Olympic Region Design Consultant Engineering Services
– SR 3/SR 16/SR 166/Gorst Vicinity – Remove Fish Barriers

Teaming Partners:
- HDR
- Art Anderson
- HWA GeoSciences
- Osborn Consulting
- Ott-Sakai Associates
- PRR
- Stell Environmental

Parametrix
ENGINEERING. PLANNING. ENVIRONMENTAL SCIENCES
CRITERIA 1 QUALIFICATIONS/EXPERTISE OF FIRMS ON THE TEAM

Given the 2013 injunction to remove 90 percent of fish barriers by 2030 and the continued safety and preservation needs of the Olympic Region (OR), WSDOT has a large backlog of critical projects to deliver in a short timeframe with limited staff. Because this bundle of crossings will be delivered through a pre-National Environmental Policy Act (NEPA) Design-Build (DB) process, our team will support WSDOT in quickly handing off a well-defined project to a DB, maximizing the opportunity for the State to benefit from the skill and creativity of the competing DB teams while honoring stakeholder commitments and controlling risk.

Because of the nature of the delivery method, it is crucial that the consultant team for this assignment has the ability to think strategically and support WSDOT effectively in the DB procurement process. To realize the benefits of a pre-NEPA DB process, you need a well-crafted, strategic Request for Proposal (RFP) that allows a DB team to bring forward a solution that meets your goals and precludes those ideas that are undesirable. Our team has been selected because they not only understand how to complete the technical work, but they have proven the ability to craft an RFP that meets your objectives and honors your commitments.

Our team includes our key partner, HDR, and strategically chosen Minority, Small, Veteran, and Women’s Business Enterprise (MSVWBE) firms, and has been specifically assembled to provide the necessary expertise, experience, capacity, and flexibility to meet the scope and schedule demands of this project. Our core team members are currently delivering the Olympic Region Design Consultant Engineering Services - 24 Fish Passages (OR-24FP), and this team is a subset of that much larger program team. As we scaled down the number of firms to match the size of this project, we applied three filters:

- Firms with expertise supporting procurement of DB teams on OR fish passage projects
- Firms that are known and trusted by the stakeholders for these specific crossings
- Firms with MSVWBE certification

Parametrix has assisted the OR on procurement of two previous DB contracts for I-5 JBLM and recently completed the Request for Proposal/Instructions to Proposers (RFP/ITP) for the removal of six barriers in Jefferson/Clallam Counties. HDR recently completed the RFP/ITP for removal of six barriers in Mason/Thurston Counties. On both contracts, the consultant team is providing substantial support during proposal preparation. HDR is also overseeing preparation of the preliminary hydraulic design (PHD) reports for all five crossings on this project. Our team’s DB and fish passage expertise, plus knowledge of these five crossings, is a significant benefit to WSDOT and will enable our team to deliver the project WSDOT wants while also minimizing the risks that DB projects can present. Our team is focused on delivering the specific needs of this project, as summarized in Exhibit 1 below.

Exhibit 1: Team Focused on SR 3/SR 16/SR 166/Gorst Vicinity – Remove Fish Barriers Project Needs

TEAM CHARACTERISTICS:

1. Extensive fish passage design experience in the Olympic Region
2. Deep knowledge of construction methods, costs, impacts, and risks
3. Proven ability to craft effective DB procurement documents and then work efficiently on WSDOT’s team while selecting the DB team
4. Detailed experience in environmental/permitting process for injunction culverts
5. Track record of delivering all of the above while maintaining positive relationships with stakeholders, including tribes, Washington Department of Fish and Wildlife (WDFW), state and federal permitting agencies, property owners, local agencies, and utility providers
Our team is organized for efficient and effective communication between our technical team and WSDOT’s project leadership. The larger Consultant Leadership Team will communicate internally amongst consultant staff. This system has proven to be effective and efficient.

In addition, this team provides all the necessary technical expertise and unmatched level of skill in DB contracting strategy.

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1A/B. PROPOSED TEAM FIRMS AND EXPERTISE

Parametrix

607 EMPLOYEES – 480 WA/OR

LOCAL LOCATIONS: BREMERTON, MUKILTEO, PORTLAND, PUYALLUP, SEATTLE, SPOKANE, TACOMA, VANCOUVER

51 YEARS PROVIDING EXPERTISE


• Local knowledge, planning, and design experience for the OR and specifically fish passage projects. We will build on our recent work on the OR-24FP project to develop procurement documents that are practical and cover all the steps between the PHD and completion of warranty, years after construction.

• Relationships with key project partners, including the Suquamish Tribe, WDFW, and multiple departments within WSDOT, provide us a deep understanding of how the delivery process works and how we can support the OR in getting a capable DB with good ideas under contract.

Parametrix has provided services on WSDOT projects since 1985, including some of the region’s largest and most complex. Parametrix is unique in its ability to assist WSDOT. We have a clear understanding of the PHD process, delivering dozens of completed PHDs for culvert replacements. Our work on OR-24FP and Coastal 29, WSDOT’s first and only progressive design build (PDB), keeps us aligned with OR to lead the design and compliance process, proactively navigating critical approvals and decision points, including WSDOT’s Headquarters (HQ) Hydraulics, Geotechnical, and Bridge offices, as well as co-managers at WDFW and tribal governments. Our team’s established relationships and knowledge of how to deliver fish passage projects in the OR is a significant benefit to WSDOT and will enable our team to deliver the project efficiently.

HDR

9,799 EMPLOYEES – 734 WA/OR

LOCAL LOCATIONS: BELLEVUE, EVERETT, GIG HARBOR, OLYMPIA, PASCO, SPOKANE, SEATTLE, VANCOUVER, PORTLAND

106 YEARS PROVIDING EXPERTISE

EXPERTISE SPECIFIC TO THE PROJECT: Environmental Planning and Permitting, Structural Design, Stream Design, Stream Hydraulics and Hydrology, ROW

• PHD lead on the Gorst Area fish passage projects brings an unparalleled understanding of these fish barrier locations.

• Strong relationships with WSDOT’s OR and HQ Hydraulics staff will provide for easy communication and coordination between WSDOT staff and the consultant team.

HDR has provided services to WSDOT since 1974 and has an in-depth understanding of the requirements and constraints involved in WSDOT projects. The HDR team has worked on more than 60 fish passage barrier removal projects, in coordination with the WSDOT HQ Hydraulics Office and the Olympia Project Engineers Office (PEO), to develop preliminary hydraulics designs. HDR has also delivered other phases of fish passage work, including planning, engineering, design, final hydraulic design, permitting, construction management, and design-build procurement support. In particular, HDR is serving as a major subconsultant to Parametrix on the current OR-24FP contract. HDR brings an in-depth understanding of the WSDOT fish passage design process, the regional environment, and coordination strategies for working with the tribes, WDFW, and the U.S. Army Corps of Engineers (USACE), and the Washington State Department of Ecology (Ecology).

34 EMPLOYEES – 34 WA/OR

LOCAL LOCATIONS: BREMERTON

65 YEARS PROVIDING EXPERTISE

EXPERTISE SPECIFIC TO THE PROJECT: Utility Coordination

• Experience leading utilities projects in the Gorst Area for over 65 years, resulting in an understanding of local conditions and requirements.

Art Anderson (AA) offers services, including civil, electrical, and mechanical engineering. They have supported public agencies since their inception, including WSDOT, King County, and Kitsap Transit. They are based in Bremerton, and the staff member who will lead utility coordination was formerly a utility engineer for the City of Bremerton. AA is familiar with the contractual requirements, specifications, and drawing standards of WSDOT. AA’s blend of engineering disciplines offers clients a strong in-house capability for a wide variety of infrastructure projects. AA has previous working experience with both WSDOT and Parametrix and is a Washington Veteran Owned Business (VOB).

GeoSciences Inc.

43 EMPLOYEES – 43 WA/OR

LOCAL LOCATIONS: BOTHELL

42 YEARS PROVIDING EXPERTISE

EXPERTISE SPECIFIC TO THE PROJECT: Geotechnical Engineering, Pavement Engineering, Hydrogeology, Geoenvironmental, Construction Inspection, Materials Testing

• With decades of experience providing geotechnical expertise on WSDOT projects, their understanding of WSDOT, Federal Highway Administration (FHWA), and Ecology policies and procedures will help streamline processes.
HWA GeoSciences, Inc. (HWA) provides a full range of geotechnical and geoscience solutions for design and construction of fish passage projects. Currently, HWA is working with Parametrix on the OR-24FP. HWA is familiar with WSDOT policies and procedures and is knowledgeable in, and complies with, the standards set by regulating agencies, including WSDOT, FHWA, Ecology, American Concrete Institute, American Association of State Highway and Transportation Officials (AASHTO), and International Code Council. HWA is knowledgeable in the WSDOT Environmental Procedures Manual, Standard Specifications, and the WSDOT Geotechnical and Bridge Design Manuals, as well as the Local Agency Guidelines (LAG) Manual, and Ecology’s Stormwater Management Manual for Western Washington. In addition to engineering and science services, HWA also operates a state-of-the-art material testing laboratory, accredited by the AASHTO R18. HWA is a federally and state certified MWBE, Disadvantaged Business Enterprise (DBE), and Small Business Enterprise (SBE).

HWA GeoSciences, Inc. (HWA) provides a full range of geotechnical and geoscience solutions for design and construction of fish passage projects. Currently, HWA is working with Parametrix on the OR-24FP. HWA is familiar with WSDOT policies and procedures and is knowledgeable in, and complies with, the standards set by regulating agencies, including WSDOT, FHWA, Ecology, American Concrete Institute, American Association of State Highway and Transportation Officials (AASHTO), and International Code Council. HWA is knowledgeable in the WSDOT Environmental Procedures Manual, Standard Specifications, and the WSDOT Geotechnical and Bridge Design Manuals, as well as the Local Agency Guidelines (LAG) Manual, and Ecology’s Stormwater Management Manual for Western Washington. In addition to engineering and science services, HWA also operates a state-of-the-art material testing laboratory, accredited by the AASHTO R18. HWA is a federally and state certified MWBE, Disadvantaged Business Enterprise (DBE), and Small Business Enterprise (SBE).

Osborn Consulting, Inc. (OCI), is a surface water specialist that brings experience with WSDOT design manuals, standard specifications, and special provisions, and has extensive hydrologic and hydraulic analysis experience in support of roadway stormwater design in the OR. OCI consistently provides specific stormwater management expertise, ranging from sizing detention, infiltration, water quality treatment facilities, stream design for fish passage, and low-impact or green infrastructure facilities to conveyance sizing, hydraulic reports, and downstream analysis. OCI has extensive WSDOT corridor and fish passage project experience for a range of delivery methods and phases, including DB; preliminary design; RFP preparation and support; and full plans, specifications, and estimate (PS&E) design and delivery. In addition, OCI is a federally certified DBE, and a Women’s Business Enterprise (WBE).

Ott-Sakai & Associates (OS) provides constructability reviews, cost estimating, scheduling, and value engineering. OS specializes in supporting the planning, design, and delivery of transportation projects. OS works with design teams to provide economical and constructable projects. OS approaches projects from a general contractor’s perspective, addressing the details of subcontracting, staging and phasing, cost-effective construction alternatives, and maintenance of traffic (MOT) to minimize conflicts that could result in claims and unexpected additional construction costs. OS has performed these services on over 100 projects since 2005. Since December 2019, OS has worked with Parametrix on the OR-24FP. OS is a certified MBE.

