal Terminal at Colman Dock and on the Mukilteo Ferry Terminal Planning project.

For the SR 160/Southworth Terminal - Terminal Building Building and Trestle Replacement program we have brought together many of the same team members that completed the structure redevelopment of WSF's Seattle Ferry Multimodal Terminal at Colman Dock. This experience has given our team an extensive knowledge of the agency's facilities and structures, strong relationships with WSF staff, and an in-depth understanding of WSF processes and operations. We will bring forward the best practices from this project to make the Southworth Ferry Terminal program a success.

WSP also provides significant WSDOT GEC program expertise, including the recent SR 167 Completion project and the Northwest Region Staff Augmentation GEC. Through this experience, we understand the importance of being flexible and including additional resources and technical expertise at the request of WSF to help support various project initiatives and unexpected changes. The WSP team is able to provide the full spectrum of engineering services that may be required under this GEC.

To augment our team, we have brought on board 17 specialized subconsultants with the expertise to help deliver this program. We have exclusively teamed with **Confluence Environmental Company** (Confluence), who have over two decades of experience preparing National Environmental Policy Act (NEPA)/State Environmental Policy Act (SEPA) documentation, Endangered Species Act (ESA) consultation, and permit applications (local, state, federal) and have led tribal consultation for complex and highly visible projects located in marine and nearshore areas. Confluence is familiar with WSDOT and WSF practices and policies and has significant experience on similar projects, including permitting for WSF's Mukilteo Multimodal Ferry Terminal project; tribal coordination for Kitsap Transit's passenger-only fast ferry project; permitting for the Port of South Whidbey's Clinton Passenger-Only Ferry Dock Replacement; and ESA and permitting for King County Solid Waste Division's Harbor Island Dock Demolition project. In addition, team member **Nelson\Nygaard** brings an in-depth understanding of delivering projects that comply with Federal Transit Administration (FTA) provisions and certifications, including on the recent Kitsap Transit Seattle Ferry Terminal Alternatives project. They are also multimodal facility specialists, who understand the need for the ferry terminal to provide high connectivity and convenience for all users.

Our team understands the importance of this program in providing reliable, sustainable and resilient ferry service, and we are eager to partner with WSF to help achieve these goals.

WSP'S 30-YEAR HISTORY OF SUPPORTING WSF

- **1987–2023:** Economic Ridership and Revenue Forecasting
- **1988–2004:** On-Call Planning and Engineering Services
- **1993–1994:** On-Board Origin-Destination Travel Survey
- **1994–1995:** WSF System Plan Ridership Forecasting Model
- **1995–1996:** Long Range System Plan Ridership Forecasting Support
- **1997–1998:** Edmonds Dolphin Replacement
- **1998–2001:** Clinton Phases 1 and 2
- **1999:** Orcas Island Terminal Emergency Wingwall and Tower Replacement
- **1999–2004:** On-Call Terminal Design and Environmental Services
- **2000–2006:** Data and Model Maintenance
- **2001:** Southworth Wingwall Replacement
- **2001–2003:** Fauntleroy/Southworth
- **2004–2014:** Eagle Harbor Maintenance Facility
- **2005–2006:** Eagle Harbor and Bainbridge Hydraulic Transfer Span Development
- **2005–2007:** Anacortes Multimodal Ferry Terminal Project
- **2006–2007:** Friday Harbor Intermodal Master Plan
- **2007–2009:** Long Range System Plan Ridership Forecasting Support
- **2008–2009:** On-Call Transportation Planning Services
- **2008–2016:** Mukilteo Ferry Terminal Planning
- **2009–2011:** Transfer Span Seismic Retrofit Program
- **2013–2014:** On-Board Origin-Destination Travel Survey
- **2015–Ongoing:** Multimodal Ferry Terminal at Colman Dock
- **2017:** Long Range System Plan Scoping Services
- **2019–2023:** Eagle Harbor Slip F
- **2022–Present:** Ferries Division Grant Application Consultant

1.A Organizational Chart and Firm Expertise

Exhibit 1: The WSP team is organized to deliver the two projects under the Southworth Ferry Terminal Program. The team shown below will augment WSF project management and engineering staff as a GEC to ensure timely and successful delivery. The GEC team is available to WSF at all times to provide civil, structure (building and marine), environmental permitting, and project scheduling.

Washington State Ferries

Principal-in-Charge
Jeff Lundstrom, PE, PMP

Quality Manager
Mike Wray, PE, SE ★

Project Manager
Jeff Kilborn, SE ★

CONTRACT ADMINISTRATION & PROJECT CONTROLS

Program Scheduler
Shawna Lenn, PE★
Financial Controls
Jared Mills
FTA Funding Advisor
Ken Feldman
Technical Editor
Jeff Crisafulli

Graphics
Jessie Jones
GIS
Qingyang Xie
Grant Support
Brent Baker
Liz Neely

CADD/BIM
Tom Chancellor
MWDBE Coordination
Alison Tierney
Alternative Delivery
Ken Beehler

PROJECT 1 – TERMINAL BUILDING & UPLAND IMPROVEMENTS

Project Manager – Jeff Kilborn, SE ★

KEY TECHNICAL RESOURCES

Architecture & LEED Design
David Yuan, AIA, LEED AP BD+C ★ **NBBJ**
Building Structural
HeeJae Yang, SE ★
Civil/Civil Utilities
Ross French, PE, PMP★
Vern Nielsen, PE
Laurie Thomsen, PE **OSB**
Site Circulation Design
Ross French, PE, PMP ★
Electrical/Security
Peter Lekhakul, PE, LEEP AP B+C **WH**

Environmental Permitting Manager & NEPA/SEPA Lead
Anne Broache, AICP ★
Tribal Coordination Strategy Lead
Sasha Visconty ★ **CON**
Planning/Complete Streets
Rob Fellows
Tim Payne **NN**
Mechanical/Plumbing/ Fire Protection
Dylan Turner, PE, LEED AP BD+C **GB**
Jack Burgess, PE, LEED AP **GB**

PROJECT 2 – TRESTLE IMPROVEMENTS

Project Manager – Phil Olson, PE ★

KEY TECHNICAL RESOURCES

Marine Structural
Jon Mjelde, PE, SE ★
Civil/Civil Utilities
Ross French, PE, PMP ★
Laurie Thomsen **OSB**
Planning/Complete Streets
Rob Fellows
Tim Payne **NN**
Electrical
Peter Lekhakul, PE, LEED AP BD+C **WH**
Mechanical/Fire Protection
Mike Lehner, PE **WH**

Environmental Permitting Manager
Chris Cziesla ★ **CON**
Scientific Diving/Eelgrass Survey
Chris Cziesla ★ **CON**
Marlene Meaders **CON**
Grace Roberts
Benjamin Pesicka, PE, SE
NEPA/SEPA Lead
Anne Broache, AICP ★
Tribal Coordination Strategy Lead
Sasha Visconty ★ **CON**

SHARED SUPPORT RESOURCES

COST & SCHEDULE

Project Scheduler
Shawna Lenn, PE,★
Cost Estimating/ Constructability
Kelly McNutt **KMC**
Cost & Risk Assessment/CEVP
Alan Keizur
Value Engineering
Suzanne Wood

DESIGN & ENGINEERING

Geotechnical
Mark Rohrbach, PE, GE **RAM**

Security
Joe Leysath, PE **WH**
Land Surveying
Joel Yeager **FA**
Coastal Engineering
Kathy Ketteridge, PhD, PE **BCE**
Landscaping
Juliet Vong, ASLA, LEED AP **HBB**
Wayfinding/Variable Message Signage
Don Sellars **IL**
Ryan Gulick, PE **PER**
Hazardous Materials
Jon Havelock **MTN**

ENVIRONMENTAL ANALYSIS & PERMITTING

HEAL Act Compliance/ Environmental Justice
Andrea Petzel, AICP **BP**
Endangered Species Act, Ecosystems & Critical Areas
Dan Roscoe
Blake Knobbe
Chris Cziesla ★ **CON**
Calvin Douglas **CON**
Federal/State Permits
Chris Berger, PWS **CON**
Grace Roberts
Bridget Wojtala, AI, BI

Local Land Use & Building Permits
Karissa Kawamoto, AICP
Water Quality
Laurie Thomsen, PE **OSB**
Mike Giseburt, PE
Noise
Patrick Romero, OSH, TNM, WDC
Floodplain
Seth Jelen, PE
Geology & Soils
Elizabeth Lundquist, PE

Air Quality/Climate/GHG
Rebecca Frohning
Cultural Resources
Robert Krause, PhD **ST**
Cristina Rodriguez-Franco, MA, RPA **ST**
Section 4(f)
Lawrence Spurgeon
Hazardous Materials
April Ryckman, AI

All staff are WSP unless noted. ★ = **Key personnel.** **BCE** Blue Coast Engineering (WBE) **BP** Broadview Planning (DBE) **CON** Confluence **FA** Furtado & Associates (MBE) **GB** Greenbusch (MWBE) **HBB** HBB Landscape Architecture (WBE) **IL** Ilium (DBE) **INN** Innovex (DBE) **KMC** Kelly McNutt Consulting (WBE) **NBBJ** NBBJ **MTN** MedTox Northwest **NN** Nelson\Nygaard **OSB** Osborn (WBE) **PER** Perteet **RAM** RAM GeoServices (DVSB) **ST** Stell (WBE, DVSB) **WH** Wood Harbinger

Firm Expertise

WSP has partnered with 17 subconsultants that are able to provide significant expertise in each of the scope elements required for this Program (**Exhibit 2**). Eleven of our subconsultants are DBE firms that have been selected not only for their expertise, but with the intent of giving them meaningful roles on the team and allowing them access to expanded connections within WSF and WSDOT.

Exhibit 2: The WSP team provides more than 1,200 staff available to WSP for capacity and expertise.

