Jacobs

Packet A

2024 Reconnecting East Central Spokane

Statement of Qualifications for WSDOT

February 14, 2024

1. Qualifications/Expertise of Firms on Team

1.A Team Expertise

To address the unique needs of the 2024 Reconnecting East Central Spokane, the Jacobs team is structured to address the core project objectives—offering you the following benefits:

#1 **Blended delivery infused with Spokane knowledge.** Jacobs offers proven WSDOT programmatic and project experience from our active General Engineering Consultant (GEC) contracts across Washington. As valued by WSDOT, **we adapt where and how you need us**, blending your staff with ours to do what's needed. This blended delivery model is enhanced with our local Spokane staff and community ties from our partners **Commonstreet**, **Big Sky Public Relations** (BSPR), and **Bernardo Wills**.

#2 **Community-centric process to plan the project *with* them.** We are community builders! We know this area has been historically underserved and marginalized. Using continuous collaboration with WSDOT, the City of Spokane, stakeholders and targeted public engagement throughout the project, Jacobs, BSPR, and Bernardo Wills will cocreate a new public space that reflects community needs and values.

#3 **Technical excellence in community planning and environmental processes.** Jacobs team led by planning SMEs, brings extensive recent experience with community planning and environmental permitting to help WSDOT: develop alternatives that serve the community, right-size and accelerate NEPA/SEPA, complete local/state/federal regulatory permitting, and work collaboratively with outside agency partners. The result is achieving your project objectives with reduced risk and schedule certainty.

#4 **Cost-saving innovation.** Since 2007, Jacobs has saved WSDOT more than $500M in design innovations on some of your largest programs. Our alternative delivery design for design-build capabilities means we know how to harness our team's creative thinking for budget-friendly structural solutions. Trusted partners **TranTech** and **Concord** are adept in collaborating with us this way.

Our team's combined expertise is summarized below.

	Jacobs	TranTech	Concord	Commonstreet	Bernardo Wills	BSPR
Years of Experience	75	19	11	7	32	14
# of staff in WA (incl. GPMA)	1,450	60	40	33	40	1
# of employees nationwide	32,135	60	46	44	40	10
Civil Design	✓	✓	✓			
Structural Design	✓	✓	✓			
Geotechnical Design	✓	✓				
Environmental	✓					
Landscape Arch.	✓				✓	
Transpo. Planning	✓				✓	
ROW	✓			✓		
Public Outreach	✓			✓	✓	✓

N/A

Expertise embedded in our team structure

We assembled a best-fit team that serves both the scope of this transportation impacts study and the long-term objectives WSDOT envisions for reconnecting East Central Spokane.

Organizational Chart

The full structure of our team and our available resources are shown in Figure 1.1: Organizational Chart, below.

WSDOT EASTERN REGION

PRINCIPAL-IN-CHARGE
Luke Huck, PE

CONSULTANT RESOURCE MANAGER/ PROJECT MANAGER
Ed Toavs, PE

QUALITY MANAGER
Andrew Byrd, PE

Team Leads

Environmental
Maggie Buckley

Structural
Kevin Kim, PE, SE

Utilities & CM
Caleb Skjervem, PE

Public Involvement
Sarah Shannon

Traffic & Safety Engineering
Monsur Ahmed, PE, PTOE [2]

Transportation Planning
Tung Le

Transportation Engineering
Sara Folk, PE

Landscape Architecture
Julia Culp, PLA [3]

Parks Design
Grace Bergman

Team Resources

Right-of-Way
Morgan Bishop [1]
Stephanie Golly [1]
Cindy Tremblay [1]

Street & Multimodal Design
Stuart Barton, PE
Kash Nikzad, PhD, PE [5]

Geotechnical
Marcelo Azevedo, PhD, PE

Tribal Relations/ Archaeology
Matthew Sterner, RPA

Stormwater
Jana Crawford

Survey
Doug Howe

Visualization and Communication Support
Michael Stephen
Sara Jenniges
Katie Klietz [4]

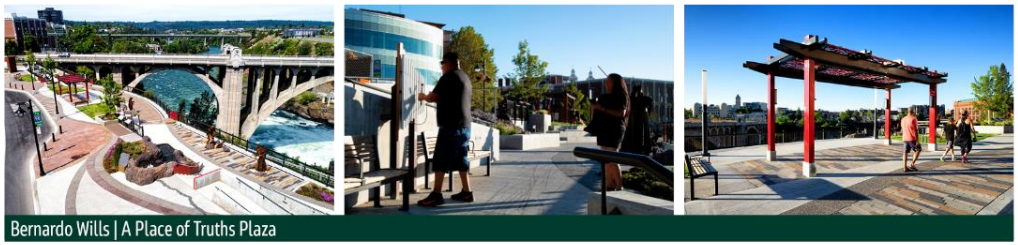
Grant Support
Ed Toavs, PE

Key Personnel

Subconsultants
[1] Commonstreet
[2] Concord Engineering (DBE)
[3] Bernardo Wills
[4] Big Sky Public Relations (DBE)
[5] Trantech (DBE)


Jacobs | Klyde Warren Park


Bernardo Wills | McEuen Park Redevelopment


Bernardo Wills | A Place of Truths Plaza

Blended delivery infused with Spokane knowledge ♥ *Community-centric process to plan the project with them* ♥ *Technical excellence in community planning and environmental processes*

1.B Staff Offices and Locations

Jacobs

OFFICE AND STAFF #
Spokane, WA - 63
Yakima, WA - 50
Bellevue, WA - 561
Seattle, WA - 93
Tacoma, WA - 10
Vancouver, WA - 39
Portland, OR - 666

The best-fit team comprising experts in their fields from across the country

- Full-service solutions provider
- 400+ offices in over 40 countries
- 32,000 US-based professionals
- Structured like WSDOT, providing a seamlessly integrated project delivery experience
- Pacific Northwest service offerings:
  - » Multimodal engineering and design
  - » Traffic safety planning and engineering
  - » Environmental permitting and regulations from local NEPA/SEPA subject matter experts (SMEs)
  - » Community engagement through inclusive outreach, collaboration, and planning
  - » Visualization and communications support

Bernardo Wills

Brings a deep understanding of the Spokane community as well as relationships and history working with City of Spokane Parks

OFFICE AND STAFF #
Spokane, WA - 40

- **Expertise:**
  - » Landscape architecture
  - » Park design
  - » Crime Prevention Through Environmental Design (CPTED)
  - » Visualizations for collateral materials
  - » Land use and transportation studies
  - » Handicap accessibility to transportation systems
  - » Multimodal options
  - » Development of plans, specifications, and estimates

Big Sky Public Relations (BSPR)

Proven track record of empowering projects like yours through dynamic, inclusive, and empathetic engagement enhanced with local insight

OFFICE AND STAFF #
Spokane, WA - 1

- OMWBE-registered DBE
- **Expertise:**
  - » Public involvement
  - » Copywriting
  - » Stakeholder outreach
  - » Media outreach
  - » Media buying
  - » Event management
  - » Public awareness
  - » Graphic design

Commonstreet

Jacobs has partnered with Commonstreet on multiple WSDOT transportation studies and design projects

OFFICE AND STAFF #
Spokane, WA - 4
Seattle, WA - 25
Tacoma, WA - 4
Portland, OR - 7

- **Expertise:**
  - » Right-of-way and real estate services
  - » Acquisition
  - » Valuation, tItle, relocation
  - » Property management
  - » Homelessness response

Concord Engineering

Jacobs has partnered with Concord for years, delivering dozens of the region's most critical transportation studies and infrastructure projects

OFFICE AND STAFF #
Bellevue, WA - 40

- OMWBE-registered DBE/MWBE
- **Expertise:**
  - » Traffic analysis and design
  - » Intersection traffic control analysis, planning, and recommendations
  - » Transit speed and reliability evaluation and recommendations
  - » Street and pedestrian lighting analysis and design
  - » Safety analysis, including non-motorized safety, accessibility, and mobility
  - » Intelligent transportation systems
  - » Electrical design

TranTech Engineering

Long-time valued teaming partner with Jacobs for multiple WSDOT projects

OFFICE AND STAFF #
Bellevue, WA - 27
Bellingham, WA - 5
Tumwater, WA - 25
Pasco, WA - 3

- OMWBE-registered DBE/MBE
- **Expertise:**
  - » Roadway design
  - » Civil engineering
  - » Structural engineering
  - » Construction management

1.C Previous Work History

Jacobs' team includes firms who often work together. These working relationships have yielded efficiencies that only come from collaboration and trusted partnerships. The table below demonstrates collaboration on projects in the last three years.

Teaming Partners	Similar Projects Performed with Jacobs in the Last Three Years	Dates
Bernardo Wills	**Riverfront Park North Bank Playground, City of Spokane** **Jacobs**: site civil design; permitting | **Bernardo Wills**: park design	2021
Big Sky Public Relations	**Evergreen Water Sewer District, Clallum County PUD** **Jacobs**: prime; overall project management | **Big Sky**: public outreach lead	2023
Commonstreet	**SCR GEC, WSDOT** **Jacobs**: prime; overall GEC program management | **Commonstreet**: real estate management	2022-Present
Concord Engineering	**I-5, Mounts Rd to Steilacoom-Dupont Rd – Corridor Improvements, WSDOT** **Jacobs**: lead designer for design-build | **Concord**: illumination, signing, TCP design	2023-Present
TranTech Engineering	**SCR and Olympic Region GECs, WSDOT** **Jacobs**: prime; overall GEC program management | **TranTech**: Construction management and design support	2016-Present

Meet Big Sky Public Relations (BSPR) and Bernardo Wills

Jacobs is excited to bring **BSPR's** talents to WSDOT on this highly collaborative project. BSPR uses efficient, effective, and empathetic communication methods to support endeavors that drive positive community change including infrastructure improvements, economic development, education, cultural enrichment, and service to those in need. BSPR has a proven track record of empowering projects by connecting with people where they are through dynamic and empathetic public engagement, specifically in low-income and diverse neighborhoods, such as their Brooks Street BRT program in Missoula. Being based in the region and having local representation, BSPR also brings rounded understanding of the Spokane region where they leverage their understanding of the local business landscape, demographic preferences, and dedicated community to craft effective, targeted marketing and public engagement strategies.

Bernardo Wills brings a deep understanding of the Spokane community as well as relationships and history working with City of Spokane Parks, in partnership with the Jacobs team. They are committed to making communities better and are known for designing places, spaces, and visions. Their landscape architects and planners create settings that enrich the human experience and help define a community's character, which are essential components of successfully reconnecting East Central Spokane. Bernardo Wills has extensive experience activating public spaces in Spokane, like "A Place of Truths" Plaza that sits atop an underground CSO and tells the story of creation and the life cycle of salmon. The project was developed in collaboration with the community, artists, and tribes. With an office within walking distance of our Jacobs office, we are thrilled to have them join our team and help us bring this project to life.