PRR offers community engagement, language services, and facilitation services – prioritizing diversity, equity, and inclusion. PRR works with WSDOT teams to lead and support engagement for work in the OR. PRR provides integrated communications solutions that help people make informed decisions and build stronger, more inclusive communities. Established in 1981, PRR has supported WSDOT for decades, recently supporting community engagement during design and construction of OR-24FP with Parametrix and a fish barrier removal project at SR 3 and Chico Creek in Kitsap County. PRR is a is a certified WBE firm.
1C. PROJECT EXPERIENCE WITH SUBCONSULTANTS

Parametric has a long history of building positive partnerships with other firms. Our shared experience with the firms on this team is shown in Exhibit 3. Some of these working relationships span multiple decades. Others are relatively new, but we anticipate that they will turn into decades-long relationships. As the prime consultant, we take seriously our dual responsibilities to fairly represent our subconsultants’ interests and to diligently ensure their performance. Both the culture of our firm and the personal style of our project manager put a high value on building a collaborative team environment with all our consultant partners, giving WSDOT a complete and deep bench of expertise operating as a cohesive unit.

Exhibit 3: Experience with Teaming Partners

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<th>FIRM/YEARS WORKING WITH PARAMETRIX</th>
<th>PROJECT NAME/DATES/ROLES/SERVICES</th>
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</table>
| HDR / 20+                         | OR Design Consultant Engineering Services – 24 Fish Passages | WSDOT / 2019-Present / Parametric Prime; HDR Subconsultant
|                                  | Coordination with WSDOT and WDFW. Stream and fish passage restoration. Project management, project design, preparation of DB procurement documents and design oversight of DB projects, environmental mitigation design, permitting, quality assurance (QA), stakeholder involvement, government relations and tribal coordination, and regulatory agency coordination. |
| ART ANDERSON / 7                  | SR 305 Winslow Ferry to Hostmark Street Safety Improvements | WSDOT / 2017-Present / Parametric Prime; AA Subconsultant
|                                  | AA provided preliminary and 30 percent design for the roadway at two intersections of SR 305. |
| HWA / 25                          | OR Design Consultant Engineering Services – 24 Fish Passages | WSDOT / 2019–Present / Parametric Prime; HWA Subconsultant
|                                  | Geotechnical investigations and reports in support of one DB project and one DBB project. |
| OSBORN CONSULTING / 9             | I-5 Mounts Road to Thorne Lane Corridor Improvements | WSDOT / 2016–Present / Parametric Prime; OCI Subconsultant
|                                  | Preliminary and final hydraulic design for stormwater treatment, infiltration, and low-impact development facilities; final PS&E early release package; preparation of hydraulic reports; final hydraulic RFP section preparation, reviewing and commenting on the design-builder’s hydraulic report, and plan submittals. |
| OTT-SAKAI / 8                     | I-5 Mounts Road to Thorne Lane Corridor Improvements | WSDOT / 2016–Present / Parametric Prime; Ott-Sakai Subconsultant
|                                  | Cost estimating, constructability reviews, and construction scheduling. |
| PRR / 23                          | OR Design Consultant Engineering Services – 24 Fish Passages | WSDOT / 2019–Present / Parametric Prime; PRR Subconsultant
|                                  | Community engagement for multiple projects. |
| STELL / 2                         | OR Design Consultant Engineering Services – 24 Fish Passages | WSDOT / 2019–Present / Parametric Prime; STELL Subconsultant
|                                  | Cultural resources, wetland and stream assessments, and NEPA documentation. |
1D. AVAILABILITY OF STAFF

Almost all team members featured in this Statement of Qualifications (SOQ) will be familiar to WSDOT, because their faces are seen on a screen multiple times per week in coordination meetings for the five distinct projects being delivered under the OR-24FP program. It is logical to wonder whether the firms and the key individuals delivering five separate projects totaling 24 crossings have capacity to take on another bundle of barrier removals. The answer is a resounding yes, for these reasons:

- Two of the five projects (the two DB projects) are rapidly approaching the handoff to construction. Our team members will have a relatively minor support role during construction. The two design-bid-build (DBB) projects currently in final design have project leadership and production teams from firms that are not part of this team. The fifth project has only two crossings. Exhibit 4 shows the status of the projects, and 12 of the 24 crossings are nearing their completion.

- The key staff who operate in OR-24FP program management roles (Dan, Happy), and those who provide program-level support (Scotty, Forrest, Patrick, Gordon, Shannon) are all well practiced at operating in a multi-project environment. If awarded this assignment, by the fall of 2022 it will seem like a net reduction from five projects to four and from 24 crossings to 17. Exhibit 5 shows the availability of our staff in hours per month throughout the duration of the project.

Exhibit 4: Delivery Schedule for OR-24FP Allows Ample Capacity for Team to Deliver the Gorst Area Fish Passage Projects

Exhibit 5: Availability of Key Staff and Staff Resources for Each Member of the Team (hours per month)

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* Shaun Bevan on parental leave in July 2022
1E. PROJECT EXPERIENCE

PARAMETRIX

The following descriptions highlight the team’s experience on multi-year, multi-phase projects where substantial portions of the work have been completed.

WSDOT Olympic Region DCE Services – 24 Fish Passages VARIOUS, WA
CONTRACT: $39.9M / DATES: 2019 - PRESENT

PROJECT RELEVANCE
» Multidisciplinary team delivering fish passages in Olympic Region, in concert with OR staff, in coordination with staff at partner agencies
» Preparation of two DB RFPs, plus support in DB selection
» Coordination with the same co-manager staff individuals for Gorst

PROJECT SERVICES
Parametrix is providing overall program management and also performing stream channel design, roadway and structure design, MOT, survey, environmental documentation, and procurement document preparation for one of the DB projects.

Parametrix is the prime consultant for a multidisciplinary team, including 16 subconsultant firms, to remove 24 fish passage barriers in six counties in WSDOT’s OR. Services include surveying for design needs; stream channel design based on WSDOT-provided PHDs; roadway and structure design; and all environmental documentation, including State Environmental Policy Act (SEPA), Endangered Species Act (ESA), and Joint Aquatic Resource Permit Application (JARPA) permit applications. The team developed conceptual design options and assisted WSDOT in the selection of preferred alternative and a preferred delivery method (DB versus DBB) for each bundle of crossings. DB RFPs have been completed for two of the bundles and are currently in DB procurement. Three of the bundles will be delivered via DBB. The team is preparing final PS&E for two of the DBB projects, and the third project (a late addition) is in project scoping. The consultant team facilitates many of the key interactions of the project team with outside agencies and departments within WSDOT. The team has demonstrated the ability to maintain positive relationships between the dozens of program participants while maintaining forward progress on an aggressive schedule. The team was instrumental in setting the guidelines for MOT and technical credits to preclude undesirable outcomes.

Parametrix: Dan McReynolds (program manager) and Happy Longfellow (engineering manager) are providing leadership for all consultant services as well as coordination of third-party approvals and property rights. Scotty Ireland is leading the constructability, construction scheduling, and cost estimating efforts. Pat Forza maintains detailed schedules for the individual projects. Rebecca Parker is the roadway design lead and is playing a major role in DB procurement for the Jefferson–Clallam project.

HDR: Lisa Danielski is the program lead for critical areas and also provides support for NEPA and SEPA documentation. Shaun Bevan is leading stream design for multiple crossings. Bethy Clark is the structural lead for the six DB crossings and two DBB crossings. Dave Minner is performing hydraulic analysis on multiple crossings and has taken the lead on Federal Emergency Management Agency (FEMA) coordination on crossings located in National Flood Insurance Program (NFIP)-mapped floodplains.

OCI: Laurie Thomsen is the stormwater lead for the program, developing strategies and designs for both required stormwater mitigation measures and opportunistic retrofit measures. HWA: Sandy Brodahl is providing geotechnical services. OS: Forrest Dill is the lead for cost estimating and also partners regularly with Scotty Ireland on constructability and MOT issues. PRR: Jenny Thacker is the lead for public outreach. Stell: Tim Gerrish is evaluating cultural resources for two of the projects.

TEAMING PARTNERS: HDR, OCI, HWA, OS, PRR, Stell

WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements PIERCE COUNTY, WA
CONTRACT: $17.5M / DATES: 2016 - PRESENT

PROJECT RELEVANCE
» Complex widening improvements to I-5 and interchanges
» Urban environment with local connection roads and high traffic volumes during peak hours

PROJECT SERVICES
Parametrix led planning, engineering, and environmental, as well as contract documents for DB and DBB contracts, incorporating practical design implementation strategies.

This program is constructing improvements to I-5 through the Joint Base Lewis-McChord (JBLM) area, including access points. This $495M program is constructing new interchanges, additional lanes, local connection roads, and bicycle/pedestrian facilities. The first two projects to widen I-5 and reconstruct the Berkeley Street and Thorne Lane interchanges are completed. The project to replace the Steilacoom–DuPont Road interchange will be advertised for DB procurement this year. Parametrix also prepared the detailed environmental studies and NEPA documents in addition to the preliminary design for the DB projects in this program. The team also facilitated a diverse stakeholder groups representing more than 15 agencies, JBLM, and tribal coordination.

TEAMING PARTNERS: OCI, OS
**1E. PROJECT EXPERIENCE**

**ADDITIONAL TEAMING PARTNERS**

### HDR

**WSDOT SR 305 Improvements**  
BAINBRIDGE ISLAND, WA  
CURRENT CONTRACT: $5M / DATES: 2019 - PRESENT

**PROJECT RELEVANCE**

- Complex capacity and safety improvements to major state route
- Structural solutions for delicate wetland and stream environments for three fish-bearing streams
- Outreach to key regional and local stakeholders and communities

**PROJECT SERVICES**

Parametrix led PHDs and PS&E and is supporting WSDOT as an extension of staff in environmental permitting, NEPA, hydraulics, constructability, staging, and traffic control.

Parametrix is responsible for preparing multiple PS&E packages for capacity and safety improvements for 11.5 miles of SR 305. The project includes fish passage improvement at three fish-bearing streams. The first fish passage contract (Murden Creek) recently opened bids. Parametrix prepared the PHDs for each of the crossings as well as the final hydraulic design (FHD) and final stream design plans and is supporting WSDOT as an extension of staff in environmental permitting, NEPA, hydraulics, constructability, staging, and traffic control. We have worked closely with WSDOT staff to prepare project updates, including schedule and risk analysis. The stability and management of our staff resources has been critical to meeting schedule commitments, reducing WSDOT staff time for reviews, and meeting budget expectations.

**TEAMING PARTNERS:** AA

### WSDOT Olympic Region Fish Passage  
— 16 PHDs  
VARIOUS, WA  
CURRENT CONTRACT: $1.8M / DATES: 2021 - PRESENT

**PROJECT RELEVANCE**

- Close coordination with WSDOT, WDFW, and the Suquamish Tribe
- Stream and fish passage restoration, tidal modeling, FEMA, regulatory coordination, and subconsultant management
- All of the PHDs for the five crossings under the SR 3/SR 16/SR 160/Gorst Vicinity contract were authored by HDR and its team of subconsultants as a part of this 16 PHDs contract

**HDR**

is currently leading a team with multiple subconsultants in the completion of 17 PHDs in the OR. HDR is authoring 11 PHDs — and managing three subconsultants on the remainder — in accordance with the WDFW 2013 Water Crossing Design Guidelines and 2022 WSDOT Hydraulics Manual, utilizing SRH-2D modeling. Eight of HDR’s 11 authored crossings, have been completed and submitted to WSDOT for review. Shaun has incorporated a meander belt analysis to determine the minimum hydraulic opening for each crossing’s replacement structure. The HDR team is also performing flood risk assessments for all the crossings, including two within a FEMA Zone AE floodplain. Because several of the streams have been heavily modified in the past, HDR is coordinating closely with WSDOT, WDFW, and tribal groups to develop designs that will emulate natural conditions while taking unique site constraints into account. Dave Minner is also navigating the complex Ross Creek tidal crossing that is situated within a FEMA Zone AE floodplain and has limited roadway cover.

