The Washington State Transportation Commission (WSTC) seeks an experienced and responsive team to provide services for the Hood River Bridge Traffic & Revenue (T&R) Study. CDM Smith is that team—bringing reliable, trusted T&R analysis services to cover all the needs of this study. CDM Smith stands ready to bring our local and national expertise and comprehensive local knowledge to the table to partner with WSTC.

1A. Introduction to Firms on Team

Prime - CDM Smith Inc.

CDM Smith is a global, privately owned engineering and construction firm providing legendary client service and smart solutions in transportation, water, environment, energy, and facilities. CDM Smith has 86 employees in Washington and the greater Portland Metropolitan area supported by 4,600 employees nationwide.

CDM Smith is a nationally recognized expert in T&R studies, supporting the feasibility assessment of revenue estimating, transportation operations, and funding considerations. The depth of our tolling experience and the successful delivery of T&R analyses of all levels is unparalleled in the industry, having performed more than 1,200 studies over the last 65 years and supporting more than $125B in toll bond financings around the nation. In fact, based on independent data gathered from MuniOS.com, CDM Smith’s T&R forecasts have been used in support of more than 60% of all toll facility bond issues in the past decade. CDM Smith has supported the toll financing of over $5B during the pandemic and brings in-depth knowledge of the influential factors associated with forecasting to account for uncertainty risk.

CDM Smith brings a clear and well-rounded understanding of the typical behavioral responses and biases to toll pricing processes that influences traveler’s choices and the balance between revenue, travel impacts, and toll pricing. Backed by this wealth of experience, we also know the specific types of data to be collected, including traffic counts, travel times, economic data, historical growth, behavioral surveys, big data, etc., as well as how to develop, calibrate, and analyze models and develop gross and net revenue streams for consideration in financing.

**BY THE NUMBERS**

- **60+ years** providing tolling services
- **46 states** public agencies served
- **+60%** of all U.S. investment grade studies supported for toll-financed projects since 2010
- **30/55+** express lane projects currently operating in the U.S.
- **$125B+** T&R studies supported in toll financing
- **1,200+** tolling projects and unparalleled depth of experience

Celebrating 75 years of excellence

<table>
<thead>
<tr>
<th>States supported by CDM Smith for tolling</th>
<th>Recent CDM Smith Traffic and Revenue Experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>California: Otay Mesa POE Bridge - Dynamic Pricing Border</td>
<td>Florida: MidPoint &amp; Cape Coral Bridges - commuter facilities</td>
</tr>
<tr>
<td>Washington: Tacoma Narrows - few alternative crossings nearby, trip suppression</td>
<td>Rhode Island: RIDOT – Truck Only Bridge Tolls 12 Locations</td>
</tr>
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<td>Kentucky: Ohio River Bridges / Louisville - major replacement bridges</td>
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<tr>
<td>Kansas: KDOT – Centennial Bridge between Kansas and Missouri</td>
<td>Pennsylvania: PennDOT – comprehensive study of nine bridges for upgrading, rural and suburban</td>
</tr>
<tr>
<td>Texas: Lewisville Lake Bridge – Commuter market by-pass</td>
<td>Alabama: I-10 Mobile River Bridge – planning, investment grade, gross to net, discount programs</td>
</tr>
<tr>
<td>California: Otay Mesa POE Bridge – Dynamic Pricing Border</td>
<td>Florida: Garcon Point Bridge – comprehensive study, local focus</td>
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</table>
### Subconsultants

#### Clary Consulting – Funding, Financing, Grant Support

<table>
<thead>
<tr>
<th>Years in Service: 14</th>
<th>Employees in WA/OR: 0</th>
<th>Employees Nationwide: 3</th>
</tr>
</thead>
</table>

**Types of Services**

- Financial capacity analysis based on various tolling scenarios, supplemental funding opportunities, grants, and financial planning
- Exclusive first-hand experience in Hood River Bridge replacement approach and deep knowledge of transportation project funding approaches at the local, state, and national level

**Benefit to WSTC**

### Community Attributes – SocioEconomic Growth

<table>
<thead>
<tr>
<th>Years in Service: 17</th>
<th>Employees in WA/OR: 7</th>
<th>Employees Nationwide: 11</th>
</tr>
</thead>
</table>

**Types of Services**

- Economic Analysis and Forecasting, Transportation Economics, Land Use Economics
- Understand the unique needs of tolling studies, having worked with CDM Smith on the SR 520 and CRC T&R studies. Extensive experience working with local economic alliances, growers, chambers, and public ports to enhance understanding of current and potential markets of the Hood River Bridge including commuter, commercial, recreational, and freight.

**Benefit to WSTC**

### DN Traffic Consultants – Field Data Collection

<table>
<thead>
<tr>
<th>Years in Service: 32</th>
<th>Employees in WA/OR: 6</th>
<th>Employees Nationwide: 11</th>
</tr>
</thead>
</table>

**Types of Services**

- Traffic count data collection including traffic count planning, data quality checking, safety, and communications
- Wealth of experience in data collection and traffic engineering for localized projects in similar locations, knowledge of WSTC policy and mission through Rail Office projects, small size but long experience provides deep data collection knowledge backed up by extensive traffic engineering expertise

**Benefit to WSTC**

### PRR, Inc. – Stated Preference; Stakeholder Coordination

<table>
<thead>
<tr>
<th>Years in Service: 40</th>
<th>Employees in WA/OR: 74</th>
<th>Employees Nationwide: 91</th>
</tr>
</thead>
</table>

**Types of Services**

- Survey design, recruiting and implementation; stakeholder coordination; graphic/visual aides; diversity, equity, and inclusion
- Ability to help survey diverse existing and potential bridge markets including commuters, businesses, non-English speakers, area tribes, shipping and trucking, and tourists; survey interface design for ease and comprehension; experience in tolling issues across stakeholders at policy, funding, and operations levels.