Firm	No. of Staff in WA	Area of Expertise
WSP	549	Civil, architecture, structure (building and marine), electrical, mechanical, environmental permitting, contract administration, project controls and scheduling, terminal building design and site circulation design, building permits, coastal engineering, marine structure engineering, geotechnical engineering, Complete Streets, HEAL Act compliance, NEPA/SEPA, construction cost estimates, CRA, CEVP, value engineering, project delivery determination, design support during construction
Blue Coast Engineering (WBE)	10	Geomorphology, data collection, coastal engineering and design, GIS, construction oversight, numerical modeling, engineering and design, AutoCAD, cost estimating
Broadview Planning (DBE)	4	HEAL Act compliance
Confluence Environmental	31	Regulatory strategy, environmental compliance and permitting, eelgrass survey, tribal consultation, ESA
Furtado & Associates (MBE)	56	Land survey, utilities, right-of-way, bathymetry
Greenbusch (MWBE)	24	Mechanical/plumbing/fire protection, noise and vibration consulting, acoustical design
HBB Landscape Architecture (WBE)	21	Landscape architecture
Ilium (DBE)	4	Wayfinding services
Innovex (DBE)	7	Hazardous waste and hazardous materials analysis and site assessment
Kelly McNutt Consulting (WBE)	30	Cost estimating and constructability review
MedTox Northwest	9	Hazardous materials, environmental site assessments, risk assessments, regulatory compliance audits, EHS audits, and industrial hygiene
NBBJ	194	Architecture
Nelson\Nygaard	20	Transportation planning, Complete Streets, multimodal transportation
Osborn (WBE)	104	Civil engineering, stormwater management, water resources, natural resources, site development, landscape architecture
Perteet	117	Wayfinding/variable message signage, project controls and scheduling, terminal building design and site circulation, NEPA/SEPA, QA/QC, cost estimating
RAM Geoservices (DVSB)	5	Geotechnical engineering
Stell (WBE, DVSB)	35	Cultural resources, Section 106 compliance
Wood Harbinger	33	Electrical engineering, mechanical engineering, fire protection engineering, commissioning services, information and communication technology consulting
TOTAL	**1,253**	

1.B Relevant Project Experience

Multimodal Ferry Terminal at Colman Dock

Client: WSF **Dates:** 2015–Present **Firms, Services Provided, and Amounts:**
WSP, Structure Design, $9,962,000; **Greenbusch**, Mechanical Engineering, $411,000; **HBB**, Landscape Architecture, $364,000; **Ilium**, Wayfinding Design, $263,856; **NBBJ,** Architecture and Interior Design, $3,826,000; **Osborn**, Stormwater Drainage, $299,000; **Wood Harbinger**, Electrical Distribution Equipment, $2,595,000

WSF replaced the 1960s-era aging and seismically deficient Colman Dock on the Seattle waterfront to continue its critical role as a regional, multimodal transportation hub. The Seattle Ferry Terminal at Colman Dock is the largest and busiest ferry terminal within the WSF system. This critical link connects vehicles, bicyclists, and pedestrians between locales for general and commercial purposes. The goal of the project was to build a seismically-sound ADA-accessible multimodal facility that connects vehicles and passengers to surround transportation facilities. The timber piles and key structural components at Colman Dock were aging and seismically vulnerable despite renovation and upgrades to portions of the dock in the mid-1960s and early 1970s. WSF selected WSP to replace the structurally deficient components at Colman Dock in order to continue to provide safe and reliable ferry service at this busy terminal.

Key elements of the project included replacement of the timber trestle, main terminal building, and overhead loading structures, and passenger-only ferry facility. The project also addressed existing safety concerns related to conflicts between vehicles and pedestrian traffic by reconfiguring the dock layout to provide safer and more efficient operations.

A number of subconsultant members of our Southworth GEC team had prominent roles with us on the Colman Dock project. NBBJ was lead architect on multiple buildings, including the terminal building and the entry Building and led the design team's efforts in defining phasing of building construction and site access to accommodate phased reconstruction of the trestle. Greenbusch supported mechanical design of the entry building. Osborn provided a complex stormwater design to serve variable treatment requirements across the fully trestle-supported site. HBB worked with NBBJ and WSP site civil designers to develop landscaping and urban design including at Columbia and Yesler Plazas, and helped integrate funded artwork into the project. Wood Harbinger served as the lead electrical engineer and provided building and site power and communications design, as well as electronic security system detailing and coordinated their work with WSF staff on movable bridge and IT-related infrastructure.

Design Codes:

- AASHTO Load Resistance Factor Design (LRFD) Bridge Design Specification; Guide Specification for LRFD Seismic Bridge Design
- WSDOT Bridge Design Manual
- WSF Terminal Design Manual
- Pile connections and detailing were compared to provisions in IBC (ASCE 7) and ASCE 61

RELEVANCY TO THIS PROJECT

- Multiple overlapping task orders with short timelines to align with WSF's funding limitations
- Construction support
- Building design and permitting per IBC and local codes
- CSI format specifications for building elements
- Integration of construction contract requirements from FTA, WSDOT, and other transit agencies (King County)
- Coordination of design elements by WSDOT, other WSDOT consulting partners, other local agencies (City of Seattle, King County), and the WSP Design team

Eagle Harbor Slip F

Client: WSF **Dates:** 2019–2023 **Firms, Services Provided, and Amounts:** **WSP**, Design, $582,691; **Wood Harbinger**, Electrical Engineering, $45,100

WSP developed a new movable span to transfer truck traffic from a fixed pier to vessels moored at the maintenance facility. WSP and Wood Harbinger provided integrated structural, mechanical, and electrical/controls design. The Lift System includes both counterweight and redundant hoist systems with multiple control pendant locations to safely raise and lower span onto vessel deck. Operational range considers sea level rise and a 75-year design life and the fixed end elevation of the span was selected to reduce interruption of service due to either extreme low or high tides. The project also includes an approach trestle, and steel wingwalls arranged to accommodate all vessel sizes in the system.

Design Codes:

- AASHTO LRFD Bridge Design Specification; Guide Specification for LRFD Seismic Bridge Design
- WSDOT Bridge Design Manual
- WSF Terminal Design Manual
- Operational Safety Protocols

RELEVANCY TO THIS PROJECT

- Multiple task orders with short timelines to align with WSF's funding limitations
- WSP worked within WSF systems, including shared Microstation Cad files & folders, and use of Unifier system for construction support
- Provided constructability review
- Developed special provision language consistent with cost estimate bid item and units and unit prices

FY24 MCON P-454 Multi-Mission Dry Dock (M2D2)

Client: NAVFAC NW **Dates:** 2022–Ongoing **Firms, Services Provided, and Amounts:** **WSP**, Design, $33,688,785; **Wood Harbinger**, Substation Design, $3,744,140; **Greenbusch**, $19,400; **Kelly McNutt Consulting**, Cost Estimating, $926,890; **MedTox Northwest**, Hazardous Building Materials Investigation, $600,000; **Osborn**, Utility Design, $1,277,015

WSP is responsible for the design of a Multi-Mission Dry Dock (M2D2), a fully pressure-relieved dry dock capable of accommodating shipyard repair services for the new Ford-class nuclear-powered aircraft carrier (CVN), the current Nimitz-class CVNs, and other surface and subsurface ships served by Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS and IMF). The dry dock facility spans over 25 acres and includes drainage and flooding systems; a caisson gate; roadways and portal crane track network; access and egress elements; mechanical, electrical, and communication systems; eight support buildings and process equipment; and utility routing tunnels.

The project includes demolition of an existing dry dock built in the early 1900s and two piers built in 1926 and 1943. Design includes consideration and sequencing for continued shipyard operations throughout construction. Resiliency and future sea level change is a design consideration and influenced the facility's finished grade elevations given a 100-year design life criteria. WSP is responsible for management and coordination of a multidisciplinary team of over 30 subconsultants, for preliminary and final design contract documents and permitting support. Additional tasks include preparation of a construction cost estimate, construction sequence, construction schedule, and cost and schedule risk analysis (CSRA).

WSP's design tasks include, site layout, structural design of the dry dock, civil and structural design of the portal crane track & foundations, and site and utility coordination. Wood Harbinger is responsible for medium-voltage electrical and substation design. Greenbusch is providing elevator design. KMC is responsible for constructability reviews, cost estimating, and construction schedule reviews. Osborn is providing storm water, fresh water, and sanitary sewer (gravity) design.

RELEVANCY TO THIS PROJECT

- Marine/Coastal Facility
- Project management
- Resiliency
- Pre-Design Studies
- Site Engineering Investigations
- Engineering Analysis
- Preliminary and Final Design
- Contract Document Preparation
- Environmental and Permitting Support
- Cost Estimating
- Construction Schedule
- Construction Sequencing
- Cost and Schedule Risk Assessment
- Alternative Project Delivery

In addition to the experience with our subconsultants listed on the previous pages, our subconsultants' relevant project experience demonstrates our team's technical foundation to deliver the Southworth Ferry Terminal program.

Blue Coast Engineering

- **Whatcom County, Lummi Island Ferry Propeller Wash and Vessel Wake Evaluation (2024):** Coastal engineering analyis. $75,730.
- **Kitsap Transit, Rich Passage Passenger-only Fast Ferry Wave Energy Evaluation Study (2018-Present):** Planning, environmental studies, vessel selection, vessel operational criteria, and public outreach. $750,000.
- **Port of Seattle, Berths 6 & 8 Replacement (2021):** Coastal engineering evaluation. $42,825.

Broadview Planning

- **WSDOT, HEAL Act Compliance for US 2 Trestle (2024-Present):** Provided environmental justice support and assessed potential health impacts. $75,000.
- **Whatcom County Climate Vulnerability Assessment (2023):** Project management, community engagement, and public health oversight. $80,000.
- **City of Bellevue, High-Volume Roadway Policy Guidance (2022):** Research and policy guidance $60,000.

Confluence Environmental

- **WSF, SR 160/Fauntleroy Terminal (2021-Present):** Tribal coordination and environmental strategy support. $298,573
- **Lummi Island Ferry Replacement and Terminal Retrofit (2023-Present):** Environmental Support. $227,025.
- **Sound Transit, West Seattle and Ballard Link Extension Program Phase 2 (2021-Present):** Tribal engagement, ESA strategy, and permitting support. $1,421,686.

Furtado & Associates

- **City of Port Orchard, Port Orchard Bay Street Trail (2023-Present):** Land survey and mapping services. $83,253.
- **Sound Transit OMF East DBPM (2016-2023):** Quality control surveying services. $146,014.
- **WSDOT, I-90 Fish Passages (2020-Present):** Surveying services. $2,239,623.

Greenbusch

- **Seattle-Tacoma International Airport, Automated People Mover (2021-Present):** Mechanical engineering. $214,822.

HBB Landscape Achitecture

- **WSF, Mukilteo Multimodal Ferry Terminal (2014-2021):** Landscape architecture. $280,152.
- **Kitsap Transit, Annapolis Foot Ferry Dock (2017-2020):** Landscape architecture, including shoreline restoration planting plan and Tribal coordination. $46,200.

Ilium

- **Community Transit, Swift Orange Line (2019-2024):** Wayfinding design services. $100,000.
- **WSF, Mukilteo Multimodal Ferry Terminal (2017-2021):** Wayfinding design services. $50,000.

Innovex

- **WSDOT, SR 167 GEC (2017-Present):** Cost estimate and Interim Action Work Plan. $2,456,000
- **WSDOT, SR 509 GEC (2021-Present):** Hazardous building materials analysis. $187,324

MedTox Northwest

- **King County Intl. Airport, Main Terminal Building (2020-2022):** Comprehensive hazardous building materials survey. $20,300

NBBJ

- **Seattle City Light, Denny Substation (2019):** Architecture, interior design, lighting design, environmental graphics. $4,274,000.
- **Seattle Opera, Mercer Arts Corridor (2018):** Full architectural design and landscape architecture. $2,423,000.

Nelson\Nygaard

- **Kitsap Transit, Seattle Ferry Terminal Alternatives (2021-2023):** Site selextion and concept plan development. $36,000.
- **British Columbia Ministry of Transport and Infrastructure, Uptown Douglas TOD Feasibility Study (2021-2022):** Feasibility study and detailed area service plan. $300,000.
- **TransLink, Lougheed Station TOD Feasibility Study (2021-2022):** Feasibility study. $75,000.

Perteet

- **Kitsap County, SR 104 Holding Lanes ATMS (2023-Present):** ATMS/QA/QC, Traffic Modeling/Signal, Environmental/Critical Areas/Permitting, Stormwater, Cultural Resources. $398,866.

