Interstate 5 (I-5) is a critical piece of infrastructure, connecting communities and commerce throughout the Puget Sound region and beyond. This project will build on the Washington State Department of Transportation’s (WSDOT) recent Planning and Environmental Linkages (PEL) Study to address traffic and safety concerns and provide solutions to existing impacts on the surrounding sensitive habitats of this south Sound Segment.

Parametrix and SCJ Alliance have partnered to bring WSDOT a team with the experience and relationships to successfully work with the diverse South Sound communities and stakeholders to deliver the I-5 Tumwater to Mounts Road – National Environmental Policy Act (NEPA) in an equitable and transparent manner within WSDOT’s timeframe. We will serve as WSDOT Olympic Region’s trusted partner to support efficient identification and evaluation of a full range of alternatives for each of the three sections of the I-5 Tumwater to Mounts Road corridor. Solutions will focus on relieving traffic congestion, environmental sensitivity, and safety and nonmotorized improvements. We will prioritize minimizing impacts to the sensitive environments in the Nisqually Delta, Capitol Lake, and other ecologically important areas to the region, while restoring native fish populations.

Our team has experience working with all of the local tribes, municipalities, community groups, and key project partners, including the Nisqually Indian Tribe, Squaxin Island Tribe, and Chehalis Tribe; cities of Tumwater, Olympia, and Lacey; Thurston and Pierce Counties; the Thurston Regional Planning Council (TRPC); WSDOT; and other federal, state, and local review agencies and stakeholders. We will use the practical design process to engage project partners and stakeholders in a transparent and inclusive process to develop and evaluate a reasonable range of alternatives that meet the project’s purpose and need.

Exhibit 1: Team Focused on Project Needs

1. Four key staff with 10+ years of experience along this section of the I-5 corridor
2. Local key staff with extensive experience with project partners and stakeholders
3. Fresh perspectives on practical design, active transportation, and least-cost solutions
4. Design focus on practical and cost-effective solutions

Benefits our team brings to WSDOT and the I-5 Tumwater to Mounts Road – NEPA project

- Comprehensive relevant relationships, credibility, and trust with local agencies, tribes, and community groups that will help facilitate project support within this important south Puget Sound corridor.
- A diverse mix of experience and expertise to inform communication and delivery best practices – our core disciplines will be integrated throughout the project to provide holistic solutions that take all project aspects into account.
- Comprehensive understanding of the history of previous work completed in this corridor and what can be used to save time and costs.
- Commitment to Minority, Small, Veteran, and Women’s Business Enterprise (MSVWBE) inclusion and equity while providing meaningful roles that will deliver a community-centered project.
- Thorough understanding of potential risks in each of the three corridor sections that will inform our approach to mitigation management and keep this project on schedule.
1A. PROPOSED TEAM

Exhibit 2: Team Structure

We have thoughtfully organized and staffed this team to be efficient and provide knowledgeable resources who can partner with WSDOT’s team effectively. Our project manager, John Perlic, and principal-in-charge, Perry Shea of SCJ, provide regional transportation planning experience on complex WSDOT projects, as well as a deep understanding of the local nuances and challenges associated with this portion of I-5.
1A. PROPOSED TEAM FIRMS AND EXPERTISE

**Parametrix**

616 EMPLOYEES – 200 WA/OR
LOCAL LOCATIONS: BREMERTON, CAMAS, MUKILTEO, SEATTLE, SPOKANE, PUYALLUP, PORTLAND, TACOMA

51 YEARS PROVIDING EXPERTISE

**EXPERTISE SPECIFIC TO THE PROJECT:** Project Management; Transportation Planning (Lead) – Active Transportation and ITS, Transit Planning, Safety, and Modeling; Transportation Design (Lead) – Highway/Interchange Design, and Structures; Environmental – Natural Environment, Resiliency, River Geomorphology, Water Resources, and Endangered Species Compliance (Vegetation, Wildlife, Ecosystems)

- Local knowledge, planning, and design expertise for highway and interchange projects – We will build on our recent work on the I-5 Mounts Road to Thorne Lane Corridor Improvements and past work on the West Olympia Access Study to develop alternatives that encompass all facets of this intricate project.

- Relationships with key project partners, including WSDOT Olympic Region, the cities of Olympia and Lacey, the Nisqually and Squaxin Island Tribes, and the TRPC, provide us a deep understanding of the corridor’s importance to the region and in developing agreed-upon solutions that meet each stakeholder’s needs.

Parametrix has been providing services on WSDOT projects since 1985, including some of the region’s largest and most complex, such as the State Route (SR) 520 Bridge Replacement and High Occupancy Vehicle (HOV) Program, I-5 Mounts Road to Thorne Lane Corridor Improvements, and the Olympic Regions’ Design Consultant Engineering (DCE) Services – 24 Fish Passages program. Parametrix offers a suite of in-house services to complement our transportation planning and design, including environmental planning and permitting, water resources, and construction management services.