**Benefit to WSTC**

### Resource Systems Group – State Model; Travel Pattern and Market Demand

<table>
<thead>
<tr>
<th>Years in Service: 35</th>
<th>Employees in WA/OR: 6</th>
<th>Employees Nationwide: 95</th>
</tr>
</thead>
</table>

**Types of Services**

- Travel demand models (activity and trip-based), tolling and pricing sensitivity, corridor models, benefit-cost analysis (BCA), and data products for travel flows (e.g., rMerge)
- Supported more than 30 investment grade studies for existing and new toll projects; developer of the Oregon statewide transportation model; extensive knowledge of Washington/Oregon travel patterns

**Benefit to WSTC**
## Qualifications/Expertise of Firms on Team

### Key Staff

- **QA/QC / Project Controls Manager**
  - Yagnesh Jarmarwala, GISP, PTP, PMP

- **Project Manager**
  - Tim Boesch, AICP, PMP

- **Senior Advisors**
  - Zubair Ghafoor, Model Development
  - Kamran Khan, Traffic and Revenue/Policy

### Staff

**Data Collection**
- **Toll Performance Data**
  - Naveen Mokkapati, PE
  - Dan Begert, AICP
- **Stated Preference**
  - Kristen Bishop
- **Freight and Trucking**
  - Chiru Bhamidipati
  - Gary Norris, PE, PTOE, RSP1

**Traffic Modeling**
- **Field Data Collection**
  - Tyler Grzegorczyk
  - Chiru Bhamidipati
- **State Model**
  - Joel Freedman
- **SocioEconomic Growth**
  - Madalina Calen
- **Travel Pattern and Market Demand**
  - Jeff Frkonja

**T&R Development**
- **Gross to Net**
  - Wes Blackwell, PMP
- **Traffic Engineering**
  - Sharat Kalluri, PE, PTOE, PMP
  - Szu-han Chen, AICP

**Special Advisory Services**

<table>
<thead>
<tr>
<th>Service</th>
<th>Consultant(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Funding, Financing, Grant Support</td>
<td>Lowell Clary, Melissa Ziegler, CECd</td>
</tr>
<tr>
<td>Alternative Delivery</td>
<td>John Muñoz</td>
</tr>
<tr>
<td>Toll Systems Coordination</td>
<td>Terri Slack</td>
</tr>
<tr>
<td>Legislative Support</td>
<td>Jeff Doyle, JD</td>
</tr>
<tr>
<td>Stakeholder Coordination</td>
<td>Colleen Gants</td>
</tr>
<tr>
<td>Economic Impact</td>
<td>Evan Bigos</td>
</tr>
</tbody>
</table>

**Subconsultants**

- Clary Consulting
- Community Attributes
- DN Traffic Consultants
- PRR
- Resource Systems Group

## 1B. Prime Consultant Relationship with Subconsultants

The core CDM Smith team has worked seamlessly together on numerous projects and brings a cohesive team with no learning curve to deliver a quality and defendable study! Our subconsultant management is based on 1) a clear definition of responsibilities between CDM Smith and our teaming partners and 2) routine and rigorous communication throughout the project. In addition, we will hold our subcontractors to the same rigid standard of quality control that we follow internally.

Within the last 3 years, we have teamed with Resources Systems Group (RSG) on the West Seattle Bridge Investment Grade (IG) T&R Study for the City of Seattle, as shown below.

We have a solid working relationship with our core teaming partners dating back many years. Projects include Transportation Futures Task Force (PRR, Community Attributes, RSG, and Clary Consultants), WSDOT SR 520 IG T&R Forecast (Community Attributes, RSG), and SDOT Roosevelt to Downtown Bus Rapid Transit (PRR). In addition, we are excited to add DN Traffic Consulting, a women-owned data collection and traffic engineering firm, to our team.

### West Seattle Bridge IG T&R Study, City of Seattle, WA, 2021-Present:

As a subconsultant to CDM Smith, RSG developed and applied travel forecasting models to analyze impacts of tolling the West Seattle Bridge. The work involved updating the Puget Sound Regional Council SoundCast model from 2014 to 2019 conditions, including review and updates to the transport network and land-use data. RSG enhanced the model for toll sensitivity and tested several alternative toll rates as part of the initial phase of the project. CDM Smith and RSG worked jointly to develop tools to estimate impacts to low income and minority communities.
1C. Key Staff and Resource Availability

As demonstrated in the table below, all individuals identified in the staffing plan are available to meet the WSTC’s needs through the timeframe of the contract. We have considered current and projected workload of each key member prior to including them as part of the team, and they are fully committed to fulfilling their assigned roles for the duration of the contract.

<table>
<thead>
<tr>
<th>Key Staff</th>
<th>Working Hours Available</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tim Boesch - PM</td>
<td>160 184 176 168 160</td>
</tr>
<tr>
<td>Kamran Khan - Sr. Advisor</td>
<td>8 18 18 17 16 16</td>
</tr>
<tr>
<td>Yagnesh Jarmarwala - QA/QC; Project Controls</td>
<td>8 28 26 25 24 24</td>
</tr>
<tr>
<td>Yonnel Gardes - Data Collection Lead</td>
<td>64 92 106 101 80 80</td>
</tr>
<tr>
<td>Yandan Lu - Traffic Modeling Lead</td>
<td>64 110 106 101 80 80</td>
</tr>
<tr>
<td>Jeff Frkonjia - Travel Patterns and Demand</td>
<td>64 92 88 84 72 72</td>
</tr>
<tr>
<td>Naveen Mokkapati - T&amp;R Development Lead</td>
<td>64 110 106 101 80 80</td>
</tr>
<tr>
<td>Dan Begert - Stated Preference</td>
<td>48 110 106 101 80 80</td>
</tr>
<tr>
<td>Szu-han Chen - Traffic Engineering</td>
<td>48 74 88 84 80 80</td>
</tr>
<tr>
<td>Lowell Clary - Funding/Financing/Grant Support</td>
<td>8 18 18 17 16 16</td>
</tr>
</tbody>
</table>

1D. Project Experience of Team

**CDM Smith**

**Pathways Program | PennDOT:** This program involved the potential for redevelopment of major bridges using toll funding in Pennsylvania through P3 project delivery. Under this contract, CDM Smith helped develop tolling policies, produced planning and IG T&R forecasts, analyzed low income discount impacts to forecasts, lead coordination efforts with the Pennsylvania Turnpike Commission for the administration of toll collection services, and supported project NEPA analysis.

**Services Provided:** T&R and Advisory Services  
**Amount Received:** $2.8M

**Similar rural/town bridge T&R, diversionary flows and impacts, low income approach developed, collection and leakage calculations, toll operations options with other agencies, toll policy development and impact, and NEPA support**

**Otay Mesa Bi-national IG T&R Study | SANDAG:** CDM Smith is conducting a IG T&R study for a proposed multi-billion-dollar border crossing between the U.S. and Mexico. In response to this growing cross-border demand, a coalition of agencies and stakeholders in both the U.S and Mexico have proposed a new border crossing east of the existing Otay Mesa Point of Entry (POE) to increase capacity and help reduce wait times, serving both passenger and commercial vehicle traffic, and allow a pedestrian crossing if needed in the future. CDM Smith’s work includes comprehensive traffic and toll revenue report to support SANDAG and their bi-national stakeholders in the feasibility assessment and financing of the project along with potential federal funding associated with TIFIA.