RAM Geoservices

- **City of Seattle, Overlook Walk, Seattle Waterfront (2020-2022):** Grading and shoring engineering. $89,358.
- **US Navy, P-859 Ford-class Aircraft Carrier Electrical Upgrades (2023-Present):** Geotechnical engineer of record. $864,802.
- **US Navy, FY24 MCON Project P-891 (2023-Present):** Geotechnical engineering and design services. $1,032,509.

Stell

- **Harbor Reach Drive Cultural Resources Extension (2017–2018):** Cultural resources survey. $21,000.
- **City of Mukilteo, Tank Farm Lot 1 and Lot 3 Demolition (2018–2021):** Archaeological monitoring. $26,000.
- **SDOT, Elliott Bay Seawall Replacement (2012–2019):** Archaeological monitoring. $302,000.

2 Qualifications of Proposed Project Manager

Jeff's Unique Qualifications For This Role

- Well-versed in WSDOT Design-Bid-Build plans, specifications, and estimate development.
- Knowledgeable in the development and use of WSF Regional General Special Provisions (RGSPs), and the WSF Design Deliverables matrix.
- Knowledgeable in the latest Washington Department of Fish and Wildlife (WDFW), Department of Energy (DOE), US Army Corps of Engineers (USACE), National Oceanic and Atmospheric Administration (NOAA) Fisheries, and US Fish and Wildlife Service (USFWS) environmental permitting principles associated with in-water construction.
- Experienced with FTA – Buy America regulations on construction contracts.
- Experienced in coordinating much of the proposed design team in the redesign of building and site features during the construction of Colman Dock.
- Experienced in local permitting, NEPA/SEPA, and Tribal coordination with design, through project management of two fish passage culverts for the US Navy.
- Knowledgeable in the preliminary design of the Southworth replacement trestle through technical support and design review of the 2016 WSF preliminary design.

"I am excited to provide a leadership role in the Southworth program. I intend to deliver successful NEPA, environmental permitting, and design, to guide and support the WSF PM through the advancement of the projects, and to assist WSF Management in effective decision-making to turn the program into projects, and the projects into finished, functional, publicly-lauded facilities."

Jeff Kilborn, SE

Firm: WSP **Years of Experience:** 36 **Responsibilities:** Overall GEC program management, Project 1 Project Manager — Terminal Building and Upland Improvements

Jeff has been working with WSF on various projects for more than two decades. For many years, he was an on-site engineer in WSF's Terminal Engineering office as a structural engineer responsible for leading designs of new movable transfer spans and lift systems, trestle and bulkhead replacements, bridge seats, wingwalls, and dolphins. Jeff has worked with many WSF staff on both in-house and consultant-led projects, including the Eagle Harbor Maintenance Facility Remodel, and the Seattle Multimodal Ferry Terminal at Colman Dock. As a result, he has an in-depth understanding of WSF's systems, people, and history, enabling him to effectively lead the design team to infuse their expertise into the Southworth program.

Over the last 27 years, Jeffrey has advanced his career in design of waterfront facilities, including projects at 15 different WSF terminals. He was directly involved with offshore structure projects at Southworth, including the wingwalls replacement in 2000, the full slip plus partial trestle replacement in 2003, and initial preliminary designs for the full trestle replacement in 2016. Jeff looks forward to leading the design team in the update of the remainder of the site, and addition of passenger only ferry infrastructure to advance the multimodal character of the facility.

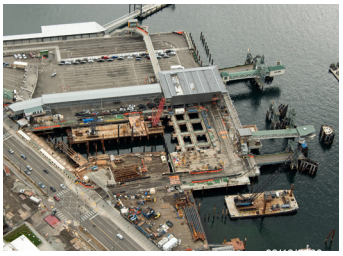
Jeff is a strong project manager who will assist WSF in driving the decision making process. He has managed several complex infrastructure projects, including the WSF terminal engineering on-call and the complex Multimodal Ferry Terminal at Colman Dock. As a project manager, Jeff understands how to work with other WSP staff and teaming partners to create flexible resource strategies and how to quickly get under contract and begin work. Jeff has assembled a team with a multitude of WSDOT program management and project development experience to develop the Southworth program per WSDOT processes, while shaping that program to fit WSF-specific standards and procedures. Jeff is supported by Principal-in-Charge **Jeff Lundstrom**, who will provide expertise in GEC program management, and an in-depth understanding of WSDOT GEC processes and procedures from his work on the SR 167 GEC program.

Jeff is a proven project manager, with experience leading multidisciplinary teams to design waterfront structures. He is committed to making the Southworth program a success for WSF.

2.A Relevant Experience as a Project Manager on Public Building and Marine Projects

Multimodal Ferry Terminal at Colman Dock

Client: WSF **Dates:** 2016–Present



Project Scope: The project provided phased replacement of almost four acres of timber trestle, built five new building structures and a bicycle shelter, and provided connection to City of Seattle pedestrian bridges and King and Kitsap County fast ferries.

Jeff's Responsibilities and Tasks: During initial design, Jeff was the assistant project manager in charge of specifications development for a team of 20 consultants, state, and county staff. During construction, as part of overall cost control, Jeff managed a reduced design team through the entry building and plaza redesign. Jeff kept the design team on schedule with careful management of submittals, and coordination of review by WSF staff. Jeff was able to recruit within WSP to solve design resource availability issues. Jeff managed construction contract risk through careful editing and review of team-written special provisions, and building-related CSI specifications.

RELEVANCY TO THIS PROJECT

- Marine structure project
- Public building
- Delivered on schedule
- Solved design resource availability issues
- Managed contract risk

P-993 TPS-Forward Operating Location

Client: US Navy **Dates:** 2014–2019

Project Scope: This project provided a 5,000-square-feet building for overnight hoteling and meeting space for vessel staff; upland connection to water and power; buried sewage holding tanks; fuel tanks; a new 350-feet long trestle to a 160-feet long fixed mooring pier; and three concrete small craft floats to provide power, water, sewer, and fuel to vessels ranging in size from 80-feet to 250-feet long.

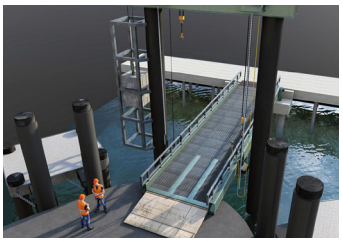
Jeff's Responsibilities and Tasks: Jeff was the project manager for offshore and related upland structures, managing MEP and geotechnical subconsultants. The project schedule was in jeopardy when initial project siting experienced public pushback and the design was halted to choose a new location. Jeff and the team worked with the Navy to select a new site and pier arrangement, and then fast-tracked the redesign to limit delays in the schedule. Jeff managed resource issues, including a poorly-performing subconsultant that was replaced by a long-time partner in Navy work. Risk mitigation included a long effort to convince Navy decision-makers not to reuse an old SR 520 pontoon as their new floating pier, based on limited long-term durability and contracting concerns associated with the purchase of sole-source used pontoon.

RELEVANCY TO THIS PROJECT

- Project included building, site improvements, and a new trestle with pedestrian access control features.
- Successful schedule management
- Management of resource issues
- Implementation of risk mitigation strategies

Eagle Harbor Slip F – Drive On Slip

Client: WSF **Dates:** 2019–2023



Project Scope: This project provided a new concept movable transfer span to allow truck access onto vessels without active adjustment by maintenance staff. The WSP effort included the development of structural, mechanical, electrical, and controls elements for the counterweight and redundant hoist lift system. In addition, a low-profile steel trestle was provided for access to the new bridge seat from the maintenance building yard pier.

Jeff's Responsibilities and Tasks: Jeff served as project manager in charge of the multidisciplinary team, including subconsultant Wood Harbinger, to work with WSF civil and mechanical staff to develop the new concept design criteria, operating protocols, and details. The team worked in conformance with the typical

RELEVANCY TO THIS PROJECT

- Marine structure
- WSF special provisions and bid items
- Management of resource challenges
- Implementation of risk mitigation strategies
- Delivered on schedule

WSDOT design standards used for WSF marine projects, including: AASHTO LRFD Bridge Design Spec, AASHTO Guide Spec for LRFD Seismic Design, AASHTO LRFD Movable Bridge Design Spec, the WSDOT Bridge Design Manual, the WSF Terminal Design Manual, and IBC/ASCE 7, and OSHA for fall protection. Jeff worked seamlessly with WSF staff, and within WSF project systems, including shared Microstation drawing folders on ProjectWise, and in the WSDOT Unifier System for construction management. Project management challenges included managing without change to the design budget in response to a year-long funding delay, loss-of-staff resource challenges, including appointing a new mechanical design lead at 30% completion, and supporting our subconsultant by providing them drafting services as needed. Jeff's risk management was focused on the availability of hoisting systems that could be certified to lift people, and safe operational protocols. WSF agreed to modify the design criteria to allow detailing of a system that could be operated from a safe point off the movable span. This change reduced hoist availability risk during construction as well as operational safety risk for WSF staff.

2.B Relevant Experience as a Project Manager on Similar Agency Projects

WSF Terminal Engineering On-Call Projects

Client: WSF **Dates:** 1997–2023

Project Scope: WSP held an on-call agreement continuously with WSF since 1996 and Jeff has been involved since 1997. Structural engineering task orders have included terminal facility planning, design, maintenance, and construction. WSP also provided staff augmentation through these on-call agreements and Jeff worked more than four years on-site as part of the Terminal Engineering structures group. On-call tasks included design of new trestle structures; movable bridges; fixed dolphins, wingwalls, passenger access floats, building seismic retrofit and timber pier rehabilitation. Work also included constructability review and load rating of new structures.

Jeff's Responsibilities and Tasks: **Southworth Trestle Replacement Structural Design Support and Tsunami loading Analysis –** Jeff managed multidisciplinary engineering technical support for WSF's in-house preliminary design of the replacement trestle in 2016. Jeff also managed subconsultant analysis of tsunami loading on the trestle. This project involved all of the typical WSDOT design standards used for WSF marine projects. These included: AASHTO LRFD Bridge Design, AASHTO Guide Spec for LRFD Seismic Design, the WSDOT Bridge Design Manual, the WSF Terminal Design Manual, and IBC/ASCE 7 analysis of guardrail requirements for public facilities.

Eagle Harbor Maintenance Facility Remodel (2004–2011) – This project was a two phase program that included a new trestle and hydraulic transfer span in Slip B in the first phase, and a seismic retrofit and interior remodel of Maintenance Building A in the second phase. Jeff managed the structural design of the Slip B trestle modifications, bridge seat and transition trestle for the first phase of the project. In the building remodel phase, Jeff managed substructure design for the internal moment frame core and provided an interface between WSP building designers and WSF architects and planners.

RELEVANCY TO THIS PROJECT

- GEC equivalent contracting method
- Program management
- Schedule control
- Relevant state and federal regulations, including AASHTO LRFD Bridge Design, AASHTO LRFD Seismic Design, WSDOT Bridge Manual, WSF Terminal Design Manual, and IBC/ASCE 7

CTC Graving Dock Repairs

Client: Concrete Technology Corporation **Dates:** 2014-2021

Project Scope: This project provided a replacement seawall offshore of the existing wall, and included repairs to a concrete graving dock, dolphin, and stormwater sediment collection basin. To permit the work a mitigation plan, including beach clean-up and habitat mix, as well as mitigation plantings was required.