### HQ Fish Passage and Hydraulics Staff Augmentation  
VARIOUS, WA  
CURRENT CONTRACT: $1.2M / DATES: 2021 - PRESENT

**PROJECT RELEVANCE**

- Close coordination with WSDOT HQ Hydraulics and the Fish Passage Program
- Stream and fish passage restoration
- Program management, risk management, project design, permitting, program, QA, stakeholder and community involvement, government relations and tribal coordination, regulatory agency coordination, and constructability and construction management services

**HDR**

is working as an extension of WSDOT HQ Hydraulics staff to support WSDOT’s Fish Passage Barrier Removal Program, with Dave Minner serving as the deputy project manager and Shaun Bevan assisting Heather Pittman by serving as an OR Fish Passage design manager for 24 crossings. This contract is unique because staff are not only delivering fish passage project work, but they are also helping the WSDOT fish passage and hydraulics program develop policy and shape the way this work should be done to optimize WSDOT’s budget and time constraints to satisfy the 2013 injunction. Programmatic tasks completed to date include helping WSDOT update reference manuals, such as the 2022 Hydraulics Manual; and developing training opportunities for WSDOT’s new PHD/FHD templates. HDR is also informing WSDOT’s floodplain permitting data processes and comprehension of local floodplain development regulations through the creation of a floodplain development database.
1E. PROJECT EXPERIENCE **ADDITIONAL TEAMING PARTNERS**

**Art Anderson: NAVFAC Northwest Sewer Line Replacement/Relocation Design Build**
**CONTRACT: $284K / DATES: 2017-2021**

Design for replacement and relocation of approximately 1,700 linear feet of 18-inch sewer utility force main; required coordination with upgraded portions previously installed as well as older parts of the system; in some areas relocation was necessary to avoid other utilities and in-ground and above ground structures put in place after the initial installation of the force main.

**HWA: SR 305 Improvements**
**CONTRACT: $160K / DATES: 2017 - PRESENT**

Providing geotechnical services for safety and mobility improvements.

**HWA: WSDOT OR DCE Services – 24 Fish Passages**
**CONTRACT: $458K / DATES: 2019 - PRESENT**

Geotechnical site investigation and related geotechnical evaluations for six crossings in Jefferson/Clallam Counties and for the proposed Blackjack Creek and Salmonberry Creek barrier removals in Kitsap County.

**OCI: WSDOT OR DCE Services – 24 Fish Passages**
**CONTRACT: $704K / DATES: 2019 - PRESENT**

Designed stormwater treatment and flow control best management practices (BMPs) to meet the Highway Runoff Manual requirements, ESA treatment commitments, and Fish Passage Stormwater Retrofit analysis treatment requirements for each site.

**OCI: WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements**
**CONTRACT: $1.3M / DATES: 2016 - PRESENT**

Stormwater lead performing preliminary design and RFP preparation to improve eight miles of I-5 in the vicinity of JBLM in three stages.

**Ott-Sakai: WSDOT I-90 Eastgate to SR 900 Corridor Improvements**
**CONTRACT: $139K / DATES: 2016 - 2019**

Provided cost estimating and development of construction schedule. Participated in meetings with prime consultant and WSDOT to finalize the design and formatting to WSDOT Bid Item standards.

**Ott-Sakai: WSDOT SR 520 Bridge Replacement and HOV**

Provided constructability review, cost estimating, development of project schedule, risk analysis, and contracting strategy development.

**PRR: WSDOT OR DCE Services – 24 Fish Passages**
**CONTRACT: $342K / DATES: 2019 - PRESENT**

Providing community engagement and developing communication plans that keep communities informed.

**PRR: WSDOT I-90/SR 18 Interchange Improvements**
**CONTRACT: $309K / DATES: 2019 - 2021**

Providing communications, government relations and public outreach.

**Stell: WSDOT OR DCE Services – 24 Fish Passages**
**CONTRACT: $383K / DATES: 2019 - PRESENT**

Services include cultural resources assessment, including Section 106 compliance at 11 crossings and wetland and stream assessments (including determination of project footprint, survey and documentation, technical reporting, functional assessments and ratings, and mitigation measures and recommendations) at five crossing sites.

**Stell: SR 9 Tributary to Lake McMurray and Norway Park Creek Fish Passage**
**CONTRACT: $20K / DATES: 2019**

Completed a comprehensive cultural resources survey of the project area, including background research, intensive level survey, documentation of built environment resources and archaeological sites, and technical report.
CRITERIA 2 QUALIFICATIONS OF PROPOSED PROJECT MANAGER

Dan McReynolds, PE, PMP
Project Role: Project Manager
Education: BS, Civil Engineering, 1983; BS, Forestry, 1983
37 Years of Experience

Dan is a project manager and senior transportation engineer who leads teams in the planning, design, environmental documentation, and construction management of large transportation projects. Dan lives in Puyallup and has worked on projects around the OR for over 30 years. Dan is currently managing the OR-24FP program and brings extensive experience with WSDOT OR staff and stakeholders in the study area from this work. He has successfully integrated WSDOT’s practical design and least-cost solutions into projects and has led teams through complex process decisions involving tribes and other federal, state, and local agencies. Dan’s two main skills are assembling teams with the right individuals to complete complex projects and leading teams in a collaborative, positive manner that brings out the best in each contributor.

2A. PROJECT MANAGER
PROJECT EXAMPLES

WSDOT/OR DCE Services – 24 Fish Passages
VARIOUS, WA | 2019 – PRESENT

RELEVANCE
» Program manager for multidisciplinary team delivering fish passages in OR, in concert with OR staff, in coordination with staff at partner agencies
» Preparation of two DB RFPs, plus support in selection
» Coordination with Suquamish Tribe and WDFW
» Development of systems to deliver multiple projects simultaneously

Dan is the program manager for a multidisciplinary team, including 16 subconsultant firms, to remove 24 fish passage barriers in six counties in WSDOT’s OR. In addition to the “pure” project management duties of preparing and tracking task orders and actively managing scope, schedule and budget, Dan facilitates many of the key interactions of the project team with outside agencies and departments within WSDOT. One example is the standing monthly meetings with the resource co-managers (WDFW and four different tribes). These meetings are a key avenue by which the team shares information with and obtains concurrence from the co-managers. Dan has earned a reputation as an effective leader, with the ability to maintain positive relationships between the dozens of program participants while maintaining forward progress on an aggressive schedule.

Services include surveying for design needs; stream channel design based on WSDOT-provided PHDs; roadway and structure design; and all environmental documentation, including NEPA, SEPA, ESA, and JARPA permit applications. The team developed conceptual design options and assisted WSDOT in the selection of preferred alternative and a preferred delivery method (DB vs. DBB) for each bundle of crossings. Two of the bundles will be delivered via DB and are currently in the DB procurement process. Three of the bundles will be delivered via DBB. The team is preparing Final PS&E for two of the DBB projects, and the third project (a late addition) is in project scoping.

Pierce County/Canyon Road Northerly
Extension TACOMA, WA | 2017 – PRESENT

RELEVANCE
» Project manager of design and environmental project, including three fish passages
» Coordination with OR, tribes, BNSF, and local agencies

Dan was the project manager for final design and environmental permitting of the extension of Canyon Road East, a four-lane principal arterial. This $68M project includes significant environmental and construction staging issues; a new grade separation over the BNSF-railroad tracks, with an 1,100-foot long, seven-span prestressed girder bridge; 2,800 linear feet of new roadway alignment; and 3,550 linear feet of roadway widening/reconstruction. The project also includes three fish passages on Canyon Creek, replacing one existing blockage and constructing two new passages with 16-foot-wide, three-sided box culverts. In spite of significant wetland impacts, the net environmental uplift of the project is substantial, including enhancement or construction of 3,800 linear...
City of Sumner/SR 410/Traffic Avenue Interchange Improvements SUMNER, WA | 2017 - 2021

RELEVANCE

» Facilitated meetings of multi-agency interdisciplinary stakeholder advisory team
» Regularly coordinated with WSDOT Bridge and Structures and Hydraulics Divisions, as well as OR Traffic, Utilities, Maintenance, Development Services, and Highways and Local Programs staff
» Basis of design (BOD) reflected WSDOT’s Practical Solutions guidance

Dan was the project manager for preparation of PS&E for approximately $14M of improvements to the SR 410/Traffic Avenue interchange, which increased capacity for motorized access to and across SR 410, and filled a missing link in the non-motorized system in east Pierce County. The interchange improvements are located almost entirely in the WSDOT Limited Access and PS&E was prepared under WSDOT guidelines. Construction was completed in late 2020, with monitoring of landscaping continuing through 2021. The improvements include a parallel structure to the existing structure with a 134-foot single span providing additional clearance for a future lane addition on the SR 410 mainline. Dan facilitated the meetings of a Multi-Agency Interdisciplinary Stakeholder Advisory (MAISA) team, including staff from WSDOT, the City of Sumner, the City of Puyallup, and Sound Transit. Dan and his team regularly coordinated with WSDOT Bridge and Structures and Hydraulics Divisions, as well as OR Traffic, Utilities, Maintenance, Development Services, and Highways and Local Programs staff, in development of the BOD, design approval, final construction documents, and the design documentation package. The BOD reflected WSDOT’s Practical Solutions guidance, and the allocation of width on the structure favored the non-motorized uses with slightly narrower shoulders for motorized traffic. The team planned all detour routes and assisted in the negotiations with the City of Puyallup, City of Sumner, and unincorporated Pierce County.

2B. FAMILIARITY WITH STATE AND FEDERAL REGULATIONS

Exhibit 6 illustrates Dan’s expertise and familiarity with state and federal regulations and procedures. In addition to what is shown in the table, Dan has experience working through the project development/packaging process on a program of improvements across multiple sites and the preparation of DB procurement documents.

Exhibit 6: Project Manager’s Familiarity with State and Federal Regulations and Procedures

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<tr>
<th>State Regulations and Procedures</th>
<th>OR-24FP</th>
<th>Canyon Road East Northerly Extension</th>
<th>SR 410/Traffic Avenue Interchange</th>
<th>SR 305/Johnson Pkwy Roundabout</th>
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2C. MANAGEMENT OF SCHEDULE, SCOPE CREEP, BUDGET, AND CHANGES

Dan’s 30-year-plus career as a consultant has focused on helping WSDOT, local agencies, and tribes work together to identify alternatives, understand and manage risks, and determine and implement solutions to difficult transportation and environmental challenges. He is a certified Project Management Professional (PMP), and his projects routinely involve large numbers of interested parties, daunting environmental hurdles, and challenges reaching consensus on the best way to proceed. Dan often leads projects where the need is obvious but the solution is not. The examples in Exhibit 7 illustrate how Dan has managed schedule, scope, budget, and changes on the three projects listed in Section 2A.