**Services Provided:** Comprehensive T&R Services  
**Amount Received:** $3M

**Planning and comprehensive studies, multi-stakeholder coordination, truck and freight issues in tolling, value-of-time behavioral studies, and TIFIA and other grant support**

**Traffic Engineering for Bond Related Issues Continuing Contract | Lee County:** For 15 years, CDM Smith has provided services including reviewing and analyzing monthly T&R statements for the three toll bridges, preparing annual and semi-annual T&R reports, and reviewing the operating budget, the Renewal and Replacement Account, and the operating expenditures for compliance with the interlocal agreements with cities of Cape Coral and Sanibel. When necessary, CDM Smith has recommended toll rate adjustment to ensure compliance with the Transportation Facilities Bond Resolution. During COVID-19 pandemic, CDM Smith monitored T&R performance on bridges using daily transaction data, coordinated with Toll Manager on AET processes, and worked with County staff to evaluate several toll rate scenarios for revenue neutral performance under continued AET collection.

**Services Provided:** On-call T&R and Traffic Engineering Services  
**Amount Received:** $1.25M

**Existing tolled facility performance analysis; impacts of alternative toll scenarios for existing tolled facility; COVID-19 impacts to traffic; seasonal, commuter, recreational, freight multi-user base; AET conversion toll policy development**
| Qualifications/Expertise of Firms on Team |

**Clary Consulting Company**

**183N Expressway TIFIA Loan, USDOT/Credit Bureau of the Build America Bureau:** The Central Texas Regional Mobility Authority (CTRMA) applied for a USDOT TIFIA loan of $250M to fund the 183N expressway project in Austin. Clary Consulting provided financial analysis of the creditworthiness of the toll backed project and the overall tolls of the CTRMA that included review of various T&R forecasts, financial models, credit analysis, bond rating agency reports, bond documents, project agreements, and related information to form the overall credit evaluation.

*T&R analysis including the development of toll capacity, creditworthiness, and how much the toll revenue stream may support of project costs*

**Community Attributes (CAI)**

**Ballard-Interbay Regional Transportation System Alternatives, Seattle DOT:** CAI analyzed the economic and social impacts of four bridge replacement alternatives for the Ballard and Magnolia Bridges in Seattle. Potential impacts of each bridge alternative considered include travel time, vehicle operating costs, safety, accessibility, market desirability, and costs. The Ballard-Interbay Regional Transportation System (BIRT) plan was developed by an interagency team led by SDOT and included the City of Seattle, Port of Seattle, Sound Transit, King County, and WSDOT.

*Transportation focused economic analysis for travel times, vehicle operating costs, safety, accessibility, market desirability, and costs*

**DN Traffic Consultants**

**Traffic Count Program, City of Gig Harbor, WA:** DN Traffic collected 60 peak period turning movement counts at arterial/arterial intersections in the City of Gig Harbor, WA. This work required traffic count planning, validation of the collected data, evaluation of safety for traffic count team, summarizing and communicating result of the counts to the City.

*Traffic count planning, validation of the results of the traffic counts, evaluation of the safety implication on the traffic count team, analysis in tourist/seasonal area, and analysis for local intersections and communication of results to the City*

**PRR, Inc.**

**I-405/SR 167 Corridor Program:** PRR worked closely with the Program Team, WSTC, Office of the State Treasurer, WSDOT Toll and Finance Divisions, and the State Legislature to develop a Financial Plan Report summarizing financial analyses and options for funding and phasing the next set of legislatively appropriated projects for the I-405/SR 167 corridor. PRR staff facilitated stakeholders in the Executive Advisory Group and Interagency Working Group that helped inform next steps. Today, PRR is supporting collaboration and coordination between agencies in preparation for an updated toll revenue IG traffic and revenue forecast, project delivery plans, and further financial analysis in support of the upcoming toll rate setting process.

*This project focused on stakeholder engagement and reporting on funding, phasing, and T&R studies*

**Resource Systems Group (RSG)**

** Benefit-Cost Calculator Integration and Application for ODOT Pricing Study, Portland Metro:** RSG scoped then developed a comprehensive “multi-criterion evaluation” module integrated with the agency’s current-generation trip-based travel model. The evaluation tool was built on state-of-the-practice BCA techniques. When Metro agreed to support an ODOT pricing study covering spot tolls on I-5 and I-205, RSG helped support the travel forecasting BCA analysis.

*The tool covered all relevant social, economic, and environmental benefits and included innovations such as accounting for the option value of having multiple travel modes available for different combinations of potential origins and destinations and answering “who benefits” questions to support equity analysis*
Qualifications of Proposed Project Manager

TIMOTHY BOESCH, AICP, PMP | PROJECT MANAGER

Tim will be the primary contact for the Commission, managing the day-to-day operations of the project team, ensuring compliance with schedule and quality goals.

25 Years of Experience in Toll/Finance Industry
10+ Planning & IG T&R Studies Completed
5+ Tolling/Pricing Projects in WA & OR
4+ Multi-jurisdictional T&R Studies

2A. Examples of Previous Experience

Tim has managed and supported sketch, planning, and investment grade traffic and toll revenue forecasting studies as well as toll policy, pricing, and technology projects in 12 states and two foreign countries.

SR 520 Investment Grade Traffic and Toll Revenue | Washington State DOT (WSDOT), Washington, 2011-2016: Tim served as the deputy project manager for the 2011 IG T&R forecasts for the SR 520 bridge. He was the project manager for subsequent investment grade updates and performance monitoring in 2012-2016. His responsibilities included managing project scope, schedule, budget, and resource allocation; performing actual tolling performance analysis and developing reporting for WSDOT; developing processes to update modeling based on revised construction phasing, actual performance, and revised economic growth; and developing documentation and presentations to WSDOT and WSTC including alternative toll rate scenario increases. The updated forecast was used for state budgeting, meeting TIFIA loan requirements including presentations to rating agencies, monthly and quarterly traffic and revenue performance monitoring, and supporting financial feasibility of the project financial structure.

I-10 Mobile River Bridge and Bayway T&R Study | Alabama Department of Transportation (ALDOT), Mobile, Alabama 2021-Present: Tim is leading a team of technical experts and modelers to develop a revised IG T&R model and forecasts of the proposed Mobile River Bridge and Bayway Project. Tim is accountable for all aspects of the project and is responsible for scope, schedule, budget, resource allocation, and client communications. Tim, along with a technical specialist, also guides the technical aspects of the project including development of the model from multiple county and regional models, key model inputs, truck stated preference survey, passenger car stated preference survey update, COVID-19 and work from home impacts, independent economic forecast, origin-destination analysis, and speed studies. He has been actively engaged in providing expert advise and analysis to ALDOT on toll rate scenarios, ALGO transponder discount programs, frequency discounts, flat fee discounts, tolling rate classes, and IIJA grant tolling scenarios.