**SCJ Alliance**

126 EMPLOYEES – 87 WA/OR
LOCAL LOCATIONS: CENTRALIA, FREMONT, GIG HARBOR, LACEY, SEATTLE, SPOKANE, PUYALLUP, WENATCHEE

16 YEARS PROVIDING EXPERTISE

**EXPERTISE SPECIFIC TO THE PROJECT:** Environmental (Lead) – Stakeholder Facilitation, 4(f)/6(f) Properties, Environmental Justice, Land Use/Visual Resources, Quality Control for Environmental Documentation; Transportation Planning – Traffic Operations; Project Oversight

- Strong relationships with WSDOT’s Olympic Region Staff will provide for ease of communication and coordination between WSDOT staff and the consultant team.

- Environmental and engineering lead on numerous projects along this stretch of I-5, including the I-5 Joint Base Lewis-McChord (JBLM) Congestion Relief Project, I-5 Marvin Road Interchange Justification Report (IJR), Lacey Transportation Systems Analysis and Alternatives Evaluation, and the U.S. 101 Access Study, brings an unparalleled understanding of this corridor.

SCJ Alliance (SCJ) is a full-service professional consulting firm that uses its environmental, engineering, and planning expertise to help communities identify design solutions tailored to solve their unique challenges. They offer a comprehensive range of environmental and transportation services, including environmental planning and permitting, public involvement and stakeholder facilitation, and corridor planning. SCJ has been involved in several major highway corridor planning projects along I-5, including leading the first PEL documentation for the I-5 JBLM Congestion Relief Study.

**Concord**

9 YEARS PROVIDING EXPERTISE

**EXPERTISE SPECIFIC TO THE PROJECT:** Traffic Demand Modeling

- Experience leading traffic analysis, modeling, and design on WSDOT projects, including the SR 518 Corridor Planning Study and SR 18 Deep Creek to Issaquah–Hobart Road Widening project, resulting in an understanding of WSDOT processes.

Concord is a certified MWBE, specializing in multimodal transportation planning and engineering. They use traffic modeling and simulation to complete traffic analyses from conception to design, including identifying project needs, developing and evaluating alternatives, and determining a preferred alternative.

**Confluence**

22 EMPLOYEES – 22 WA/OR
LOCAL LOCATIONS: BELLINGHAM, SEATTLE

15 YEARS PROVIDING EXPERTISE

**EXPERTISE SPECIFIC TO THE PROJECT:** Tribal Coordination/Strategy, Endangered Species Compliance (Fisheries, Aquatic Habitat)

- Experience supporting WSDOT with Endangered Species Act (ESA) and specific expertise in tribal consultations, gives them an understanding of tribal concerns that will help facilitate coordination with local tribes.

A SBE specializing in NEPA/State Environmental Policy Act (SEPA), environmental permitting, and fish and wetland science, Confluence works on complex highway projects throughout the region, supporting WSDOT. They have experience delivering projects with expedited timelines and multiple disciplines, phases, tribes, and regulatory agencies.
**HWA GeoSciences Inc.**

*43 Employees – 43 WA/OR*
*Local Locations: Bothell*

**42 Years Providing Expertise**

**Expertise Specific to the Project:** Geotechnical

- With 30 years of experience providing geotechnical expertise on WSDOT projects, their understanding of WSDOT, Federal Highway Administration (FHWA), and Washington State Department of Ecology (Ecology) policies and procedures will help streamline processes.

HWA GeoSciences, Inc. (HWA), a certified MWBE that provides a full range of geotechnical and geoscience solutions to public agencies and engineering firms for design and construction of fish passages/culverts and bridges across the Northwest.

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**Osborn Consulting, Inc. (OCI)**

*73 Employees – 73 WA/OR*
*Local Locations: Bellevue, Bellingham, Seattle, Spokane*

**17 Years Providing Expertise**

**Expertise Specific to the Project:** Stormwater, Water Resources

- Stormwater engineers experienced in working with WSDOT and along this stretch of I-5, including the Mounts Road and Marvin Road interchanges, their knowledge of stormwater challenges in the corridor will help the team prioritize design needs.

Osborn Consulting, Inc. (OCI), is a certified WBE, bringing experience with WSDOT design manuals, standard specifications, and special provisions, as well as hydrologic and hydraulic analysis, in support of roadway/highway stormwater design.

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**Ott-Sakai & Associates, LLC**

*12 Employees – 12 WA/OR*
*Local Locations: Mountlake Terrace*

**7 Years Providing Expertise**

**Expertise Specific to the Project:** Cost Estimating

- Construction professionals with a history with WSDOT, including the I-5 Mounts Road to Thorne Lane Improvements, they understand constructibility requirements for highway projects.