Jeff's Responsibilities and Tasks: Jeff managed the civil, structural, and environmental permitting teams in the design of repairs to an actively-used waterfront facility. Program management issues addressed included removal of additional over water structure scope to reduce permitting complexity, risk, and approval wait time. The risk of unknown buried obstructions informed construction detailing. The design was required to meet IBC requirements for building permit approval. Jeff managed environmental permitting, including direct discussion with the USACE to allow wall replacement offshore. Relevant state and federal regulations included JARPA, Biological Evaluation and Corps Permit, WDFW HPA, Shoreline exemption, SEPA exemption, and a building permit from the City of Tacoma.

RELEVANCY TO THIS PROJECT

- Project management
- Schedule control
- State and federal regulations, including IBC requirements for building permit approval, USACE permitting, JARPA, Biological Evaluation and Corps Permit, WDFW HPA, Shoreline exemption, SEPA exemption, IBC requirements, and required building permits

PSAP Railroad Culvert & Fish Passage Program

Client: US Navy **Dates:** 2020-Present

Project Scope: This program develops designs and construction contracts for a prioritized list of culvert projects for the US Navy along the Puget Sound and Pacific Railroad. Work includes temporary access roads, construction work across adjacent properties, mined-tunnel construction of arch culvert structures, stream bed and fish passage construction, wetland mitigation, and landscaping to restore the site. WSP has negotiated permitting and design tasks for two culvert projects in the program.

Jeff's Responsibilities and Tasks: The Navy IDIQ approach to contracting, a GEC-equivalent, was used for this program to negotiate multiple independent culvert projects and tasks. Jeff's program management included a significant redesign effort on one culvert stemming from site walks and discussion with Suquamish Tribe representatives. Additional program management tasks included evaluation of combining multiple culvert projects into one construction contract, and the schedule risk concerns associated with the six-week in-water work window for these sites. The culvert and wingwalls were designed to AASHTO standards. Jeff managed the full City of Bremerton permitting process, including SEPA Checklist, Wetland Mitigation Plan and Critical Areas Report, and Site Development Permit application. He also supported the Navy JARPA effort in pursuit of federal permits.

RELEVANCY TO THIS PROJECT

- GEC equivalent contracting method
- Program management
- Schedule control
- State and federal regulations, including SEPA checklist, Wetland Mitigation Plan, and Critical Areas Report, Site Development Permit Application, and Navy JARPA federal permit support

3 Key GEC Team Members Qualifications

3.A Core Team Members and Qualifications

Project Manager Jeff Kilborn has assembled a team of subject matter experts with the experience required to support WSF in delivering reliable, sustainable and resilient ferry service at the Southworth Terminal.

Phillip Olson, PE Project 2 – Trestle Replacement Project Manager

- **Firm:** WSP
- **Years of Experience:** 14
- **Responsibilities:** Client Interface, internal staff and subconsultant management, design schedule management.

"I'm excited to support WSF in delivering the Southworth project, leveraging my extensive experience in marine and waterfront facility projects to ensure successful project execution and efficient program."

Phil has 14 years of engineering and management experience in marine and waterfront projects. He brings over ten years of experience supporting Indefinite Delivery Indefinite Quantity (IDIQ) contracts for the U.S. Navy. Phil has successfully managed numerous task orders and has a proven track record of leading multidisciplinary teams across various waterfront structures, including piers, wharves, dry docks, bulkheads, and transshipment facilities.

NAVFAC NW, FY24 MCON P-454 Multi-Mission Dry Dock (M2D2), Bremerton, WA: 2022–Present. Deputy Project Manager for the design of the M2D2 and supporting facilities at Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS and IMF). Responsibilities include client interface, internal staff and subconsultant management (for over 30 subconsultants), design schedule management, multidiscipline coordination, and PS&E, construction cost estimate, construction schedule, and cost and schedule risk analysis (CSRA) package delivery.

BAE Systems, P-932 Concept Study for the Transit Protection Program Berthing Facility at KB-Dock, Silverdale, WA: 2021. Project Manager for concept development of a long-term berthing facility for the U.S. Coast Guard's transit protection program vessels stationed at Naval Base Kitsap–Bangor. Responsibilities included client interface, internal staff and subconsultant management, multidiscipline coordination, and leadership for developing budgetary construction cost estimates, construction schedules, and concept level drawings.

NAVFAC NW, Multi-Mission Dry Dock Alternatives Feasibility and Engineering Study in Support of EIS Development, Bremerton, WA: 2020–2021. Project manager for the concept development of sixteen possible future military construction (MILCON) projects to improve waterfront infrastructure at Puget Sound Naval Shipyard and Intermediate Maintenance Facility (PSNS&IMF).

Mike Wray, PE, SE Quality Manager

- **Firm:** WSP
- **Years of Experience:** 36
- **Responsibilities:** GEC quality control plan development, quality control management, reporting and coordination with WSF

"WSF has been my most important client these last 27 years. These are the projects I most enjoy working on. I am looking forward to seeing the successful string of interesting and important projects continue."

Mike has 36 years of engineering experience, including 26 years on more than 200 separate ferry terminal facility projects numerous agencies, including WSF. As a member of the WSF Terminal Engineering management team, he directly oversaw all structural engineering for WSF and he was active in all aspects of terminal facility planning, design, maintenance, and construction. Mike's projects have included design requirements necessary for FTA and Federal Highway Administration funding.

WSF, Mukilteo Ferry Terminal Planning, Mukilteo, WA: 2008–2016. Project manager, including leading the effort to develop alternative concepts that met the future needs for the terminal and were within the budget constraints and in support of an EIS. Six alternatives were developed at three different sites using various scenarios of terminal expansion, including maintaining the current facility.

WSF, Multiple On-Call Full-Service Terminal Design and Construction Engineering, Various Locations, WA: 1997–Present. On-call program manager, senior project manager and/or project engineer for multiple continuous on-call engineering contracts for WSF from 1997 to the present. Projects have included facility planning; designing new pier/wharf structures; movable bridges; fixed dolphins, fendering, and other berthing structures; passenger access floats and floating dolphins; and new building design; and providing repair and rehabilitation plans for timber dolphins and piers, concrete trestles, wingwalls, aluminum loading ramps, and timber and concrete floating structures. .

WSF, Multimodal Ferry Terminal at Colman Dock, Seattle, WA: 2015–Present. Overall marine task leader for the redevelopment of the 7.5-acre trestle structure for WSF and overall project manager during construction.

Ross French, PE, PMP Projects 1 and 2 – Civil/Utilities Lead and Site Circulation

- **Firm:** WSP
- **Years of Experience:** 29
- **Responsibilities:** Management of overall site layout, site vehicle and pedestrian circulation, coordination with GEC team disciplines

"I am excited to once again work with WSF to help deliver solutions to their upland staging, circulation, and parking requirements. I look forward to drawing on my experience during the design and construction of Colman Dock to assist the team in any way I can."

Ross has a strong background in utility design, field engineering, and construction inspection for public works and transportation projects. His experience ncludes preliminary design and evaluation of new structures, including bridges, retaining walls, and roadway systems. He is experienced in preparing quantities, estimates, plans, profiles, cross sections, details, and sheet notes.

WSF, Multimodal Ferry Terminal at Colman Dock, Seattle, WA: 2016–Present. Civil design lead for this large reconstruction project of WSF's main Seattle ferry dock. Coordinated with WSDOT, WSF, the City of Seattle, franchise utilities, and architectural and engineering design staff to provide plans, specifications, and quantities. The new terminal will more safely and efficiently accommodate bicyclists and pedestrians alongside vehicular traffic. The project includes new trestle deck with asphalt surfacing, traffic barrier, and channelization. The project also requires new water, sanitary sewer, gas, steam, drainage, illumination, communication, and other utilities.

WSDOT, State Route 18 Widening, King County, WA: 2020–Present. Roadway design lead for the planning and conceptual design of the widening of State Route 18 over the Tiger Mountain Summit, providing additional capacity to increase safety and mobility. Led a team of roadway engineers and designers to provide inputs for alternatives analysis, create a corridor model for the widened facility, and coordinated with hydraulics, structural, environmental, construction, and other disciplines. Performed quality control reviews of channelization plans, roadway plan and profile sheets, and roadway section sheets.

City of Bothell, Bothell Way Widening, Bothell, WA: 2021–Present. Project manager for the planning and design of the Bothell Way Widening project for the City of Bothell. Leading a team of engineers, scientists, and planners to provide roadway design and environmental documents. Ross coordinated with subconsultants, WSDOT, and other stakeholders, and led project progress meetings. He reviewed and approved invoices and prepared and updated the project design schedule.

HeeJae Yang, SE Project 1 – Building Structural Lead

- **Firm:** WSP
- **Years of Experience:** 17
- **Responsibilities:** Structural design management, coordination with GEC terminal building team

"I look forward to collaborating with WSF and the team to deliver an efficient, innovative structure that enhances operations and benefits the community, while ensuring the highest standards of structural safety and integrity."

HeeJae has analyzed, designed, and reviewed numerous high-rise commercial, residential, hospitality, mixed-use, historic, academic, and special structures. As a specialist in performance-based seismic design, Heejae played a key role in designing and peer-reviewing several high-performing buildings in earthquake-prone areas of the western U.S. His extensive experience covers structural design using major materials such as steel, cast-in-place concrete, mass timber, masonry, precast concrete, and post-tensioned concrete.

Quileute Tribal School, La Push, WA: 2019–2022. HeeJae served as the lead structural engineer for an innovative K–12 Native American school constructed using rapid mass timber construction. The $44+ million, 69,500-square-feet school utilizes glue-laminated timber and cross-laminated timber.

Rainier Square Tower, Seattle, WA: 2015–2017. HeeJae served as structural lead for this 58-story mixed-use skyscraper serving commercial and residential tenants. The high-rise structure features an innovative structural system utilizing steel-concrete composite shear wall system with BRB outrigger system utilizing composite mega columns. The second tallest structure in Seattle was designed using performance based seismic design and underwent peer review by independent engineers.

Peer Reviewer for Performance-based Seismic Structures, Multiple Locations, WA: 2018–2022. Served as a peer reviewer on behalf of local jurisdictions, including the City of Bellevue and the City of Redmond, evaluating performance-based seismic designs for new constructions of high-rise structures or complex seismic retrofit of existing buildings by various structural engineering firms.

Jon Mjelde, PE, SE Project 2 – Marine Structural Lead

Jon is a structural engineer with 15 years of experience evaluating and designing waterfront facilities; developing construction documents, engineering estimates, and construction schedules; and providing construction support services. Most recently, he served as project engineer and construction support task manager for the multimodal terminal redevelopment project at Colman Dock.