Revenue Bond Project T&R Study | West Virginia Parkways Authority (WVPA) 2017-2018: Tim led a study to provide 30-year investment grade forecasting for future bond issuances in light of legislation directing WVPA to develop a low fee annual permit program for passenger vehicles while simultaneously raising toll rates for commercial and non-program participants. The project involved historic data collection and analysis, baseline economic and toll revenue forecasting, state preference surveys to determine likely customer response to toll policy changes and annual permit programs, frequency analysis for direct electronic toll collection data, and mobile device frequency information to cover cash customers, multiple scenario development, technical memos and main report, and board and rating agency presentation development. Tim oversaw all aspects of the project and led the T&R impacts development for toll classes that will see a rate increase.

Tim worked closely with the authority’s general manager, CFO, bond and legal counsels, financial consultant, and bond underwriters to present technical information to the Parkway’s board, rating agencies, potential investors, and the public. The study was used to support issuance of investment grade bonds as well as subsequent follow-up revised forecasting once new toll rates and discount program took effect.

Having served clients in Washington State and Oregon for more than 12 years, combined with his national T&R and bridge experience, Tim brings the familiarity with local policies and similarly sized studies to successfully lead the Hood River Bridge planning-level study to be ready for investment level analysis.
2B. Familiarity with Relevant State/Federal Regulations and Procedures

Throughout his 25 year career, Tim has extensive experience in developing planning and investment grade forecasts for a diverse set of clients including state DOTs and bi-state tolling authorities. He has led multiple projects resulting in detailed forecasts, documentation, and presentations to the WSTC (SR 520), WSDOT Senior Management (SR 520, I-405 ETLs, and Washington State Commercial Vehicle Strategic Plan), and WSDOT Transportation Revenue Forecast Council (SR 520, TNB, SR 167 HOT lanes). Tim has participated in presentations to state financing teams and rating agencies (CRC, SR 520, WV Turnpike, and ALDOT Mobile River Bridge & Bayway) as well as to DOT secretaries, toll agency executive directors, and toll agency boards. He has also managed teams supporting TIFIA loans (SR 520) and IIJA grants (ALDOT Mobile River Bridge & Bayway).

Tim understands the due diligence needed in toll forecasting to meet state and federal regulations. For instance, he is aware that the Commission sets rates to fulfill project financing and funding commitments, and these requirements may vary from facility to facility, depending on state legislation.

Having worked with many agencies in Washington and Oregon, Tim can effectively guide our team in the appropriate regulations and procedures.

2C. Ability to Manage Projects

Transportation Futures, PSRC, WSDOT, King County: Tim led the consultant team examining transportation trends and innovative funding for the PSRC region. His responsibilities included:

- **Schedule:** Met all deadlines for submission to steering committee and Task Force meetings
- **Scope/Creep:** Repurposed parts of scope and resource allocation to develop additional analysis such as a terminology dictionary, dedicated funding agency survey, and alternative governance white papers
- **Budget:** Proactively managing the project in coordination with study partners and using resources efficiently, the work was completed on schedule and ahead of budget, such that a large portion of the grant could be repurposed for use by the WSTC in advancing RUC studies in line with Task Force recommendations
- **Changes:** As the nature of the final report desired by the Task Force became clear, recruited a local communications firm savvy in developing policy documents suitable for elected government and public consumption including budget reallocation to cover this additional consultant

- **Stakeholder Coordination:** Provided advice to staff across multiple organizations such as both DOT CFOs, both state treasurers’ offices, and the CRC program manager

Roosevelt to Downtown High Capacity Transit (RapidRide), City of Seattle: Tim managed a multidisciplinary planning, design, and outreach team studying the upgrading of several King County Bus lines to a BRT or streetcar line from Northgate to downtown Seattle.

- **Schedule:** Worked closely with SDOT to complete the project for input to SDOT and King County Metro capital planning, despite scope creep and changes
- **Scope Creep:** When existing conditions data were found to be insufficient and disorganized, repurposed part of the budget and team to initiate a large field data collection program and sifted through large quantities of existing data to fulfill specific needs for the corridor analysis
- **Budget:** Parts of the budget were repurposed with the end result of keeping within the authorized funding
- **Changes:** While initially conceived and scoped as a standard alternatives analysis, it became clear early due to County and City master plans, alternative corridors were unlikely. SDOT requested the analysis be geared to multiple budget and policy options including light, hybrid, and full BRT approach. Tim quickly pivoted his team, developed the analysis approach, and executed, while continuing to develop preliminary engineering and costs.
- **Stakeholder Coordination:** Facilitated and presented in multiple stakeholder processes including business roundtables, neighborhood associations, land-owner consultations, as well as the project’s main public open houses

2D. Professional Licenses/Accreditations

- American Institute of Certified Planners #024138 (2010)
- Project Management Professional #2932745 (2020)
### 3A. Key Team Members

T&R studies are complex in that they are synthesis of data, detailed analysis, modeling, and well-written reports designed for consumption by decision makers and the financial industry. More importantly, they must be sensitive to project conditions and plans, future uncertainty, multiple stakeholders, and diverse policies. We bring to the Commission a team of seasoned professionals who ready and able to be your trusted partner and advisor to prepare a planning level study that meets the Commissions expectations and lays the groundwork for investment grade analysis.

<table>
<thead>
<tr>
<th>Name</th>
<th>Years Exp</th>
<th>40-Year Planning Level</th>
<th>Net Revenue</th>
<th>Financial Capacity</th>
<th>Sensitivity Analysis &amp; Risk Assessments</th>
<th>Infrastructure Phasing</th>
<th>Project management/ stakeholder coordination</th>
<th>T&amp;R Report</th>
<th>Presentations</th>
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<tr>
<td>Tim Boesch, Project Manager</td>
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<td>Yagnesh Jarmarwala, QA/QC</td>
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<td>Yonnel Gardes, Data Collection Lead</td>
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<tr>
<td>Naveen Mokkapati, T&amp;R Development Lead</td>
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<td>Dan Begert, Stated Preference</td>
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</table>

**Kamran Khan | Senior Advisor - Traffic & Revenue/Policy**

Kamran is a senior vice president leading CDM Smith’s Transportation Finance and Technology group. He is familiar with travel data compilation, toll travel demand modeling for existing/new toll facilities, interstates and managed lanes, toll revenue forecasting, financial feasibility, and cost-benefit studies. Kamran serves as a senior advisor and reviewer for major revenue and pricing studies within the national practice. He provides policy guidance to senior level agency executives, supporting high profile agency initiatives and risk mitigation strategies.