Ott-Sakai & Associates (Ott-Sakai) is a certified MBE, providing constructability reviews, cost estimating, scheduling, and value engineering. They specialize in supporting the planning, design, and delivery of highway projects. Ott-Sakai works with design teams to provide economical and constructible projects.

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**PRR**

*91 Employees – 72 WA/OR*
*Local Locations: Seattle*

**40 Years Providing Expertise**

**Expertise Specific to the Project:** Public Outreach

- 40 years of working with agencies, such as WSDOT to plan and deliver community-informed and complex transportation projects; they know how to communicate technical concepts to communities and stakeholders to gain consensus.

PRR is a certified WBE, offering community engagement, language services, and facilitation services – prioritizing diversity, equity, and inclusion. PRR works with WSDOT teams to lead and support engagement for work in the Olympic Region, including construction projects along I-5.

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**RHC Engineering**

*12 Employees – 12 WA/OR*
*Local Locations: Seattle*

**8 Years Providing Expertise**

**Expertise Specific to the Project:** Highway/Interchange Design, Structures

- Experience working with teams to develop conceptual designs that take into account the area’s seismology to support NEPA processes and environmental studies for transportation projects.

RHC Engineering (RHC) is a certified MWBE with expertise in civil and structural engineering for highways. Their experience includes shared-used paths, transit facilities, fish passages, and interchanges with bridges, including work on WSDOT’s SR 520 Bridge Replacement Program.
WEST Consultants (WEST) is dedicated to providing water resources services. They are modeling specialists in hydrology, hydraulics, geomorphology, sediment transport, and water quality, including extensive use of SRH-2D and HEC-RAS. WEST has provided on-call hydraulic services and support to WSDOT since 2013.

WILLAMETTE Cultural Resources Associates, LTD

28 EMPLOYEES – 28 WA/OR
LOCAL LOCATIONS: PORTLAND, SEATTLE

15 YEARS PROVIDING EXPERTISE
EXPERTISE SPECIFIC TO THE PROJECT: Cultural Resources

- In-depth knowledge of state and federal cultural resource requirements allows them to work with agencies and teams to meet preservation compliance requirements.

Willamette Cultural Resources Associates (Willamette) brings industry-recognized expertise in investigating and managing cultural resources. Their growing team includes staff who meet the Secretary of the Interior’s Professional Qualifications Standards in each identified subdiscipline of historic preservation.

1B. PROJECT EXPERIENCE PARAMETRIX

WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements LAKEWOOD, WA
CONTRACT: $10.6M / DATES: 2016-PRESENT

PROJECT RELEVANCE
- Complex widening improvements to I-5 and interchanges
- Urban environment with local connection roads and high traffic volumes during peak hours
- Stakeholder involvement included WSDOT, JBLM, the cities of Lakewood and DuPont, and Pierce County

PROJECT SERVICES
Parametrix led planning, engineering, and environmental, including NEPA documents, from planning through construction, using practical design implementation strategies.

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

TEAMING PARTNERS: SCJ, OCI, Ott-Sakai, MM&A

WSDOT SR 520 Bridge Replacement and HOV Program SEATTLE, WA
CURRENT CONTRACT: $19.1M / DATES: 2006-PRESENT

PROJECT RELEVANCE
- Complex improvements to major state route and interchanges
- Developed intricate structural solutions for delicate wetland and habitat environments
- Outreach to key regional and local stakeholders and communities

PROJECT SERVICES
Parametrix led transportation planning, conceptual design and alternatives analysis, and played key roles in final design, NEPA/SEPA, and construction support.

Parametrix has played a key role in this program since 1997. As the lead for the planning and Environmental Impact Statement (EIS) phases, we worked with WSDOT, stakeholders, and a multidisciplinary team on alternatives evaluation, traffic operations analysis, concept design, and impact assessment. We led the analysis of all natural environment elements in the EIS. For the detailed design and construction phases, Parametrix played an integral role in the planning, design, and delivery of the West Connection Bridge (WCB) and West Approach Bridge North (WABN), which span aquatic and wetland habitat in and near the Washington Park Arboretum. Many structural profiles and alternatives were developed to provide a solution with the least impact to the sensitive environment. Parametrix is currently working through final construction, including serving as owner’s representative on DB phases.

TEAMING PARTNERS: Confluence
1B. PROJECT EXPERIENCE  SCJ

WSDOT Olympic Region DCE Services – 24 Fish Passages  VARIOUS, WA
CONTRACT: $26.5M / DATES: 2019-PRESENT

PROJECT RELEVANCE
» Fish barrier removals across six counties involving complicated habitat and environmental considerations
» Stakeholder and agency coordination, including state, federal, and tribal agencies

PROJECT SERVICES
Parametrix is managing a multidisciplinary team of 16 subconsultants and providing stream channel design, roadway and structure design, maintenance of traffic, survey, and all environmental documentation, including NEPA, SEPA, ESA, and permit applications.

