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## Megaprograms

# Maintaining our commitment to inclusive contracting

*A message from Ron Pate*



Ron Pate, Acting Assistant Secretary of Urban Mobility, Access and Megaprograms

Warmer weather in the Pacific Northwest means we are quickly approaching the summer construction season. WSDOT and our industry partners will have a busy season ahead of us across Puget Sound megaprograms on the SR 520, I-405, SR 167 and SR 509 corridors.

Supporting all of this work is WSDOT's ongoing commitment to creating inclusive contracting opportunities so that all businesses have the chance to participate in our state's transportation investments.

In the past several months, Governor Ferguson and other state leaders have emphasized that Washington state is a place where every resident's civil rights are supported and where our differences are valued. Governor Ferguson also shared his vision of Washington for All—meaning our work benefits every single Washingtonian. Accordingly, creating diverse and inclusive contracting opportunities across our programs and projects will remain a priority for WSDOT.

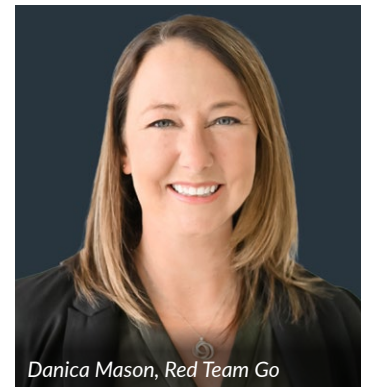
As we move forward, we will continue to support you as our partners with technical assistance to all businesses and outreach to Minority, Small, Veteran and Women-owned Business Enterprises (MSVWBEs) to share upcoming contracting opportunities as they become available. We also continue to monitor any federal actions that may impact our work.

I appreciate your contributions to WSDOT megaprograms and thank you for your continued partnership. We have a lot of work to accomplish across our projects and programs this summer, and I look forward to the progress we will achieve together.

## Go, go, Red Team Go

Red Team Go is no stranger to the Washington State Department of Transportation. Company Principal Danica Mason has worked with WSDOT in one capacity or another for her entire career. This time, her fifteen-year-old firm is the contractors' inclusion manager on two I-405 Megaprogram improvement projects. They are the Renton to Bellevue project and the Brickyard to SR 527 project. "I work with the contractors making sure they break up contracts into smaller pieces so the OMWBE certified companies have an opportunity to bid on and get work, and that the contractors meet the goals set by WSDOT."

The \$732 Million Renton to Bellevue project began in 2019 and it will be completed next year. The \$834 Million Brickyard to SR 527 work was started in autumn 2024 and will be completed at the end of 2029. Both projects will improve congestion and provide for more efficient travel.



Danica Mason, Red Team Go

Danica Mason says the most difficult part of her job is the planning and getting the full engagement of the prime contractors to involve small businesses. That is, "working with them to figure out how to break

Continues...

# Megaprograms

## Go, go, Red Team Go (continued)

apart scopes so small businesses can bid on them, as well as, working with larger lower tier subs to do the same.” Red Team Go helps primes alleviate some of the management costs that come with having more subs on a job. Mason believes there is value in hiring small businesses though it is not necessarily the cheapest option. “A lot of what we’re doing is educating primes,” she says. “Sometimes it is worth saying, ‘If a small business bid is within 10% of a large business bid, we’re going to go with the smaller business.’” The company also educates small businesses, helping them to build capacity, deliver on time and within budget.

As for the current political climate and the administration’s position on diversity and inclusion, Mason says so far it has not affected any of her projects, nor does she see an issue in the near future

Though Red Team Go is a small state certified woman owned business with only six employees, it has contracts in several states across the country. Several employees, based in other states work remotely. Mason, however, is based in Woodinville. Danica Mason’s family was in construction in Northern California. She came to Washington to attend Seattle University.

Her advice to small businesses is to seek out and meet primes. If they know you, they are more likely to take your bid seriously. Then, deliver on time and within budget.

Contact: Danica Mason | phone: 206.947.1992 | email: [danica@redteam-go.com](mailto:danica@redteam-go.com)

## Number of MSVWBE and DBE firms for each Megaprogram

All programs are working to meet their voluntary and mandatory goals for MSVWBE and DBE participation. The chart at right shows the total number of current and past MSVWBE and DBE firms contracted on each program. Please refer to the individual program reports for more information about MSVWBE and DBE participation.

### I-405/SR 167 Program



### SR 520 Program



### Puget Sound Gateway Program



\*PGM&E = Program management and engineering

### For More Information

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425-503-7212

# Diversity and Inclusive Contracting

## Quarterly Progress Report: January–March 2025

### I-405/SR 167 Program

#### Construction progress and upcoming contracting opportunities

##### I-405, Northeast 85th Street Interchange and Inline BRT Station Project

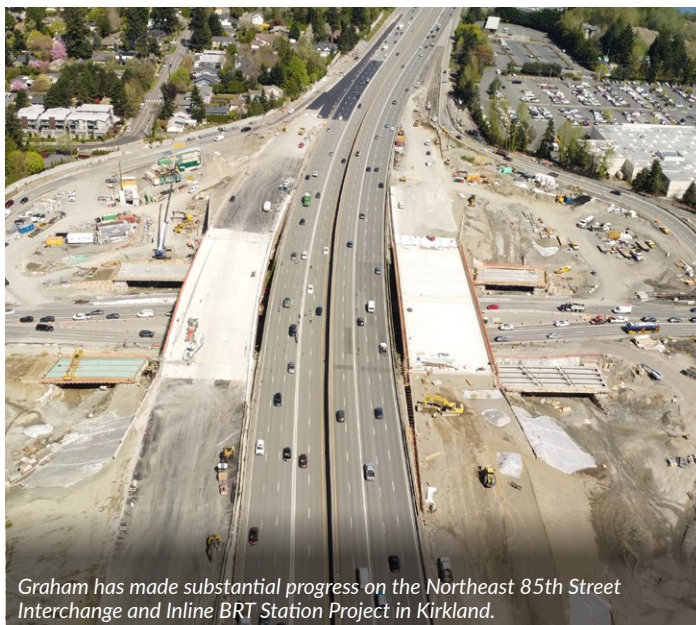
Graham began substantial construction on this project in fall 2023. Recently they completed girder and steel placement to support the new southbound and northbound bridges.