Exhibit 7: Overview of Dan’s Management Experience

<table>
<thead>
<tr>
<th>PROJECT ELEMENTS</th>
<th>SCHEDULE</th>
<th>SCOPE CREEP</th>
<th>BUDGET</th>
<th>CHANGES</th>
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<tr>
<td>OR DCE Services – 24 Fish Passages</td>
<td>Like all injunction-related projects, the five different construction packages (projects) in this program are each on an aggressive schedule. Dan and his scheduling lead maintain a detailed P6 schedule for each project as well as a graphical flowchart. The schedules are updated and reviewed with WSDOT and the consultant team every two weeks, and schedule is a core topic of every project meeting. The team has repeatedly had to react to change and apply extra effort and creativity to avoid or minimize delay. One recent example is the updated Scour Design Policy, which was issued on October 29, 2021. This required fundamental changes to the concept plans for the Jefferson–Clallam County DB project after the DB teams had been shortlisted and were well into proposal preparation. Dan coordinated the efforts of his team to clarify the policy with three WSDOT HQ departments, revise the concept plans, arrange training for the DB teams, update the co-managers and gain concurrence, apprise OR management of the changes, and issue two major addenda to cover the plans and the environmental process. In spite of all the changes, the DB proposal due date slipped only three weeks.</td>
<td>The main ways that Dan manages scope creep within the program are: • Scope a task order only as far as you can “see”, and scope the next amendment from the next vantage point. • Keep the focus on the project need to minimize the scope whenever possible. • Identify scope expansions early and put them on the “watch list,” enlisting WSDOT’s project manager. • When scope expansion is necessary, adapt as quickly as possible and get contract approval so that the project is not delayed. As an example of this approach: Through regular interactions with the environmental staff, it became apparent to Dan that we would need to expend much more effort to provide the desired detail for Endangered Species Act documentation. Dan put it on the watch list, confirmed the need, and recommended a budget transfer to cover the additional work required.</td>
<td>The OR-24FP team is delivering a large volume of work in a short time frame, and the program-wide “burn rate” can exceed $1M per month. This scale of project requires constant oversight to avoid major budget overruns. Dan uses four main methods to manage the budget: 1. Coordinating with the leads from the 16 subconsultant firms and insisting that they operate as stewards of their own portions of the total budget. 2. Monitoring the budget on a weekly basis through the Parametrix financial system. 3. Evaluating earned value for all task orders on a monthly basis. 4. Communicating transparently with the WSDOT project manager and bringing solutions to each budget challenge. Applying this framework, Dan has worked successfully with his counterpart at WSDOT to avoid delays or conflicts over budget issues.</td>
<td>WSDOT fish passage and DB best practices continue to evolve, and outside agencies like FEMA are frequently changing their requirements. It should not be a surprise that the OR-24FP team has needed to accommodate several significant changes over the life of the program. Dan effectively leads the team through changes by personally modeling flexibility and adaptability. He conveys that expectation to the whole team. When changes arise, Dan and the team strive to spend zero time and energy assigning blame and rather focus on how we can best support the project and minimize impacts to the schedule and budget. Dan has an ability to calmly communicate the impacts of change with the team and with WSDOT leadership. Many changes have been accommodated with no net budget increase and no schedule slippage. An example is the evolution of multiple sections of the RFP template for fish passage. Dan and his team adapted to multiple iterations, especially on Section 2.30 Water Crossings and its components Table 2.30-B and the structure-free zone (SFZ) definition. Dan and his team helped facilitate discussions within WSDOT on the implications, and changes were incorporated quickly into the RFP.</td>
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CRITERIA 1

-项目 Benefit
-信息清晰
-透明，信任的沟通方式，他们与他们的客户和项目团队中建立了强有力的关系。Dan 在早期就与他的项目团队讨论变更问题，通过有效的时间管理，与团队成员冷静地讨论变化。Dan 建立了与客户的项目团队之间的良好关系，他们高度重视并保持了项目的势头。在有效沟通和风暴中，Dan 能够与客户保持紧密联系，并与团队成员沟通，确保项目按原定时间完成。

CRITERIA 2

-项目 Benefit
-信息清晰
-透明，信任的沟通方式，他们与他们的客户和项目团队中建立了强有力的关系。Dan 在早期就与他的项目团队讨论变更问题，通过有效的时间管理，与团队成员冷静地讨论变化。Dan 建立了与客户的项目团队之间的良好关系，他们高度重视并保持了项目的势头。在有效沟通和风暴中，Dan 能够与客户保持紧密联系，并与团队成员沟通，确保项目按原定时间完成。

CRITERIA 3

-项目 Benefit
-信息清晰
-透明，信任的沟通方式，他们与他们的客户和项目团队中建立了强有力的关系。Dan 在早期就与他的项目团队讨论变更问题，通过有效的时间管理，与团队成员冷静地讨论变化。Dan 建立了与客户的项目团队之间的良好关系，他们高度重视并保持了项目的势头。在有效沟通和风暴中，Dan 能够与客户保持紧密联系，并与团队成员沟通，确保项目按原定时间完成。

CRITERIA 4

-项目 Benefit
-信息清晰
-透明，信任的沟通方式，他们与他们的客户和项目团队中建立了强有力的关系。Dan 在早期就与他的项目团队讨论变更问题，通过有效的时间管理，与团队成员冷静地讨论变化。Dan 建立了与客户的项目团队之间的良好关系，他们高度重视并保持了项目的势头。在有效沟通和风暴中，Dan 能够与客户保持紧密联系，并与团队成员沟通，确保项目按原定时间完成。

CRITERIA 5

-项目 Benefit
-信息清晰
-透明，信任的沟通方式，他们与他们的客户和项目团队中建立了强有力的关系。Dan 在早期就与他的项目团队讨论变更问题，通过有效的时间管理，与团队成员冷静地讨论变化。Dan 建立了与客户的项目团队之间的良好关系，他们高度重视并保持了项目的势头。在有效沟通和风暴中，Dan 能够与客户保持紧密联系，并与团队成员沟通，确保项目按原定时间完成。
CRITERIA 3 KEY TEAM MEMBERS’ QUALIFICATIONS

Happy Longfellow, PE

Project Role: Engineering Lead
Education: AA, General Studies, 1991
29 Years of Experience

WSDOT/OR DCE Services – 24 Fish Passages | VARIOUS, WA | 2019 - PRESENT

Happy is the engineering manager for a multidisciplinary team, including 16 subconsultant firms, to remove 24 fish passage barriers in six counties in WSDOT’s OR. His role is to oversee and guide the five design teams working on five “bundles” of fish barrier removal projects to develop design alternatives, determine ROW needs, prepare concept and preliminary plans, and support environmental documentation. He is leading the development of final design and PS&E documents for three DBB fish barrier removal projects, and he is leading the development of RFQ/RFP documents for two fish barrier removal projects going through a DB procurement process. Elements of the key technical engineering work Happy is leading include stream hydraulics, stormwater, structures, MOT, and roadway design. Happy is the lead engineer for one of the DB projects, including six fish passage crossings, and is deeply engaged in the development of the preliminary design, procurement documents, and process with the DB proposers through the RFP period, including participation in the one-on-one meetings between WSDOT and the DB proposers. He has been instrumental in the development of ROW needs, rights of entry, and identification and acquisition of temporary construction easements for over 40 properties, including more than a dozen properties owned by tribes. Happy has the reputation as a knowledgeable and collaborative engineer with a wide base of knowledge and an understanding of how WSDOT does business.

Tulalip Tribes/I-5/116th NE Interchange and Culverts | TULALIP, WA | 2002 - 2019

Happy was the project manager and lead engineer for the planning, design, permitting, and construction of the I-5/116th NE interchange improvements project. The project included design, NEPA/SEPA, access revision report (ARR), PS&E, and construction administration in multiple phases and contracts. The work included a bridge over Quilceda Creek, noise wall, road realignments, bridge replacement over I-5, a roundabout, fish-passable culverts, stormwater treatment, four new ramps, retaining walls, utility relocations, and signals/illumination as part of converting a diamond interchange into a single point urban interchange (SPUI). He led the project coordination through WSDOT, FHWA, Bureau of Indian Affairs, Tulalip Tribes, Snohomish County, and City of Marysville jurisdictional and regulatory guidelines and approvals from the beginning to the construction contract closeout of the final phase.

Lummi Indian Nation/I-5/Slater Road Interchange Justification | BELLINGHAM, WA | 2014 - 2016

As the project manager, Happy led the planning, traffic analysis, alternatives development, preliminary engineering, environmental, interchange justification report (IJR), and cost estimating for improving capacity at Slater Road and I-5. The practical design solution developed included a number of roundabouts and local road realignments. Happy was the lead for communications with the tribe and Study Support Team (WSDOT, FHWA, Whatcom County, cities of Ferndale and Bellingham, and Port of Bellingham) to create collaboration and partnerships across jurisdictional boundaries.

KEY REASONS SELECTED FOR THIS PROJECT

» Extensive knowledge and experience with the design and DB procurement procedures for WSDOT fish passage projects utilizing the wide range of WSDOT and other design requirements.

» Established working relationships with WSDOT’s OR and HQ staff, WDFW, and the Suquamish Tribe in the delivery of WSDOT fish barrier removal projects.

» Extensive knowledge and experience with WSDOT’s ROW processes for temporary and permanent acquisitions.

UNDERSTANDING OF WSDOT/PUBLIC AGENCY REGULATIONS AND PROCEDURES

» Understands the development of the latest approach for WSDOT preparing for DB procurement from his recent development of two WSDOT fish barrier removal DB packages, including the RFQ, ITP, and detailed Chapter 2 section development, in accordance with the most recent WSDOT templates for DB projects.

» While delivering dozens of WSDOT PS&Es as a consultant, and formerly as a WSDOT employee, he knows the steps to lead project delivery through WSDOT’s project documentation processes and design application of WSDOT guidelines as well as WSDOT region-specific processes and procedures.

LICENSES/ACCREDITATIONS

» Professional Engineer – Civil, Washington, #37902

I’m excited and committed to solve and deliver these five fish barrier removals because it combines my passion for living in the Northwest as a third-generation Washington native and my career-long relationships and allegiance to WSDOT and staff to deliver projects that improve the quality of life for people and protect and restore our environment for future generations.”
Having worked on two DB projects for the OR-24FP program, I’m prepared to work hand-in-hand with our design team to build comprehensive and proactive pre-NEPA strategies.”

Lisa Danielski, PWS  
**Project Role:** Environmental Lead  
**Education:** BA, Biology, 1997; Certificate, Environmental Sciences & Studies, 2003  
**23 Years of Experience**

**WSDOT/Olympic Region DCE Services – 24 Fish Passages | VARIOUS, WA | 2019 - PRESENT**
Lisa is the program lead for wetland and stream assessments, ESA consultation, and permitting for the projects. She is also providing program support for NEPA and SEPA documentation. This effort includes coordination with U.S. Fish and Wildlife Service (USFWS), National Marine Fisheries Service (NMFS), USACE, WDFW, Ecology, and tribes to confirm condition and extent of existing natural resources, ESA consultation requirements, Clean Water Act Section 404 permit conditions, and HPA requirements for fish passage design.

**WDFW/Minter Creek Hatchery Intake and Replacement Wetland Delineation | PIERCE COUNTY, WA | 2019 – 2020**
This project will replace an existing dam and intake and will decommission and demolish another dam and intake to bring the intake facility into compliance by meeting the criteria set forth by the NMFS and WDFW for fish screening and passage. The project also includes replacement of an existing undersized gravity pipeline, bank protection, and river training structures, as well as removal of other in-river structures. The project corridor features Minter Creek and numerous seep wetlands and tributaries that drain to it. Lisa led wetland and stream delineations in the proposed project corridor and evaluated the features using the current Ecology wetland rating system and Washington Administrative Code (WAC) stream typing criteria as well as Pierce County Critical Areas Code development standards.

**Kitsap County/Kitsap Creek at Northlake Way | BREMERTON, WA | 2020 - 2021**
Lisa led the wetland and stream field investigations and provided permitting support for a new fish-passable culvert for Kitsap Creek in Kitsap County according to WDFW standards and methods. This project evaluated options to eliminate the current barrier and developed a preliminary design report using Salmon Recovery Funding Board Manual 18 standards. HDR also engaged applicable regulatory agencies, conducted fieldwork, prepared JARPA permit application packages and supporting documentation, and provided permit acquisition support.

**KEY REASONS SELECTED FOR THIS PROJECT**
» Experienced with all phases of environmental documentation and permitting, with direct knowledge of how the process applies on a DB fish passage project.
» Experienced in leading wetland and stream, botanical, and wildlife studies to support a variety of public infrastructure projects throughout western Washington.
» Served as the technical lead on dozens of wetland and stream assessment, delineation, and mitigation projects throughout the south Puget Sound and OR.
» Specializes in the identification, characterization, and functional assessment of wetland and riverine systems using applicable federal, state, and local methodologies.