WSF, Multimodal Ferry Terminal at Colman Dock, Seattle, WA: 2016–Present. Project engineer and construction support task manager for this redevelopment project at WSF's largest and busiest ferry terminal. Directed the structural design of the trestles which function both as vehicle bridges and as foundations for several buildings posted two stories above the driving deck. Despite an aggressive schedule, the trestle structures were designed to meet several codes, to be coordinated with the building designs, to interface with nearly a dozen independent adjacent structures, to support multiple utilities, and to accommodate unique geotechnical requirements and conditions. Developed VBA code to facilitate the seismic design. Reviewed and incorporated research findings that were not yet part of the waterfront code to comply with the bridge and building codes. After design, directed the construction support efforts of the Architect-Engineer team through five phases of construction.

Whatcom Waterway Phase 2, Whatcom, WA: 2019–Present. Marine structural lead for this design of a wharf replacement. Developed preliminary designs for dolphins and for a pier/wharf structure with unique details to accommodate phased construction in support of a cleanup project.

WSF, Eagle Harbor Maintenance Facility Slip F, Bainbridge Island, WA: 2019–2023. Engineer for this load rating of a steel transfer span bridge and lift beam at a maintenance facility for WSF. Performed the inspection and completed the load rating, which resulted in a temporary load-restriction of the bridge. Developed repair details that were constructed, thus eliminating the load restriction.

- **Firm:** WSP
- **Years of Experience:** 16
- **Responsibilities:** Management of structural trestle designer and coordination with GEC trestle team disciplines

"I am excited to work with this team and I am prepared to design structures that meet the needs of the project and its stakeholders."

David Yuan, AIA, LEED AP BD+C Project 1 – Architecture and LEED Design Lead

David brings deep expertise in the project management of complex projects including transportation terminals, high-rise office buildings and infrastructure buildings. He is experienced in all project phases: from site planning through the design and contract documentation processes.

WSF, Multimodal Ferry Terminal at Colman Dock, Seattle, WA: 2021–2024. As the key point of contact for NBBJ, David led the day to day management of the architectural design team from initial concepts through construction documents and the construction administration phase. He was responsible for securing land use approval for the Master Use Permit and design review buyoff from the Seattle Design Commission. David also worked with WSF and Hoffman to evaluate and monitor project schedule and led value engineering workshops to ensure the project stayed on budget.

City of Bellevue, Bellevue 600, Bellevue, WA: 2019–2024. David managed NBBJ architectural design team for the new 600' tall office tower currently being constructed in Bellevue for Amazon. He led the initial programming to establish the basis of design for key project systems and the entitlement effort to obtain land use and building permit approvals through the City of Bellevue. He organized the weekly project team meetings, monitored design progress vs schedule milestones and represented NBBJ at budget reconciliation meetings to redesign the project to meet owner budget targets.

WSDOT, SR 99 Alaskan Way Viaduct Tunnel Vent and Operations Building, Seattle, WA: 2008–2012. David managed the NBBJ design team to prepare concept and schematic design documents for the Tunnel Ventilation and Operation Buildings at the north and south portals which were incorporated by WSDOT into the SR 99 Bored Tunnel Design/Build RFP. Working with WSDOT to set space and infrastructure requirements, he did the site analysis to determine final building location and prepared multiple design options during the schematic design phase. He was the day to day point of contact, monitoring design progress vs schedule milestones and leading owner design review meetings and consultant coordination meetings. David also led effort to secure design review approval for the two buildings from the Seattle Design Commission.

- **Firm:** NBBJ
- **Years of Experience:** 34
- **Responsibilities:** Management of architectural designers and team lead for coordination of design disciplines for terminal building and site building structures.

"I would be delighted to work again with WSF and apply the lessons learned from Colman Dock to the Southworth Ferry Terminal to make it a great success."

Anne Broache, AICP Project 1 – Environmental Permitting Manager; Project 1 and 2 NEPA/SEPA Lead

Anne specializes in NEPA/SEPA documentation, environmental strategy, quality control, and public involvement. She brings more than 11 years of experience with large multimodal transportation projects in Washington State, including nearly 8 years serving WSDOT on the GEC team for the I-405/SR 167 Corridor Megaprogram. Her primary roles have included managing federal, state and local environmental review processes; and leading community engagement, tribal consultation and interagency coordination.

WSDOT, US 2 Trestle Capacity Improvements and Westbound Trestle Planning and Environmental Linkages Study, Everett, WA: 2023–Present. Deputy environmental task lead for ongoing PEL Study assessing potential transportation solutions for the US 2 Trestle for WSDOT Northwest Region. Responsibilities include development of FHWA coordination meeting materials, drafting Purpose and Need and study area memoranda, oversight of methodology and existing conditions memoranda for numerous built and natural environmental topic areas, preparing resource agency coordination plan and strategy, and writing draft and final PEL Study.

WSDOT, Puget Sound Gateway Program, Fife, WA: 2022–Present. Environmental planner responsible for managing NEPA re-evaluation for proposed bridge and roadway modifications to the design for Stage 1b of the SR 167/I-5 to SR 509 New Expressway Project, including construction methods that involve in-water work at Wapato Creek, in collaboration with the design-builder and WSDOT teams. Previously prepared SEPA exemption documentation package for Tacoma to Puyallup Shared-use Path segment in Fife.

WSDOT, I-405/SR 167 Corridor Megaprogram, Bellevue, WA: 2012–2015; 2016–2021. Environmental manager for the blended state and consultant GEC team. Developed, coordinated and/or reviewed NEPA/SEPA documentation (including three Environmental Assessments and five Categorical Exclusions); federal, state and local permit applications; and design-build RFP sections.

- **Firm:** WSP
- **Years of Experience:** 18
- **Responsibilities:** Terminal building environmental permitting manager, GEC NEPA/SEPA lead

"I'm excited to apply my experience with the highly productive I-405/SR 167 Megaprogram GEC to building this new Southworth GEC and contributing to the environmental milestones of these two exciting projects. As a neighbor to the Fauntleroy Ferry Terminal and user of the Triangle Route, I also have a personal interest in the success of this program."

Sasha Visconty Projects 1 and 2 – Tribal Coordination Strategy Lead

Sasha is well-recognized for her skill in leading and delivering environmental strategy and tribal coordination for complex, multiphase infrastructure projects in aquatic environments. She has in-depth understanding of environmental regulations, including ESA compliance, U.S Army Corps of Engineers permits, state and local environmental permitting and compliance, and NEPA/SEPA documentation. She has worked with the FTA as lead federal agency and understands the complexities and nuances of FTA regulations and operating procedures.

WSF, SR 160/Fauntleroy Terminal – Trestle and Transfer Span Replacement Project, West Seattle, WA: 2021–Present. Sasha is the tribal coordination and environmental strategy lead on this project, which is completing a PEL study and future NEPA review. Sasha is supporting tribal government-to-government consultation and strategic review of the screening criteria, evaluations, and scoring.

Kitsap Transit, Passenger-only Fast Ferry Implementation Support, Kitsap and King Counties, WA: 2021–Present. Sasha assists with the Tribal outreach and engagement approach and is providing high-level review of environmental considerations and permitting requirements. She coordinated expectations and agreement language with WSF and Kitsap Transit, prepared draft letters for Kitsap Transit submittal to interested tribes, supported planning efforts for Harper Pier, reviewed existing conditions at Southworth and prepared a memo regarding environmental considerations.

WSF, Seattle Terminal Building and North Trestle Replacement, Seattle, WA: 2014–2018. Provided environmental strategy, Tribal engagement, permitting, regulatory compliance, and schedule oversight and support for NEPA/SEPA, ESA, Marine Mammal Protection Act (MMPA) for the FTA-funded reconstruction of the Seattle Ferry Terminal at Colman Dock. Work involved tribal treaty fishing discussions, managing macroalgae and dive surveys, and development of habitat mitigation. She coordinated the efforts of the project environmental discipline leads with the WSF environmental management team as they intersected with Tribal interest areas.

- **Firm:** Confluence
- **Years of Experience:** 27
- **Responsibilities:** Tribal coordination

"Some of my earliest work with WSF was on eelgrass monitoring at the Southworth Ferry Terminal. I have developed a deep understanding of the issues facing terminal replacements such as tribal treaty fishing, planning, and natural resources. My motto is "communicate early and often" and I am excited to bring this dynamic skill and many years of relationship building to this project team."

Chris Cziesla Project 2 – Environmental Permitting Lead; Project 2 – Scientific Diving/Eelgrass Survey

Chris has 28 years of experience conducting environmental studies and research in Pacific Northwest estuaries. He has managed projects involving eelgrass and saltmarsh alteration and restoration, waterfront modification, and over- and in-water construction. Chris has also developed and implemented mitigation, restoration, and monitoring plans for eelgrass and macroalgae and is a recognized expert regarding eelgrass throughout Washington State and along the West Coast and has participated on several expert panels on the subject of eelgrass mitigation. He has completed the Corps Eelgrass Delineation Guidance Workshop and was part of a Confluence team working with the Corps to develop best practices for applying the guidance to shellfish aquaculture projects.

WSDOT, Mukilteo Ferry Terminal Phase 1 and 2 – Eelgrass and Macroalgae Surveys, Mukilteo, WA: 2008–2016. As project manager, Chris designed and implemented eelgrass and macroalgae surveys to support the NEPA EIS alternative analyses for planned replacement of the Mukilteo Ferry Terminal. Three alternative locations were surveyed to determine benthic habitat including eelgrass and macroalgae presence.

Skagit County Public Works, Guemes Island Ferry Terminal Modification Project, Anacortes to Guemes Island, WA: 2021–2022. Chris served as principal-in-charge on this project. To support permitting for the project, Chris developed the permitting strategy and fieldwork plans to survey submerged aquatic vegetation, and oversaw preparation of a JARPA, a biological assessment for ESA Section 7 consultation, and an Essential Fish Habitat (EFH) assessment to satisfy requirements of the Magnuson-Stevens Fishery Conservation and Management Act.

Western Oyster Company, Burley Lagoon Eelgrass and Macroalgae Video Surveys, Purdy, WA: 2020. Managed the design and implementation of eelgrass and macroalgae surveys using underwater video techniques in a large estuarine lagoon. Rapid field deployment was necessary to complete the surveys during the appropriate seasonal window for eelgrass surveys.

- **Firm:** Confluence
- **Years of Experience:** 28
- **Responsibilities:** Environmental permitting, eelgrass survey

"I have designed and implemented numerous eelgrass and marine habitat assessments approved by WDFW and have even participated on several expert panels on the subject of eelgrass mitigation as this is a subject of great personal and professional interest."

Shawna Lenn, PE, ENV SP, ESC Program and Project Scheduler

Shawna is an engineer with 27 years of experience in construction management, project controls, schedule engineering, design, and bridge maintenance. She has a strong background in the management of schedules for construction projects, including for WSDOT. In her role as lead scheduler on numerous projects, Shawna has collaborated with owners, agents, and stakeholders to help keep projects on schedule.

WSF, Mukilteo Ferry Terminal, Mukilteo, WA: 2010–2015. Engineer for the development of terminal alternatives, construction schedules, technical memorandums, and predesign report. Provided support to WSDOT for development of the cost estimate validation process, and supported the environmental groups for permitting.