Ways you can learn about project opportunities include:

- Graham hosts office hours with interested SVB/MWBEs. To schedule a 30-minute visit, reach out to Gin Hooks (contact information below).
- To learn about available opportunities, visit [graham.equityincontracting.infocommunity.org](https://graham.equityincontracting.infocommunity.org). On the website's home page, complete a brief registration form to join Graham's subcontractor/supplier database and receive email notices of bidding opportunities matching your services.
- Attend events hosted by Graham. To receive an invite, visit the website's News and Events page: [graham.equityincontracting.infocommunity.org/news-and-events/](https://graham.equityincontracting.infocommunity.org/news-and-events/).

##### To learn about these opportunities, contact:

- Gin Hooks, Outreach Coordinator, [gin@zanninc.com](mailto:gin@zanninc.com), 206-371-7783
- Suzanne Arkle, Inclusion Manager, [suzanne@zanninc.com](mailto:suzanne@zanninc.com)



Graham has made substantial progress on the Northeast 85th Street Interchange and Inline BRT Station Project in Kirkland.

##### I-405, Brickyard to SR 527 Improvement Project

Skanska began substantial construction on this project in May 2024. Project work is underway at the I-405 and SR 522 interchange. The project will open to traffic in 2028.

- Potential scopes of upcoming work include transit stations bridge barrier, building painting, formwork, earthwork, fencing, landscaping, precast panels/noise walls, signage/foundations, masonry, joint seals, tile, waterproofing, and support of excavation.
- Skanska holds monthly open office hours at Tabor 100 as well as informational meetings. Please reach out to schedule a meeting with project staff.
- Project information: [bit.ly/Brickyard-SR-527](https://bit.ly/Brickyard-SR-527)
- Bid opportunity information: [bit.ly/Skanskaplanroom](https://bit.ly/Skanskaplanroom)

##### To learn about these opportunities, contact:

- Danica Mason, Inclusion Manager, [danica@redteam-go.com](mailto:danica@redteam-go.com), 206-947-1992

##### I-405, Renton to Bellevue Widening and Express Toll Lanes Project

Flatiron Lane Joint Venture continues to make construction progress on their contract.

Work is progressing with nearly 10 miles of visible construction. Heavy construction work will continue over the next year.

Upcoming work includes sign and sign structure removal and installation, post-tensioning, and steel installation.

##### To learn about these opportunities, contact:

- Danica Mason, FLJV Inclusion Manager, [danica@redteam-go.com](mailto:danica@redteam-go.com), 206-947-1992

#### For More Program Information

Angela Battle, I-405/SR 167 Program Inclusion Manager, 206-550-3454, [Angela.Battle@consultant.wsdot.wa.gov](mailto:Angela.Battle@consultant.wsdot.wa.gov)

#### I-405/SR 167 Program web link

[wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program](https://wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program)

# Diversity and Inclusive Contracting

## Quarterly Progress Report: January–March 2025



# I-405/SR 167 Program

## Diversity / Apprenticeship / Training

Thru 3/28/25

Shaded projects are physically complete.

Individual companies certify on multiple TYPEs (M, S, V, W) and are calculated based on contract goals / expectations, these areas are stacked.

Data below is provided to WSDOT by its project contractors. Percentages and dollars are based on amounts paid to date.

PROGRAM MANAGEMENT AND ENGINEERING (PGM & E)											
DBE	Disadvantage Business Enterprise (DBE)			Percentage		Companies			Data Date	Duration	
				Goal	Current	#	Applied (\$)	Paid (\$)			
	I-405/SR 167 Coridor GEC Y-8092			N/A	12.48%	11	\$22,056,470	\$22,056,470	10/7/16	March 2002 - October 2016 (N/A - No Goal)	
DBE Program Subtotal <sup>1</sup>				12.48%		11	\$22,056,470				
MSVWBE	Minority, Small, Veteran, Women Business Enterprise (MSVWBE)			Percentage		Companies			Data Date	Duration	
				Goal	Achieved	#	Stacked (\$)	Paid (\$)			
	I-405/SR 167 Corridor GEC Y-11873	TYPE	M	10%	5.60%	9	\$9,415,148	\$9,415,148	3/28/25	August 20, 2016 - March 28, 2025	
			S	5%	15.83%	18	\$26,594,558	\$2,815,322			
			V	5%	2.77%	1	\$4,660,776	\$4,660,776			
			W	6%	6.31%	7	\$10,609,148	\$10,528,931			
			Agmt	30.52%		35	\$51,279,629	\$27,420,176			
MSVWBE Program Subtotal <sup>2</sup>			16.32%	30.52%	18	\$51,279,629	\$27,420,176				