**Project Experience:**

**E470 Toll Road, 2019-2020, Project Principal:** Kamran oversaw investment grade study for the toll road that included assessment of long-range needs and review of various pricing options, toll sensitivity analysis. He supported the team in conducting extensive traffic data compilation, including stated preference surveys to measure values of time and payment preferences. He used DRCOG model data sets, to highway demand, and incorporated tolling algorithms to simulate the impact of various pricing strategies by payment type.

**WSDOT SR 520 Investment Grade Traffic and Toll Revenue Updates, 2012-2016, Project Principal:** Kamran oversaw the update of the T&R forecast for the tolled SR 520 bridge.

**WSDOT Columbia River Crossing Investment Grade Study, 2017, Project Principal:** Kamran oversaw this update of Investment Grade T&R Forecast for use in continued financing, TIFIA loan requirements, and traffic engineer’s certificate.

**Understanding of WSTC and/or public agency regulations/procedures:**

As lead senior reviewer on the SR 520, CRC, and Tacoma Narrows T&R studies, Kamran understands the needs and regulations of WSTC, OTC, WSDOT, and ODOT. He has presented to WSTC, to rating agencies and investors for multiple projects including SR 520, and supported TIFIA and other federal grant applications for tolled facilities.
Yagnesh Jarmarwala, PMP, PTP | QA/QC & Project Controls Manager

Yagnesh specializes in project coordination, toll traffic and revenue studies, toll diversion modeling, travel demand modeling, risk analysis, financial analysis, and computer programming. He has served in project management roles for numerous toll traffic and revenue studies, as well as the development and use of computerized modeling techniques for traffic planning analysis and financial analysis. Yagnesh has supported five bridge planning level and IG T&R projects.

Project Experience:

SANDAG Otay Mesa Binational Investment Grade T&R Study, 2020-Present, Project Manager: Yagnesh managed the CDM Smith team to deliver a comprehensive traffic and toll revenue report to support the SANDAG and their bi-national stakeholders in the feasibility assessment and financing of the project along with potential federal funding associated with TIFIA that may be sought.

I-15 Express Lanes Project Southern Extension Planning Level T&R Study, 2021-Present, Project Manager: Yagnesh managed tasks including gathering available traffic and travel time/speed information; obtaining, running, and testing the microsimulation model; analyzing detailed traffic and toll rate information to estimate values of time of existing users of these facilities; reviewing and revising regional socioeconomic growth forecasts; model development; and development of annual traffic and revenue estimates.

I-105 Express Lanes Investment Grade T&R Study, 2017-2021, Project Manager: Yagnesh coordinated between consultant team for data collection, economic analysis, travel demand modeling update and development of traffic and revenue forecasts.

Understanding of WSTC and/or public agency regulations/procedures:

Yagnesh has a strong understanding of public agency procedures having supported several rating agency/investor/TIFIA presentations and due diligence discussions in support of project financings in more than $8.5 billion in toll road financing/refinancing bonds.

Yonnel Gardes | Data Collection Lead

Yonnel is a senior transportation planner who has provided technical support for many T&R studies of existing or proposed toll bridges including for WSDOT, WSTC, SDOT, and ODOT. Yonnel will direct and coordinate all data activities needed for the Hood River Bridge study.

Project Experience:

West Virginia Parkways Revenue Bond Study Update, 2017-2021, Project Technical Lead: Yonnel helped develop T&R forecast prior to toll policy changes, forecast update under the new regime, and subsequent forecast revisions to incorporate the impact of the COVID-19 pandemic.

Columbia River Crossing Investment Grade T&R Study, WSDOT, 2012-2014, Project Technical Lead: In the initial phases of the project, Yonnel assisted with the development of toll policies and evaluation of toll scenarios. He participated in the data gathering and documentation of existing and new data used in developing CDM Smith’s toll model. Yonnel supported the team with production and review of technical analysis, preparation of presentations, technical memorandums and reports.


Understanding of WSTC and/or public agency regulations/procedures:

Yonnel understands WSTC processes for setting toll rates having supported multiple rate scenarios and toll changes for SR 520 and WSDOT Revenue Forecast Council procedures having presented performance monitoring to them. He has led traffic data and toll performance analysis processes to fulfill financial community, legislative, and bond covenant requirements for a dozen different projects and agencies.
Yandan Lu, AICP  | Traffic Modeling Lead
Yandan specializes in travel demand modeling related to toll studies and explores innovative methodologies to improve model quality and enhance understanding of travel behavior under tolling situation. She will lead the travel demand model, including toll diversion algorithm design, model calibration, truck/freight forecasting, and scenario and sensitivity analysis.

**Project Experience:**

**WSDOT/ODOT Columbia River Crossing T&R Study, 2013, Lead Modeler/Analyst:** Yandan ran the four-step model, toll travel demand model calibration, toll sensitivity test, and weekend model development. She also develops a Monte-Carlo simulation model to provide insights on mode shift, route diversion, trip suppression, and shift in departure time due to toll on the bridge, using stated preference survey results.

**WSDOT SR 520 Bridge IG T&R Study, 2009-2011/2012-2016, Lead Modeler/Analyst:** Yandan developed toll traffic forecasting models, calibrated trip demand, and performed analysis on stated preference survey data. She also performed an annual update on traffic and revenue forecast to reflect the latest information such as observed toll traffic, socioeconomic data, payment type distribution, new tolling schedule, etc.

**Central Florida Expressway Authority Comprehensive-Level T&R Study of the Osceola Parkway, 2019/2018, Lead Modeler/Analyst:** Yandan led the modeling efforts to incorporate the latest socioeconomic data, utilize StreetLight data to refine O-D movement, calibrate travel demand, and perform toll scenario analysis and sensitivity analysis.

**Understanding of WSTC and/or public agency regulations/procedures:**
Yandan understands the need for rigorous modeling as well as expedient execution necessary to meet fast paced schedules to produce quality reviewed deliverables to meet client’s statutory requirements as well as those of the financial community.

Naveen Mokkapati, PE  | T&R Development Lead
Naveen's experience includes working with state agencies, tollway authorities, metropolitan planning organizations, and others on projects from sketch level T&R studies to highly detailed investment grade T&R studies that are used for selling bonds.