1.D Current Availability of Key Staff

The table on the next page illustrates preliminary hours of monthly availability for the 60-month contract duration with an assumption of starting April 2024 and concluding March 2029. This 60-month duration is flexible and will be adapted to WSDOT's scheduling needs including completion of the grant recipient agreement. Our Project Manager, Ed Toavs, who understands the capabilities and capacities of the firms on our team, will monitor workloads so the right resources are available when WSDOT needs them.

NOTE: Numbers in the tables below denote hours of availability per month for key staff.

	2024												2025												2026											
Team Member	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Ed Toavs | Project Manager				100					120																											
Maggie Buckley | Environmental Lead				60					80				100												110											
Kevin Kim | Structural Lead				40									80						90												100					
Caleb Skjervem | Utilities & CM Lead				40									80												90											
Sarah Shannon | Public Involvement Lead				60					100				120																							
Monsur Ahmed | Traffic/Safety Engineering Lead				40									80			90				100											110					
Tung Le | Transportation Planning Lead				60									100												110											
Sara Folk | Transportation Engineering Lead				40					80																90								100			
Julia Culp | Landscape Architecture				40					80										90						100											
Grace Bergman | Parks Design Lead				40									80						90												100					

	2027												2028												2029											
Team Member	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Ed Toavs | Project Manager	120																																			
Maggie Buckley | Environmental Lead	110																																			
Kevin Kim | Structural Lead	100																																			
Caleb Skjervem | Utilities & CM Lead	90																																			
Sarah Shannon | Public Involvement Lead	120																																			
Monsur Ahmed | Traffic/Safety Engineering Lead	110												110																							
Tung Le | Transportation Planning Lead	80												60																							
Sara Folk | Transportation Engineering Lead	110																																			
Julia Culp | Landscape Architecture	110																																			
Grace Bergman | Parks Design Lead	100																																			

1.E Team Project Experience

Select team experience examples are provided on the next page.

WSDOT GENERAL ENGINEERING CONSULTANT (GEC) PROGRAMS

I-90 - Snoqualmie Pass East Project

Client Name

WSDOT

Completion Date

2016-Ongoing

*(Program projects highlighted in **green** at right are a sample of projects that have been completed within the last 3 years)*

Fee received

$155M

Firm

Jacobs

Demonstrated expertise:

✓ Engineering and multidisciplinary support
✓ WSDOT task order-based project mgmt.
✓ Program plan creation and management

"The region had concerns over a GEC being able to provide resources in Yakima and remote parts of the state. The Jacobs team met this challenge head on and exceeded our expectations by providing WSDOT with talented staff to complete the assignments to meet WSDOT's needs."

-Brian White, PE
WSDOT SCR Regional Administrator

Project Overview: The Jacobs team is providing, a wide range of regional support services for the South Central and Olympic Regions. Our team has executed 91 task orders, providing program and project management, staff augmentation, and full-service project delivery to support WSDOT teams (i.e., planning, scoping, engineering, environmental, public involvement, Tribal coordination, right of way, construction administration, Geotech, survey, archaeological, landscaping, traffic, hydraulics, and bridge design). Jacobs is delivering entire projects from corridor sketch initiatives to preliminary design and final plans, specifications, and estimates (PS&E); supporting alternative delivery procurements; and construction administration for design build and design-bid-build projects.

Work/services provided: **Project development:** Jacobs supplements WSDOT roadway design staff, including all support offices, on projects being designed throughout the regions such as the **U.S. 97 Corridor Improvements (2022)** (design of multiple intersection improvement projects along the U.S. 97 corridor), and **I-90 Snoqualmie Pass East (2021).** **| Transportation planning:** Jacobs supplements WSDOT planning staff with expertise in transit, bicycle, and pedestrian planning; feasibility/alternative analyses studies, corridor and route studies, and master planning for improvements. | **Environmental:** Jacobs provides environmental staff to supplement efforts on environmental analysis and documentation (NEPA/SEPA), archaeological investigations, ecological impacts, health impacts, economic impacts, and much more. **| Public engagement**: Jacobs provides strategic communications support to WSDOT leadership and communications staff. They work with WSDOT to develop messaging for projects, facilitate and plan public events, creates visuals, and coordinates how best to deliver WSDOT's desired messaging. **| Structural design:** Jacobs is providing bridge, structure, and culvert design staff on projects such as the **I-90 Bridge Deck Rehabilitations (2023)** (design of bridge deck rehabilitations near Cle Elum, Ellensburg and Vantage) and U.S. 12 Wildcat Creek Bridge Replacement. **| Real estate services:** Jacobs and Commonstreet are supporting region real estate services with acquisitions, appraisals, turnbacks, ROW funding estimates, and right of way plans for projects like the US 12 Wallula to Nine Mile hill and I-90 Cle Elum Weight Station projects. **| Hydrology:** Jacobs is currently preparing drainage designs, hydraulic reports, stormwater retrofits and a large amount of preliminary and final hydraulic designs. | **Construction management:** Jacobs provides region construction offices with onsite certified inspectors, material testers, office engineers and manages the entire CM needs for several projects. **| Survey and utilities:** Jacobs continues to provide staff and PLS support for all regional survey needs and utility office functions such as utility relocation oversight, utility mapping services, utility design and topographic survey.

KLYDE WARREN PARK LID

Client Name
Woodall Rodgers Park Foundation

Completion Date
2012 (initial completion)
2024 (phase 2)

Fee received
$460K

Firm: Jacobs

Klyde Warren Park reconnects this community like never before!

Demonstrated expertise:

✓ Park Deck/Lid Over a Freeway ✓ Reconnects communities

Work/services provided: Jacobs provided feasibility, engineering, and construction administration services for this landmark central open space, which spans the 8-lane, sunken Woodall Rogers Freeway, bridging Dallas' Uptown and Arts District neighborhoods. It is the world's largest suspended infrastructure to contain a park and provides a new programmed public space that physically, socially, and culturally connects two bustling districts.

Complex engineering solutions structurally support massive loads above the busy freeway while allowing for an open, flexible park layout with sufficient soil to support a variety of trees and plantings. The park includes a wide pedestrian promenade, Great Lawn, pavilions, a children's playground, water features, a dog park, botanical garden, and numerous plaza and garden spaces.

Jacobs is currently working on the park's expansion project that will provide 1.4 acres of additional park space. The ongoing project includes a new pavilion built on a deck of a freeway overpass as well as a versatile open lawn space.

Why it matters: Klyde Warren Park links downtown and the uptown arts district together for the first time. Cultural institutions that turned their back on the highway now have a front door onto the park.

CENTRAL 70 (C70) P3 (PARK DECK LID)

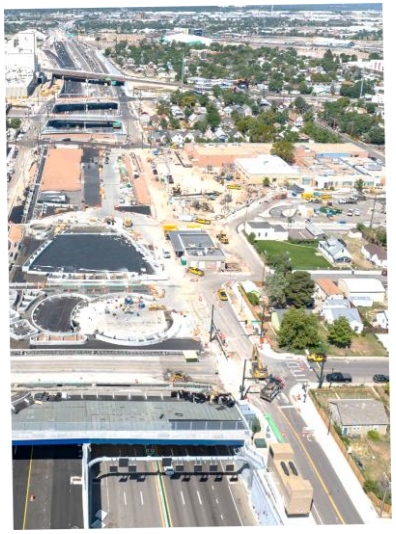
Client Name
Colorado Department of Transportation

Completion Date
2023

Fee received
$18M

Firm
Jacobs (engineering and design)

Demonstrated expertise:
✓ Park Deck/Lid Over an Interstate
✓ Multidiscipline
✓ Reconnects communities



Park lid during construction

Work/services provided:

This large project reconstructs a 10-mile stretch of I-70 east of downtown. Relevant, work included design and construction of a now-open four-acre park lid extending over a lowered portion of I-70 between Columbine and Clayton streets, connecting the Elyria-Swansea neighborhoods. Over 100 trees were planted, and the surrounding community was involved in designing park amenities.

In addition to this deck park, Jacobs' work elements include drainage design, utility coordination, and survey/mapping for the entire corridor, and roadway, bridges, walls, and maintenance of traffic design for the eastern two-thirds of the corridor. Jacobs' design has included the reconstruction or modification of five interchanges, reconstruction of seven bridges including the curved flyover ramp from I-270, and bridges over a railroad line. The project is being designed on an extremely aggressive schedule to meet key milestone construction dates.

Why it matters: For the last several years, the historic Elyria-Swansea neighborhood was separated by I-70. The C70 project's inclusion of this vital deck park reconnects the community and its nearby schools with safe, walkable green space and park amenities, and promotes future growth in this historically underserved area.

RIVERFRONT PARK NORTH BANK PLAYGROUND

Client Name
City of Spokane

Completion Date
2021

Fee received
$1M

Firm
Bernardo Wills

Completed Riverfront Park North Bank Playground

Demonstrated expertise:

✓ Community-centric park designed with the Spokane community

Work/services provided:

Construction of the 8-acre North Bank Playground, valued at $7.8 million, included a themed playground, splash pad, open play, specialty basketball court, wheels park, landscaping, lighting, new maintenance and operations/public restroom facility and parking with innovative stormwater solutions.

The 1-acre playground is seen as an outdoor learning and play experience that tells the story of how the Ice Age Floods shaped our region. Because of the dynamic nature of the Ice Age Floods and the rich imagery of its components, its story was transformed into an exciting play environment that offers rich, multi-dimensional learning opportunities. It provides a completely interactive and fun way for children, families, and interested people to learn about our region's unique geologic history.

Why it matters: The goal of the playground was to create an adaptive, safe, dynamic, high-quality nature-based play/learn environment for children of all abilities and their families. It is incredibly unique in its capacity to provide both passive and active recreation with age-appropriate play areas for children to interact with water and landscape features depicting the ice age floods geologic story.

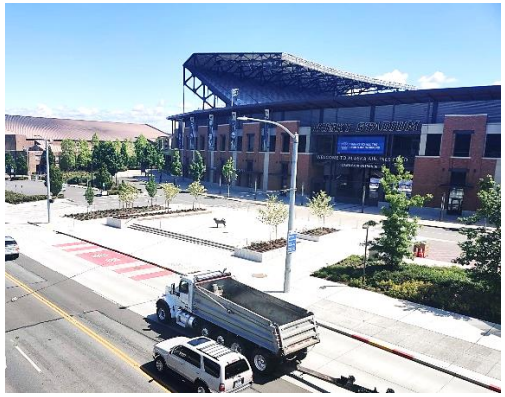
MONTLAKE HUB CAPITAL IMPROVEMENTS FINAL DESIGN

Client Name
Seattle Department of Transportation

Completion Date
2023

Fee received
$124K

Firm
Concord Engineering



New bus zones with enhanced lighting and traffic design

Demonstrated expertise:

✓ Signal Design ✓ Lighting Analysis ✓ Art Lighting Design ✓ ITS design

Work/services provided:

This project constructed transit improvements near Sound Transit's University of Washington Station by installing two new bus zones near the University of Washington Station and provided traffic signal modifications to enhance transit operations.