<b>PGM &amp; E TOTAL <sup>1</sup></b>				<b>29</b>	<b>\$49,476,646</b>				
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CONSTRUCTION												
SVBE & MWBE	MSVWBE, SVBE, MWBE		Percentage		Companies			Data Date	15% Apprentice Requirement		Training Hours <sup>3</sup>	
			Goal	Achieved	#	Stacked (\$)	Paid (\$)					
	C8665: SR 167/8th ST E to S 277th ST - SB HOT Exten.		14%	9.02%	26	\$4,933,268	\$4,527,035	6/30/18	15.1%	12/31/17	NOT REQUIRED	
	C8886: I-405/SR 527 to I-5 PUSL (Northbound Only)		15%	10.20%	14	\$743,716	\$743,716	5/17/18	16.7%	5/31/18	NOT REQUIRED	
	C8811: I-405/SR 167 Interchange Direct Connector		26%	9.03%	58	\$10,462,787	\$11,583,532	11/4/19	16.8%	9/30/19	NOT REQUIRED	
	C9242: I-405/Renton to Bellevue - Widening & ETL Awarded Flatiron-Lane JV 10/1/2019 Award amt \$704,975,000 NTP 10/30/2019		TYPE	M 10%	8.58%	49	\$60,507,409	\$54,003,386	3/31/25	11.65%	3/31/25	NOT REQUIRED
				S 5%	26.53%	132	\$187,014,079	\$89,137,399				
				V 5%	2.80%	17	\$19,722,521	\$19,722,521				
				W 6%	5.97%	28	\$42,100,568	\$41,593,154				
				Project	43.88%	226	\$309,344,578	\$204,456,460				
C9573: I-405/NE 132nd Street Interchange Awarded Graham 7/29/2021 Award amt \$50,444,111 NTP issued: 9/7/2021		TYPE	M 10%	9.83%	8	\$5,072,434.25	\$5,072,434	3/31/25	15.20%	3/31/25	NOT REQUIRED	
			S 5%	30.45%	26	\$15,895,469	\$4,797,589					
			V 5%	3.79%	4	\$1,911,107	\$3,526,786					
			W 6%	1.19%	10	\$602,537	\$2,498,661					
			Project	45.26%	48	\$23,481,547	\$15,895,469					
C9732: I-405/NE 85th Street Interchange Awarded Graham 12/16/2022 Award amt \$234,432,000 NTP issued: 2/3/2023		TYPE	M 10%	1.42%	7	\$3,317,747	\$4,278,916	3/31/25	11.87%	3/31/25	NOT REQUIRED	
			S 5%	4.11%	17	\$9,628,208	\$12,332,017					
			V 2%	1.03%	3	\$2,412,346	\$3,065,561					
			W 6%	0.28%	5	\$660,412	\$681,703					
			Project	6.83%	32	\$16,018,713	\$20,358,196					
C9727: I-405/Brickyard to SR 527 Awarded Skanska 7/27/2023 Award amt \$834,000,000 NTP issued: 9/18/2023		TYPE	M 10%	0.00%	0	\$0	\$1,098,776	3/31/25	13.50%	3/31/25	NOT REQUIRED	
			S 5%	2.41%	5	\$897,950	\$12,964,616					
			V 3%	0.17%	1	\$63,400	\$5,076,024					
			W 6%	0.00%	0	\$0	\$681,310					
			Project	2.58%	6	\$961,350	\$19,820,726					
C9866: SR 167 Corridor Improvements Awarded Northrup Constructors 7/14/2023 Award amt \$83,999,691 NTP issued: 9/6/2023		TYPE	M 10%	2.76%	15	\$2,897,858	\$158,585	3/31/25	15.10%	3/31/25	NOT REQUIRED	
			S 5%	5.46%	27	\$4,582,381	\$3,508,734					
			V 3%	23.31%	4	\$19,576,615	\$19,568,166					
			W 6%	1.18%	11	\$991,028	\$942,589					
			Project	32.70%	57	\$28,047,883	\$24,178,074					
MSVWBE Program Subtotal <sup>2</sup>			14.46%	18.89%	369	\$393,993,841	\$301,563,208					

<b>CONSTRUCTION TOTAL <sup>1</sup></b>				<b>369</b>	<b>\$301,563,208</b>				
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<b>I-405/SR 167 MEGAPROGRAM TOTAL <sup>1</sup></b>				<b>398</b>	<b>\$351,039,854</b>				
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<sup>1</sup> For DBE Program Subtotal, A&E TOTAL, CONSTRUCTION TOTAL, and I-405/SR 167 PROGRAM TOTAL; the calculation for these are based on each individual company on the I-405/SR 167 Program.

<sup>2</sup> Individual companies certify on multiple TYPEs (M, S, V, W) and to eliminate duplication, the 'MSVWBE Program Subtotal' only calculates the overall %, total '# of Companies', and total 'Paid (\$)' to Companies' to date based on each individual company and total paid on the I-405/SR 167 Program (exception - highlighted cell is stacked %).

<sup>3</sup> Once Training Goals are achieved, they are no longer tracked or reported.



## Diversity and Inclusive Contracting

### Quarterly Progress Report: January–March 2025

# SR 520 Bridge Replacement and HOV Program

## No Plan B: Marty's sweeping vision for his growing company

Marty White didn't ease into business ownership—he jumped in headfirst. No backup plan. Just a truck, some research and a clear goal.

"I told myself, no Plan B," he said. "I've got to make it work."



That mindset led to the launch of M City Street Sweepers three years ago. Now, Marty's company is supporting WSDOT's SR 520 Program's Portage Bay Bridge and Roanoke Lid Project. The project—led by prime contractor Skanska USA—is replacing the aging Portage Bay bridge and improving bike, walk and roll connections in the Seattle area.

Construction on major infrastructure projects like this one can stir up a lot of dirt and debris—literally. Too much dust can reduce visibility, create safety hazards or even shut down a job.

"That's where we come in," Marty said. "We use water, suction, brooms—whatever it takes to keep it under control."

Marty's been on the project for about four months, often working near live traffic. Staying alert and communicating with crews is part of his routine.

Marty came to the industry with years of experience behind the wheel—from Metro buses to garbage trucks. He was ready for a new challenge and the chance to build something of his own.

Right now, he wears every hat in the company: driver, scheduler, bookkeeper and business development lead. It's a lot to manage, but he's not slowing down. He recently added a second truck and is looking to hire help as he plans for the future.

To support that growth, Marty recently connected with the Tabor 100 Technical Assistance Program to get help organizing operations and keeping up with the workload.

**"There's plenty of work out there. But you've got to network. Go to events. Show your face. Ask questions. There are lots of organizations and people that want to help—you've just got to be willing to show up and show you're serious." — Marty White**

WSDOT sets both mandatory and voluntary goals for minority-, small-, veteran-, and women-owned business participation on projects like the Portage Bay Project. Stories like Marty's show how those goals create real opportunities on the ground.

Marty's next goal is to continue growing his business, step out of the proverbial truck and focus on building the business rather than doing it all himself. Learn more about Marty and M City Street Sweepers at [www.mcistreet sweepers.com](http://www.mcistreet sweepers.com).