The team developed conceptual design options and assisted WSDOT in the selection of a preferred structure alternative and a preferred delivery method (DB versus design-bid-build) for each bundle of crossings. Our environmental team, led by teaming partner SCJ, completed documentation for Joint Aquatic Resources Permit Applications (JARPA) as well as NEPA, SEPA, and ESA applications. This project also involves community engagement and support to assist with tribal interaction and technical approvals from Washington State Department of Fish and Wildlife (WDFW), United States Army Corps of Engineers (USACE), Ecology, and other permitting agencies.

TEAMING PARTNERS: SCJ, OCI, HWA, Ott-Sakai, PRR

WSDOT I-5 JBLM Congestion Relief Study  LAKEWOOD, WA
CONTRACT: $3.5M / DATES: 2013-2017

PROJECT RELEVANCE
» Corridor-level IJR and environmental documentation, including a tiered NEPA Environmental Assessment (EA) on I-5 on a fast-track timeline
» Extensive stakeholder coordination with 14 agency partners, utilizing WSDOT’s practical design/least-cost methods

PROJECT SERVICES
SCJ managed the planning, engineering, and stakeholder coordination; completed an EA (Finding of No Significant Impact [FONSI]); performed preliminary engineering to develop multimodal solutions; and led the practical design documentation.

This project developed a corridor-level IJR and environmental documentation in the vicinity of JBLM on an aggressive schedule. SCJ worked with a diverse stakeholder group, focusing on continuous communication with partner agencies, the public, and representatives from two military bases. As one of WSDOT’s key priority projects, the use of least-cost planning and practical design was emphasized. It also included an innovative approach to the integration of transportation and environmental planning, including preparation of a PEL document. SCJ’s use of practical design and least-cost planning reduced the scope, impacts, and costs from $1B to $490M while maintaining consistency along I-5 and future compatibility.

WSDOT SR 510/Yelm Loop – New Alignment Phase II  YELM, WA
CONTRACT: $2.1M / DATES: 2018-PRESENT

PROJECT RELEVANCE
» Highway improvements project that includes a shared-use path
» Integrated team includes WSDOT staff and consultant staff
» Utilizing WSDOT’s practical solutions principles

PROJECT SERVICES
SCJ is managing the NEPA environmental documentation and engineering, leading the team through the practical design process.

The project will construct 3 miles of new limited-access highway to complete the SR 510 Yelm Loop around the north and east edges of the City of Yelm and provide congestion relief, improve travel time, and provide safety enhancements. Project elements include three roundabouts, a shared-use path, and two bridges — one over Yelm Creek. SCJ is leading the consultant team as part of the broader project team, blending consultant and WSDOT staff. The team has updated the project need and purpose and validated/refined the previous design work by applying practical solutions principles. A primary environmental concern is the presence of Mazama pocket gophers. The team is seeking effective ways to reduce the overall project footprint, including a change from shared-use paths on both sides of the highway to one side.
1B. PROJECT EXPERIENCE ADDITIONAL TEAMING PARTNERS

**Concord:** WSDOT SR 18 Widening  
**CONTRACT:** $230K / **DATES:** 2020-PRESENT  
*Led the traffic operational analysis, using Vissim, to support the design.*

**Concord:** SR 518 Corridor Planning Study  
**CONTRACT:** $250K / **DATES:** 2018-2020  
*Provided a planning-level assessment of the corridor using Vissim.*

**Confluence:** WSDOT SR 520 Bridge Replacement and HOV Program  
**FEES TO DATE:** $8.7M / **DATES:** 2007-PRESENT  
*Led ESA compliance, tribal coordination, mitigation, permitting, and environmental project delivery.*

**Confluence:** WSDOT Mukilteo Ferry Terminal Replacement  
**FEES:** $292K / **DATES:** 2010-2020  
*Led tribal strategy and provided ESA strategic oversight and permit direction.*

**HWA:** WSDOT SR 305 Winslow Ferry to Hostmark Street  
**CONTRACT:** $160K / **DATES:** 2017-PRESENT  
*Providing geotechnical services for 15 sites, including recommendations.*

**MM&A:** WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements  
**CONTRACT:** $75K / **DATES:** 2018-2019  
*Performed a supplemental noise analysis.*

**MM&A:** City of Federal Way City Center Access Project  
**CONTRACT:** $78K / **DATES:** 2020-2021  
*Provided a detailed noise analysis, including modeling for noise walls.*

**OCI:** WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements  
**CONTRACT:** $1.3M / **DATES:** 2016-PRESENT  
*Performing stormwater preliminary design, request for proposals (RFP) preparation, and hydraulic review of the design-builder’s submittal.*