**Project Experience:**

**NTTA System Comprehensive Traffic and Toll Revenue Study, 2017, Analyst:** Naveen led the project to develop traffic and revenue estimates on NTTA System. The major responsibilities include calibration of base year model, reviewing demographic updates done by independent economist, developing traffic and revenue estimates and conducting sensitivity analysis to understand the impacts of various input assumptions.

**VMT Estimation on NTTA Facilities, 2016, Analyst:** Naveen estimated vehicle miles traveled (VMT) on the NTTA toll roads (extending about 90 miles) in Dallas-Fort Worth region. The VMT estimates are computed by creating a balanced daily traffic schematic using the transactions data on the toll gantries and traffic counts collected on non-toll ramps.

**Fort Bend County Toll Road Authority Systemwide Comprehensive Level Traffic & Toll Revenue Study, 2015, Analyst:** Naveen assisted in developing T&R estimates. The key tasks involved reviewing the model output from future year travel demand model and estimating T&R for various alternatives using toll assignment algorithms and conducting risk modeling to understand the high and low estimates for T&R.

**Understanding of WSTC and/or public agency regulations/procedures:**
Naveen's T&R analytical skills have been refined through 16 years of direct involvement in multiple types of T&R studies and facilities for a wide variety of agencies with differing requirements and due diligence needs. This will allow him to adapt to any requirements WSTC, OTC, WSDOT, ODOT, and Port of Hood River may need during the course of the study.
Dan Begert, AICP | Stated Preference

Dan is a transportation planner specializing in transportation surveys and brings experience with more than 10 Level 2 T&R studies. He will manage the survey through all stages, from initial questionnaire drafting and stated preference experiment design, through programming and administration of the online survey, to the final analysis and reporting of survey results.

**Project Experience:**

**Hampton Roads Express Lanes Summer Weekend T&R Study, 2021, Survey Coordinator:**
Dan designed a stated preference survey of summer weekend vacation travelers as a follow-up to a previous survey of weekday travelers. He conducted logistic regression models on the survey data and found that summer weekend traveler values of time (VOT) were approximately 30 percent higher than weekday VOTs, which had been estimated in the previous study.

**SANDAG Otay Mesa East Border Crossing Study, 2021, Survey Coordinator:**
Dan designed two stated preference and origin-destination surveys of northbound border crossers at the U.S.-Mexico border to gather information on willingness to pay for wait time savings at the planned Otay Mesa East tolled border crossing. He ran logistic regression models using the stated preference data from the surveys to generate estimates of VOT for the people and businesses that regularly use the currently available and overcrowded border crossings.

**Kansas DOT U.S. 69 Express Lanes Level 2 T&R Study, 2021, Survey Coordinator:**
Dan designed the stated preference experiments and ran the logistic regression models used to generate VOT and VOT reliability estimates for use in the regional travel demand model.

**Understanding of WSTC and/or public agency regulations/procedures:**
Since 2016, Dan has supervised the administration of eight O-D and stated preference surveys for toll agency and transportation agency clients throughout the country refining his skill set through the rigor and due diligence required for these surveys to support financial community expectations.

Jeff Frkonja | Travel Pattern and Market Demand

Jeff manages and executes complex analysis-informed planning projects such as travel forecasts, transit ridership forecasts, land use forecasts, demographic and transportation data analyses, and pricing analyses. He is proficient in applying a variety of technical tools including travel models, geospatial analysis in ESRI and open-source platforms, managed lane models, and more.

**Project Experience:**

**Seward Highway to Glenn Highway Planning and Environmental Linkages Study, 2021-2022, Project Manager:**
Jeff managed the passive "big data" origin-destination study and the travel forecasting for a multi-step highway corridor study addressing how best to improve the existing surface street couplet carrying highway traffic through downtown Anchorage.

**Oregon (Portland) Metro Benefit-Cost Analysis Tool, 2017-2021, Metro Research Center Director:**
Jeff led a Council-commissioned project to provide Metro with benefit-cost analytics for transport investment and alternatives analysis.

**Oregon (Portland) Metro Equity and Environmental Justice Data Upgrade, 2019-2021, Technical Lead:**
Jeff set up a multi-department group to create Metro's Equity Analytic Strategy. He ensured that the enterprise data program sought new demographic data, such as school data on students, to enhance the region's understanding of vulnerable populations.

**Understanding of WSTC and/or public agency regulations/procedures:**
From leading the transportation forecasting and applications group at PSRC, Jeff is familiar with Washington state transportation planning rules including the constitution and functions of Regional Transportation Planning Organizations, transportation concurrency requirements, Growth Management Act provisions relevant to transportation, and the application of SEPA to transportation planning activities.
**Szu-han Chen, AICP | Traffic Engineering**

Szu-han’s project experience includes corridor study, regional mobility study, access management study, transportation plan, transit planning, freight plan, travel demand modeling, highway inspection, highway signage, traffic signal plan, traffic signal warrant analysis, traffic impact assessment, roadway closure study, and railroad crossing grade separation study.

**Project Experience:**

**City of Seattle West Seattle Bridge T&R Study, 2021, Analyst:** Szu-han collected traffic data from multiple sources, developed GIS maps to show traffic volumes on the study corridor and main feeder and alternative routes, and helped put together a Data Collection Plan memo for Phase 1 of this project.

**City of Seattle Route 40 Transit Improvement, 2019-2020, Analyst:** Szu-han developed the Synchro and Vissim models to evaluate traffic conditions in the existing and future scenarios. He also used the traffic models to help score and screen the proposed improvements.

**Central Florida Expressway Authority SR 414 Expressway Extension, 2020-2022, Analyst:** Szu-han outlined the steps and developed Vissim and Synchro models under existing and future scenarios for traffic analysis. He collected INRIX data, developed a calibration spreadsheet, gathered guidelines for model calibration, and summarized modeling results. He also helped put together the Vissim calibration report, Project Traffic Analysis Report, and Vissim analysis report.

**Understanding of WSTC and/or public agency regulations/procedures:**

Szu-han’s local, arterial, bridge, and expressway traffic engineering analysis experience has honed his skills to meet requirements for NEPA alternatives analysis and impacts, rigorous peer reviews, and multiple phasing and alternatives approaches for local/regional agencies.

**Lowell Clary | Funding, Financing**

Lowell has been a champion of transportation providing strategic advice, developing funding and financing plans and P3 approaches for highways, toll facilities, heavy rail, commuter rail, bus rapid transit, fueling facilities, and maintenance facilities. He brings an understanding of funding and financing possibilities at local, state, and national levels.