City of Fife, Citywide Safety Project, Fife, WA: 2022. Resident engineer for this federally funded safety improvements project for the City of Fife. Shawna drafted pay estimates, reviewed the schedules, and drafted serial letters. She oversaw project documentation following FHWA requirements and ensured contractor compliance with plans and specifications.

WSDOT, SR 18 Widening – Issaquah-Hobart Road to Deep Creek, King County, WA: 2020. Project engineer for the development of the engineer's estimate. Shawna assisted with constructability reviews of the design and staging plans and the oversight for the development of the construction schedule.

- **Firm:** WSP
- **Years of Experience:** 27
- **Responsibilities:** Develop and update design and construction schedule; coordinate project controls reporting.

"Working with the ferries has always been a unique but great experience as it brings a variety of project elements that I don't always get to work with. I enjoy working on projects that provide solutions to improve mobility and safety for the traveling public."

3.B Availability of Staff

Our goal is to support WSF's success and optimize staffing to meet program and project needs. The availability of our staff is shown in **Exhibit 3** as hours available per month for the length of the contract and is not intended to show proposed staffing levels. Staffing levels from 2026 onwards are shown as the hours available each month within the quarter shown.

Exhibit 3: Staff availability as identified as hours per month for the duration of the contract.

	2025												2026				2027				2028				2029			
Staff	J	F	M	A	M	J	J	A	S	O	N	D	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
KEY TEAM MEMBERS																												
Jeff Kilborn	103	103	103	103	103	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140	140
Phil Olson	40	40	40	40	40	40	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Mike Wray	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Ross French	80	80	80	80	80	80	80	80	80	80	80	80	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
Heejae Yang	40	40	40	40	40	52	52	52	52	52	36	36	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Jon Mjelde	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
David Yuan	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120	120
Chris Cziesla	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
Anne Broache	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
Sasha Visconty	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
Shawna Lenn	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
ADDITIONAL RESOURCES																												
K. Beehler	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
C. Berger	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
J. Burgess	20	20	20	20	20	20	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
T. Chancellor	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
J. Crisafulli	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
C. Douglas	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
K. Feldman	10	10	10	10	10	5	5	5	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10
R. Fellows	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96	96
R. Frohning	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
M. Giseburt	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
R. Gulick	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
J. Havelock	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20-	20	20	20	20	20
S. Jelen	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
J. Jones	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
K. Kawamoto	40	40	40	40	40	40	40	40	40	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
A. Keizur	60	60	60	60	60	60	60	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80	80
K. Ketteridge	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
B. Knobbe	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
R. Krause	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
M. Lehner	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20

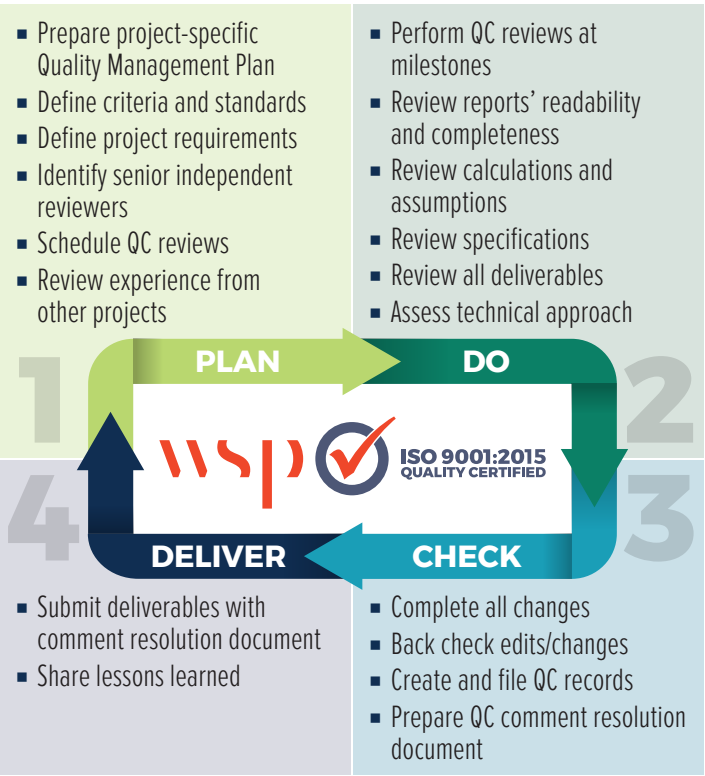
	2025												2026				2027				2028				2029			
Staff	**J**	**F**	**M**	**A**	**M**	**J**	**J**	**A**	**S**	**O**	**N**	**D**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**	**Q1**	**Q2**	**Q3**	**Q4**
P. Lekhakul	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
J. Leysath	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
E. Lundquist	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
J. Lundstrom	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17	17
K. McNutt	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
M. Meadows	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52	52
J. Mills	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
V. Nielsen	80	80	80	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135	135
T. Payne	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60
A. Petzel	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
G. Roberts	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
C. Rodriguez-Franco	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
M. Rohrbach	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
P. Romero	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
D. Roscoe	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
A. Ryckman	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
D. Sellars	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
L. Spurgeon	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40	40
L. Thomsen	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
A. Tierney	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8	8
D. Turner	20	20	20	20	20	20	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
J. Vong	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30	30
B. Wojtala	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
S. Wood	133	117	133	141	133	125	141	133	133	141	109	121	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133	133
Q. Xie	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20	20
J. Yeager	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12	12

4 Firm's Project Management System

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

4.A Quality Assurance/Quality Control Process

Exhibit 4: WSP's four-step quality process.



A project-specific QA/QC plan will be produced in accordance with WSF Terminal Design Manual M 3082 (principally Section 230, Appendixes D, E, H, I, and K) and will be updated as necessary at the initiation of each task within the GEC effort.

Our QA/QC program drives continuous improvement to better meet client needs and expectations with a continuous quality culture emphasis – quality starts at the beginning and is in every step of every phase. During development of our program-specific Project Management Plan, **Jeff Kilborn** and our Quality Manager, **Mike Wray**, will develop a project-specific quality management plan (QMP) that upholds ISO:9001 principles and builds on successful QMPs from other WSDOT projects, including Interstate Bridge Replacement, Puget Sound Gateway, and Alaskan Way Viaduct. The QMP will be a living document that includes clear roles and responsibilities, efficient process workflows, detailed procedures for consistent document revision control, configuration management, and quality review using Bluebeam Revu. The QMP will be updated as needed to include additional components as the program progresses. Technology plays a large role in our modern QA/QC process, which promotes sustainability and increases efficiency by using electronic workflows and approval processes to track progress, maintain quality documentation, and eliminate hard copies.

Our QA/QC program includes a series of informal over-the-shoulder reviews as well as formal subject matter expert, interdisciplinary, and constructability reviews. Through the quality process, we share lessons learned with team members and WSF to promote a culture of continuous knowledge and process improvement. We conduct regular refresher courses on quality processes and revisit training as needed and when new team members join the program.

We consider client reviews to be an important part of overall quality management. As the GEC team generates deliverables for the various phases of the projects, we expect them to be reviewed by appropriate WSF and Kitsap Transit staff. We will encourage a robust review effort to thoroughly consider these organization's best interests and expectations. Without that input quality may suffer. We have participated in a recent WSF project review that was hosted on a Bluebeam Studio session and applaud that use of technology to expedite the review. We intend to work with WSF to arrange similar review processes and even share WSP Bluebeam toolsets that we frequently use across internal and external review teams.

4.B Tracking and Managing Program Budget

Project controls are essential for program success. Outputs must be accurate and timely, have outcome-focused metrics, and facilitate timely decision making. Under the leadership of **Jeff Kilborn** and project controls staff, our team will help to enhance WSF's collaborative project controls environment.

Scope, schedule, budget, and risk management begins with people, and Jeff has already worked with the key staff shown in Section 3A to identify the project task leaders with the proven experience to develop and own the scope as the project advances. These leads will work with the project controls staff and be responsible for tracking any potential changes in scope and clearly communicating with Jeff and WSF leadership during regular coordination calls, using an interactive project dashboard to simplify the current status. They will be supported by processes and tools to monitor and manage any potential changes.

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

addition to (or subtraction from) the current baseline to form a revised baseline.

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

- The baseline budget is developed at the Control Account level by resource cost loading the schedule (time-phased scope). The schedule is developed and maintained in WSDOT's enterprise P6 system, with the key milestones tied to WSDOT's information reporting system.
- As work progresses, the project controls team works monthly with each task lead in identifying the Estimate To Completion (ETC) for each item, which is used to generate cost performance metrics (i.e., cost variance). Trends in cost performance are an excellent indicator of changes in performance, allowing for proactive corrective actions to be implemented before the item becomes an issue.
- The risk profile of the baseline scope and schedule form the basis for budgeted contingency for the program. The risk register is analyzed monthly to determine a recommended contingency amount based on the project risk profile. Proactive action can be taken to enhance risk treatment plans if the recommended contingency is trending to exceed the budgeted contingency.

Risk Mitigation Strategy

The US Navy M2D2 project was a task order awarded under an IDIQ (a GEC-equivalent contracting method). To mitigate risk, WSP conducted a phased approach (0-15%), allowing the project to mature and develop and let scope items flesh out. We then re-proposed on the 15-35%, 35%-50%, and then 50%-final. This mitigated risk on both sides, and allowed WSP to further define the project requirements and criteria early on in the process. The GEC team will examine the possibility of conducting a scoping phase with WSF to flesh out a program-level work plan to mitigate potential risks early on the Southworth Terminal project..

4.C Scheduling Program/Process

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

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

While Primavera P6 will be primary scheduling tool to manage the master integrated schedule, Jeff and Shawna may also use Microsoft Project, Microsoft Excel and other software to present schedules of varying project phases and levels of detail.

As they develop and maintain the detailed GEC program schedule, Jeff and the GEC team will engage in close coordination with WSF staff to ensure that they account for other efforts that may influence the Southworth projects, such as the ongoing Triangle Route schedule and service planning work; the continuing Fauntleroy Ferry Terminal planning, design and environmental review process; and other WSDOT Olympic Region and Kitsap County transportation and public works projects as applicable.

5 Project Delivery Approach

The GEC team is prepared to start work immediately on the Southworth program in light of our advanced study of this program and similar experience. We bring local knowledge and experience with WSF and Kitsap Transit, with FTA and their expectations for the NEPA and construction contracting processes, with external partners, with permitting agencies, and with the specifics of the site and existing facilities.

WE UNDERSTAND that WSF has an accumulation of preliminary designs for site modifications, including the new terminal building and upland site circulation, and the trestle replacement.

WE UNDERSTAND that WSF has particular goals for the program that are outlined in the 2040 Long Range Plan, including schedule reliability and frequency improvements, integration with Kitsap Transit Fast Ferry service, improved holding lane, vessel loading, and ticketing, and addition of a potential second slip to serve both WSF and Kitsap Transit needs.

WE UNDERSTAND that in addition to the terminal building and trestle replacement, phases to address a second slip and vessel electrification were being considered for the GEC Team. We understand that these additional elements are not part of the GEC scope, and that the current strategy to partition and deliver the two projects defined in the RFQ as the best approach to program success.