Concord performed traffic signal modification design, illumination analysis and design for the widened roadway, ITS design to install two Real Time Information System (RTIS) signs at two new bus zones and the station electrical design for the two new bus zones.

Concord also led the art lighting design, specifically bench lighting at the plaza in front of the University of Washington Husky stadium. Concord provided construction support for all signal, lighting, ITS, and station electrical material review.

Why it matters: Concord will leverage their years of technical expertise to ensure Reconnecting East Central Spokane meets its community-centered commitments though effective and aesthetic lighting and traffic design.

HIGGINS AVENUE BRIDGE TRANSPORTATION ENHANCEMENTS

Client Name
Montana DOT

Completion Date
2023

Fee received
$401K

Firm
Big Sky Public Relations

Cookie delivery event for stakeholders on the project corridor

Demonstrated expertise:

✓ Deep community engagement that is sensitive to community context

Work/services provided:

The Higgins Avenue Bridge project brought significant transportation enhancements to downtown Missoula. BSPR strategically navigated communication hurdles, fostering trust and transparency through tailored outreach efforts. By actively involving residents and stakeholders throughout the process, the project not only met its infrastructural goals but also cultivated a sense of ownership and pride within the Missoula community.

Downtown Missoula encompasses a wide range of socio-economic demographics. BSPR worked closely with businesses to maintain access and operations and coordinated with Mountain Line to ensure bus services were maintained. BSPR connected with the senior center on Higgins Avenue to ensure their parking access was maintained as mobility is often an issue for their residents and visitors.

Why it matters: BSPR led all public involvement activities on behalf of MDT and the City of Missoula through the life of this highly publicized project with extensive community engagement. Engagement activities included open houses, stakeholder groups, special interest groups, disadvantaged community members, and media distribution and contact to build community support and buy-in for the project.

SOUTH SULLIVAN PRESERVATION PROJECT

Client Name
City of Spokane Valley

Completion Date
2023

Fee received
$86K

Firm
Commonstreet

Preservation and enhancement work underway

Demonstrated expertise:

✓ Local Spokane ROW planning and execution

Work/services provided:

This project with multiple funding sources including a National Highway Performance Program (NHPP) federal grant enhanced pedestrian safety, access to local schools, and promotes economic development within one of the City's primary North/South arterials. Commonstreet facilitated ROW scope, schedule, and budget; conducted QA/QC and risk management; negotiated parcels with property owners, including exercising extraordinary care and compliance for special landscaping and unique construction considerations; and accurately documented files with WSDOT.

Commonstreet's deep bench of Spokane residing experts provided the agency unmatched continuity for local in-person planning meetings and real knowledge of the community. Unlike other firms relying on outside region assistance for Inland Projects, Commonstreet's local professionals reduced logistical costs and saved time in performing genuine early outreach to property owners; title research and clearance; negotiations; documentation and reporting; and closing.

Why it matters: Demonstrated ability to provide an all Spokane based team consistent of WSDOT-Approved Consultants in Right of Way. Results in local efficiencies and continuity, and on-time project certification with WSDOT.

WEST CASHMERE BRIDGE REPLACEMENT

Client Name
Chelan County

Completion Date
2022

Fee received
$4M

Firm
TranTech Engineering

Completed bridge replacement

Demonstrated expertise:

✓ Multidiscipline Bridge Replacement ✓ WSDOT, FHWA, AASHTO Standards ✓ Transportation Engineering ✓ Development of Plans, Specifications, and Estimates ✓ Construction Management

Work/services provided:

TranTech provided design and construction management services for this major bridge replacement project overcrossing the Wenatchee River, BNSF, WSDOT US 2, and connecting to a new roundabout in Chelan County. The old bridge, originally constructed in 1929, consisted of steel trusses and concrete girder approach spans. Early in the design phase, TranTech prepared a Type, Size, and Location (TS&L) Study Report to study various bridge alternatives and their associated costs.

The design team recommended the standard steel plate-girder bridge concept to be advanced to full design and the County approved it. The new bridge is a 42-foot wide and 725-foot long, three-span (230':255':230') steel plate-girder bridge. The project required extensive coordination with WSDOT, BNSF, including a Construction & Maintenance (C&M) Agreement; WDFW, area stakeholders, and other regulatory agencies.

Why it matters: TranTech is a longstanding and proven partner to Jacobs, and they will leverage both their years of partnership and successful project delivery and design capacity on similar regional projects on your project.

2. Qualifications of Proposed Project Manager

In his role as Project Manager, Ed will serve as your trusted advisor, leveraging the broad depth of the Jacobs Team to support a collaborative evaluation and planning process with WSDOT that effectively engages the community and other invested parties to explore creative project concepts. As a member of Jacobs' Spokane office and a transportation leader for Jacobs, Ed's local and regional connections allows him to craft an effective project work plan and build the right team for each task order working together with WSDOT's Agreement Manager.

Ed is a civil engineer with 29 years of experience in transportation administration, project delivery, construction engineering, and program management. Before joining Jacobs, Ed served in many roles with Montana Department of Transportation (MDT) for 25 years, including department administrator, construction engineer, project manager, and field engineer. This gives him a unique understanding of managing multidisciplinary staffing resources, fast-paced schedules, and budgets ranging up to $100M while balancing competing priorities.

Ed is backed by Jacobs team resources who have delivered more than 30 miles of bridge and corridor improvements for local jurisdictions on WSDOT state routes in the last 15 years.

2.A Examples of Prior Experience as Project Manager

Kalispell Bypass – Foys Lake Section | MDT & City of Kalispell | Project Manager | 2020-Ongoing

This is a highly publicized design-build project that rebuilds two miles of the Kalispell Bypass at the Foys Lake intersection in Kalispell, Montana. Ed serves as Jacobs' Project Manager and serves on the design-build team's Executive Team as Senior Advisor. The project was primarily funded with a $13M BUILD Grant for the City of Kalispell and MDT. Using his economic analysis report for the

Kalispell Bypass from his MBA thesis, Ed performed the benefit-cost analysis for the BUILD Grant and assisted the City of Kalispell in writing the grant application on behalf of MDT. During the project's schedule, Ed managed between eight to 20 project professionals and delivered PS&E packages that were on schedule and were returned to the team from MDT with minimal comments.

Benefit to WSDOT: The knowledge Ed gained from this project enables him to assist WSDOT in leading and working with a diverse team over several years with extensive public engagement and involvement. Design options were vetted through a selection process. Elements that factored into the project approach included MDT's and City of Kalispell's goals and objectives, adhering to BUILD Grant commitments, public engagement outputs, environmental requirements, project impacts, multimodal design, and a cost-effective construction approach.

Glasgow Timber Bridges | MDT | Project Manager | 2021-Ongoing

An accelerated project schedule was required due to 15 structures in the Glasgow area that had substantial deterioration. Jacobs was selected as part of the design team to develop preliminary Phase 1 deliverables and documents used as the foundation of the Phase 2 design-build procurement. Phase 1 activities included field data collection, environmental site asset, environmental permitting and NEPA documentation, hydraulic modeling and design, preliminary road design, and preliminary bridge design. For the first timber bridge bundle project, Ed managed 25 Jacobs staff at peak design in all disciplines. He provided constructability review, cost estimates, and risk analysis prior to the procurement of the design-builder. Ed and team are providing owner's rep services during construction.

Benefit to WSDOT: This experience demonstrates Ed's ability to lead multidisciplinary scope of work while delivering required project deliverables on an accelerated schedule. Creative work packaging/ sequencing saved time/money; supported MDT in developing a new delivery process and approach for this type of project.

Road and Bridge Design Task Orders | Western Federal Lands Highway Division (WFLHD) | Project Manager | 2019-Ongoing

Under Jacobs' master services agreement, Ed has managed multiple design and construction projects, many located on national park property and require environmental and outreach support. Ed manages up to 12 people per project and is responsible for all contracted deliverables and supports the client in developing cooperative relationships with invested parties. Scope of work varies by project, typically including planning, multidisciplinary concept design through final PS&Es, and support during bid/construction. Achieving environmental compliance requires clear communication of complex information and close coordination with WFL and the partner agencies to implement the work and mitigate impacts.

Benefit to WSDOT: Demonstrates Ed's ability to manage projects under a multi-year, master services agreement using specific task orders to complete assignments using a blended team approach with responsibility shared between the client and Jacobs.

2.B Familiarity with State/Federal Regulations/Procedures

Ed knows how to navigate state and federal requirements for state route corridor improvements, just as he has done on projects for WSDOT, MDT, and WFL—including multiple successful grant-funded WSDOT GEC projects. Ed understands the importance of coordinating with Local Programs early to confirm project documentation complies with the LAG manual's unique requirements, such as reporting and invoicing. Ed applies this and other knowledge to achieve WSDOT and FHWA approvals for standard and non-standard project elements, using such creative approaches as in-service agreements, practical design, and project analysis reports. As a project manager, Ed's success in this is based on relationship development, early coordination, systematic communication, and discipline in documenting every decision, especially those stemming from verbal conversations.

2.C Ability to Manage Schedule, Scope, Budget, and Changes

Missoula District Administrator | MDT | Program & Resource Manager | 2012-2019

Ability to manage project schedule: As part of his role as Missoula District Administrator, Ed was program manager of MDT's Missoula District's corridor improvement construction and delivery program with a set annual allocation budget from federal and state sources. Ed was responsible for ensuring all District projects stayed on schedule and worked with each individual project manager when changes were required or deemed necessary or a benefit. Program involved extensive public outreach and collaborative design decision-making to achieve consensus between local, tribal, state, and federal perspectives. Significant schedule changes required FHWA concurrence; Ed and team adjusted schedules to accelerate as required or provide additional time to meet project demands and changed conditions. Individual project schedule impacts would be accounted for in MDT's annual Tentative Construction and STIP along with approved Federal and State funding allocations and Ed and team would adjust project schedules accordingly to ensure the program allocation was satisfied.

Ability to manage scope of work/scope creep and budget issues: As the District Administrator, Ed was responsible for the scope of all engineering operations and project delivery, managing an annual engineering budget of $15M and oversight of more than 120 full-time and seasonal employees. He managed the District's design and construction project program with an annual construction budget ranging up to $100M. He accounted for all project budgets, project changes, and change orders, including projects that had local agency jurisdiction and funding allocations. Ed managed the District program allocation annually and this included project budget changes, construction bid price adjustment, and design and construction change orders. Ed met monthly with MDT staff and local jurisdiction representatives to monitor individual project budget status for both design and construction projects and in preparation for the annual Tentative Construction Plan Update and the STIP update to ensure all projects balanced to the funding allocation assigned. Emphasis was placed on scope and available budget, project delivery type, and project elements that would serve the design purpose of the project but are cost saving measures.