**Project Experience:**

**Hood River-White Salmon Bridge Replacement Project, 2017-2021, Advisor:** Lowell served as a strategic advisor for the Port of Hood River to discuss key issues such as project delivery approach after the Port Authority received an unsolicited proposal for a public-private partnership for the Bridge Replacement Project.

**Maryland DOT I-495 and I-270 P3 Program, 2019-Present, Advisor:** Lowell focuses on the solicitation and commercial elements of the request for qualifications, request for proposal, and upcoming evaluation stage of the active procurement process advising the Maryland DOT. This includes elements of tolling that are part of the requirements and specifications in the governing documents for the project.

**Miami-Dade Transportation Planning Organization (FL) Projects, 2017-Present, Advisor:** Lowell’s tasks include the identification of funding options, forecasting of selected fund options, program level and project level financial plans and project financing options.

**Understanding of WSTC and/or public agency regulations/procedures:**

Lowell is well acquainted with agency regulations/procedures through his work advising public and private clients across the U.S. Locally, he has reviewed policies and guidance and interacted with staff and board members of the Hood River Port Authority. He also has an in-depth understanding of the TIFIA loan process and extensive knowledge on toll facilities and toll backed bonds and loans.
To understand our proposed management and quality process, it is important to look at the overall project approach, defined by the processes and outputs desired by WSTC.

<table>
<thead>
<tr>
<th>Task</th>
<th>Processes &amp; Desired Outputs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transportation Data Analysis</td>
<td>Daily and hourly traffic counts for the Hood River Bridge ● competing and complimentary facilities including bridges, highways, and intersections ● free flow and congested speeds</td>
</tr>
<tr>
<td>Historic Toll Data Analysis</td>
<td>Annual, monthly, daily, and hourly transaction analysis ● toll classes and volumes ● payment share types ● impacts of prior toll increases and seasonal variations</td>
</tr>
<tr>
<td>Travel Pattern Analysis</td>
<td>Use of mobile device big data ● applications across passenger and freight travel locally, trans-river, and regionally ● stated preference surveys for passenger vehicles and trucks/shippers ● value of time including low income analysis if desirable</td>
</tr>
<tr>
<td>Socio-economic Analysis</td>
<td>Area historic trends in population and employment ● analysis of bridge influence area across multiple user groups, future forecast, potential new users</td>
</tr>
<tr>
<td>Model Development</td>
<td>Statewide model sub area development ● additional refinement and detail ● current and future network assumptions ● current traffic, pattern, speed and calibration/validation ● future growth approach ● toll impact analysis ● model years and phasing</td>
</tr>
<tr>
<td>Segment and Intersection Level of Service Analysis</td>
<td>Bridge and up to eight intersections existing conditions and conditions under project phasing which may include pre-construction toll increases, periodic closures, and differing configurations</td>
</tr>
<tr>
<td>Scenario Analysis</td>
<td>Toll rates, classes, payment methods, discount programs, pre-construction toll increases, periodic or annual future increases</td>
</tr>
<tr>
<td>Risk Analysis</td>
<td>Sensitivity testing of key parameters ● monte-carlo simulation ● construction delays ● lingering COVID impacts</td>
</tr>
<tr>
<td>Project Financial Analysis</td>
<td>40-year T&amp;R streams ● O&amp;M analysis ● waterfall gross to net ● financial capacity ● supplemental financing impacts</td>
</tr>
<tr>
<td>Project Reporting and Presentations</td>
<td>Technical notes designed to be chapters of the final report for efficiency and schedule including existing conditions analysis, economic forecast, survey results ● issues paper on modeling and analysis approaches ● periodic presentations as requested ● draft and final planning-level T&amp;R report ● stand-alone executive summary designed for senior stakeholders at WSTC, OTC, WSDOT, ODOT, Port of Hood River, and cross-river coordination group</td>
</tr>
</tbody>
</table>

These project approach processes need a strong quality process to assure WSTC, Port of Hood River, stakeholders, and financial community that there’s a solid foundation for current and future project funding.

4A. Quality Assurance/Quality Control Processes

At CDM Smith, quality is defined as meeting or exceeding the requirements of our clients and ourselves. Exceptional client service, is best achieved by delivering quality service to our clients consistent with our core values and the business philosophy of Listen. Think. Deliver. To achieve this overarching goal, we have developed a Quality Management System (QMS) of policies, processes, and procedures applied to all our projects.

CDM Smith’s QMS is aligned with ISO 9001 and brings QA/QC procedures rooted in traditional traffic and revenue approaches at all levels of study including data collection, modeling, forecasting, financing, monitoring, and ad hoc services. Our proven quality control methods will result in high quality, on-time, and on-budget deliverables for WSTC.

While the CDM Smith QMS is designed to be flexible enough to accommodate the unique needs of individual sectors, clients, and projects, there are certain basic elements of QMS that are universal. These elements will be tailored to the Hood River Bridge T&R Study and to the unique needs of WSTC.
Project Management Plan (PMP). Describes the project and defines project scope, schedule, budget, work breakdown structure, billing information, quality management plan, risk assessment, communications plan, and health & safety assessment. Tim will work with Yagnesh, our QA/ QC and project controls manager, to develop the PMP, including the quality management plan. A draft of the PMP will be made available to and discussed with Commission staff before finalization if desired. The plan will be shared with all project team members including subconsultants.

Project Planning and Scope Review Meeting, and Monthly Reviews. Tim will arrange a project planning and scope review meeting and monthly project reviews to ensure all team members understand the project, scope, schedule, work breakdowns, organization and lines of communications, and quality requirements. Tim will then prepare monthly project reviews that document progress of scope, schedule, budget, and quality procedures against the PMP. Reviews will also summarize work completed, work expected, and any issues which becomes the basis for monthly invoice reporting.

Technical Review Committee and Independent Checking. For each technical area, experts familiar with the project will review work products to ensure they meet technical discipline standards. Tim, Yagnesh, and Kamran will define which parts of the scope need specialist review, such as developing value of time, overall model approach and scripting review, truck modeling approach, COVID and work from home impacts assumptions, gross to net calculations/waterfall, T & R stream development, and report development. Tim and Yagnesh will also define which processes require detailed calculations and analysis by qualified individuals independent of the team responsible for the work. Key areas include data analysis and factoring, model input development, model output processing, and T & R stream development.

Technical Review Committees (TRC). Consisting of at least three senior individuals who are experts in the project field and not directly involved in the project, this group will meet, typically three times, to perform independent technical reviews.

Measurable Client Audits and Satisfaction Surveys. These will be sent to the WSTC project manager near the start of the project, during project execution, and at the end of the project.