**UNDERSTANDING OF WSDOT/PUBLIC AGENCY REGULATIONS AND PROCEDURES**
» Worked on numerous wetland, stream, and ESA studies throughout the WSDOT OR and has a thorough understanding of federal, state, and local regulatory requirements as they pertain to aquatic, wetland, and terrestrial resources in the south Puget Sound region.
» Led environmental documentation to support permitting for culvert replacement projects directly for WSDOT and for other Washington public agencies.
» Strong familiarity with WSDOT’s Environmental Manual and resource agency requirements for natural resources documentation.

**LICENSES/ACCREDITATIONS**
» Professional Wetland Scientist, #1873
Shaun Bevan, PE

Project Role: Stream Design/Hydrology & Hydraulics Lead

Education: MS, Civil Engineering, 2011; BS, Civil Engineering, 2010

11 Years of Experience

OLYMPIC REGION DESIGN CONSULTANT ENGINEERING SERVICES – 24 FISH PASSAGES | WSDOT | 2019 - PRESENT

In this role, Shaun was responsible for managing hydraulic design elements for six crossings within HDR’s bundle and one within another consultant bundle. He oversaw his team’s development of PHDs, scour analysis, flood risk assessments, and development of Section 2.30 Water Crossings for DB procurement. Shaun was responsible for coordination with the Lacey PEO, regional and HQ support offices — including Environmental and Bridge — WDFW, and numerous tribes. Shaun was responsible for delivering crossings via both DB and DBB methods, with input provided on procurement documents, responding to design-builder hydraulic subject-matter expert (SME) related questions, and attending one-on-one meetings with contractors.

Olympic Region Fish Passage – 16 PHDs | OLYMPIC REGION | WSDOT | 2021 - PRESENT

Shaun has been leading development and delivery of PHDs for six crossings under this contract, reviewing subconsultant deliverables, and leading fieldwork for 11 crossings, including identification of site constraints and facilitation of bankfull width concurrence meetings with WDFW, Squaxin Island Tribe, and Suquamish Tribe to establish our design approach. Shaun led the meander analysis at six crossings, which was ultimately used to determine the appropriate minimum hydraulic width. He is also currently coordinating with WSDOT and WDFW to help establish a new meander bar sizing guidance at the McCormick Creek crossings.

HQ Fish Passage and Hydraulics Staff Augmentation | WSDOT | 2021 - PRESENT

Shaun is currently assisting Heather Pittman in the Olympic Region, providing staff augmentation services as a fish passage design manager and providing HQ Hydraulics oversight of consultant work on 24 crossings on behalf of WSDOT. Shaun is responsible for making sure that WSDOT, WDFW, and WAC fish passage criteria are being met, as well as coordinating with WDFW and tribes on each project to verify that concurrence is efficiently gained on the design approach. Through this contract, Shaun has also led the update of WSDOT’s PHD/FHD report template and provided input on the 2022 Hydraulics Manual updates.

KEY REASONS SELECTED FOR THIS PROJECT

» Shaun has worked extensively with WSDOT HQ Hydraulics over the last five years, is well versed in the WDFW 2013 Water Crossing Design Guidelines and, WSDOT Hydraulics Manual, and has provided FEMA No-Rise analysis for a variety of projects, including those in Zone AE floodplains, floodways, and downstream river systems.

» Utilized the WDFW 2013 Water Crossing Design Guidelines on more than 50 fish passage projects; performed SRH-2D hydraulic modeling on more than 50 fish passage projects.

» Lead SME author of DB RFP Section 2.30 Water Crossings on two projects that include a total of eight crossings.

» Provided construction support on WSDOT projects, assisting WSDOT inspectors by providing on-site input on questions specific to stream-related items, including streambed material, large woody material, habitat complexity features, and channel construction.

UNDERSTANDING OF WSDOT/PUBLIC AGENCY REGULATIONS AND PROCEDURES

» Extensive knowledge of relevant local, state, and federal regulations and procedures used to deliver WSDOT hydraulics projects.


» Experience leading stream design on numerous crossings for both DBB and DB delivery methods.

LICENSES/ACCREDITATIONS

» Professional Engineer – Civil, Washington, #53126

» Fish Passage and Stream Restoration, #FPT20-02455
Because of my recent experience on the Olympic Region DCE Services – 24 Fish Passages program, this is the perfect opportunity for me to continue to excel and apply my skill set related to fish passage projects.

Rebecca Parker, PE

**Project Role:** Design Lead  
**Education:** BS, Civil and Environmental Engineering, 2005

16 Years of Experience

**Olympic Region DCE Services – 24 Fish Passages | WSDOT | CLALLAM/JEFFERSON COUNTIES, WA | 2019 – PRESENT | ROADWAY DESIGN DISCIPLINE COORDINATOR**

Rebecca was the roadway design discipline coordinator for four of the bundles that comprise 24 fish passage barriers in this program. She was responsible for coordinating with the roadway design leads for each bundle to provide delivery consistency across the firms and fish passages. At the onset of the program, Rebecca worked closely with the client to develop the file naming convention and folder structure for the CAD files. She was the consultant point of contact for ProjectWise, CAD file management, and aerial services. In addition, Rebecca was the roadway design lead on the Jefferson/Clallam bundle, which included six of the 24 fish passage barriers in this project. Rebecca oversaw a team of engineers and helped develop the design alternatives to make recommendations for the selected alternative for each crossing. After the 30 percent design plan set was submitted for the Jefferson/Clallam project, Rebecca developed six sections of the RFP. During DB procurement, Rebecca coordinated responses to questions from the DB teams and got concurrence from SMEs on the responses. Rebecca also evaluated Alternative Technical Concepts (ATCs) from the design-builders for approval.

**I-5 Northbound and Southbound Secret Creek to Pilchuck Creek, SR 538, SR 534, SR 538, SR 539, SR 542, SR 546, SR 544, SR 9 Fish Barriers (Y-12371 AE, AF, AG) | WSDOT | NORTHWEST REGION, WA | 2019 – 2021**

Rebecca was responsible for developing and leading the preliminary design for the plan sheets included in the PHDs for each crossing. The plan sheets covered the existing stream location, plan improvements, stream profile, and stream details and followed the Northwest Region’s plan preparation for PHDs.

**SR 305 Improvements | WSDOT | BAINBRIDGE ISLAND, WA | 2019 – PRESENT**

Rebecca was the design team lead for the design of the Port Madison, Adas Will, and Totten roundabouts on SR 305. She delivered the preliminary design and estimate while coordinating with the design teams and subconsultants to ensure consistency throughout the project. The design phases of work included preparation of design documentation, including a basis of design, setting horizontal and vertical alignments, InRoads modeling, construction staging and maintenance of traffic design, stormwater design, determining utility relocation needs, geotechnical investigation, and defining limits of necessary new ROW and limited access. Rebecca also participated in stakeholder involvement and public outreach for the project. The full project includes planning, design, and construction of safety and mobility improvements along 1.5 miles of SR 305.

**KEY REASONS SELECTED FOR THIS PROJECT**

- Rebecca has experience designing WSDOT culvert replacement and fish passage improvements. She is familiar with both the DBB and DB processes.
- Rebecca led the roadway design, developed the RFP, and coordinated with multiple disciplines and client SMEs to take six fish passage barrier removal crossings from conceptual design to DB procurement in Clallam and Jefferson Counties for WSDOT Olympic Region.
- Rebecca led the roadway design and stream modeling and assisted with PHD development for 11 fish passage projects in the WSDOT Northwest Region.

**UNDERSTANDING OF WSDOT/PUBLIC AGENCY REGULATIONS AND PROCEDURES**

- Experience with design of WSDOT projects using applicable state and federal guidelines and standards.
- PS&Es completed in accordance with WSDOT guidelines, processes, and formats and WSDOT region-specific processes and procedures.
- Experience leading roadway design on WSDOT fish barrier crossings for DB delivery method.

**LICENSES/ACCREDITATIONS**

- Professional Engineer – Civil, Washington, #55500
Scotty Ireland, PE

**Project Role:** Construction Cost Estimating and Scheduling Lead

**Education:** BSCE, Civil Engineering, 1991

25 Years of Experience

“I really enjoy working to support WSDOT’s Fish Passage Program. Every crossing is unique and involves fish, streams, and structures. It is where I get the privilege of combining my personal interests as an avid Olympic Peninsula steelhead fisherman with my professional interests as civil engineer – all focused on fish habitat restoration. It’s truly rewarding.”

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**WSDOT/Olympic Region DCE Services – 24 Fish Passages | OLYMPIC REGION, WA | 2020 – PRESENT**

As part of the Parametrix-led team, Scotty is currently serving as the constructability and project delivery strategy lead responsible for coordinating with design managers in the development of 24 separate fish barrier corrections for the WSDOT Olympic Region Fish Passage Program. Scotty leads a team of construction professionals responsible for formally assessing multiple crossing alternatives at each location for constructability, cost, and schedule, with a focus on minimizing project footprint and sensitive area impacts. Barrier solutions vary in scale and complexity from precast concrete box culverts to bridge structures, with spans exceeding 180 feet. In addition to these responsibilities, Scotty serves a key role for WSDOT as the evaluation facilitator for Jefferson-Clallam and Mason-Thurston DB projects. Leveraging his knowledge and experience in WSDOT DB delivery, he serves the project manager by leading the evaluation staff through the submittal of qualifications and proposal processes. In support of these projects, he also provides technical support to the project manager as needed for one-on-one meetings, proposer questions and answers (Q&As), and assessment of ATCs.

**Fish Passages – SR 305 Winslow Ferry to Hostmark Street | KITSAP COUNTY, WA | 2020 – PRESENT**

In support of the Parametrix-led team, Scotty serves as a constructability and staging reviewer. This includes supporting the project’s civil and structural engineers to develop construction staging strategies for deep stream crossings within constrained work areas to construct structures with spans exceeding 180 feet with significant stream restoration. Leveraging his project development and construction experience, he provides quality control (QC) reviews of the plans and provisions at key milestones.

**WSDOT Project Engineer | ABERDEEN, WA | 2009 - 2013**

Scotty led and managed up to 25 direct reporting staff responsible for project development and contract administration of programmed and emergency projects ranging in a combined value of $15-25M annually. This included developing and administering programmed and emergency projects from initiation through contract-ready PS&E using WSDOT guidelines and standards, and delivering multiple fish passage barrier removal, environmental mitigation, emergency bridge, and slide repairs projects in environmentally sensitive areas. In 2013, collaborating with the Tumwater Design PEO, he co-led OR’s Fish Passage Program initial bundled scoping efforts for 13 separate fish passage projects. This included site reviews, conceptual structure alternative analysis, MOT strategy and constructability assessments, developing stream diversion and restoration approaches, conceptual construction schedules, and parametric cost estimating.

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**KEY REASONS SELECTED FOR THIS PROJECT**

» Breadth of experience in WSDOT project delivery and DB policy that can be leveraged throughout the entire project-delivery process.

» Ability to identify and assess construction and project risks early in the development of conceptual design alternatives of fish passage and environmental retrofit projects.

» Demonstrated teamwork that provides strategic support early in a project that results in more efficient design and reduced risk and cost for WSDOT.

» Experienced with WSDOT fish passage project delivery process from initial planning to contract administration and project closeout.

**UNDERSTANDING OF WSDOT/PUBLIC AGENCY REGULATIONS AND PROCEDURES**

» As a WSDOT project engineer and assistant state construction engineer, Scotty was responsible for developing and administrating projects in accordance with WSDOT and public agency policy, procedures, and associated regulations.

» In administrating fish passage and environmental retrofit projects, Scotty developed relationships with co-manager representatives from WDFW, Ecology, and local tribes to develop an inclusive and collaborative approach to delivering projects.