WE UNDERSTAND that two grants have been received to help fund this program and the requirements of those grants will need to be incorporated into the work. We believe that all of above-mentioned elements have yet to be coordinated, consolidated, and integrated into a coherent work plan to achieve the goals of WSF, Kitsap Transit, and the stakeholders.

5.A Work Plan

The first expected GEC task will be to develop a program-level work plan (program plan), in partnership with WSF, that describes overall program scope, defines the program level roles of WSF and GEC team staff in a program organizational chart, defines decision-making process and milestone approval authority, and provides an overall schedule framework for the two defined projects. The GEC team will lead the development of this program plan in close collaboration with WSF. This work plan development process will help define the time-phased spending needs of the program, and will define a program-level schedule that will serve as a framework for project-level work plans (project plans). We also understand that WSF will be staffing some roles in the program, and may be partnering with other consultants. These staff will be incorporated into both program-level and project-level work plans. We would suggest a program-level launch workshop to first discuss and record expectations and detect any elements that may require more discussion and consensus-building to define both the overall program and the expected roles for individuals and groups. Early buy-in of all involved in the program is essential.

This program plan will serve as a framework document for development of individual project plans that address the Terminal Building and Trestle Replacement projects. Initial efforts for each individual project will include:

- A definition of the organizational chart and key staff.
- Structuring of work breakdown structure (WBS), the project schedule, an initial full project cost estimate.
- An early risk analysis.

These elements will be used to develop a specific set of project controls and reporting structure. Once these elements have been defined the more functional elements of the project plans will be created. These will include:

- Project Management Plan (PMP) that will define for all project participants the routing of communications internal to the project, and the rules for information sharing with external entities.
- Quality Management Plan.
- Document Control Plan.
- Change Management Plan.

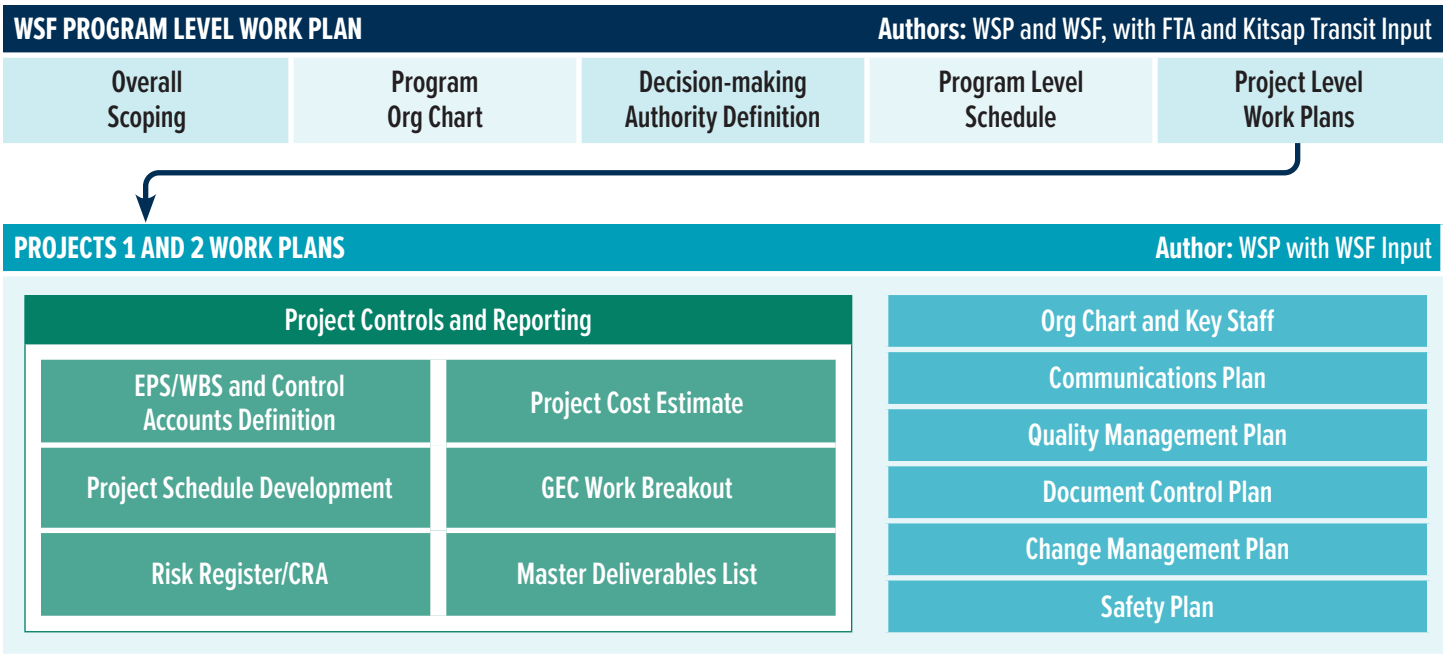
Safety plans will be developed by individual firms for their own staff that meet both their organizational requirements and those of WSF. See the work plan graphic, **Exhibit 5**, on the following page for a visual description of the work plan hierarchy and important elements.

5.B Work Plan Decision Making Process

The program plan will be developed jointly by the GEC team, WSF, and its partners. WSF management, with consultation from this group, will have full decision-making authority on the overall scope and budget of the program, and selection of WSF staff for roles in the program level organizational chart. Most importantly, WSF management will define the decision-making process and signature requirements for project criteria and milestone approval. Decision-making on matters of schedule will be shared by WSF and the GEC team. The time-phased availability of project funding, coordination with public outreach program schedules, and operations constraints associated with other projects may influence the schedule of project planning and permitting, design, advertisement, and construction.

The GEC team, responsible for delivery of these phases of the projects, will decide with WSF on a reasonable duration for their delivery after certain milestone decisions have been made.

Exhibit 5: Work plan hierarchy and important work plan elements.



The project partners, including Kitsap Transit, FTA, Tribes, State Art Commission, Kitsap County, adjacent property owners, and ferry ridership, will help define requirements and preferences that will guide the development of the program plan but will not have specific decision-making authority.

Most of the decision-making on the project work plan will be by the GEC team. These plans are mostly procedural requirements for execution of the work. To the extent that staff outside of the GEC are part of a project team, and have responsibility for specific deliverables, they will be held to the requirements of the GEC-defined project work plans. On the matters of assigning scope and deliverables responsibility, fee, and project schedule commitments, the full GEC team will work together to come to agreement with WSF.

5.C Work Plan Elements

The GEC team have identified four main categories of work for these projects:

1. **Program Planning**
2. **Environmental Permitting and Review**
3. **Design**
4. **Construction**

We recognize that there were several previous internal WSF efforts at starting preliminary design of the project's main features, including the new terminal building and the trestle replacement These were largely developed prior to Kitsap Transit's use of the site, and will require updating to accommodate the WSF Long Range Plan, public engagement input, current relations with the Tribes, and current environmental regulations. In consideration of this background information, the GEC team will schedule an initial meeting with WSF to discuss the current state of the program definition. In addition, the GEC team will request updates on any related projects including the Fauntleroy Terminal Project, Triangle Route planning, and any Southworth-specific public engagement that may have occurred. This transfer of information will help the GEC team to facilitate development of an overall program plan which in turn will drive the details of the project plans.

The work plans developed by WSF and the GEC team will address the following:

1. Program Planning

The baseline discussions with WSF will allow the GEC planning team (**Rob Fellows, Tim Payne,** and others as required) to understand the status of the program planning effort and the desired level of documentation to define general project purpose and need, scope, and functional requirements. If a pre-design study is already underway then the GEC team planning effort may be abbreviated. However, the following planning elements listed will be addressed at some level.

Program Planning Elements:

- Coordinate with WSF and their consultant public engagement team (status/schedule update and understand our support role if any for Southworth).
- Coordinate with the Triangle Route Service Planning team to understand what is coming from that process that might affect the scope of the projects.

- Confirm/update previous planning conclusions (review any pre-design studies or other documents).
- Complete Streets analysis: Screening and assessment forms and signature approvals for required elements for both projects.
- Terminal Design Manual conformance review.
- Define sustainability requirements and minimum LEED rating for the Terminal Building.
- Define resiliency performance goals for seismic, tsunami, and sea level rise risks. Work with WSF staff to establish a phased approach and design criteria for an incremental approach to finished roadway elevation adjustment over time to minimize sailing cancellations due to tide and to account for structure mass and geometry changes that affect future seismic performance.
- Confirm/document the following functional requirements:
  - **Project 1 (Site and Terminal Building):** WSF and Kitsap Transit walk-on passenger levels of service for the Terminal Building; sizing/occupancy; WSF and Kitsap Transit building functional space requirements; bicycle, motorcycle, and micromobility device holding area requirements; Kitsap Transit bus and paratransit loading zone requirements; HOV and vanpool accommodation; vehicle holding lane geometry and capacity; Kiss and Ride zones; WSF and Kitsap Transit staff parking; public parking; Coast Guard security facility requirements; passenger ticketing systems; real-time ferry and bus schedule information (ITS); wayfinding and variable message signage requirements.
  - **Project 2 (Trestle Replacement):** Exit lane widths, bicycle and passenger walkway widths, bicycle and passenger waiting/queuing zones, wayfinding and variable message signage requirements, vehicle loading end of trestle turnaround requirements, Head of Dock Shelter functional space requirements, slip security gate requirements.
- Produce or update pre-design study.

2. Environmental Permitting and Review

An effective environmental compliance strategy will be critical to timely and successful program delivery. As described in Section 1.A, each project will have a dedicated environmental permitting manager selected for their relevant experience and strengths: **Anne Broache** for the Terminal Building and **Chris Cziesla** for the Trestle Replacement.

At the start of the contract, Anne and Chris will develop detailed environmental work plans for each project. Their first task will be developing a comprehensive matrix that identifies all anticipated permits and approvals for each project, including their requirements, data and information needs from the design team, expected timelines, responsible staff, and potential risks. Although the Terminal Building project is scheduled to start first, we will start mapping out the Trestle Replacement project environmental work as early as feasible because the in-water work will trigger a more complex set of permits and approvals, and potential lengthier review times. We will identify and complete fieldwork, such as updates to eelgrass survey, early in the projects, to inform project design and environmental documentation.

We will also work with WSF and FTA to identify the NEPA approach and class of action for each project as early as possible so that we can plan and deliver the environmental work accordingly. Based on coordination with WSF, we currently anticipate that both the Terminal Building project and the Trestle Replacement project will be classified as a NEPA Categorical Exclusion under 23 CFR 771.118 (c)(30). We will strategize with the design and engineering teams on opportunities to minimize the impacts of the Trestle Replacement project to ensure it remains at a CE level.

Based on the NEPA/SEPA and permitting deliverables identified for each project, we will build a detailed schedule that provides the GEC team, WSF, and agency partners with a clear picture of all internal and external review and revision cycles. Recognizing the importance of a "No Surprises" approach, our work plans will build in time for regular meetings and checkpoints with the projects' interdisciplinary design and engineering teams, identify early opportunities for agency and tribal coordination, and lay out detailed documentation review schedules that account for all parties who need to be involved. Because of our team's deep experience with environmental review processes and relationships with resource agencies in the Puget Sound Region, we are well-positioned to complete the NEPA processes during required federal durations as applicable, and account for all expected processing times for Section 106 cultural and historic resources Section 7 Endangered Species Act reviews, and federal, state and local permits.