CDM Smith is also offering WSTC the opportunity for a facilitated session with staff and key stakeholders to develop critical success factors for the project. We have developed this approach across multiple disciplines allowing our clients the opportunity to discuss and evolve their thinking about their desired outcomes. Discussion usually includes not only standard industry practice such as timeliness and budgets, but more importantly what project success looks like for WSTC which may include inter-agency, political, social, funding, and other considerations. Other important quality control processes for this study include:

- Staffing. We have selected qualified team members who have worked together on several similar studies and several of whom have direct experience with WSTC and other stakeholders.
- Accessibility. Commission staff will have the ability to directly reach out to our project manager and senior and specialty advisors at any time with questions or concerns.

All deliverables will be reviewed by our project manager prior to transmission to WSTC. Quality processes will be tracked and documented. All work performed by our subconsultants will be subjected to the same quality review process.

4B. Tracking System(s) to Monitor the Project’s Budget and/or Scope

CDM Smith has invested millions of dollars in upgrading its project management systems, training, and reporting, providing WSTC with a reliable and efficient platform for the development of the Hood River Bridge T & R Study. Project manager Tim Boesch has a Project Management Professional certification and has completed all our internal project management training. He will be the primary point of contact for WSTC with full accountability for maintaining the schedule, producing deliverables, and assuring quality. Working with key project staff, Tim will develop a combined scope, deliverables, budget, and schedule system implemented through Primavera 6 which assists in forecasting project staffing needs and tracks schedule and financial performance. Using this tool, deviations from the originally planned baseline and critical path can be reviewed and implications of any changes can be analyzed including impacts to project delivery. The tool can output the schedule through Microsoft Project or other formats for use by WSTC staff.

CDM Smith uses an effective project cost control system, known as EcoSys, with uniform, consistent, and integrated systems to provide a routine method of producing and controlling information. CDM Smith currently uses Oracle Timekeeping and Primavera P6 as planning and tracking tools, in conjunction with the EcoSys program. This system produces project reports, provided internally weekly and monthly, with up-to-date cost information so that any variances or unexpected costs incurred can be rectified and/or brought to attention. Tim will review project progress using these tools with project controls manager Yagnesh on a regular basis and report to Commission staff monthly on progress.

Two other important tools in project controls are risk management and change management. Early in the process, a risk management register will be developed, with input from WSTC, to define items with less certainty that may change scope, schedule, and budget along with planned responses and likely impact. The risk register will be reviewed and updated monthly as needed. A change log will be developed early in the process and updated regularly. It will track potential and actual changes to the project along with implications for project delivery. Both tools can be made available to WSTC staff.
4C. Process for Interacting with Internal Project Team

CDM Smith’s process for internal project team interaction includes a deliberate set of tools and processes as well as open communications among team members. CDM Smith will ensure cooperative and responsive team working relationships with clear lines of communication and authority throughout the entire project. Our Hood River Bridge team is specially designed with three key task leads: Yonnel Gardes, Yandan Lu, and Naveen Mokkapati. Each of their teams will be assigned specific tasks, budget, and schedule for project execution integrated with the project controls mentioned above. We will conduct weekly project management teleconferences with the task leads, project controls manager, and senior advisors to review weekly progress, upward work, staffing and resource needs, and deliverables progress. Project manager Tim Boesch routinely keeps apprised of project progress as well as technical work. He makes it clear to the project team that anyone can contact him at any time for assistance, to address concerns, and to recommend efficiencies and innovations.

CDM Smith has embraced the use of Microsoft Office 365 Suite applications such as Teams, SharePoint, and Yammer for over six years to share industry knowledge, documents, and more information across the company’s vast talent pool. Through these cloud-based outlets, our internal projects staff are constantly communicating project updates and working together on innovative solutions. This ensures clients have access to the best information and support available from our world-wide industry leading experts.

Perhaps one of the most defining characteristics of our Hood River Team is that the vast majority of both CDM Smith and subconsultant staff have worked on multiple similar projects over a decade or more. Our familiarity with each other’s skill sets, communications styles, and dedication to delivering quality work provides the commission with efficiency, confidence, and innovative approaches to produce effective analysis and reporting.

4D. Ability to Provide Interaction with Client and/or Stakeholders

The CDM Smith team’s approach to delivering quality projects on time and within budget includes utilizing effective communication tools from the outset, providing a realistic project approach to meet schedule, and implementing a proven quality assurance method to ensure accuracy of the study. Client and stakeholder interaction and communications are key to making these tools effective.

CDM Smith will ensure cooperative and responsive team working relationships with clear lines of communication and authority throughout the entire project. Tim Boesch will communicate proactively with Commission staff and key stakeholder staff to provide seamless services and establish a sound organization and solid working relationships.

At project outset, Tim, working with Commission Staff, will develop a communications plan delineating the protocols for client communications and authority which includes:

- Lines of communications between consultants, Commission staff, and stakeholders
- Contact information
- Protocols, such as copying commission and consultant project managers on all inter-organization communications
- Definition, purpose, and timing of any workgroups, such as agency staff technical workgroup or stakeholder policy workgroup
- Plans for regular communications between consultant PM and Commission project management staff
- Protocols for deliverable transmission

We proposed to employ multiple communications methods which may include email, phone calls, Teams conferences, project data portal, in person meetings and workshops, and presentations tailored to specific project and commission needs. Our project manager and senior staff use laptops and smart phones specifically integrated with Microsoft Teams allowing seamless communications both internally and externally regardless of location. We have helped many of our clients to not only use enhanced features of advanced communications tools in communicating with us, but to employ them in communications with their senior managers, boards, stakeholders, and for general public engagement.

Our project team has many members who have interacted with Commission staff and processes through specific studies for WSTC, presenting to WSTC, and at professional organizations. This benefits WSTC by not only eliminating any ramp up time, but also allows our team to be proactive and efficient in delivering the project while commission staff will be comfortable communicating with our team from the outset.

Our team includes PRR, experts in communications in Washington and Oregon across multiple market sectors, clients, stakeholders, and the public. CDM Smith’s combined expertise with PRR for the Transportation Futures Task Force allowed us to successfully deliver important surveys, documentation, website material, outreach, and stakeholder communications. We bring a unique synergistic relationship between technical, communications, and facilitation skills that benefits WSTC by helping to identify stakeholder needs, facilitate conversations, develop informative and effective deliverables, and address feedback and communicate study results appropriately.

The CDM Smith team has worked with over 15 private (prior to 2009), 25 public, and more than 40 governmental toll agencies in Washington and the nation and understands the fundamentals and focus associated with each to satisfy their respective stakeholders.