Ability to manage changes that arise throughout the life of the project: When funding allocations changed through federal appropriations and the state special revenue account, Ed worked with MDT Administration to adjust the District's allocation of funding to the required amount for the first year then projected over the next four years. Ed met with MDT project managers, preconstruction, and construction staff to review all projects, including community and stakeholder involvement, environmental status, design changes, and construction change orders. These aspects represented the areas that would represent changes to projects, from nomination through construction. Ed and his staff documented this status information and adjust the District's program over a five-year period, accounting for funding allocations, projected overruns, anticipated schedule challenges, and/or newly identified scoping requirements. Ed ensured changes were rigorously documented.

Russell Street Corridor | MDT & Missoula Metropolitan Planning Organization (MPO) | Program Manager | 2012-2019

Ability to manage project schedule: To establish timely, effective interagency coordination for this highly publicized project, Ed crafted an agreement between MDT, City of Missoula, and the Missoula MPO that enabled the project to move forward from the signed EIS into the design phase. The schedule included a robust, 48-month design process based on extensive community engagement and input. Multiple federal and state funding sources were used. Ed was responsible for managing the schedule, requiring that he inform MDT's Director's Office and the Transportation

Commission when the federal funding would require allocation for project construction. Most of the project's federal funding was a statewide program that other communities used for their projects, so delay in this project schedule would impact other projects across the state. The client's schedule expectations were met using creative problem-solving with the City and key stakeholder groups.

Ability to manage scope of work/scope creep and budget issues: This "complete street" design project enabled safe, convenient travel and access for users of all mobility types, emphasizing non-motorized connectivity and improving corridor transit facilities. Ed was responsible for ensuring the project's budget was managed to the allocated funding amount and any increases were agreed to by the project's decision team. The scope of work included a bridge replacement over the Clark Fork River, five–lane corridor with raised bike lanes, grade-separated pedestrian facilities, transit stops, intersection and signal design, and right-of-way mitigation. Design revisions and changes that would increase cost were discussed and approved by Ed, the project decision team, and the Missoula MPO with a mutually agreeable funding solution.

Ability to manage changes that arise throughout the life of the project: Given project inflation and additional funding demands as realized by the corridor's first project constructed, Ed authored a project agreement between the Missoula MPO and MDT to provide a funding solution for the remaining project corridor. This funding solution allocated multiple federal funding categories and placed emphasis on competing for discretionary funds as a team between the Missoula MPO and MDT. This agreement was a result of mutually agreeable project additions and changes that required additional funds and ultimately delayed funding for the remainder of the Russell Street Corridor project. While committed future funds between the Missoula MPO and MDT were the centerpiece of the project agreement to complete the corridor, it was agreed the MPO and MDT would collectively compete for discretionary funds to construct future project segments.

Kalispell Bypass Corridor | MDT & Kalispell Urban Area Planning Organization | Program Manager | 2009-2019

Ability to manage project schedule: Ed was responsible for delivery of the southern half of the corridor in time to ensure that it met funding requirements set forth by the American Recovery and Reinvestment Act (ARRA). Ed worked with all project disciplines, including the project's design consultant and right-of-way staff. Together, Ed and the team delivered the project on schedule. This project required extensive public involvement, landowner discussion, and stakeholder meetings. It also required development of trust with the City of Kalispell to develop a unified case for why the project should be a priority and received extraordinary funds and to arrive at solutions all parties would agree to. This united effort was made in a short amount of time to apply and receive funds. This cooperative and collaborative effort—thought by many to be impossible—laid the groundwork for completing the north half of the Kalispell Bypass.

Ability to manage scope of work/scope creep and budget issues: The ARRA project for the south half of the Bypass was constructed with minimal construction change orders and laid the groundwork for completing the north half of the Bypass corridor. In 2012, Ed started an aggressive program of leading the design, utility, and right-of-way efforts along with programming District core funds necessary to complete the north half of the corridor. This led to six funded projects, PS&E packages delivered, and construction efforts completed. These projects were delivered with construction bids at or below the engineer's estimate. After joining Jacobs, Ed served as project manager on the design-build team that was awarded the full build Foys Lake section scoped to expand the interim two-lane configuration built in 2010. Ed and the design-build team's leadership developed an innovative approach that met project goals and requirements with a construction cost nearly 20% below the engineer's estimate.

Ability to manage changes that arise throughout the life of the project: One of the ways Ed successfully manages change is by pouncing on opportunities when they arise that benefit the client and project. As the Kalispell Bypass was fully connected from south to north in 2016, traffic congestion became an issue on the south half of the bypass due to its popularity as a travel route. The north half was constructed to the full four-lane configuration per the EIS, but the south half was only built to an interim two-lane configuration in 2010. This sudden change in traffic demand and expectation caught MDT and the City of Kalispell off guard as it was thought the traffic increase would take years to realize. In 2018 when BUILD grant funding became available, Ed saw an opportunity to work with the City of Kalispell and the Kalispell Chamber of Commerce to develop a competitive—and ultimately successful—grant application. This funding allowed the Foys Lake section to be expanded from two to four lanes, addressing the increased traffic demand in a timely manner and enabling the invested parties to benefit from this positive change (i.e., new funding sources becoming available).

2.D Licenses and Accreditations

Ed is a professional engineer licensed in Montana (No. 13792PE) and has initiated the license reciprocity process with the State of Washington.

3. Key Team Members Qualifications

By partnering with the Jacobs team, WSDOT leverages focus, accountability, and expertise in the project positions.

Maggie Buckley

Environmental Lead

Understanding of WSDOT/Public Agency regulations and procedures

In-depth knowledge of WSDOT policies and environmental procedures gained from 15+ years of WSDOT/local agency project delivery.

Why she's right for the role:

Spokane-based, Maggie brings extensive experience working on WSDOT projects, including prior management of a WSDOT environmental on-call contract. As the planning discipline lead for the Northwest, her connections with regional and national environmental resources and insight on WSDOT expectations will allow her to efficiently complete environmental task orders.

US 12 Widening Phases 7&8, South Central Region

WSDOT | 2004-2011 | Environmental Planner

Primary author of the Socioeconomic and Environmental Justice Effects and Land Use and Farmland discipline reports and the NEPA Environmental Assessment. Developed a survey to evaluate project effects on local businesses within the US 12 corridor. Prepared federal grant applications for WSDOT and the Port of Walla Walla, highlighting the project's alignment with liveability principles.

Park at Bothell Landing New Pedestrian Bridge

WSDOT/City of Bothell | 2016-2020 | Environmental Lead

Supported replacement of the City's landmark pedestrian bridge in downtown Bothell, providing a full suite of environmental services, including NEPA/SEPA, environmental permits, and mitigation planning. Outreach included public presentations, tribal relations, and open house facilitation.

Sarah Shannon

Public Involvement Lead

Understanding of WSDOT/Public Agency regulations and procedures:

Understands WSDOT communication protocols and procedures having led outreach on behalf of WSDOT (e.g., WSDOT's Public Transportation Plan and SR 167 Master Plan Study).

Why she's right for the role:

Sarah has led community engagement efforts for numerous projects and initiatives that engage public, businesses, non-profit organizations, community groups, associations, and other interested parties. She is experienced in working through complex technical issues and building community consensus.

SR 167 Master Plan

WSDOT | 2021-2023 | Internal Communications Lead

Led internal WSDOT coordination for the SR 167 Master Plan, which included coordinating with the project team on technical updates and stakeholder engagement progress and developing talking points and presentations for WSDOT's Regional and Executive Teams.

Public Transportation Plan

WSDOT | 2014-2018 | Project Manager

Responsible for developing and implementing a public involvement plan to engage the public, key stakeholders and underserved populations on an ongoing basis to obtain their input. Developed and led process to cultivate a vision and goals for the transportation plan, including incorporating input from public and committee meetings, visioning workshops, and online engagement. Responsible for managing all three tasks associated with this project, authorship, stakeholder facilitation, and public engagement.

Julia Culp, PLA

Landscape Architecture Lead

Understanding of WSDOT/Public Agency regulations and procedures:

13 years' experience supporting public agency projects like this; recently collaborated with WSDOT on the Pullman Downtown Master Plan

Why she's right for the role:

Julia has 13 years' experience in parks, trails, and other urban planning recreation design. Her passion for creating equitable recreation opportunities and local Spokane knowledge make her an important part of this design team.

Ice Age Floods Playground in Riverfront Park

City of Spokane | 2018-2021 | Landscape Architect/PM

Responsible for design of a 1-acre playground valued at $7.8M and included a themed accessible playground, splash pad, open play, specialty basketball court, and wheels park.

Joslyn Park Master Plan

City of Priest River | 2022-Ongoing | Landscape Architect/PM

Responsible for design of a 37-acre former industrial site-turned-park. Guided by the steering committee's established vision, the master plan addresses the community's desire for outdoor recreation, youth sports, shoreline stabilization and restoration, wetland habitat preservation, and revenue generation through development of camping and marina areas.

Appleway Trail

City of Spokane Valley | 2018-2021 | Landscape Architect/PM

Responsible for design of the 5.8-mile Appleway Trail that provides a continuous share-use, paved path through the heart of Spokane Valley. The non-motorized trail is designed to provide access for pedestrians, bicyclists, and other recreationalists of all abilities.

Kevin Kim, PE, SE

Structural Lead

Understanding of WSDOT/Public Agency regulations and procedures:

In-depth knowledge of WSDOT-specific policies and programs gained from 30+ years of WSDOT/local agency project delivery

Why he's right for the role:

One of Kevin's early WSDOT projects was I-90/Sprague Ave Interchange near I-90 Milepost 286, prepared the final design for five bridges and provided construction support. Since then, Kevin provided dozens of preliminary and final designs, seismic retrofits, and load rating services to the WSDOT Bridge and Structures Office for bridges throughout the State.

SCR GEC

WSDOT | 2021-Ongoing | Senior Structural Engineer

Responsible for overseeing various bridge and structural tasks delivered in this contract. Most recently, the final design for I-90/Peoh Road Bridges Deck Replacement project is about to complete for construction in summer 2024.

OR GEC

WSDOT | 2022-Ongoing | Senior Structural Engineer

Responsible for bridge and structural tasks delivered in this contract, including the most recent, the preliminary, and final design of SR 302/Victor Creek Fish Barrier Removal Project as the Engineer of Record. Kevin also helped deliver a number of bridge TS&L studies as part of the Olympic Region Fish Passage Program.