Interested in bid opportunities on the Portage Bay Project? Scan QR code or visit Skanska's Plan Room online at [bit.ly/PortageBayPlanRoom](http://bit.ly/PortageBayPlanRoom) for more information.



### For More Program Information

Omar Jepperson, P.E., DBIA  
SR 520 Program Administrator  
206-200-9484, [Omar.Jepperson@wsdot.wa.gov](mailto:Omar.Jepperson@wsdot.wa.gov)

### SR 520 Program web link

[wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program](http://wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program)

# SR 520 Bridge Replacement and HOV Program

## Diversity / Apprenticeship / Training

Shaded projects are physically complete.

Individual companies certify on multiple TYPEs (M, S, V, W) and are calculated based on contract goals / expectations, these areas are stacked.

Data below is provided to WSDOT by its project contractors. Percentages and dollars are based on amounts paid to date.

PROGRAM MANAGEMENT AND ENGINEERING (PGM & E)												
DBE	Disadvantage Business Enterprise (DBE)		Percentage		Companies			Data Date	Duration			
			Goal	Achieved	#	Applied (\$)	Paid (\$)					
	Completed Agreements		8%	9.79%	8	\$23,453,492	\$23,453,492	6/30/2017	Feb. 2009 – Dec 2016			
DBE Program Subtotal <sup>1</sup>			9.79%	8	\$23,453,492	\$23,453,492						
MSVWBE	Minority, Small, Veteran, Women Business Enterprise (MSVWBE)		Percentage		Companies			Data Date				
			Goal	Achieved	#	Stacked (\$)	Paid (\$)					
	SR 520 Program Agreement	TYPE	M 10%	12.04%	10	\$21,889,004	\$21,889,004	3/31/2025	March 2016 - Present			
			S 5%	28.61%	25	\$52,031,504	\$15,365,501					
			V 5%	0.01%	2	\$22,286	\$3,147					
			W 6%	16.66%	10	\$30,305,629	\$14,773,852					
			Agmt	57.32%	47	\$104,248,423	\$52,031,504					
MSVWBE Program Subtotal <sup>2</sup>		28.61%	57.32%	25		\$52,031,504						
PGM & E TOTAL <sup>1</sup>				28	\$75,484,996							
CONSTRUCTION												
DBE	DBE	Percentage		Companies			Data Date	Apprentice		Training Hours <sup>3</sup>		
		Goal	Achieved	#	Applied (\$)	Paid (\$)		Hours % (Goal)	Data Date	Goal	Achieved	
	Completed Projects <sup>4</sup>		8%	8.97%	77	\$161,362,764	\$161,362,764	2/5/2019	18.6% (15% Goal)	5/26/2018	199,300	237,597
DBE Program Subtotal <sup>1</sup>			8.97%	77	\$161,362,764	\$161,362,764		18.6%		199,300	237,597	
MSVWBE	MSVWBE		Percentage		Companies			Data Date	Apprentice			
			Goal	Achieved	#	Stacked (\$)	Paid (\$)					
	Completed Projects <sup>5</sup>		Varies	32.12% 50.88%	9		\$3,623,870		15.6% (15% Goal)	11/30/2018		
	C9015: Montlake to Lake WA - I/C & Bridge Replacement (currently in construction)	TYPE	M 10%	7.54%	23	\$34,332,202	\$34,299,394	4/3/2025	15.2% (20% Goal)		4/3/2025	
			S 5%	20.83%	67	\$94,838,763	\$43,066,895					
			V 5%	0.98%	10	\$4,483,954	\$3,599,902					
			W 6%	4.15%	20	\$18,892,894	\$16,500,046					
			Project	33.50%	120	\$152,547,814	\$97,466,237					
	C9674: I-5 Express Lanes Connection (currently in construction)	TYPE	M 10%	15.22%	7	\$10,358,866	\$10,358,866	4/2/2025	11.8% (15% Goal)		4/2/2025	
			S 5%	29.38%	27	\$19,992,439	\$7,219,280					
			V 5%	0.30%	2	\$207,392	\$207,392					
			W 6%	3.24%	3	\$2,206,901	\$2,206,901					
			Project	48.15%	39	\$32,765,598	\$19,992,439					
	C9775: PBB & Roanoke Lid Project (currently in construction)	TYPE	M 10%	0.22%	14	\$2,992,533	\$2,820,705	4/3/2025	8.8% (15% Goal)		4/3/2025	
			S 5%	0.97%	20	\$13,384,003	\$617,876					
			V 3%	0.04%	3	\$562,053	\$562,053					
			W 6%	0.81%	10	\$11,122,613	\$9,951,605					
			Project	2.04%	47	\$28,061,201	\$13,952,239					
MSVWBE Program Subtotal <sup>2</sup>		7.08%	11.48%	119		\$135,034,785						
CONSTRUCTION TOTAL <sup>1</sup>				175	\$296,397,549							
SR 520 PROGRAM TOTAL <sup>1</sup>				199	\$371,882,546							

<sup>1</sup> For DBE Program Subtotal, PGM & E TOTAL, CONSTRUCTION TOTAL (four firms worked in both PGM & E and CONSTRUCTION), and SR 520 PROGRAM TOTAL; the calculation for these are based on each individual company on the SR 520 Program.

<sup>2</sup> Individual companies certify on multiple TYPEs (M, S, V, W) and to eliminate duplication, the 'MSVWBE Program Subtotal' only calculates the overall %, total # of Companies', and total 'Paid (\$)' to Companies' to date based on each individual company and total paid on the SR 520 Program (exception - highlighted cell is stacked %).

<sup>3</sup> Once Training Goals are achieved, they are no longer tracked or reported.

<sup>4</sup> Completed federally funded construction projects to date: Pontoons, Eastside, West Connection Bridge, Floating Bridge and Landings, West Approach Bridge North. Total percentage DBE achieved ranged from 3.83% - 14.62%, totaling 8.97% overall. Total percentage Apprentice achieved ranged from 13.7% - 21.4%, totaling 18.6% overall.