Based on our current understanding of the projects and subject to further site investigation, we anticipate the following environmental permits and approvals would potentially be required:

- U.S. Army Corps of Engineers Section 10/404 Individual Permit.
- Section 408 Review (Section 14 Rivers and Harbors Act).
- Marine Mammal Protection Act Incidental Harassment Authorization.
- Washington State Department of Ecology (Ecology) Section 401 Water Quality Certification (WQC).
- Washington Department of Natural Resources (DNR) Right of Entry.
- Ecology National Pollutant Discharge Elimination System Industrial Stormwater Discharge Permit and State Waste Discharge Permit.
- Washington Department of Fish and Wildlife (WDFW) Hydraulic Project Approval.
- Kitsap County Shoreline Substantial Development Permit.
- Puget Sound Clean Air Agency (PSCAA) Notice of Construction.
- PSCAA Asbestos/Demolition Notification.

3. Project Design

The project design team is expected to engage the projects after the program planning, and NEPA work is underway. As the projects start to take shape it is expected that the NEPA team will require conceptual design team input to get a better definition on the extent, and location of work. Early work on the projects will involve collection of site data. Alternative study by the design team is not expected to be required with the categorical exclusion approach to both projects, but if WSF has reason to evaluate alternatives a study can be performed. An alternative project delivery workshop to select either Design-Build (DB) or Design-Bid-Build (DBB) can be provided if desired. A Cost Risk Assessment (CRA) and Value Engineering Study (VE) can be provided but are not expected to be required based on project construction cost. The design elements below will be included in the work plans for both projects.

Design Phase Elements:

- Coordinate with the WSF public engagement team to understand important takeaways from stakeholder engagement.
- Site data information gathering requirements:
  - **Project 1 (Site and Terminal Building):** Utility locates, topographic surveying, geotechnical test pit sampling for permeable paving design, geotechnical design recommendations, wetland delineation, high tide line delineation.
  - **Project 2 (Trestle Replacement):** Bathymetry, eelgrass survey, topographic survey, hazardous materials survey (existing building and trestle), geotechnical design recommendations, coastal design recommendations.
- Terminal Design Manual conformance review.
- Basis of Design development.
- Alternative project delivery workshop (if required to select DB or DBB)
- Design development of PS&E.
  - 15% design submittal (begin permitting development).
  - 30% design submittal (finalize permitting applications).
  - RFP documents submittal (if DB).
  - 60% design submittal.
  - 90% design submittal.
  - Building permit submittal.
  - Final design submittal.
  - Plans certification.
- QC/QA Review and review comment documentation at each submittal.
- Cost estimating for all elements of construction will be performed and documented per WSF standard procedures. The cost estimating team will work with the design team and WSF to select bid items, and to develop unit costs for the work from bottom up, recent bid experience, industry research, or WSDOT/WSF Bid Tab history, as is appropriate. The cost estimate will be coordinated with the latest constructability review and CRA, and will be updated at each design submittal.
- A constructability review document will be developed by the GEC team that addresses available methods of construction and competitive bid analysis, biddability of construction documents, long lead analysis and evaluation of predicted construction schedule, and evaluation of the risk register inputs. The constructability review will be updated throughout the design process.
- The full program and individual project schedules, including permitting, design, and construction will be developed and maintained throughout the design process. WSP intends to maintain the schedule on the WSDOT Oracle Primavera system.
- CRA and VE Study workshops will be organized and led by WSP staff who have experience with WSDOT projects. The GEC team will work with WSF management to right-size these efforts as they pertain to the two projects, We also see these elements of work as a potential points of direct WSDOT staff involvement should WSF choose to lead these studies themselves.

4. Project Construction

The design team expects to provide support to WSF staff who will manage the construction projects. WSP will work within the UNIFIER system to respond to Requests for Information (RFIs) and submittal reviews. WSF construction staff typically provide all required on-site construction observation, but the design team can support if required. The construction support elements listed below will be included in both project work plans.

Construction Phase Elements

- Contractor construction RFI and submittal review (if DBB).
- DB contractor design submittal review (if DB).
- Updating and tracking the construction schedule through construction.
- Contractor/WSF/design team meetings.
- On-site observation and inspection (if required).
- Change-required redesign and permit consulting (if required).

5.D Addressing Risks and Contingencies

WSP's proposed work plan reflects our understanding of the program needs and decades of experience delivering similar work for WSF, WSDOT and across the globe. Still, there is uncertainty around funding availability and specific work plan elements and a need to be flexible and responsive to evolving funding. We value the WSF and WSDOT culture of "No Surprises," and will implement a transparent risk management plan.

Risk Identification and Management: To address contingencies, our work plan shows that within the first 90 days we will convene a risk workshop led by Jeff, Risk Manager **Alan Keizur,** and involving a broad group of subject matter experts. The workshop will result in a Risk Management Plan (RMP) and Risk Matrix, which we will review with WSF and update at regular intervals during program delivery. If needed, as

informed by the RMP, WSP can work with WSF to establish contingency schedule or budget reserve as well as issue specific contingency plans. We have identified several potential project risks, and our team's proposed mitigation strategies for these challenges in **Exhibit 6** on the following page.

Regular review of the risk matrix with WSF will allow program leadership to see quantitative data indicating risk impacts, and provide an opportunity to consider if additional mitigation measures should be implemented for specific risks.

Using a Risk Register to Reduce Contingency

On the US Navy M2D2 project, WSP conducted a quantitative analysis using a risk register which provided a high program-level cost. WSP was able to identify a handful of items on the risk register that could be investigated further to provide more site data. This added more certainty to the data related to risks and ultimately reduced the overall contingency of the project. Our team will look to implement similar analyses to reduce contingency on the Southworth program.

Contingency Planning: Our work plan outlines what will be delivered in the first year and can adjust after completing the analysis described to occur in the first year or adjust in response to legislative direction or funding availability. Contingency plans for these types of known uncertainties will be developed as part of our RMP.

5.E Resolving Issues Within the Project Team

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

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

Resolving Conflicts with Clients: WSP's approach to conflict resolution with clients relies on clear and frequent communication between the client and the consultant team as well as building mutual consensus of the program intent. We regularly confirm expectations and ask questions to verify individuals understand how to deliver their assigned tasks. Jeff and our team's key staff will meet with WSF leadership to clarify scope or schedule questions and discuss any questions or issues. We will document lessons learned to prevent additional or future similar conflicts.

Resolving Conflicts with Partners: The GEC team have working knowledge of the program partners and can share with WSF our insights and lessons learned gleaned from our years of working with them. We understand that WSF is the face of the program for these external partners and our team will support WSF in providing materials, as needed, for those interactions.

We understand that partners often have diverging interests. We also understand that successful partner engagement is about what happens outside meetings as much as inside them. Meeting one-on-one, on occasion, with partners as the program advances allows for relationship building and trust.

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

Approach to Mitigating Program Risk with External Parties: We understand that external parties often have diverging project interests. As such, WSF faces many challenges in navigating a plan of action to address those interests and successfully deliver a world class ferry system. It is appropriate that all public engagement be led by WSF. The GEC team will provide any requested information to WSF that relates to functional requirements, environmental permitting limitations, NEPA and grant considerations, existing facility condition and vulnerability, potential project cost, and potential effects on service during and after construction. Messaging is important and the GEC team understands that the Southworth projects will be part of that messaging. WSP can help validate WSF's message content, and understands that the timing of WSF's public engagement and government to government relations communications may affect project timing. We will adjust our efforts as required.

The GEC team, as active consultants on other projects with other agencies, has occasional interaction with these external parties through those other roles. The GEC team understands the desire of WSF to keep all interaction regarding the Southworth program in-house. As such, we will refrain from any direct discussion about Southworth with those external parties. However, we can take an ears-only approach to information gathering perceptions of the projects. Sometimes third parties can offer insights and that information can be shared with WSF.

Exhibit 6: Top Project Risks Map

1 CHALLENGE: Tribal relations.

Risks: Schedule delays, cost increase, denial of approvals, or footprint constraints.

Solution: Early Tribal coordination for both projects, especially the trestle replacement. Direct and ongoing engagement and coordination with WSF's public engagement/government relations team.

Experience: On the Seattle Terminal Building and North Trestle Replacement, Tribal Coordination Strategy Lead Sasha Visconty successfully supported the complex Tribal consultation with the Muckleshoot and Suquamish Tribes, and prepared draft treaty fishing agreements and Operations Protocols.

2 CHALLENGE: Maintaining stakeholder support, including adjacent property owners and community, Kitsap Transit, FTA.

Risks: Schedule delays, cost increase, and/or footprint constraints.

Solution: Direct and ongoing engagement and coordination with WSF's public engagement/government relations team. Coordination with Triangle Scheduling Analysis effort.

Experience: On the Mukilteo Ferry project, WSP supported WSF-led public engagement by providing timely design information and plans to support briefing materials.

3 CHALLENGE: Minimizing disruptions to ferry operations during construction.

Risks: Impacts to ferry dwell time, schedule, and cost for temporary facilities.

Solution: Development of comprehensive pedestrian routing phasing plans. Coordination with operations liaison.

Experience: On the Colman Dock project, Civil Lead Ross French developed complex multi-phased construction site circulation plans to maintain terminal operations as only one ferry slip of three could be taken out of service at a time.

4 CHALLENGE: Environmental considerations, ESA considerations, eelgrass beds along shoreline.

Risks: Schedule delays, cost increases.

Solution: Develop strategies for early coordination with permit agencies and FTA. Develop designs for both projects that minimize environmental impacts from the outset. Front load field work, including the eelgrass survey.

Experience: On the Seattle Terminal Building and North Trestle Replacement project, Confluence successfully delivered ESA and permitting despite significant design changes caused by an aggressive schedule in which the construction date was moved up.

5 CHALLENGE: Preferred site layouts require additional or significant modification to existing paved areas.

Risks: ESA formal consultation and long lead permit times, schedule delays, cost increases.

Solution: Develop site layouts that avoid any net new impervious surfaces or pursue an engineered permeable paving design that allows 100% infiltration.

6 CHALLENGE: Site constraints and foundation requirements limit building size and location to less than required to serve public and staff needs.

Risks: Negative public opinion, staff retention.

Solution: The building footprint can extend as close as possible to the High Tide Line, and be founded on piles behind a new seawall.

7 CHALLENGE: The site's functional requirements and limited space present vessel loading challenges.

Risks: Poor vessel loading efficiency.

Solution: VMS systems to guide passenger loading, or dynamic holding lane assignments.

Experience: As a possibility to augment holding lane capacity to meet Long Range Plan goals, an automated offsite holding system, similar to that currently being developed by Perteet at Kingston, could be studied and implemented.

8 CHALLENGE: Use of existing holding lanes and walkway to load/unload WSF vessels during trestle construction prevents full build out of replacement trestle within the optimal footprint.

Risks: Construction cost increases, schedule delays.

Solution: Can be achieved in a single phase if the existing trestle is temporarily widened to accommodate a temporary south side walkway and the existing holding lanes and walkway combine to provide two temporary exit lanes.