Tung Le

Transportation Planning Lead

Understanding of WSDOT/Public Agency regulations and procedures:

Significant understanding of WSDOT/public agency regulations and protocol gained from delivery of WSDOT projects (e.g., 520 Bridge, HOV GEC)

Why he's right for the role:

Tung is a transportation project manager with 35+ years of planning and traffic engineering experience. He is skilled in the facilitation of planning processes that achieve context-sensitive designs. He is currently serving on WSDOT's OR GEC contract.

Pearl Highlands Station Multimodal Access Improvement Study

City and County of Honolulu | 2019-Ongoing | Project Manager

Responsible for development of a 30% conceptual engineering design layout for a variety of proposed concepts, including pedestrian bridge crossing alternatives, bike/ped pathways, and multiple transit facilities. The preferred multimodal access alternative and circulation plan will be presented to the client, Hawaii DOT, Honolulu Authority for Rapid Transportation, and other interested parties for review and approval.

SR 16 Tacoma Narrows Bridge to SR3 Congestion Study

WSDOT | 2017-2020 | Project Manager

Managed the study to examine the congestion issues along the West Sound corridors and develop strategies for short-, mid-, and long-term improvements. Solutions include capacity improvements, transit shuttle program, transportation demand management, Park & Ride parking lot expansions, improving non-motorized facilities, and adding traffic signals with ITS capabilities. Worked collaboratively with multi-jurisdiction technical advisory groups, requiring significant coordination with more than a dozen different groups. A set of strategies were prepared and recommended for implementation.

Monsur Ahmed, PE, PTOE (Concord)

Traffic & Safety Lead

Understanding of WSDOT/Public Agency regulations and procedures: Extensive knowledge of federal, regional, and local standards

Why he's right for the role:

Monsur specializes in traffic and transit operational analysis, communication and technologies, transit signal priority analysis and design, signal timing, and signal design, intelligent transportation system (ITS) design, and lighting analysis/design.

Federal Way Link Extension Traffic Mitigation

Sound Transit | 2021-Ongoing | Signal/Lighting Design Lead

Monsur was responsible for signal modification design, street and pedestrian lighting analysis and design, electrical design, traffic management, and detour plan development in multiple jurisdictions including the cities of Kent, Federal Way, Des Moines, and WSDOT. Monsur led the Concord team and delivered the construction sequencing plans, 90%, and 100%, bid set plans, cost estimates, and specifications.

Railroad Crossings Signal Installation: Lincoln Avenue and Port of Tacoma Road

City of Tacoma | 2022-Ongoing | Signal Design Lead

Monsur has been responsible for managing the project as prime consultant for the City of Tacoma to signalize railroad crossings on Lincoln Ave and Port of Tacoma Rd. The project includes traffic signal improvements and pre-emption integration to Lincoln Ave and Port of Tacoma signal, installing fiber communication along Lincoln Ave, new railroad gate crossings installation, sidewalk and curb ramp improvements, channelization improvements, and temporary traffic control. This project requires coordination with both the City of Tacoma and federal railroad rules and regulations.

Sara Folk, PE

Transportation Engineering Lead

Understanding of WSDOT/Public Agency regulations and procedures:

In-depth knowledge of WSDOT policies gained from 9 years working for WSDOT, total of 17 years supporting WSDOT/local agency projects

Why she's right for the role:

Sara has 17 years' experience in transportation engineering for multimodal structures, including the **WSDOT SCR GEC**. She is talented in creating designs that lay lightly on the land and maximize public benefit.

Transportation Engineering A&E IDIQ for Western Federal Lands Highway Division (WFLHD)

Western Federal Lands | 2019-Ongoing | Roadway Task Lead, Design Manager, and Program Manager responsible for a variety of projects spanning WA, AK, OR, ID, MT, and WY. Coordinated work for roadway and bridge design, pavement preservation, and multidiscipline technical support.

Yellowstone National Park, Multiple Projects

WFLHD | 2019-Ongoing | Roadway Lead, Design Manager

Responsible for projects such as emergency road repairs, corridor concepts, and bridge replacement in the park. Sara and team replaced the Yellowstone River Bridge, including one mile of road realignment and restoration with intersections and auxiliary roads and visitor use facilities including parking and picnic areas—while preserving park beauty.

I-90 Snoqualmie Pass Planning, Design, and Construction

WSDOT | 2009-2016 | Design Lead, Lead Inspector

While employed at WSDOT, Sara was heavily involved for the duration of this program, from planning, design, inspection, and representing WSDOT onsite during construction.

Caleb Skjervem, PE

Utilities & CM Lead

Understanding of WSDOT/Public Agency regulations and procedures:

Leads our CM services for WSDOT's SCR projects, with extensive experience in successful project delivery and utility coordination and management

Why he's right for the role:

Caleb brings 15 years of utility engineering and construction management experience. Serves as a liaison among local agencies, utility providers, and invested parties. Skilled oversight of conflict resolution and relocation of varied utility types. Clients appreciate his clear communication and approachable work style, which makes for productive team collaboration.

SCR GEC

WSDOT | 2021-Ongoing | Project Manager

Served as project manager for five task orders supporting four of WSDOT's program management and other offices.

Butte Silver Bow Creek Conservation Area

City/County of Butte-Silver Bow | 2023-2024 | Utilities Lead

Caleb coordinated among Jacobs' project management team, design engineering, and the local utility providers. Tasks included plan review to identify potential utility conflicts and coordination with design and local utility representatives to produce conflict mitigation measures before construction.

Distribution Infrastructure Improvement Program

NorthWestern Energy | 2011-2017 | Project Engineer

Caleb was operations engineer and construction manager for 7 years on this large-scale utility relocation and design program. Worked on underground distribution cable/pole replacement, highway ROW utility relocation and code violation mitigation, utility conflict resolution, and growth-related projects.

Grace Bergman

Parks Design Lead

Understanding of WSDOT/Public Agency regulations and procedures:

In-depth knowledge of WSDOT-specific policies and community programs gained from 5+ years of WSDOT and stakeholder collaboration

Why she's right for the role:

Grace has 19 years of experience as a landscape architect and GIS analyst for parks/trails. Prior to joining Jacobs, she deployed community engagement strategies to build project consensus. Grace is currently supporting the WSDOT OR GEC.

Dutch Jake's Park Renovation

City of Spokane Parks | 2017-2019 | Project Manager

Identified as the City's most dangerous park, Grace partnered with City Parks, Police, and Social Services to engage a diverse group of community organizations for open space visioning, including local youths at the Native Project. She led park design and re-programming to transform park safety.

South Lynnwood Park Renovation

City of Lynnwood Parks | 2017-2019 | Project Manager

Grace identified the community needs in the most underserved neighborhoods in the city and developed a park renovation design that included placemaking and youth sports programming. The project received $1.35M of competitive state and federal grants under her management.

I-405/Eastrail Connection

Eastside Greenway Alliance | 2017-2019 | Co-Lead

As 1 of 9 stakeholders of the 42-mile rail-to-trail corridor, Grace secured legislative support and led cohesive visioning sessions to develop a design agreement and perimeters of the Eastrail bridge replacement of the I-405 Expansion project.

Luke Huck, PE

Principal-in-Charge

Understanding of WSDOT/Public Agency regulations and procedures:

In-depth knowledge of WSDOT, FHWA, and local agency policies and procedures from an 18-year public and private transportation engineering career

Why he's right for the role:

Understands Local Program project delivery and works collaboratively with team leadership to oversee execution of multimodal transportation projects. Based in Yakima, he is part of Jacobs' local leadership team.

SCR GEC

WSDOT | 2019-Ongoing | Engineering Resource Manager

As PM and Engineering Resources Manager for this 8-year $80M contract, Luke oversees the delivery of engineering staff augmentation support for WSDOT SCR design, environmental, utilities, traffic, and construction offices. The more than 50 designers from our team and partners cover a wide range of tasks and services, including PS&E development; traffic signal design; peer review; design documentation; geotechnical exploration plan preparation; utility relocation and agreements; and inspection support.

Transportation Engineering A&E IDIQ

Western Federal Lands | 2019-Ongoing | Principal-in-Charge

Under this 5-year, $75M contract, Luke is overseeing transportation engineering design services to develop multiple highways, bridges, and related transportation facilities. Scope includes project management, design, environmental, planning, safety, geotechnical, hydraulics and hydrology, survey, structural, value engineering, construction engineering, and landscape architecture services.

Andrew D Byrd, PE

Quality Manager

Understanding of WSDOT/Public Agency regulations and procedures:

As a former 24-year WSDOT employee, brings highly relevant WSDOT/local agency knowledge

Why he's right for the role:

Andrew spent 24 years in varying engineering and management roles with WSDOT. His experience is very broad, from scoping to planning, programming, designing, quality management, and inspection. His QA/QC experience includes his time with WSDOT and active projects for WFL, Sound Transit, and local agencies.

WSDOT

WSDOT | 2015-2022 | Project Engineer

Before joining Jacobs, Andrew was employed by WSDOT as the Project Engineer of the SCR Project Development office, responsible for the delivery of all projects assigned to the office. He oversaw the Region Plans Review Office and managed the QA/QC process for all his projects.

OR GEC

WSDOT | 2022-Ongoing | Design Staffing Manager

Responsible for managing a variety of task order projects delivered through this contract, including managing the QA/QA process for the deliverables.

Multiple High-Quality Projects

WSDOT | 1998-2022 | Various

While employed with WSDOT, Andrew was responsible for high-quality delivery of multiple transportation projects, including:

- I-90 Snoqualmie Pass East Corridor Improvements, Phases 3 and 4 | Project Engineer | 2015-2022
- SR125 Plaza Way Intersection Improvements | Project Engineer | 2017-2020

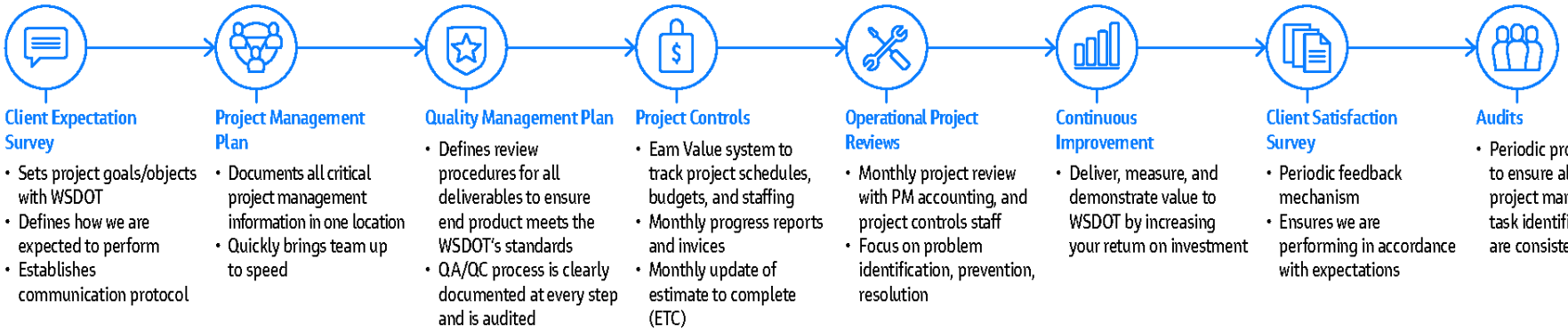
4. Firm's Project Management System

Project Management System. We understand that WSDOT has specific performance standards and expects consultants to provide superior project management, deliver quality work, and adhere to high standards. Jacobs is a project-centric organization that focuses on sustained client loyalty; our staff and our team partners have a proven history of delivering to your standard for nearly three decades. Project Manager Ed Toavs has diverse delivery experience from executing and managing projects for State DOT program and project management over the past 21 years. Jacobs has a disciplined project management system we use on all projects, which includes project manager training and mentoring, as shown in Figure 4.1: Jacobs' Project Management System on the next page. This system establishes our standards, procedures, and protocols and focuses on driving predictability and certainty into project delivery to foster the success of our project teams through consistent use of best practices. Our project managers complete formal training through Jacobs' Project Management Advancement Program and are accredited to manage projects for Jacobs, which provides WSDOT with consistent, transparent, and quality project delivery. We use a familiar structure for our teams and don't start from scratch so that WSDOT's has a familiar team structure and startup time is nearly immediate. We leverage lessons learned from our previous GEC Program(s) to identify risks and manage them during start-up and operation.