<sup>5</sup> Completed state funded construction projects to date: Grass Creek, Evans Creek, Union Bay Natural Area, Truck Aprons, Eastside Culvert Repair Project. Total percentage MSVWBE achieved ranged from 0.00% - 64.74%, totaling 32.14% overall. Total percentage Apprentice achieved ranged from 12.0% - 24.1%, totaling 15.6% overall.

## Diversity and Inclusive Contracting

### Quarterly Progress Report: January–March 2025

# Cascadia High-Speed Rail and I-5 Program

## A Bridge to Growth: RHC Engineering's Journey with WSDOT

Jane Li, founder of RHC Engineering, vividly recalls her first trail bridge project. Hiking through Tiger Mountain, she spent hours searching for the remote bridge site. This experience marked the beginning of RHC Engineering's growth into a well-known and respected firm, thanks in part to their partnership with WSDOT.

Established in 2013, RHC Engineering specializes in bridge design and analysis. Jane, a civil engineering graduate with a focus on bridge engineering, founded the company to take on more responsibilities and larger projects. Her passion for engineering and leadership has driven RHC to become a trusted name in the industry.

RHC Engineering's core values center around providing the best advice to clients through their expertise and collaborative approach. Jane emphasizes the importance of direct interaction with clients and project owners, which allows her team to understand their needs and do their work effectively. This client-focused philosophy has been a cornerstone of RHC's success.



Jane Li, RHC Engineering

Jane's prior experience with public projects provided a solid foundation for her company to immediately contribute to WSDOT megaprograms, beginning with her work on the SR 520 Program. Jane notes that WSDOT projects are exciting and beneficial to her team, offering access to advanced

tools, software, and resources that are crucial for success. "Working with WSDOT has been incredibly rewarding. The projects are high-profile and challenging, which has helped us improve our skills and reputation," Jane shared.

One of the most significant benefits of partnering with WSDOT and industry peers has been the ability to take on larger projects, which has enabled RHC to hire more staff, expand their capabilities, and take on more complex and impactful work. A notable role for RHC Engineering is their involvement in evaluating the seismic vulnerability of nearly 700 bridges and structures for the Cascadia High-Speed



Team members and family in 2024.

Rail and I-5 Program. The extensive scope showcases RHC's expertise and dedication to enhancing infrastructure safety and resilience.

Looking ahead, Jane is excited about the future of RHC Engineering. She aims to continue working on innovative projects and hopes to attract more talented engineers to the field.

RHC Engineering's journey is a testament to the power of hard work, dedication, and strategic partnerships. As RHC continues to thrive, their story serves as an inspiration to other local businesses looking to make their mark in the industry.

Contact: Jane Li, PhD, PE, SE | 206-623-5984 | [jane.li@rhcengineering.com](mailto:jane.li@rhcengineering.com)

### For More Program Information

**Rob Berman**  
Acting Program Administrator  
[CascadiaProgram@wsdot.wa.gov](mailto:CascadiaProgram@wsdot.wa.gov)

#### Cascadia Program web links

[wsdot.wa.gov/construction-planning/search-studies/  
ultra-high-speed-rail-study](https://wsdot.wa.gov/construction-planning/search-studies/ultra-high-speed-rail-study)  
[wsdot.wa.gov/construction-planning/search-studies/  
i-5-study](https://wsdot.wa.gov/construction-planning/search-studies/i-5-study)



## Cascadia High-Speed Rail and I-5 Program

### Mobilizing Communication: Stepherson & Associates and WSDOT

**“Community involvement is key to successful public projects. When people feel heard and engaged, the outcomes are always better.”**



Josh Stepherson, Stepherson & Associates Communications

So says Josh Stepherson, founder and principal of Stepherson & Associates Communications (S&A). Josh's belief in the power of community involvement was shaped early in his career while working in public service with King County Council and Seattle DOT. During his time there, while working with

the Seattle Monorail Project, Josh discovered his passion for community outreach. He realized that effective communication could bridge the gap between public projects and the communities they serve, leading to more impactful results.

In 2007, driven by this realization, Josh founded what would become Stepherson & Associates. His goal was to advance public projects that benefit communities through strategic communications and engagement. Starting as a one-man operation, Josh focused on building relationships and providing high-quality services in public involvement, engagement, and communications across various sectors, including water, energy, transportation, and land use.

Partnering with public agencies, including WSDOT, has been instrumental in the growth of Stepherson & Associates. Josh's prior experience with local jurisdictions, including the SR 520 Bridge Replacement and HOV Program, provided a solid foundation for his company to contribute to WSDOT megaprograms such as the new Cascadia High-Speed Rail and I-5 Program.

“WSDOT has been a foundational client that has allowed us to build our proficiencies, our capacity, and grow our business,” says Josh. Today, the firm has grown to 39 employees.

“We help set up and support the conversation between the community and decision-makers, ensuring that projects are positively impactful,” he explained. This approach has allowed them to build strong relationships with clients and communities alike.

Josh takes pride in the fact that his team has strong ties and deep familiarity with the region. “I’m raised in this area and S&A is fundamentally grown in Washington. The people that work here are from Washington. They’re committed to the practice of public involvement and to advancing the work that WSDOT and other public agencies are doing,” Josh noted.

Stepherson & Associates’ journey is an example of how discovering one’s passion can help the public. Josh’s dedication to community involvement and effective communication has driven the firm’s success, demonstrating the positive impact of strategic partnerships and public service.

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## Diversity and Inclusive Contracting

### Quarterly Progress Report: January–March 2025

## Puget Sound Gateway Program

The Puget Sound Gateway Program is composed of two projects: the SR 167 Completion Project in Pierce County, and the SR 509 Completion Project in King County. Together these projects complete two major unfinished highways in the Puget Sound region to create new connections to Interstate 5, the ports of Tacoma and Seattle and Seattle-Tacoma International Airport. These completion projects have been unbundled into two (2) active projects on SR 509 and three (3) projects on SR 167.