**LICENSES/ACCRIDATIONS**

» Professional Engineer – Civil, Washington, #38788
CRITERIA 4 PROJECT MANAGEMENT SYSTEM

Through many years of successfully working with WSDOT OR staff on similarly complex projects, the Parametrix project management system has evolved and been modified to reflect WSDOT standards. Our well-established project management systems are integrated with WSDOT systems and our own tools for transparency, thoroughness, and accuracy. Under the OR-24 FP program, our project manager, Dan McReynolds, has developed the project management systems that are supporting delivery of five separate fish passage projects, working for the Tumwater Design Office. This direct experience of Dan and his team will provide efficient and effective project management, without the need to build systems from scratch.

4A.1 QUALITY ASSURANCE/QUALITY CONTROL PROCESSES

QA/QC is central to the Parametrix approach of providing consistent delivery of quality work products. QA/QC is integrated throughout the duration of a project, with continuous review of products during development, as well as formal review procedures for major deliverables conducted in accordance with our Project Management Plan (PMP). Dan McReynolds will work with Gordon MacDonald, our QA/QC manager, to develop a detailed but flexible plan for the Gorst Area Fish Passage project. Gordon is a senior project manager who is currently serving in the same role on the OR-24 FP program. Gordon developed the systems and protocols that we use for QA/QC on OR-24 FP, and his familiarity with both the process and the specific deliverables on a DB fish passage project will be a great benefit. Key steps in the process will include the following:

Scoping – An effective QA/QC process begins when the project scope is developed prior to performing any technical work. Project deliverables, including QA/QC requirements for each, will be clearly defined and tracked according to the work breakdown structure for each task order. We will build on the experience of the two DB projects in OR-24 FP to develop scopes and budgets that include a robust QA/QC process so the project starts off on the right foot.

Technical Quality Reviews – As technical staff complete deliverables, other technical staff perform a detailed review of their work. These reviews are vital in providing a continuous review of products during our work and also for validation of the data, calculations, assumptions, and procedures being used.

Peer Reviews – At key points in any project, it is valuable to get informal advice and feedback from senior peers who have not been involved in day-to-day production and can provide a fresh set of eyes. Because technical quality reviews for accuracy have occurred throughout the design process, our peer reviews are big-picture evaluations by senior staff. They look for design best practices and clarity related to the project and consistency with client expectations.

Our team has the luxury of highly capable professionals who are not planned to participate in day-to-day production but will be extremely valuable in peer review roles. Examples include Paul Ferrier of HDR, who will peer review the ITP and technical credits; Benn Burke of Parametrix, who will peer review the environmental strategy; and Kirk Wilcox of Parametrix, who will peer review the RFP.

QC/QA/QV Procedures – Gordon MacDonald will establish the specific procedures our team will implement in their QC, QA, and quality verification (QV) practices by Parametrix as the prime. Gordon and Dan will ensure adherence to the procedures. The members of this team are well versed in the QC/QA/QV practices established for OR-24 FP, and they exhibit the discipline needed to follow the procedures prior to submitting deliverables to WSDOT for review.

4A.2 SYSTEM FOR MONITORING BUDGET AND SCOPE

Parametrix utilizes an automated project management system, BST 10 Enterprise™, which provides project managers with weekly updates on the status of all project charges relative to established budgets, including subsconsultant costs, so they have current information on all project expenditures.

In weekly consultant team meetings, Dan will receive progress reports from the task leads on the work being performed under their leadership. The standing agenda will include scope progress, out-of-scope requests, risks, issues, and action items. A formal assessment of percentage complete by task will be made during the monthly invoicing process.
This will be the foundation for an Earned Value Analysis (EVA). Any variances between spending and earned value will be discussed with task managers and a plan for recovery, if necessary, will be implemented. Any issues or changes that affect the scope or budget will be discussed with the WSDOT project manager in advance and noted in the progress report. Dan and his counterpart at WSDOT have the benefit of working through scope and budget issues on five previous fish passage projects, through which they have built both knowledge of the process and mutual trust. Our principal-in-charge, Jeff Peacock, will also monitor progress on the project scope, schedule, budget, and risk register through regular discussions with Dan and the project leadership team.

**4A.3 SCHEDULING PROGRAMS AND PROCESSES**

Our firm regularly uses two scheduling software packages on large complex projects: Primavera P6 and Microsoft Project. Dan has experience with both platforms, as shown in Exhibit 9. On the current fish passage projects within the OR-24FP program Dan uses P6 exclusively. Dan, working with Pat Forza, OR-24FP scheduling lead, effectively tracks and plans project progress with Primavera P6. They will develop a clear delivery schedule that outlines critical path items, multidisciplinary coordination, and key deliverables in a transparent manner. Dan will draw on his engineering and environmental managers, Happy and Lisa, to check and update their respective schedule elements on the project to make sure we are managing schedule risks and preventing delays. Pat will complete the detailed scheduling, inputting, and adjusting of the schedule under Dan’s direction.

We plan to continue the two-tiered method of scheduling developed for OR-24FP. A very detailed schedule will be maintained in P6, with biweekly status updates provided by the Core Management Team (WSDOT plus consultants), where we can discuss schedule risks, delays, and recovery measures. After updating the detailed schedule, Pat will also update the network flowchart, which conveys the same information in a concise, graphical format, see Exhibit 8.

This combination of a highly detailed foundation and a highly accessible visual summary has proven to be very effective in keeping the project schedule on track. Our team also has the benefit of direct experience incorporating the input and review cycles of multiple outside agencies into fish passage delivery. This deep understanding of those schedule implications will help us plan ahead and keep the project moving. Dan's scheduling experience is highlighted in Exhibit 9.
EXHIBIT 9: Specific Examples of Dan’s Scheduling Experience

<table>
<thead>
<tr>
<th>Project/Software</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>OR-24FP Fish Passages</td>
<td>Multiphase, multiyear program of 24 barrier removals delivered in 5 construction packages, both DB and DBB. Developed activities and schedule logic for both design/permitting and construction to establish contract duration.</td>
</tr>
<tr>
<td>(Primavera P6)</td>
<td></td>
</tr>
<tr>
<td>SR 410/Traffic Avenue</td>
<td>Multiphase project designed for City of Sumner/WSDOT partnership. Developed schedules for both design/permitting and construction.</td>
</tr>
<tr>
<td>Interchange (MS Project)</td>
<td></td>
</tr>
<tr>
<td>Canyon Road Northerly Extension (MS Project)</td>
<td>Developed design and permitting schedule for project, with culvert replacements, individual USACE permits, tribal involvement, and substantial ROW acquisition.</td>
</tr>
</tbody>
</table>

**4A.4 PROCESS FOR INTERNAL PROJECT TEAM INTERACTIONS**

The formal foundation for all interactions and communications on the project is the PMP. This document will include a Quality Management Plan, Project Communications Plan, Document Management Plan, scope, schedule, and budget.

While the PMP provides a foundation for interactions, the key to effective interactions within the consultant team is strong interpersonal relationships. We have built our team with firms and individuals that have already proven they work well together, as demonstrated by our delivery of work for the OR-24FP program. For this project, we will have a weekly Consultant Leadership Team meeting, including discipline and support services leads, along with the consultant members of the Core Management Team (Dan, Happy, and Lisa). There will also be regular discipline-specific meetings led by the engineering or environmental manager depending on the focus – the goal being to keep everyone on task, on schedule, and in close coordination with the interdependent activities of their peers. As delivery or technical challenges arise, we will brainstorm solutions to overcome each challenge immediately. A good example is how Happy mustered both our Jefferson/Clallam and Mason/Thurston teams in an “all-hands-on-deck” effort to react to the new Scour Design Policy, which required major design changes and was issued after both projects had initiated DB procurement. There were many informal meetings with WSDOT, and even more amongst subgroups of the consultant team, brainstorming the best path forward and then rapidly implementing the plan. The result was that both projects got back on track with minimal delay.

We will also use a variety of tools to communicate outside of meetings. We regularly use ProjectWise to maintain version control of project files and share across various discipline teams, bundle teams, the entire consultant team, and WSDOT with complete transparency. Dan has identified Shannon Ihlen as the document control manager for this assignment. She is also serving in this capacity on the OR-24FP program, and she will work with WSDOT staff and Dan to establish the file sharing structure, naming conventions, and other protocols to be used throughout the project. Dan and Shannon have worked closely, and in a similar capacity, on a variety of similar projects over the last 20 years. Shannon will oversee the electronic documentation and sharing protocols and will make sure our team is correctly using the file systems through the working drawings, draft and final deliverables, and QC/QA/client/regulatory review cycles.

**4A.5 INTERACTION WITH CLIENT AND/OR STAKEHOLDERS**

**Client Interaction**

The Parametrix team has worked closely with the WSDOT OR for the past 30 years. Through that time, OR staff have learned through example that Parametrix does what we say we will do, consistently working in a collaborative manner with WSDOT. Together we have learned that the basic tenets of effective communication include:

- Being transparent on all issues, whether positive or negative
- Striving for efficiency with clear and concise communications
- Listening carefully and responding promptly to WSDOT feedback
- Thinking and acting as an extension of the WSDOT project team
- Maintaining professionalism and respect in all communications

Dan will hold weekly Core Management Team meetings with the WSDOT and consultant team leaders to confirm our schedule, process, and products are in alignment with WSDOT expectations; look ahead at upcoming activities and milestones; and address any potential challenges. The meetings will include additional key staff as needed. Consultant technical staff will work with their WSDOT counterparts to establish an appropriate system for interaction and communication. Finally, Dan will continue the one-on-one biweekly PM meetings with his WSDOT
counterpart. These Friday-morning meetings have proven to be an effective, efficient way to debrief, regroup, and strategize on how to maintain alignment and forward progress.

**Stakeholder Interaction**

Our individual team members have been selected for this assignment based on stakeholder relationships and proven availability to facilitate cooperation and reach consensus. Given the unique nature of fish passage work, there are distinct tiers of stakeholder interaction:

**Resource Co-Managers:** The Suquamish Tribe and WDFW are co-managers with WSDOT over the aquatic resources, and without their concurrence on the stream design, WSDOT will not move forward into construction. It can be challenging to gain concurrence because:

- Tribal and WDFW staff are extremely busy
- Each stream crossing is unique
- Stream design is both complex and subjective, given that the state of the art continues to grow and change

We will start with a good understanding of the opportunities and challenges at each site, since all five PHDs are being prepared under HDR’s contract with HQ Hydraulics. We intend to build on the work that the predesign team has completed and also build on the relationships we have built with these co-manager staff individuals through the OR-24FP program. All three of the key individuals who will be involved (Alison O’Sullivan of the Suquamish Tribe and Pad Smith and Dave Collins of WDFW) are used to meeting with our team on the third Wednesday of each month. And all three have become accustomed to Dan McReynolds’ polite-yet-persistent facilitation style in these meetings as we work through the steps to get concurrence on the preferred stream and structure design. The work plan in Criteria 5 emphasizes the critical nature of interactions with the co-managers; with key check-ins shown on Exhibit 11.

**Local Agencies:** There will also be interactions and issues to be worked through with Kitsap County, the City of Bremerton, and the City of Port Orchard, which will definitely include MOT and may also include utility impacts, land use, and other issues. Happy Longfellow will take the lead on developing the strategy for these interactions. He has in-depth knowledge of both fish passage and highway construction and has an approachable, humble communication style that helps keep communications positive. As noted in Criteria 5, there is an organized Gorst Coalition that has developed a vision for improvements to the state highways in the area. We anticipate that there will be important interactions with the Gorst Coalition during development of the DB RFP.

**Traveling Public:** While the DB team will determine the details of design and the MOT strategy, WSDOT will always own the highway and draw the criticism for travel delays. Based on our concept design and MOT strategy, we will anticipate the likely impacts on the traveling public and recommend a strategy for public communication during construction. Our team includes PRR, a frequent partner for formal community engagement. The strategy will be developed by both our outreach lead from PRR and our engineering lead, in cooperation with OR Communications staff. Key elements of the strategy will be inserted as technical requirements in the RFP.