**OCI:** WSDOT I-5 SR 510 Interchange Reconstruction  
**CONTRACT:** $877K / **DATES:** 2017-2021  
*Provided temporary erosion control and temporary drainage design.*

**Ott-Sakai:** WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements  
**CONTRACT:** $300K / **DATES:** 2016-PRESENT  
*Providing construction scheduling and constructability and cost estimate reviews.*

**Ott-Sakai:** WSDOT Olympic Region DCE Services – 24 Fish Passages  
**CONTRACT:** $500K / **DATES:** 2019-PRESENT  
*Providing construction scheduling, constructability review, and estimating.*

**PRR:** WSDOT Olympic Region DCE Services – 24 Fish Passages  
**CONTRACT:** $342K / **DATES:** 2019-PRESENT  
*Providing community engagement and developing communication plans that keep communities informed.*

**PRR:** WSDOT I-5 Steilacoom-DuPont Road to Thorne Lane Corridor Improvements  
**CONTRACT:** $117K / **DATES:** 2018-2021  
*Led contractor communications to provide clear, consistent, and timely construction information.*

**RHC:** WSDOT Fish Passage Program  
**CONTRACT:** $290K / **DATES:** 2020-2022  
*Developing conceptual design plans.*

**RHC:** WSDOT SR 520 Bridge Replacement and HOV Program  
**CONTRACT:** $3.5M / **DATES:** 2014-PRESENT  
*Providing civil/structural conceptual, preliminary, and final design.*

**WEST:** WSDOT Northwest Region Fish Passages  
**CONTRACT:** $6.3M / **DATES:** 2020-PRESENT  
*Completed 62 preliminary hydraulic design (PHD) reports.*

**WEST:** WSDOT Olympic Region Fish Passages – 16 PHDs  
**CONTRACT:** $1.9M / **DATES:** 2021-PRESENT  
*Completed five PHD reports and working on an additional 10.*

**Willamette:** WSDOT/ODOT Interstate Bridge Replacement  
**CONTRACT:** $226K / **DATES:** 2020-PRESENT  
*Providing cultural resources, including built environment survey and archaeological mitigation plan.*

**Willamette:** Sound Transit Redmond Link Extension  
**CONTRACT:** $656K / **DATES:** 2019-PRESENT  
*Providing a variety of archaeological services.*
Parametrix has a long and successful history with our teaming partners in the delivery of multiple projects, many for WSDOT. Individual team members have developed strong working relationships and trust in each other, over years of working together. Because of this level of trust, we repeatedly partner on projects delivering successful outcomes, including the I-5 Mounts Road to Thorne Lane Corridor Improvements and the Olympic Region’s DCE Services—24 Fish Passages program.