PRR ([www.prrbiz.com](http://www.prrbiz.com)) is a certified DBE/WBE that has become a valued partner of the Puget Sound Gateway Megaprogram, having contributed to Gateway's communications and community outreach efforts for over a decade.

As an integrated part of the Gateway Program management team, PRR brings its specialized skillset in construction communications, community engagement, language access, research and more to the table to help ensure that the Gateway Program is building bridges in the community, both literally and figuratively.

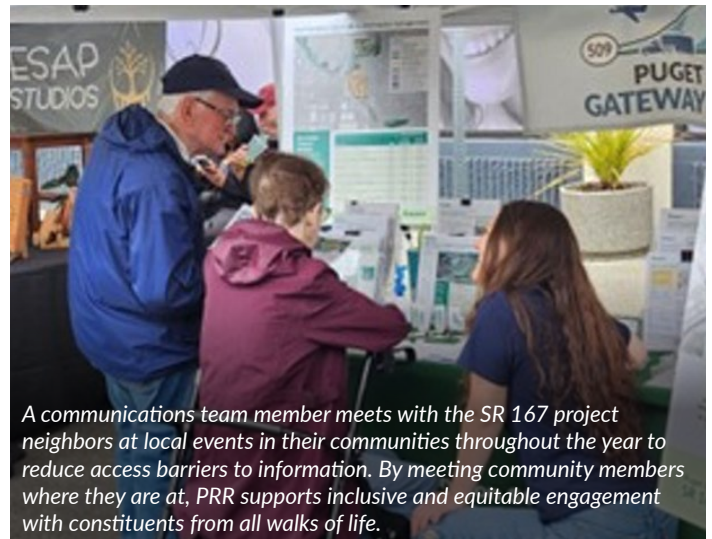
Principal and DBE co-owner Colleen Gants noted that the integrated environment created by WSDOT—with whom PRR works on a variety of projects—really helps bring out expertise and fosters teamwork. Gants noted that “leaving the business card at the door and working together as a team creates an environment of real collaboration that ultimately helps to get the project built.”

On the Puget Sound Gateway Program, PRR works in tandem with WSDOT communicators to plan and execute community outreach and construction communications activities for both the SR 167 and SR 509 Completion Projects. Informed by PRR's guiding principle to “Make it Meaningful” the team works to hear from and learn about the specific communities in each corridor that provide context on which outreach activities are planned, carried out, and continually updated to make sure that the Program is responsive to people who live, work, or travel through each project corridor.

Creating localized community profiles for each Completion Project and individual construction projects gives a more holistic understanding of community demographics, which can inform what, how, when and where to share information. Both projects have been working toward completion since the mid-1960s. With this rich community history, it is important to disseminate information in a variety of ways so all stakeholders and interested parties are able to understand and participate.



Going on 44 years in business, this women owned business has teams working on various projects and programs around the country, but Washington State and WSDOT in particular have been a huge part of PRR's success. Gants underscored the fact that “WSDOT helped us grow” by giving PRR the opportunity to make it meaningful by networking with similar firms and participating in the Capacity Building Mentorship Program (CBMP, [wsdot.wa.gov/business-wsdot/equal-opportunity-contracting/capacity-building-mentorship](http://wsdot.wa.gov/business-wsdot/equal-opportunity-contracting/capacity-building-mentorship)), which helped build their business. Gants urges other businesses looking to grow to do the same. PRR has grown from a protégé in the program to a mentor. If you or your business is interested in joining the CBMP program, please reach out to WSDOT's DBE support services at [dbess@wsdot.wa.gov](mailto:dbess@wsdot.wa.gov).



*A communications team member meets with the SR 167 project neighbors at local events in their communities throughout the year to reduce access barriers to information. By meeting community members where they are at, PRR supports inclusive and equitable engagement with constituents from all walks of life.*

### For More Program Information

**John White**

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**Puget Sound Gateway Program web link**

[wsdot.wa.gov/construction-planning/major-projects/puget-sound-gateway-program](http://wsdot.wa.gov/construction-planning/major-projects/puget-sound-gateway-program)

# Puget Sound Gateway Program

## Diversity / Apprenticeship / Training

Shaded projects are physically complete.

Individual companies certify on multiple TYPES (M, S, V, W) and are calculated based on contract goals / expectations, these areas are stacked.

Data below is provided to WSDOT by its project contractors. Percentages and dollars are based on amounts paid to date.