**Property Owners:** Similar to the impacts to the traveling public, the exact impacts to private properties will not be determined until the design builder is well into the design. But we will produce an estimate of potential needs for temporary construction easements along with the concept plans and will coordinate with the Tumwater Design Office (TDO), OR Real Estate, and OR Communications to determine what communication method is appropriate prior to DB award and what assistance is needed from the design builder after award. In addition, for at least one of the crossings, it appears impossible to construct a new fish passage without substantial changes to private property downstream. Our approach to coordinating with affected property owners is further discussed in Criteria 5.
Our project delivery approach is tailored toward delivering the project quickly and efficiently while incorporating a strategy to make certain that the deliverables from this phase of work provide a solid foundation for successful project execution under future phases.

Because the five barrier removals shown in Exhibit 10 are planned to be delivered under a single pre-NEPA DB contract, there is just one central deliverable that will be the focus of the following work plan: the DB RFP and its supporting documents. As a result, our team will be focused on partnering with WSDOT to craft a DB RFP that meets schedule needs, manages WSDOT’s risk, and honors stakeholder requirements. Because we bring recent best practices in fish passage alternative delivery RFP writing, we are also uniquely suited to fully support WSDOT throughout the DB procurement process. We understand what to focus on. Instead of defining detailed environmental documents and permit applications, developing ROW acquisition documents, preparing the FHDs, and delivering the final PS&E, we will be focused on making sure your DB RFP conveys all key requirements, goals, and restrictions to the competing DB teams while creating a level playing field and allowing for DB innovation, resulting in WSDOT’s selection of the best team for the project. We will also make sure WSDOT receives the right support during the DB selection process and beyond to make certain the project goals are met to the satisfaction of WSDOT and the other co-managers.

Our team for this project is a subset of the team for the OR-24FP program, which is delivering multiple projects through either post-NEPA DB delivery or traditional DBB. From that current experience we understand all the deliverables the DB teams will need to produce as well as the approval process they will need to follow. We will incorporate that detailed knowledge into the RFP. The following sections describe our project delivery approach in more detail.

**5A-1. WORK PLAN DEVELOPMENT**

Dan McReynolds, supported by his team, has already developed a preliminary work plan based on our history working in the corridor, knowledge of the PHD process, and experience working with WSDOT and stakeholders on the OR-24FP project, as shown in Exhibit 11: Work Plan. This plan recommends the timing and sequence of three main phases of work to make efficient progress and craft an effective RFP. He will continue to work closely with his two major discipline leads, Happy Longfellow and Lisa Danielski, along with technical discipline leads to develop, maintain, and refine the detailed work plans for each phase throughout the life of the project.
### EXHIBIT 11: Work Plan

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<thead>
<tr>
<th>PHASE 1 INITIATION AND SCOPING</th>
<th>PHASE 2 DB PROCUREMENT</th>
<th>PHASE 3 DESIGN SUPPORT DURING CONSTRUCTION</th>
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#### PHASE 1: Initiation and Scoping
- PHD Completion
- Consultant Selection
- Prepr Task Order AA.00
- Prepr Task Order AA.01
- Project Initiation
- Utility Investigation
- Supplemental Survey
- Existing ROW Assessment
- Access Assessment
- Supplemental Geotech
- Environmental Recon.
- Alternatives Development
- Alternatives Screening
- Process Check In with Co-Managers
- Prep. Task Order AA.01
- Prep. Task Order AA.00

#### PHASE 2: DB Procurement
- Prep. Task Order AA.01
- RFP Concept Plans
- Review Concept Plans with Co-Managers
- Review Concept Plans and MOT with Local Agencies
- RFQ
- Issue RFQ
- Announce Shortlist
- Support Proposal Development
- Prep. Task Order AB.00
- Support Construction Administration
- NTP1
- NTP2
- Construction
- NTP1
- NTP2

#### PHASE 3: Design Support During Construction
- Prep. Task Order AA.01
- RFP Concept Plans
- Review Concept Plans with Co-Managers
- Review Concept Plans and MOT with Local Agencies
- RFQ
- Issue RFQ
- Announce Shortlist
- Support Proposal Development
- Prep. Task Order AB.00
- Support Construction Administration
- NTP1
- NTP2
- Construction
- NTP1
- NTP2

#### Time Frames
- 2022
- 2023
- 2024
- Q1
- Q2
- Q3
- Q4

#### Key Events
- PHD Completion
- Consultant Selection
- Prepr Task Order AA.00
- Prepr Task Order AA.01
- Project Initiation
- Utility Investigation
- Supplemental Survey
- Existing ROW Assessment
- Access Assessment
- Supplemental Geotech
- Environmental Recon.
- Alternatives Development
- Alternatives Screening
- Process Check In with Co-Managers
- Prep. Task Order AA.01
- Prep. Task Order AA.00
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- Review Concept Plans and MOT with Local Agencies
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- Issue RFQ
- Announce Shortlist
- Support Proposal Development
- Prep. Task Order AB.00
- Support Construction Administration
- NTP1
- NTP2
- Construction
- NTP1
- NTP2

#### Key Phases
- PHASE 1: Initiation and Scoping
- PHASE 2: DB Procurement
- PHASE 3: Design Support During Construction
5A-2. DECISION-MAKING PROCESS
Dan and his leadership team will be involved in decisions related to development of the work plan. However, like every other major decision during the life of the project, we will collaborate closely with WSDOT’s Project Management Team. We recommend a scoping workshop prior to even getting under contract, where we can have a frank discussion on what worked well on OR-24FP and what things we should do differently in this contract. This will also be an opportunity to clarify elements in the RFQ scope of work and confirm who will perform each element. We fully understand that we are WSDOT’s agent rather than the ultimate decision maker. As such, we think it is our responsibility to recommend a specific work plan; discuss it with WSDOT’s project leadership team; challenge ideas if we disagree with them; and then, once a decision has been made support and implement it.

5A-3. ELEMENTS OF PROPOSED WORK PLAN

**PHASE 1 Work Plan – Project Initiation and Scoping**
The goals of Phase 1 are to:

1. Initiate the project and establish project controls/project management infrastructure
2. Identify needs for additional information and obtain the information needed to support the RFP development
3. Develop design alternatives at each crossing and assist WSDOT in selecting a preferred alternative at each location

The proposed work plan elements to achieve these three goals are outlined below. But a crucial factor in getting off to a good start is getting under contract quickly with a scope that covers the essential elements needed in the first few months. The discussion below includes our strategy for crafting a meaningful initial task order (Task Order AA.00) that can be executed quickly.

**1. Project Initiation and Infrastructure**
Our history working for OR and expertise in delivering fish passage work will allow us to accelerate the scoping process and reduce demands on WSDOT’s time. We will quickly initiate the project and establish project controls. The project infrastructure of systems and staffing to perform scheduling, QA/QC, deliverables tracking, invoicing, earned value tracking, project status reports, and risk management is described in detail in Section 4. It is important to note that all of these systems have been developed, tested, and proven on the OR-24FP program and we do not plan to take time to reinvent them unless changes are desired by WSDOT. Instead, we will focus on the project elements that will more directly drive the project’s schedule and success.

**2. Information Needs**
Our team will move quickly to gather the information needed to provide a foundation for developing feasible alternatives under Step 3. A few of the more vital categories are:

**PHD and Predesign Analyses:** Because of our in-depth knowledge of these crossings, we can quickly absorb the information that has been prepared under the PHD process and then identify additional information needed to support development of the DB RFP. We understand that WSDOT has enlisted OR staff to serve as a pre-design team and assist HQ Hydraulics with initial design support and logistical elements, such as survey requests, initial rights of entry, or property owner notifications prior to site visits. We plan to meet with the predesign team prior to developing the scope for TO AA.00 to get a clear sense of what work they have already completed, what information they have already obtained, and what additional information they think would be helpful.

**Utility Investigation:** It is important to understand what utilities are present and therefore potentially affected by the project. We plan to contact all known utility providers to inform them that project planning has begun and to request all available information on their facilities, including requesting they mark their underground utilities so markings can be surveyed.

**Supplemental Survey:** Typically the amount of topographical surveying done for the PHD is not adequate for roadway/MOT design, nor does the PHD survey identify existing ROW and parcel lines. Additional field survey will be done to expand the topography and pick up momentum to establish ROW limits.

**ROW Assessment:** As soon as possible, we will prepare a map for each site showing ROW limits (both state and city/county), parcel lines, and ownership.

**Private Access Assessment:** unlike most of the crossings in OR-24FP, some of the crossings in this project have adjacent businesses that rely heavily
on commercial access. We suggest contacting each property owners and offering to meet with them to get more information on types of vehicles, volumes, times of day that access needs are greatest, hours of operation, seasonal peaks, and special events. This information will be fundamental to developing MOT strategies.

**Supplemental Geotech:** We assume that WSDOT will want to provide additional geotechnical information to the DB teams. We will coordinate with HQ Geotech to establish a subsurface investigation plan, obtain additional borings, and prepare the Geotechnical Data Report.

**Environmental Resources:** Even though the DB will prepare the detailed environmental documents, it is necessary to have a high-level understanding of environmental features at each of the five sites to identify sensitive areas that should be avoided to the extent possible by construction activities. We recommend an initial reconnaissance be performed, including the following elements:

- Wetland and Stream Assessment
- ESA
- Section 106
- Hazardous Materials

### 3. Develop Design Alternatives

**Basis of Design (BOD):** Prior to development of any engineering alternatives, a BOD will be developed for each segment of highway that will be affected by barrier removal. Similar to the guidance that the PHD provides for the stream and culvert, the BOD will document the criteria that will apply to reconstruction of the roadway after the culvert or bridge is constructed. WSDOT’s Practical Solutions framework will shape this document. A critical decision is the width of the reconstructed roadway section. This decision will need to be made early, documented clearly in the BOD, and honored in order to avoid delay in subsequent phases.

**Develop Design Alternatives:** Starting with an approved BOD, an approved PHD, and the initial design concepts prepared by the predesign team, the engineering team will quickly develop multiple design alternatives at each crossing. Variables will include:

- Maintaining versus modifying the stream alignment in the PHD
- Structure type (bridge versus buried)
- Foundation type (deep, shallow, three-versus four-sided)
- Embankment versus walls
- MOT by long-term detour versus short-term closure versus on-site bypass
- Roadway horizontal/vertical alignment and construction limits
- Construction staging options based on site constraints

Much of the project’s success will depend on developing a robust roster of potential design solutions for each crossing. There are a number of questions that need to be considered at every crossing, regardless of its context. These include:

- What will it take to meet the 2021 Scour Design Policy at this crossing?
- Are there plans for future highway improvements, and if so, how can we ensure reasonable forward compatibility?
- In addition to the co-managers’ interests, what are the interests of other organizations in the project vicinity (see Exhibit 12)?
- What critical areas are present and should be avoided?

Some of the sites have truly unique characteristics that merit special attention as alternatives are developed. To help shape the roster of solutions, we will need to consider those characteristics and strategize how they should be addressed by the design solutions at those crossings. Exhibit 13 summarizes a few key issues that we see as fundamental to developing a good suite of alternatives. At this early stage, we will also begin to strategize on which design elements should be required in the RFP versus being left to the discretion of the DB.

**EXHIBIT 12: Potentially Interested Organizations**

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<tr>
<th>Gorst Coalition Members</th>
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<tr>
<td>Kitsap Transit</td>
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<td>Port of Bremerton</td>
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<td>Bremerton Washington</td>
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<td>United States of America</td>
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</table>
EXHIBIT 13: Key Issues for Alternative Development

**CROSSING A**

Unique Characteristics
- Very active channel (lateral migration risk high)

Key Questions to Resolve
- How much channel migration should be assumed?