Quality Assurance/Quality Control Processes. Quality Manager Andrew Byrd will work with Project Manager Ed Toavs and Principal-in-Charge Luke Huck to develop a QA/QC plan that is tailored to the deliverables of the Reconnecting East-Central project. Tenets of our project-specific QA/QC process are:

Perform the work correctly the first time and check all deliverables with a qualified second set of eyes using a defined process. The plan will define the schedule and scope for all quality checking and review activities, and the requirements for an objective, comprehensive check, and review of the deliverables. All field-collected spatial and tabular data is checked by a qualified analyst who is not part of the field team. Our QA/QC checks involve document review and interview of team members that developed the deliverables. This is especially important for this interdisciplinary project since all discipline deliverables contribute to the final outcome. Jacobs' QA/QC process is also applied to subconsultant work products.

Figure 4.1: Jacobs' Project Management System



Technical edit for readability. Jacobs employs a technical editor and graphic designer for all reports to ensure final products are understandable and easy to consume.

Audit for compliance with defined criteria and to ensure consistency.

Additionally, Jacobs' standard practice is to conduct an initial Client Expectation Survey (CES) at the start of the project to establish client expectations on 12 measures of project execution, including scope, schedule, and budget adherence. Senior management not involved with the project then conduct a Client Satisfaction Survey (CSS) with the client annually, or sooner if conditions warrant, to confirm that the project team is performing to the client's expectations against the 12 measures. If the CSS identifies an issue, we develop a Performance Improvement Plan (PIP) in consultation with the client to address the issue. We then monitor performance by the project team against the PIP until we resolve the issue to the client's satisfaction.

Where we've done it: On the Olympic Region GEC we track lessons learned and solutions in workshop with WSDOT PEO staff every 6-12 months and summarize them with WSDOT/Jacobs executive leadership as part of our CSS.

Budget/Scope Tracking System. For each task order, we develop internal project execution plans (PEP) aligned to the work plan that confirm the scope of work, budget, project team, schedule, roles and responsibilities, communication protocols, work breakdown structure (WBS), quality plan, risk management, change management, and safety protocols that will govern our work. The PEP provides the foundation for all measurement and monitoring of scope and budget and ties in with the project schedule by producing an earned value metric to track progress against the deliverables. The PEP is captured on a web-based platform called Polaris and is available to all internal team members. On a monthly basis, Ed will participate in internal operational project reviews (OPR) with senior management and our internal project controls to review status of all PEP elements.

Scope Monitoring. We will divide the project scope into a logical selection of sub-tasks with assigned WBS. Each WBS task includes a responsibility matrix, assumptions, activities, and deliverables. We will track each of these key components on a project baseline schedule and in periodic meetings with the WSDOT project manager. This enables us to break the project into manageable pieces, anticipate and mitigate scope creep, feed percentage complete into the MS Project schedule, and keep you fully informed on our progress. Ed will lead our effort for scope monitoring which is designed for early identification and communication related to emerging risks, ongoing tracking of progress, open communication internally and with the client about changing conditions and needs and maintaining a change log as necessary to document scope adjustments.

Budget Monitoring. Ed will use Jacobs' toolbox of web-based resources, such as Polaris and Jacobs Analytics, to manage the project finances. Project financial information is updated weekly, allowing Ed to clearly see charges expended on the project and maintain clear roles and spending. Ed will provide real-time budget information to the WSDOT Agreement Manager during regularly scheduled check-in meetings or as requested. Also, Ed will work with our Team Leads to provide updates on the budget monthly and as needed, a 1-3-month lookahead, budget status for each executed task order, and a budget plan to project completion. Ed will bring the project monthly to project controls to assess overall status, estimated budget to completion, and estimate at completion. This helps identify issues early and identify mitigations with the full management and controls teams.

Where we've done it: To meet our goal of "No Surprises," we meet with the WSDOT OR GEC contract Manager and Business Manager every week to provide updates on task order progress, staffing, progress reporting, change management, and alignment with

upcoming tasks. In this meeting we initiate incremental changes to address subjects such as WBS/Work Order Authorization alignment to schedules for AD or contract delays to upcoming staff needs.

Scheduling Program/Process. Jacobs teams use Microsoft Project, Primavera and Excel to support project scheduling needs at all levels; specific software is based upon client preference. Schedules are built with the understanding that they will be used to communicate time and logic elements of the project with the consultant team and WSDOT. The schedule will define all work activities, durations, and constraints, including all external interfaces, at the task level. It will also provide "rollups" of work items so they can be understood and used by project participants.

Where we've done it: To successfully meet the accelerated schedule of the Glasgow Timber Bridge project, Ed developed a schedule using Microsoft Excel and Project to manage the project's schedule in compliance with MDT Milestone deliverable dates.

Interaction with Internal Project Team. Effective, targeted communication is critical for efficient, timely project delivery. We have structured our team for clear lines of communication and responsibility, providing key personnel in positions of responsibility with clear roles. As mentioned, the foundation of our project execution is the PEP. The PEP guides the project team and confirms that the team follows project procedures properly. In addition to the PEP, tools and processes we use to promote clear communication with our internal project team include:

- An internal kickoff meeting held at the start of the project to confirm expectations, goals, and objectives, quality plans, communication protocols, staff roles and responsibilities, and performance measures.
- Coordination meetings held regularly to review project progress and provide opportunities to identify and address any concerns.
- In-person meetings will be held as appropriate at Jacobs' Spokane office or WSDOT Eastern Region office.
- Coordination meetings will be held regularly between WSDOT's Agreement Manager and Ed to review project progress and budget and proactively identify and address any concerns.

Interaction with Client. We view WSDOT and Jacobs' relationship in managing and delivering projects as a partnership. We know that for us to be successful we need to be aligned. We have selected key project staff throughout the organization structure that have extensive experience working on WSDOT projects, and know how to effectively coordinate the team, schedule, and needs of the project. Ed will be the primary point of contact for the project and contractual discussions and consultant team management. He will work with WSDOT to establish the project's scope, schedule, and budget. Our team members will integrate and interact with WSDOT staff following communications protocols established in our PEP, including the means, methods, and frequency of our interactions with WSDOT's staff.

Interaction with Stakeholders. At Jacobs, we believe individuals and communities affected by a project, especially those who have been historically marginalized, must have a voice in how infrastructure decisions may affect their lives and livelihoods. Jacobs brings experience supporting WSDOT and will follow steps identified in the Community Engagement Plan and the intention of the HEAL Act to engage communities about transportation and other needs related to the Reconnecting East Central Spokane project. We are committed to engaging individuals and organizations, bringing a wide range of perspectives on the corridor's future. We will work alongside WSDOT to present project facts, using methods accessible to all, and solicit feedback. We will strive to hear and document priorities and concerns of residents, business owners, community organizations, local and regional municipalities, and broader community members. We recognize that additional effort

may be required to engage those historically marginalized. And we understand WSDOT's values and commitments to equity and transparency. Jacobs and WSDOT have successfully communicated the impacts of complex and controversial projects, such as SCR's Highway 97 and SR 240 Integrated Scoping public outreach. We will gather and share information, facilitate conversations, and ensure the participation process is robust, transparent, and provides meaningful feedback.

5. Project Delivery Approach

5.A Approach to Developing a Work Plan

Jacobs' approach to developing an effective work plan for the Reconnecting East-Central Spokane project is to incorporate a balanced approach:

We combine WSDOT GEC program experience in both your Olympic and South Central regions with local staff and partners who understand the East Central Spokane community and context.

Work Plan Development. Jacobs understands the importance of the goals, objectives, and commitments described in an awarded Federal discretionary grant application. We will incorporate early feedback and work in partnership with WSDOT to create a work plan. We will be a flexible partner with WSDOT, establishing a fully integrated team, providing task leadership or staff augmentation, as needed by WSDOT. Steps include:

- Hold kick-off meeting. Jacobs will meet with WSDOT to make introductions and review project goals, defining success, key dates, methods, stakeholder needs and data sources. Project Manager Ed Toavs will meet with the WSDOT Agreement Manager to develop a working relationship, discuss the status of FHWA Grant recipient agreement, and understand expectations and details necessary to develop the work plan.
- Create draft work plan. This document will define the scope, schedule, and budget for the project supported by Jacobs-led Partnering workshops with WSDOT. We propose creating a Master Library to organize work assignments, provide task order efficiency and cost saving measures, assist with staff planning, and communicate the work plan. We will complement the work plan scope with a deeper dive on community engagement, project protocols, and change management to guide project execution. Engagement lead Sarah Shannon will draft a communication plan that details the level and type of outreach to be conducted for committees, stakeholders, community groups, property owners, and residents.
- Refine the work plan. Jacobs will refine the work plan based on feedback and comments received from WSDOT. We will work closely with our engagement team to ensure an interwoven process that includes the public in and results in meaningful feedback built into deliverables. This combined workplan will be part of the Project Execution Plan (PEP) (or Project Management Plan [PMP]).
- Share draft final work plan. Jacobs will share the revised work plan with to WSDOT while standing ready to share the combined work plan with other agency partners and stakeholders, providing time for review and continued work refinement.
- Finalize the work plan. We recognize that any plan is subject to unforeseen changes. Ed will coordinate with WSDOT Agreement and Project Managers on all work plan adjustments throughout the life of the project.