PROGRAM MANAGEMENT AND ENGINEERING (PGM & E)												
DBE	Disadvantage Business Enterprise (DBE)		Percentage		#	Companies		Date Updated				
			Goal	Current		Applied (\$)	Paid (\$)					
	SR 509 General Engineering Consultant Agreement Y-11628		15%	11.13%	7	\$539,422	\$539,422	10/30/2018	Oct 2014 -- Oct 2018 (15% is a voluntary goal)			
DBE Program Subtotal (Individual Companies <sup>1</sup> )			11.13%		7	\$539,422	\$539,422	10/30/2018	Oct 2014 -- Oct 2018			
MSVWBE	Minority, Small, Veteran, Women Business Enterprise (MSVWBE)		Percentage		#	Companies		Date Updated	Duration			
			Goal	Current		Stacked (\$)	Paid (\$)					
	Puget Sound Gateway - Program Management Agreement Y-11917	TYPE	M	4%	4	\$ 3,332,719.45	\$ 3,332,719.45	3/28/2025	July 2016 - Present			
			S	14%	9	\$ 7,974,593.60	\$ 1,177,082.82					
			V	0%	0	\$ -	\$ -					
			W	6%	3	\$ 4,576,717.01	\$ 3,464,791.33					
			Agmt	66.66%	16	\$ 15,884,030.06	\$ 7,974,593.60					
	SR 167 General Engineering Consultant Agreement Y-11918	TYPE	M	5%	3	\$ 2,418,314.70	\$ 2,418,314.70	3/28/2024	July 2016 - Present			
			S	15%	16	\$ 10,763,909.88	\$ 2,279,750.52					
			V	1%	1	\$ 398,948.88	\$ 398,948.88					
			W	6%	8	\$ 6,065,844.66	\$ 5,666,895.78					
			Agmt	29.53%	28	\$19,647,018.12	\$ 10,763,909.88					
	SR 509 General Engineering Consultant Agreement Y-12197	TYPE	M	10%	4	\$ 3,061,419.39	\$ 2,806,301.38	3/28/2025	October 27, 2018 - Present			
			S	5%	10	\$ 16,386,800.61	\$ 8,760,788.41					
			V	5%	1	\$ 1,065,643.75	\$ 1,065,643.75					
			W	6%	5	\$ 4,753,120.50	\$ 3,754,067.07					
			Agmt	63.65%	20	\$25,266,984.25	\$ 16,386,800.61					
MSVWBE Program Subtotal <sup>2</sup>			27.01%	46.75%	26		\$35,125,304	July 2016 - Present				
PGM & E TOTAL (Individual Companies <sup>1</sup> )					29		\$35,664,727					
CONSTRUCTION												
DBE	DBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>	
			Goal	Current		Applied (\$)	Paid (\$)		Hours % (Goal)	Date Updated		
	SR 167/I-5 to SR 509 – Design		DBE	15%	8	\$ 4,216,405.85	\$ 4,216,405.85	4/1/2025	11.02%	4/3/2025	45,696	
	SR 167/I-5 to SR509 - New Expressway - Construction		DBE	21%	37	\$ 46,040,395.36	\$ 46,040,395.36					
Project			25.79%	45	\$ 50,256,801.21	\$ 50,256,801.21	December 2021 - Present					
DBE Program Subtotal <sup>2</sup>			25.79%		42		\$ 50,256,801.21					
MSVWBE	MSVWBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>	
			Goal	Current		Stacked (\$)	Paid (\$)					
	SR 167/70th Avenue E. Vicinity Bridge Replacement Project	TYPE	M	10%	20	\$ 3,956,828.68	\$ 3,722,224.88	12/15/2022	18.57%	12/15/2022	15,035	
			S	5%	45	\$ 4,963,862.06	\$ 391,515.80					
			V	5%	3	\$ 360,126.49	\$ 360,126.49					
			W	6%	11	\$ 489,994.89	\$ 489,994.89					
Project			22.72%	79	\$ 9,770,812.12	\$ 4,963,862.06						
MSVWBE Program Subtotal <sup>2</sup>			11.54%	22.72%	45		\$ 4,963,862.06	December 2019 - December 2022				
UDBE & FSBE	UDBE & FSBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>	
			Goal	Current		Unstacked (\$)	Paid (\$)					
	SR 509, I-5 to 24th Ave S. - Design	TYPE	UDBE	8%	6	\$ 3,673,052.50	\$ 3,673,052.50	3/27/2025				7.31%
			FSBE	8%	1	\$ 340,967.00	\$ 340,967.00					
			Project			16.45%	7		\$ 4,014,019.50	\$ 4,014,019.50		
	SR 509, I-5 to 24th Ave S. - Construction	TYPE	UDBE	10%	39	\$ 35,544,519.90	\$ 35,544,519.90					
FSBE			13%	20	\$ 10,901,324.82	\$ 10,901,324.82						
Project			19.21%	59	\$ 46,445,844.72	\$ 46,445,844.72						
UDBE & FSBE Program Subtotal <sup>2</sup>			18.96%		52		\$ 50,459,864.22	April 2020 - Present				
DBE	DBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>	
			Goal	Current		Applied (\$)	Paid (\$)		Hours % (Goal)	Date Updated		
	SR 509, 24th Ave S to S 188th - Design	TYPE	DBE	15%	10	\$ 3,727,337.58	\$ 3,727,337.58	3/27/2025	2.63%	3/27/2025	623	
			DBE	22%	28	\$ 5,414,944.30	\$ 5,414,944.30					
			Project			11.09%	38					\$ 9,142,281.88
DBE Program Subtotal <sup>2</sup>			11.09%		38		\$ 9,142,281.88	December 2024 - Present				
CONSTRUCTION TOTAL (Individual Companies <sup>1</sup> )					102	\$	114,822,809.37					
GATEWAY PROGRAM TOTAL (Individual Companies <sup>1</sup> )					127		\$150,487,536					

<sup>1</sup> For DBE Program Subtotal, A&E TOTAL, CONSTRUCTION TOTAL, and PS Gateway PROGRAM TOTAL, the calculation for these are based on each individual company on the PS Gateway Program.

<sup>2</sup> Individual companies certify on multiple TYPES (M, S, V, W) and to eliminate duplication, the 'MSVWBE Program Subtotal' only calculates the overall %, total '# of Companies', and total 'Paid (\$)' to Companies to date based on each individual.

<sup>3</sup> Once Training Goals are achieved, they are no longer tracked or reported.

## Megaprograms

### I-405/SR 167 Corridor Program

The I-405/SR 167 Corridor Program provides a long-range vision for coordinated multimodal transportation improvements for the 50+ mile corridor stretching from Lynnwood to Puyallup. This corridor provides a north-south alternative to I-5 and serves many of the fastest growing areas in the Puget Sound region that continue to fuel the region's employment growth and economic vitality. The Program stems from the I-405 Master Plan, adopted in 2002, and the SR 167 Master Plan, finalized in 2023.

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#### I-405/SR 167 Program web link

[wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program](https://wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program)



### SR 520 Bridge Replacement and HOV Program

Over the past 13 years WSDOT has rebuilt the SR 520 corridor while keeping traffic moving along this critical cross-lake route. This year, we'll complete both the Montlake Project and the SR 520/I-5 Express Lanes Connection Project. Crews are now building the final major project in the SR 520 Corridor: the Portage Bay Bridge and Roanoke Lid Project, to replace the aging bridge with a seismically resilient structure that improves transit and carpool travel, extends the SR 520 Trail and adds a new 3-acre landscaped lid between Seattle's Roanoke Park and North Capitol Hill neighborhoods. Construction started in November 2024 and is expected to finish in 2031. Total funding for the SR 520 Program is \$5.69 billion.