### Exhibit 3: Experience with Teaming Partners

<table>
<thead>
<tr>
<th>FIRM/YEARS WORKING WITH PARAMETRIX</th>
<th>PROJECT NAME/DATES/ROLES</th>
<th>SERVICES PROVIDED BY TEAMING PARTNER</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CONCORD / 9</strong></td>
<td>King County Metro RapidRide R-Line / 2019-2020 / Parametrix Prime; Concord Subconsultant</td>
<td>Assessment of communication and technology upgrades needed to support implementation; identified jurisdictional communication networks, identified gaps, and prepared conceptual designs to address transit signal priority and station amenities; conducted Vissim microsimulation analysis.</td>
</tr>
<tr>
<td><strong>CONFLUENCE / 15</strong></td>
<td>King County Water and Land Resources Division Lower Green River Corridor Flood Hazard Management Plan / 2019–Present / Parametrix Prime; Confluence Subconsultant</td>
<td>Assessment of impacts on riparian habitat, wetlands, aquatic species, and aquatic habitat from alternative flood control designs.</td>
</tr>
<tr>
<td><strong>HWA / 25</strong></td>
<td>WSDOT Olympic Region Design Consultant Engineering Services – 24 Fish Passages / 2019–Present / Parametrix Prime; HWA Subconsultant</td>
<td>Geotechnical and pavement engineering, inspection, and materials testing.</td>
</tr>
<tr>
<td><strong>MM&amp;A / 26</strong></td>
<td>WSDOT I-5/JBLM Congestion Relief Project / 2018–2019 / Parametrix Prime; MM&amp;A Subconsultant</td>
<td>Performed a supplemental noise analysis as part of the project’s new interchange at Exit 119 and also provided final design of two noise walls, providing 8 to 12 dB of reduction from I-5 traffic noise at base housing.</td>
</tr>
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<td><strong>OCI / 9</strong></td>
<td>WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements / 2016–Present / Parametrix Prime; OCI Subconsultant</td>
<td>Preliminary and final hydraulic design for stormwater treatment, infiltration, and low-impact development facilities; final PS&amp;E early release package; preparation of hydraulic reports; final hydraulic RFP section preparation, reviewing and commenting on the design-builder’s hydraulic report, and plan submittals.</td>
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<td><strong>OTT-SAKAI / 8</strong></td>
<td>WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements / 2016–Present / Parametrix Prime; Ott-Sakai Subconsultant</td>
<td>Cost estimating, constructability reviews, and construction scheduling.</td>
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<td><strong>PRR / 23</strong></td>
<td>WSDOT Olympic Region DCE Services – 24 Fish Passages / 2019–Present / Parametrix Prime; PRR Subconsultant</td>
<td>Community engagement.</td>
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<tr>
<td><strong>RHC / 8</strong></td>
<td>WSDOT SR 520 Bridge Replacement and HOV Program / 2014–2022 / Parametrix Prime; RHC Subconsultant</td>
<td>Conceptual, preliminary, and final design in civil and structural engineering, multidisciplinary coordination, project management, and procurement.</td>
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<td><strong>SCJ / 16</strong></td>
<td>WSDOT Olympic Region DCE Services – 24 Fish Passages / 2019–Present / Parametrix Prime; SCJ Subconsultant</td>
<td>Providing environmental documentation, roadway and stormwater design, traffic engineering, and soil and wetland environmental documentation and coordination with tribes, WDFW, and other stakeholders.</td>
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<tr>
<td><strong>WEST / 17</strong></td>
<td>King County Water and Land Resources Division Lower Green River Corridor Flood Hazard Management Plan / 2019–Present / Parametrix Prime; WEST Subconsultant</td>
<td>Determine revisions/additions to preliminary EIS alternatives, develop hydraulic and hydrologic methodologies for evaluating the alternatives’ potential impacts, gather information on the affected environment and existing conditions, and provide policy and communications support.</td>
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<td><strong>WILLAMETTE / 6</strong></td>
<td>City of Covington / Covington Creek Culvert Replacement / 2021–Present / Parametrix Prime; Willamette Subconsultant</td>
<td>Cultural resources review, including area of potential effects recommendation, identification of cultural resources and management recommendations for Section 106 compliance.</td>
</tr>
</tbody>
</table>
1D. AVAILABILITY OF KEY STAFF AND RESOURCES

We have been aligning the availability of our key staff and resources for this assignment for the past few months. We have selected our team members for this assignment based not only on their availability but also their commitment and passion for finding equitable solutions for this complex project. Their technical expertise has led to finding similar solutions on past projects.

Our team is committed and available as needed to meet WSDOT’s needs throughout the duration of the project. This team is flexible and we will scale the team as needed to meet budget and schedule requirements. The availability shown in Exhibit 4 is by hours available for each month of the project. For years 2023-2025, it is the average number of monthly hours available.

Exhibit 4: Availability of Key Staff and Staff Resources for Each Member of the Team

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<tr>
<th>STAFF</th>
<th>M22</th>
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### Availability of Staff Resources Continued

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|-------------------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|------|
| Jane Li           | 40   | 40   | 40   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 100  | 100  | 100  | 100  | 100  |
| Alicia McIntire   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 80   | 80   | 80   | 80   | 80   |
| Joe Merth         | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   |
| Michael Minor     | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 60   |
| Deepa Mungavalli  | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   | 16   |
| Grant Novak       | 30   | 30   | 30   | 30   | 30   | 30   | 30   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   |
| John Philips      | 24   | 24   | 24   | 24   | 24   | 24   | 24   | 96   | 96   | 96   | 96   | 96   | 96   | 96   | 96   | 96   | 96   | 96   | 96   |
| Kevin Sakai       | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 160  | 160  | 160  | 160  | 160  | 160  | 160  | 160  | 160  | 160  | 160  |
| Steve Seville     | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   |
| Ryan Shea         | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  | 100  |
| Swapna Sridharan  | 40   | 40   | 50   | 50   | 50   | 50   | 50   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   |
| Wayne Sullivan    | 32   | 32   | 32   | 32   | 32   | 32   | 32   | 16   | 16   | 16   | 16   | 128  | 128  | 112  | 112  | 128  | 128  | 112  | 128  |
| Sasha Visconty    | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |
| Ray Walton        | 20   | 30   | 30   | 40   | 40   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |
| Emily Welter      | 60   | 60   | 60   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 160  | 160  | 160  | 160  | 160  | 160  | 160  | 160  |
| Lauren Wheeler    | 30   | 30   | 30   | 30   | 30   | 30   | 30   | 40   | 40   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   | 50   |
| Tony Woody        | 60   | 60   | 60   | 60   | 60   | 60   | 60   | 180  | 180  | 180  | 180  | 180  | 180  | 180  | 180  | 180  | 180  | 180  | 180  |
| Josh Wozniak      | 40   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   | 80   |
| Fred Young        | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   | 40   |
CRITERIA 2 QUALIFICATIONS OF PROPOSED PROJECT MANAGER