Work Plan Decision-Making. The work plan and PEP are established by engaging decision makers early. The plan is a living document, flexible to meet project goals. Decision-makers will be involved in maintaining the work plan throughout the project, through intentional check-ins at milestones and transitions between phases. Ed and his team will create and maintain a collaborative partnership

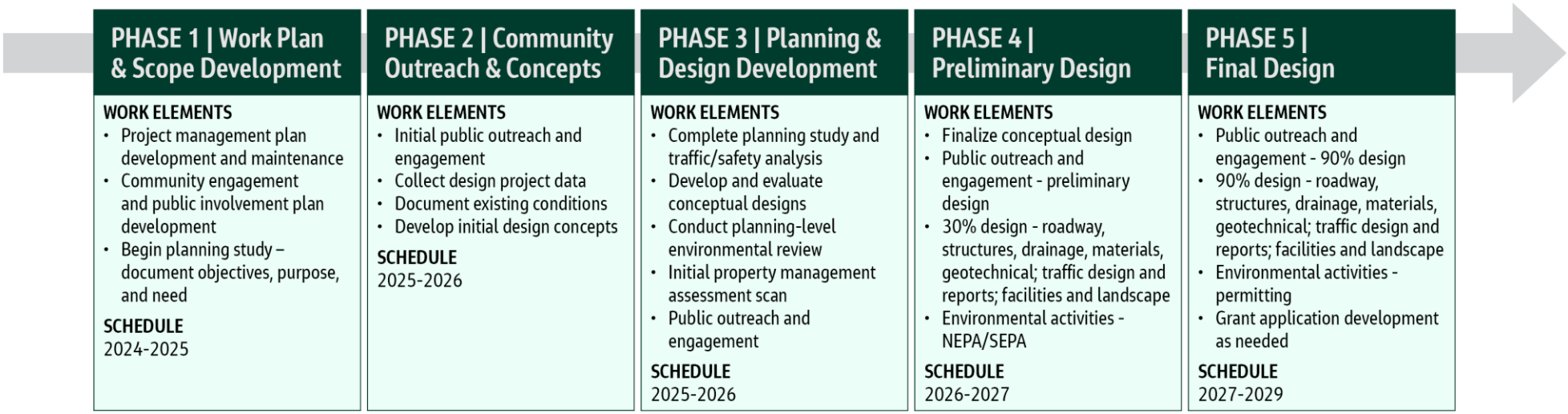
with WSDOT to ensure staff consistency and resiliency throughout the project, resulting in well-informed decision making.

WSDOT is the primary decision-maker on what must be addressed in the work plan and can request changes to the work plan at any time. Jacobs will lead the consultant team and maintain an efficient and accurate process to work plan change requests, edits, and approvals. Key stakeholders will be invested in the work plan and thus consulted for feedback during stakeholder committee meetings, as needed, to ensure continued support.

We will document decision-making throughout the project to the satisfaction of WSDOT's Agreement Manager. This allows for quick reference to previously discussed issues and decisions as the project progresses toward 90% plan completion.

Elements of the Proposed Work Plan. Our proposed work plan is a five-phased approach (see Figure 5.1) based on our WSDOT program management experience combined with our local team's understanding of project goals to ensure compliance with RAISE grant elements and the intended outcomes for the project.

Figure 5.1: Work Plan Elements



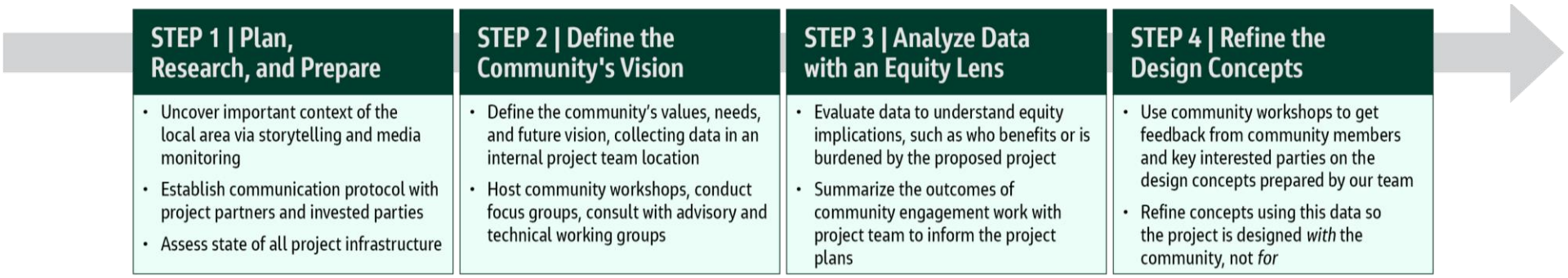
Each phase of the proposed work plan is described briefly below.

PHASE 1: WORK PLAN & SCOPE DEVELOPMENT

Development of the work plan, as described in detail above, represents agreement between WSDOT and Jacobs on what support services they need to successfully execute the project and establishes the work breakdown structure and division of labor between WSDOT and the Jacobs team. Beyond the work plan, this phase of work establishes the foundation for all future phases, initiating the planning study and establishing the process for engaging the community, agencies, tribes, and other project stakeholders. While WSDOT leads this process, envisioning a corridor for the wider community is everyone's job. We've found that an effective way to build resilient outcomes, enhance trust, and keep attention is to implement innovative, iterative, and equitable processes, inviting the community on the planning journey with us. By capturing ideas and priorities from them, reflecting progress back to them, and highlighting the ways their input influences decisions, we demonstrate the value of their engagement.

This four-step process is reflected in Figure 5.2. Before drafting the engagement plan, we gather information:

Figure 5.2: Overview of Jacobs' Community Engagement Approach



- Stakeholder interviews. We engage with people along the corridor, in the surrounding communities, and, possibly, in elected positions to listen to what the priorities are for the corridor and surrounding area. We explore how they've used the corridor and surrounding areas in the past. Along with giving us vital background information, these interviews help us establish positive relationships and trust in our process.
- Community Insights. Using community demographics and media monitoring, we will build a report that helps the project team to better understand the audiences within the project area. In addition to the standard Environmental Justice analysis, we will use the media monitoring to better understand potential biases around topics like transportation, WSDOT, bicycling, walking, safety, helping to creating better messaging that will resonate with the community.

Based on the feedback received, we will develop a comprehensive Community Collaboration and Engagement Strategy that identifies goals, audiences, tactics specific to those audiences, and how their input will influence the project outcomes. The strategy will identify the appropriate stakeholders to include in advisory and working groups, along with broader public engagement efforts.

PHASE 2: COMMUNITY OUTREACH & CONCEPTS

The objective of this work phase is to generate community-based ideas for meeting the project objectives. Project success depends on the community feeling empowered to develop their own plan. Tactics that we are likely to use to gain input, create transparency, and drive toward consensus including the following.

Stakeholder committees. We collaborate with you to shape a collaborative stakeholder committee process to guide the team's activities and provide feedback at critical milestones. We recommend forming a Project Advisory Team which would meet regularly and include WSDOT, City of Spokane, FHWA, Spokane County, Spokane Transit Authority, WSDOT, plus any additional affected agencies. Additionally, we recommend convening a broader Community Sounding Board with trusted community ambassadors to collaborate with the design team for an equitable cross section of community input and to increase project trust and buy-in. This broader stakeholder group would meet less frequently but be involved around key project milestones or task orders, such as the public art plan process.

Community meetings. Meeting the community in places where they are already gathering (see Figure 5.3) – will be essential to the success of this project. We will ascertain where common gathering places are, and work to create meetings and opportunities for engagement that break down barriers to participation using incentives and various supports such as stipends, meals, childcare and transportation.

Pop-up conversations. It's important for engagement to be easy and natural. Because there are always some people who don't learn about or can't attend meetings or other engagement opportunities, we spend time in the community, visiting residents and businesses at home to provide engagement where it works for them.

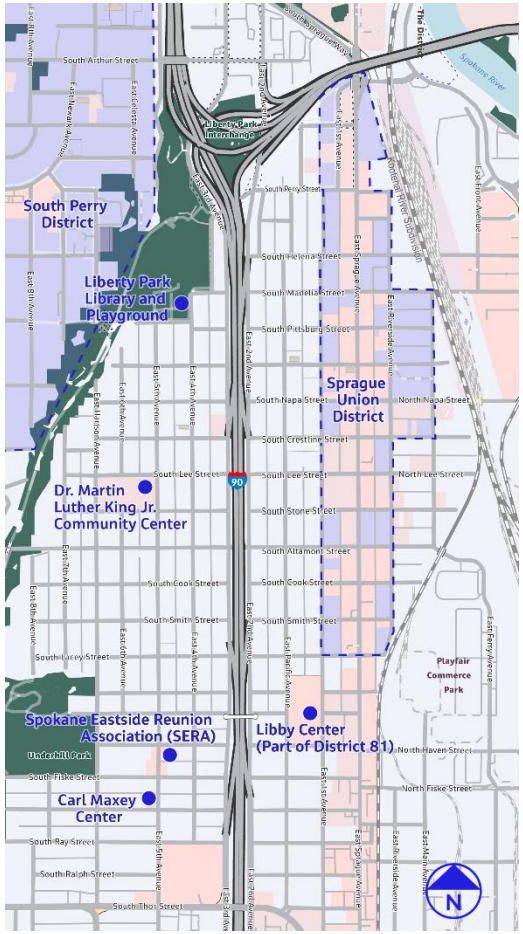


Figure 5.3. Potential community meeting locations to make it easy for the public to participate and share feedback.

Online tools. Even before COVID, online tools were gaining popularity across the community engagement profession. Now that most people are comfortable with these tools, we are more easily able to connect with those who might not otherwise engage. Because 97% of the population has a smart phone, the technology barrier is no longer as big an issue. Tools we plan to use include a project website, ArcGIS StoryMap, social media, newsletters, virtual open houses, videos, simulations, and surveys.

Summaries and comment tracking. Throughout the process, we provide timely summaries of engagement activities and track all correspondence in an online database. We translate and create all materials we present as part of this project. We know that providing accessible information goes beyond translation alone – our presence in the community with accessible materials for engagement makes the process easy for participants. That starts with providing accurate information in easy formats—for everyone.

As the committee process and community engagement unfold, we work with our task leads to verify that the project goals we develop have strong community and stakeholder buy-in. Because these goals form the bedrock of future engagement about the planning effort and option development, we constantly review the goals and criteria for how well they reflect community and stakeholder feedback, with an eye on equity and inclusive collaboration for options that meet the community's needs.