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#### SR 520 Program web link

[wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program](https://wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program)



### Cascadia High-Speed Rail and I-5 Program

The Cascadia High-Speed Rail and I-5 Program combines two major planning efforts to address future transportation needs of western Washington communities. The program includes planning for Cascadia High-Speed Rail, which would connect the metropolitan regions of Portland, Seattle, and Vancouver, British Columbia; and a Master Plan for I-5 in Washington state. The Program is in the early planning phase, with an integrated WSDOT and consultant team that includes 16 MSVWBE firms. Future opportunities may become available for planning-focused services, subject to funding availability. Contact our team to learn more and get notified of future opportunities.

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#### Cascadia Program web links

[wsdot.wa.gov/construction-planning/search-studies/ultra-high-speed-rail-study](https://wsdot.wa.gov/construction-planning/search-studies/ultra-high-speed-rail-study)

[wsdot.wa.gov/construction-planning/search-studies/i-5-study](https://wsdot.wa.gov/construction-planning/search-studies/i-5-study)



### Puget Sound Gateway Program

The Puget Sound Gateway Program is building critical freight links between the ports of Seattle and Tacoma and key distribution, warehouse and industrial areas in King and Pierce counties. Composed of the SR 167 Completion Project in Pierce County and the SR 509 Completion Project in King County, the Gateway Program is building about 9 miles of new expressway to complete two crucial, unfinished links in Washington's highway and freight network. Together, the projects will help ensure that people and goods move more reliably through the Puget Sound region. Total funding is \$2.83 billion.

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#### Puget Sound Gateway Program web link

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## Megaprograms

### Megaprograms Timeline

LEGEND

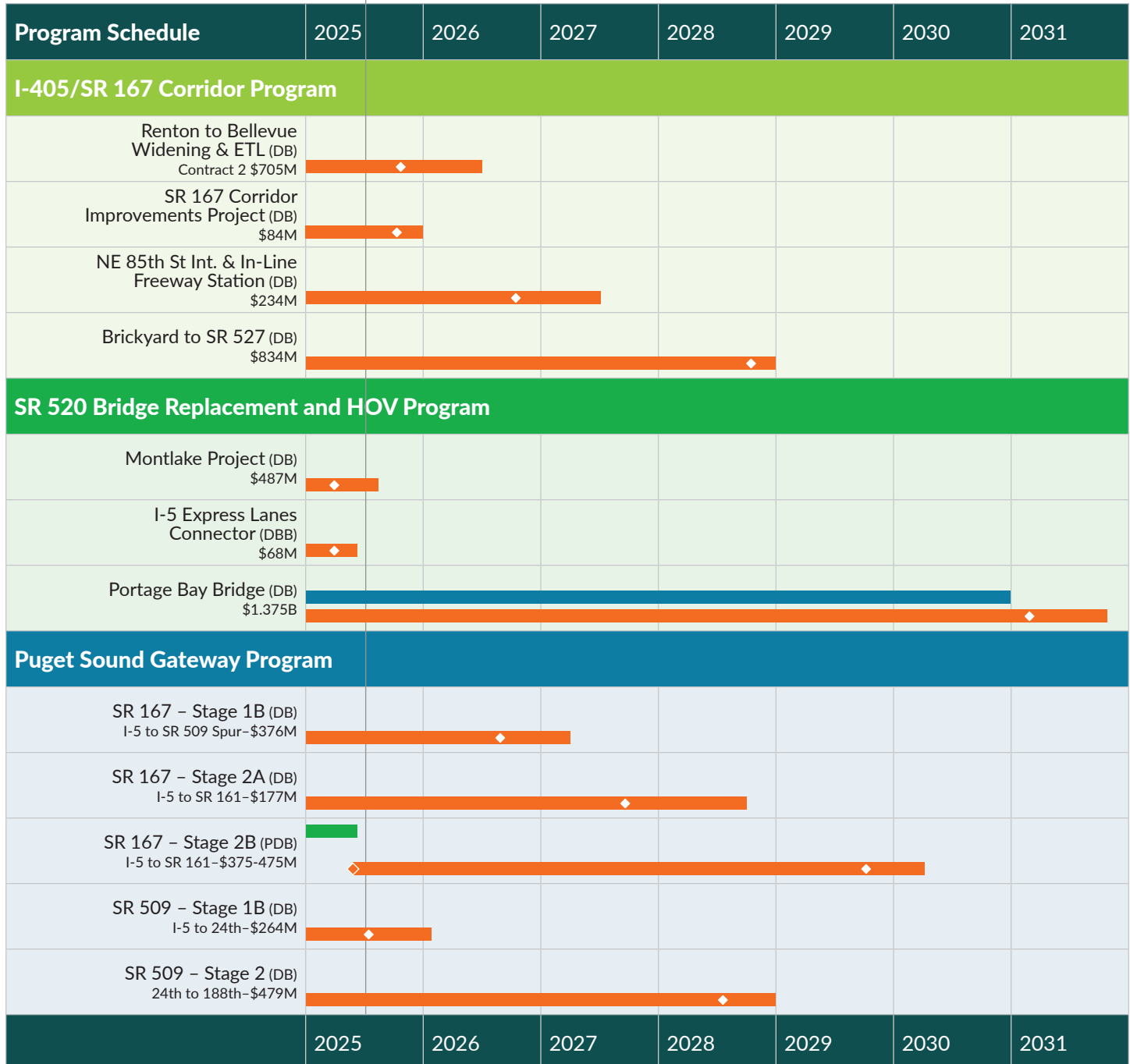
PE  
ROW

WSDOT CN  
Other CN

◆ RFQ/AD

◆ Bid Opening  
◇ Open to Traffic

WE ARE HERE ▼



Updated May 23, 2025

**Title VI Notice to Public:** It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equity and Civil Rights (OECR). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OECR's Title VI Coordinator at (360) 705-7090.

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