Comments/Strategies
- Do early estimate of migration limits

**CROSSING B**

Unique Characteristics
- Private culvert (996630) 20 feet upstream of WSDOT culvert goes entirely under lumber store parking lot for ~325 feet.
- Long existing WSDOT culvert with low cover
- Site is very constrained against MOT measures beyond State ROW
- FEMA Zone AE
- Constrained access to private parcels

Key Questions to Resolve
- a. How much does WSDOT want to open the channel upstream of the crossing? X
- b. What is the minimum acceptable vertical clearance (to minimize highway rise)?
- c. What will work for MOT?
- d. How will the FEMA floodplain affect the alternatives?
- e. How should private access be maintained?

Comments/Strategies
- a. Establish minimum goal for open channel versus in or under structure
- b. Establish minimum elevation for top of SFZ and impact on highway profile
- c. Engage OR Traffic early on MOT requirements and options
- d. Coordinate with HQ Hydraulics and FEMA on process for floodplain approvals.
- e. Meet with property owners as soon as possible

**CROSSING C**

Unique Characteristics
- WSDOT culvert connects to long existing culvert, extending under Mattress Ranch site
- Very low cover
- Site is very constrained against MOT measures beyond State ROW

Key Questions to Resolve
- a. What structural solutions are viable to meet Scour Design Policy at this deep crossing?

Comments/Strategies
- a. Have structural and geotechnical engineers develop a short list of viable options

**CROSSING D**

Unique Characteristics
- ~70-foot-tall road embankment
- High-voltage transmission is overhead

Key Questions to Resolve
- a. What MOT options will minimize impacts to traffic-dependent businesses?

Comments/Strategies
- a. Engage City of Port Orchard on MOT strategy

**CROSSING E**

Unique Characteristics
- Mile Hill Drive (SR 166) functions as City of Port Orchard commercial corridor

Key Questions to Resolve
- a. What MOT options will minimize impacts to traffic-dependent businesses?

Comments/Strategies
- a. Engage City of Port Orchard on MOT strategy

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**LEGEND**
- Existing stream/culvert
- = Potential location new water crossing structure
- = Potential location new open channel
- = Potential alternate location new water crossing structure
- = Potential alternate location new open channel
- = Question to be resolved while scoping initial task order

Printed: Thursday, March 10, 2022
Screen Design Alternatives: The product of the previous step will be a short stack of alternative graphics at each of the five crossings, with plan and profile of the culvert or bridge, highlights of environmental impacts, MOT implications, planning-level costs, and construction durations. The key challenge in this step will be to quickly identify a single preferred alternative for the structure and all of the other elements that will be built along with the structure, such as reconstructed roadway section/profile, stormwater detention/treatment, and MOT during construction. Alternatives will be evaluated for their ability to:

- Meet the hydraulic performance criteria outlined in the PHD
- Avoid or minimize environmental impacts
- Avoid fatal flaws or elements that do not comply with design standards
- Minimize delays, economic hardships, and disruption to the traveling public
- Be constructed quickly and at low cost
- Be operated and maintained at reasonable cost over time

At this point, we propose an Alternatives Screening workshop with WSDOT and consultant staff to eliminate alternatives that are not reasonable or competitive with other viable alternatives. The goal will be to identify the preferred alternative to move forward to preliminary design. The alternatives considered and the rationale for selection of the preferred alternative will be documented in a Conceptual Design Technical Memorandum. Culmination of this phase achieves the key milestone of Project Scoping. The consultant team will provide selected technical elements of the Project Summary documentation and the Environmental Review Summary.

**PHASE 2 Work Plan – Design-Build Procurement**

**Goals for Phase 2:** As noted in the introduction to Section 5, the main deliverable of the entire project is a DB RFP that conveys all key requirements, goals, and restrictions to the competing DB teams while creating a level playing field and allowing WSDOT to select the best team for the project. The RFP and its supporting documents will contain hundreds of pages of information, and they need to effectively convey the results of months of work; dozens of discussions with representatives from different organizations; and hundreds of decisions on matters technical, legal, and financial. The main elements of the DB procurement documents include:

- RFQ – guidance on how teams will be evaluated for the short list
- RFP – detailed listing of both legal (Chapter 1) and technical (Chapter 2) requirements
- ITP – information on preparation and scoring
- Appendices – all other information deemed helpful to or required of the DB

The sections following describe a few highlights of our approach to developing the RFP and then assisting WSDOT in selection of a DB team.

**Further Engage Partner Agencies:** It is important that key partner agencies understand and agree with key elements of the RFP. While we anticipate initial engagement with the co-managers and the three local agencies during Phase 1, in Phase 2 we would plan for much more detailed engagement, culminating in their concurrence on the portions of the RFP that affect them. Exhibit 11 shows the minimum number of review points we anticipate, and we would build time into the schedule for multiple interactions to get feedback and concurrence on the central elements of the RFP.

**Develop Preliminary Design:** In this task, our team will advance design at each crossing to approximately 20-30 percent; identify required ROW and easements, required utility relocations, construction limits, environmental impacts, specific staging, and MOT strategy; and prepare formal design approval documentation per WSDOT standards. We will work with WSDOT to participate in a preliminary design review process and update documents accordingly. The updated concept plans will be included as Appendix M in the RFP.

**Identify ROW Needs:** We understand that acquisition of temporary construction easements or additional permanent ROW areas will not be completed until the DB is under contract and has established a project footprint. However, we recommend doing a preliminary estimate of needed property rights for construction as well as an evaluation to determine if there are any areas of existing ROW that are not well documented. Also, as shown in Exhibit 13, it is important to establish how/whether WSDOT wants to establish open stream channels across private properties. This question has substantial ROW implications.

**Develop Environmental Strategy:** Our environmental lead, Lisa Danielski, will work with our team to summarize the potential range of environmental impacts from DB-proposed design
solutions and develop a preliminary environmental strategy. This strategy will identify the permits and other documentation that will likely be required and will estimate the duration of each element. She will base this on recent experience on the two DB projects in the OR-24FP program, which used a bundled JARPA process and programmatic biological assessment for ESA.

Prepare RFQ/RFP/ITP: Space does not allow for a full discussion of the process for developing these three crucial documents. We are well versed in the details and well acquainted with the large number of WSDOT departments and individuals who will contribute to their development. If selected, this will be the fifth RFP we have prepared for the OR. One of the most important elements in completion of the procurement documents is structuring the right team. Our team is composed of individuals with recent experience on one or both of the DB projects for OR-24FP, including Happy Longfellow (overall lead), Scotty Ireland (SOQ and proposal evaluation facilitator), Rebecca Parker (design lead), Lisa Danielski (environmental lead), Shaun Bevan (hydraulics and stream), Gordon MacDonald (RFP appendices/response tracking), Amanda Lucas (publication lead), and Kirk Wilcox (QC and strategic advice on the above).

Support WSDOT During Procurement: The timeframe between issuing the RFQ and award to the selected DB team is typically intense for both WSDOT and the competing teams. There is a constant need for quick responses, technical certainty, confidentiality, impartiality, attention to detail, and ability to remain professional under fire. The same individuals who prepared the procurement documents will support WSDOT during procurement. Our team is well equipped to assist in the “basic services,” such as providing responses to technical questions or ATCs. We are also prepared to serve more central roles, such as facilitating the evaluation of SOQs and proposals and participating in one-on-one meetings with DB teams, in the same way that we have assisted on the Jefferson/Clallam and the Mason/Thurston DB projects.

5A-4. ADDRESSING CONTINGENCIES IN ALL PHASES

The phased approach to work planning outlined above will help to minimize the number and scale of unknowns, but contingencies are certain to arise. We recommend building flexibility into the work plan through the use of “contingency tasks” with budget amounts held in review, available for authorization at the discretion of WSDOT’s project manager. One example is a task for “additional topographic survey” which could be authorized if WSDOT agrees that survey is needed beyond what was in the original scope. Beyond this, we recommend continual communication between WSDOT and consultant project managers on scope creep issues and the use of task orders to quickly handle unanticipated elements of work. This process has worked well on OR-24FP, with dozens of unanticipated project elements handled quickly with minimal delay and frequently without needing additional budget.

5B. APPROACHES TO RESOLVING ISSUES WITHIN PROJECT TEAM, CLIENT(S), AND STAKEHOLDERS

Every project presents challenges, surprises, and opportunities for conflict between team members and stakeholders. We will work with WSDOT to develop a formal communication plan with protocols for lines of communication. However, our primary approach to resolving issues is to build a team in which the leaders all have exemplary people skills and a direct communication style and then let them be themselves as they lead the project to completion. Our core leadership group of Dan McReynolds, Happy Longfellow, and Lisa Danielski are all known as professionals who understand that even the most technical project element is still fundamentally a human process that requires collaboration and positive relationships. Dan McReynolds is known as a team leader who is effective, fair, honest, and compassionate, but also willing to make expeditious changes when a team member is not performing or a process is not working. Dan has an exceptional track record with clients as a project manager who communicates clearly and directly and puts their interests first. He is recognized by stakeholders throughout the OR as a good listener with an ability to find solutions that work for them as well as his client. A key benefit of this team is that all of the key staff have formed good working relationships with virtually all of the
key staff from both the co-managers’ organizations and the multiple departments within WSDOT that will be involved.

At Dan’s regularly scheduled meetings with the Core Management Team we will work with WSDOT to look ahead, prepare for what we know is coming, and strategize on emerging/potential risks. Since fish passage work is by nature a collaborative endeavor with a large number of participants, strategy for engaging those participants is key to successful delivery. Our team will continually work with WSDOT to maintain good relationships and productive interactions with the co-managers and key stakeholders.

5C. ASSUMPTIONS FOR WORK BREAKDOWN STRUCTURE

The key tasks and deliverables are described in our work plan development discussion (Section 5A) above. Our assumption is that the consultant team will produce all deliverables except for those listed below, which will be produced by WSDOT’s staff or by WSDOT’s consultants working under separate contracts:

- Property owner notifications and/or rights of entry for required field investigations
- Approved PHD report for each crossing
- Geotechnical site investigation plan and data from explorations, including boring logs, test pit reports, groundwater-level logs, and laboratory test results
- Supplemental geotechnical investigations
- Appraisals and appraisal reviews for each new property right (temporary construction easement, permanent drainage easement, ROW)
- Negotiation and acquisition for each new ROW or easement

We have assembled a full-service team that will anticipate need, while remaining flexible and adaptable to change and maintaining a willingness to help as needed.

5D. KEY ISSUES AND CRITICAL MILESTONES

In addition to the issues that drive the key scope elements in Section 5A above, there are five critical elements that will drive the success of this project:

1. PHD Completion: The PHDs are a fundamental building block for all subsequent work. HDR holds the prime contract under which all five PHDs are being prepared and will work to ensure timely completion as well as continuity for the RFP preparation.
2. Reasonable MOT Plans: Some of the crossings will present daunting MOT challenges that will drive the schedule and the feasibility of structural options. In short order, our team will need to develop a good plan for MOT at each crossing and then clearly define performance criteria in the RFP. Our team has a great deal of experience on both fish passage construction and highway construction, which will be valuable in addressing this need.

3. Co-Manager Coordination and Support: Exhibit 11 highlights some key project milestones at which we will request concurrence from WDFW and the Suquamish Tribe. Our team will work proactively to provide ample information and schedule the time needed for a detailed and collaborative review process.
4. Local Agency and Community Collaboration: Each design alternative has the potential to impact local business and adjacent Kitsap County communities. Our team will engage with communities to understand current and future development plans so they are considered in the design process.
5. Strategy plus attention to detail: Preparation of an effective RFP requires creative strategic thinking to anticipate and mitigate against problems that could ripple out of the unique design proposals of multiple DB teams. However, the RFP itself, the procurement process, and the delivery process are subject to highly prescriptive guidelines, and litigation could be triggered at multiple points. We are confident in our ability to apply both creative DB contracting strategy and meticulous attention to detail to assist WSDOT in successfully delivering these barrier removals.