PHASE 3: PLANNING & DESIGN DEVELOPMENT

The objective of this work phase is to develop 2-3 design concepts based upon the ideas generated by the community during the prior phase, bringing their ideas to life and confirming that they have a voice. This phase includes an alternatives analysis that considers cost, engineering, and environmental constraints, supporting the decision-making process. Data generated during previous phases will be used to **build community momentum for the project**. In collaboration with WSDOT and the City of Spokane, the result will be **identification of the community-preferred option**. This represents completion of the planning phase, which will be memorialized in a Planning Study to capture the decision-making process and document the type, size, location, and cost of the preferred option. As an option for WSDOT to consider, Jacobs is experienced in a Planning and Environmental Linkage (PEL)

approach that would capture planning and community outreach for NEPA/SEPA into a consolidated approach that provides task efficiencies, reduces re-work, and provides schedule benefits.

PHASE 4: PRELIMINARY DESIGN

Preliminary design kicks off the implementation of the preferred option with the development of the 30% design, Basis of Design (BOD) and Design Approval. At this phase work elements such as expanded geotechnical investigations, survey, utility conflict identification, constructability review, bridge site data, design visualizations, and intersection plan/peer review that will be the focus for advancing the preferred option. These efforts all serve as the basis for preparation of NEPA/SEPA environmental documentation and allowing discussions to begin around ROW services. Reconnecting with the Project Advisory Team and Community Sounding Board, to validate community needs are vetted in design solutions will be beneficial for developing a successful project and avoiding redesign at a later stage. Commonstreet will support the WSDOT team in identification of acquisitions, disposals, and leasing opportunities of property to create safe and equitable access to pedestrian pathways, grade separated pathways, and access to affordable transit. Phase 4 completion will bring the project to life and demonstrate meaningful progress to the East-Central community and the Greater Spokane Area.

PHASE 5: FINAL DESIGN

Completion of 90% design provides a platform and to share a compelling story when applying for discretionary funds to construct the various project elements in single or multiple phases. We recognize that prior to the 90% milestone the 60% design is a major milestone in WSDOT's delivery process and are prepared to incorporate that milestone in our work plan schedule. However, reaching the 90% milestone will generate enthusiasm for the project by community members and a desire to see improvements constructed. Leveraging relationships built during our robust community engagement phase, Commonstreet's highly experienced team of senior acquisition agents will engage with property owners to acquire property interests or execute lease agreements, if necessary. ROW certification documents may include all deeds, orders of possession, final orders of condemnation, access agreements, cooperative agreements, lease agreements, and temporary easements.

During final design phase, the design team will prepare contract documents according to project phasing, ensuring compatibility between phases. Implementation of work zone strategies and constructability reviews will ensure a thorough and complete design. The final contract documents and design documentation package will be prepared for review and approval by the ASDE and ASCE respectively. The final design will address comments from the 90% review, incorporate permits into the special provisions, and prepare a final estimate for advertisement.

How Our Work Plan Will Address Contingencies. Jacobs' project teams adapt project delivery approaches with flexible project delivery and community engagement, even with changing office and project environments. We commit our focus to on-time delivery, accurate and innovative technical analysis, and meaningful communication with project stakeholders. At the same time our project management teams are equipped to plan for and address contingencies.

Our work plan addresses contingencies by defining expectations so we know how to measure performance, anticipating and documenting known risks so we can plan ahead, and having backup plans in place for that which we cannot anticipate.

We will start the project with a **client expectation survey** to intentionally capture the outcomes you expect and define what

success means for WSDOT. The information will be used to guide project contingency decisions, ensuring project goals are linked directly to resource assignments. Jacobs has a robust project management system used on all projects to plan for contingencies and monitor progress against project work plans. This may involve contingency tasks agreed to by clients, with a flexible work order approach in which clients request specific deliverables as needed and up to a specified budget.

Change management and staffing changes are a concern and a risk to work plans and may disrupt flow and internal team relationships and external relationships. For Jacobs staffing and resources needs, Luke Huck supports the project's leadership through his knowledge and experience of managing WSDOT's South-central GEC for Jacobs. Both Luke and Ed can draw on Jacobs' numerous resources as well as our teaming partner's resource pool to provide prompt response and qualified staff to seamlessly integrate into the project as replacement resources or additional resources.

Our project manager Ed Toavs will ensure project schedules meet milestones while creating space for the project team to identify risks to project goals and outcomes at start, monitor risks and changing conditions or results, and identify and enact contingency plans in partnership with the WSDOT team.

If a schedule-driven contingency is required, Ed can mobilize additional resources and incorporate additional coordination activities to address the situation to ensure the project remains on schedule. These activities would include outreach to stakeholders, project partners, public outreach, landowners, and environmental and permitting coordination. If a budget-driven contingency is required, our team can employ cost-saving measures to include evaluating staffing costs, look for efficiencies in project activities, and develop additional grant application opportunities.

5.B Approach to Resolving Issues with the Project Team, Client(s), and Stakeholders

We understand that this project must balance a variety of potentially diverging interests, ranging from meeting the commitments made in the RAISE grant application to the City's long-term vision for this area and the overarching needs and desires of the community. As such, we structured our team around key tasks leads that will provide clear and consistent direction to project staff so that issues can be successfully resolved at all appropriate levels and at the earliest time. Jacobs will establish clear lines of communication amongst the project team to resolve issues quickly and consistently. We can address many issues in an expedited fashion by giving the project the correct attention and monitoring for risk management and mitigation.

Our project-level approach follows these fundamental steps:

- Identify the issue or concern. In most cases, an issue or concern may be obvious. In other cases, it may be a more underlying issue, requiring some level of analysis or assessment to fully understand the problem.
- Communicate the issue with impacted parties or specific individuals (if of a more sensitive nature). This step allows people to be aware of project effects and assure them it is being addressed.
- Determine a resolution. Depending on the magnitude or severity of the issue, a resolution may be as simple as a focused conversation with the impacted parties and consensus on the proposed resolution. If the issue is more significant, we may need a more defined approach and timelines. If needed, Jacobs senior leadership can support, bringing over 20 years history of working alongside WSDOT on complex issues.

- Engage with stakeholders to communicate about the situation and the steps we are taking to address it. Following the guidance under the workplan and the Community Collaboration and Engagement Strategy, it will be important to keep stakeholders informed and to manage their expectations.
- Monitor progress of the resolution and, if needed, make additional adjustments to the corrective action until we achieve successful resolution.
- Document and record the process establishing a project library that records issues, communication and inclusion practices, resolutions, engagement strategies, and adjustments and lessons incorporated as the project progresses.

The community and agency stakeholders are vital team members in this project. A key communication requirement both for successful project delivery and to facilitate conflict resolution is for us to coordinate directly with you and your partner agencies. By leading the engagement task, we provide a seamless communication connection across our technical team, developing alternatives and performance metrics and transparently representing community input and perspectives in the process. Issues that arise amongst stakeholders will be addressed by our team using guidance established by the International Association of Public Participation (IAP2) guidelines. IAP2 guidelines contain pre-defined conflict resolution tools that we have experience with customizing to each project.

5.C Assumptions for Work Breakdown Structure

Our primary assumption for this master task order agreement is to approach the Work Breakdown Structure with *flexibility* to support the WSDOT project delivery process. Beginning with the Work Plan Elements (Figure 5.1), which is derived from the WSDOT Master Deliverables List, Ed will facilitate a discussion with the WSDOT Agreement Manager during the creation of each task order. Roles and responsibilities for WSDOT and Jacobs will be set for each work element based on the desired support from WSDOT. Ed will provide ideas and working examples from our SCR and OR GEC task orders, for example, WSDOT may prefer Jacobs lead the structural design with strong oversight from the WSDOT Bridge and Structures Office, and in other work elements, WSDOT may prefer to maintain the heavy lifting with internal staff, and augment Jacobs staff to support specific work elements, such as graphic design, traffic modeling, or CADD. Ed will continually evaluate the work breakdown structure for each task order as it progresses, and work with the WSDOT Agreement Manager to adjust as needed based on lessons learned, taking staffing, consistency, quality, and efficiencies into account.

Maintaining a *flexible* mindset, ensuring the Jacobs team fills gaps created by WSDOT resource constraints, capitalizing on WSDOT strengths, and maximizing efficiencies with a blended WSDOT and Consultant team will ensure a successfully delivered project.

5.D Key Issues and Critical Milestones for the Project

Key issues. In the table on the following page, we have identified several key issues for the project, and how we will bring resolution to these issues.

Empowering the community to drive the plan

- Create partnerships with community organizations like the Carl Maxey Center and the South Perry Neighborhood and Business Associations, building trust with everyone who lives in, works in, and visits the project study area
- Develop neighborhood-focused approaches to connect project leaders with community members that have in-depth knowledge and history of the community
- Establish task order groups that involve community members and project team members
- Ensure all stakeholder groups are included in the community involvement process

Building consensus around a community-preferred option

- Identify community ambassadors to assist with outreach and project understanding
- Use visualization tools to support decision-making such as StoryMap, simulations, etc.
- Invite community to learn more about corridor land use and transportation, using proven outreach techniques (e.g., Transportation and Land Use 101 event)
- Use a PEL approach to provide an efficient and clear method to address project planning and capture community input into the NEPA/SEPA process

Serving as an extension of WSDOT staff

- The Consultant Resource Manager will dedicate time to understand Eastern Region WSDOT history, staff, and thought process throughout the life of the project
- Select local task leads who can tap into staff on a regional and national scale as needed
- When a service need arises, facilitate an immediate conversation with WSDOT to come to agreement on how Jacobs staff can help fulfil the need

Maintaining continuity with the NSC and the Children of the Sun Trail projects

- Invite the Spokane Tribe to expand their mobile app for trail users over the new crossing, potentially combined with site from the East Central Neighborhood Heritage Tour
- Leverage the extensive community engagement led by WSDOT as part of the NSC

Validating that a land bridge is a viable and supported solution

- Provide assurance to community and stakeholder groups that initial steps of the project will be to listen and take input to better understand community needs
- Study and analyze the entire East Central community to understand the best alternatives for providing solutions that meet community and WSDOT goals
- Formulate and evaluate alternatives while considering acceptable performance trade-offs to meet project needs with consideration given to level of investment

WSDOT may lease excess ROW to the Department of Commerce or a community-based non-profit organization

- Tap into a deep bench of ROW experts (including two former WSDOT Property Management Program Managers) at Commonstreet, making them available for stakeholder outreach and to provide expert-level advice about leasing and processing surplus property
- Facilitate an early discussion with WSDOT to find out what they would like to use excess property for, keeping in mind liability concerns and maintenance needs
- If various entities are interested in leasing the space, employ conflict resolution techniques

Active transportation users are unwilling or unable to use the current facilities to cross I-90

- Invite Commonstreet to the table during development of design concepts to reflect safety concerns created through remnant property
- Incorporate proactive countermeasures into early design concepts, such as pedestrian-scale lighting, elimination of safety conflict points at Ben Burr Trail, etc.
- Apply Complete Streets principles during planning and design phases

Critical milestones. We have provided an overview of this study's critical milestones below, which we understand need to be consistent with the milestones identified in the 2022 RAISE grant application.