John Perlic, PE

**Project Role:** Project Manager

**Education:** MS, Civil Engineering, 1989; BS, Civil Engineering, 1983

**38 Years of Experience**

John has been the project manager for some of the most complex transportation improvement projects in the Northwest. He has integrated concept/preliminary design, traffic analysis, environmental analysis and documentation, and public outreach/committee facilitation through the project development phase on many large transportation infrastructure projects. John brings extensive experience with WSDOT Olympic Region and stakeholders in the study area from the West Olympia Access Study. He has successfully integrated WSDOT’s practical design and least-cost solutions into projects and has led teams through complex NEPA/SEPA EIS’s involving tribes and other federal, state, and local agencies on the three projects listed below and on several other highway or transit infrastructure projects.

2A. PROJECT MANAGER PROJECT EXAMPLES

**WSDOT/City of Olympia West Olympia Access Study Interchange Justification Report**

**Location:** Olympia, WA | **Years:** 2008–2010; 2014–2017

**Relevance**

- Completed SEPA/NEPA documentation to identify a preferred alternative using WSDOT practical solutions
- Project involved a similar set of tribal and other agency stakeholders in Thurston County

**Project Details**

Project manager for an access study, NEPA Documented Categorical Exclusion, and UR for a new interchange on U.S. 101 and associated local roadway improvements. An early example of WSDOT’s practical design/least-cost solutions, resulting in a preferred alternative cost reduction from $90M to $38M. The study area on U.S. 101 extended from I-5 to Mud Bay Road, including five interchanges. Also involved in WSDOT Olympic Region’s early pre-NEPA planning for this same project. Led an alternatives analysis and screening process and coordinated a multiagency stakeholder committee that included some of the same stakeholders, such as the Nisqually Indian Tribe, the cities of Olympia and Tumwater, and the TRPC.

**WSDOT Sound Transit Tacoma Dome Link Extension NEPA/SEPA EIS, Operations and Maintenance Facility**

**Location:** Tacoma, WA | **Years:** 2018–PRESENT

**Relevance**

- Conducted extensive coordination through the Federal Transit Administration (FTA) with the Puyallup Tribe of Indians
- Successfully identified an early preferred alternative and selected the DB delivery method to expedite the project schedule

**Project Details**

Project manager for the pre-NEPA planning evaluation, alternatives analysis, and NEPA/SEPA environmental reviews for a 9.7-mile light rail extension and new operations and maintenance facility. Level 1 and Level 2 alternatives evaluations were completed along with outreach and coordination with a stakeholder group, interagency group, and elected leadership group. Now moving into Final EIS, including preparation of 30% design and procurement documents for DB solicitation. The first light rail project in the U.S. to extend through a reservation, extensive coordination with the Puyallup Tribe and FTA was needed. An early preferred alternative was identified to take into the Draft EIS within 18 months.

**WSDOT I-5 Pavement Reconstruction and Capital Improvement Plan**

**Location:** Seattle, WA | **Years:** 2004–2010

**Relevance**

- Completed alternatives evaluation
- I-5 segment is similar in length and complexity to the Tumwater to Mounts Road segment

**Project Details**

Project manager for an alternatives analysis and evaluation for this corridor study to evaluate short- and long-range improvements to I-5 through Seattle. Part of the effort developed a capital improvement program for interchange improvements and pavement reconstruction from Boeing Access Road to Northgate. This included a detailed evaluation of the HOV system, HOV occupancy levels, and consideration of high-occupancy toll (HOT) lane concepts. The study focused on identification of practical low-cost improvements that would benefit traffic flow. Freeway operations in the I-5 corridor were evaluated with the Vissim traffic simulation software. Several of the improvements identified in this plan have been implemented.

**KEY REASONS SELECTED FOR THIS PROJECT**

- Local experience with WSDOT and communities and stakeholders in the study area
- Management of major south-end corridor studies, including the West Olympia Access Study
- Successful track record delivering projects, including preparation of environmental and DB procurement documents for WSDOT:
  - I-5 Capital Improvement Plan
  - SR 520 Bridge Replacement EIS/Translake Washington Study
  - Mukilteo Ferry Terminal Replacement EIS
2B. ABILITY TO MANAGE PROBLEMS

John’s career has focused on helping local agencies and WSDOT work together to deliver some of the most complex projects in the state. He has pioneered innovative and sustainable solutions that have been successfully implemented and constructed. John’s experience on the West Olympia Access Study, the Tacoma Dome Link Extension, and the I-5 Pavement Reconstruction and Capital Improvement Plan demonstrate his ability to manage schedule, scope creep, and budget within a project. See examples below.

West Olympia Access Study

**Problem Statement:** Co-lead agency selection of a preferred alternative with input from many other agencies on an expedited schedule.

**Project Schedule:** To address the problem of advancing the project on an expedited schedule, a detailed delivery schedule was maintained and reviewed weekly within the consultant team and in monthly core team meetings with WSDOT, the City of Olympia, and consultant staff. The schedule was shared and distributed to the team so that individual task manager deadlines and interrelationships with other tasks were understood. Microsoft Project was used to track multiple tasks and deliverables and to coordinate the work among multiple subconsultants and WSDOT staff.

**Scope of Work/Scope Creep:** John worked closely with WSDOT and the City project manager and team to develop a detailed scope of work, which was key to minimizing scope creep to maintain the schedule. Project risks were discussed at monthly project management reviews to anticipate changes. A simple change management form was used to document scope changes resulting from stakeholder requests.

**Budget:** John maintained a detailed budget report using an earned value analysis. The report compared physical percent complete to the task budget every month. Both phases of the project were completed within budget and on schedule due to regular earned value tracking.

**Project Changes:** The key to successfully managing change on this project was transparency with the Interagency Group on the range of alternatives evaluation process, evaluation criteria, and alternatives. The transparent process resulted in establishing a trusted working relationship and a process to achieve consensus on a preferred alternative.

**Project Schedule:** A detailed schedule was developed and maintained to achieve the legislatively mandated deadline for completing the project. Integrating planning, environmental, design, and public outreach tasks within budget and on schedule.

**Budget:** John maintained a detailed budget report utilizing an earned value analysis. The report compared physical percent complete with the task budget every month. The project was completed within budget and on schedule.

**Project Changes:** The transparent process and the trust established with our Interagency Group and Elected Leadership Group were key to successfully managing change in the early planning phase of Tacoma Dome Link. We also encouraged identification of a broad range of alternatives in the Level 1 alternatives evaluation to minimize new alternative suggestions later during project development.

**Scope of Work/Scope Creep:** The key to managing scope creep on this project was transparency with the Interagency Group on the alternatives evaluation process, evaluation criteria, and alternatives. The transparent process resulted in establishing a trusted working relationship and a process to achieve consensus on a preferred alternative.

**Project Schedule:** Maintaining a detailed delivery schedule in Primavera is a requirement of every Sound Transit project. Monthly Interagency Group and Quarterly Elected Leadership Group meetings were integrated into the schedule at key project milestones. This integrated the technical work with the decision-making process, allowing the consultant team to maintain the ambitious schedule for identifying a preferred alternative in 18 months.

Tacoma Dome Link Extension

**Problem Statement:** Integrating planning, environmental, design, and public outreach tasks into a detailed project delivery approach was necessary to maintain the project schedule.

**Project Schedule:** Maintaining a detailed delivery schedule in Primavera is a requirement of every Sound Transit project. Monthly Interagency Group and Quarterly Elected Leadership Group meetings were integrated into the schedule at key project milestones. This integrated the technical work with the decision-making process, allowing the consultant team to maintain the ambitious schedule for identifying a preferred alternative in 18 months.

**Scope of Work/Scope Creep:** The key to managing scope creep on this project was transparency with the Interagency Group on the alternatives evaluation process, evaluation criteria, and alternatives. The transparent process resulted in establishing a trusted working relationship and a process to achieve consensus on a preferred alternative.

**Project Changes:** The transparent process and the trust established with our Interagency Group and Elected Leadership Group were key to successfully managing change in the early planning phase of Tacoma Dome Link. We also encouraged identification of a broad range of alternatives in the Level 1 alternatives evaluation to minimize new alternative suggestions later during project development.

I-5 Pavement Reconstruction and Capital Improvement Plan

**Problem Statement:** The project required team flexibility to respond to input from the State Legislature during the study process and to balance the wide range of interests in the recommendations.

**Project Schedule:** A detailed schedule was developed and maintained to achieve the legislatively mandated deadline for completing the project.

**Scope of Work/Scope Creep:** Scope creep was managed through weekly communication with the WSDOT project manager to discuss project risks related to budget and schedule.

**Budget:** John maintained a detailed budget report utilizing an earned value analysis. The report compared physical percent complete with the task budget every month. The project was completed within budget and on schedule.

**Project Changes:** John adjusted the project scope of work and budget at two key project milestones: range of alternatives identification and approval of the technical evaluation approach. At both milestones, we reallocated budget resources from budget tasks to new emphasis areas identified in stakeholder meetings. This process resulted in successful completion of the project scope within the original budget.
2C. LICENSES/POSITIONS

Registered Professional Engineer, WA, 1989

Below is a brief summary of the positions John has held since receiving this registration.

Transpo Group – 1989 to 1994
- Transportation Planning Manager responsible for leading a group of 8-12 engineers and planners.
- Project Manager for WSDOT, King County, Puget Sound Regional Council, and local agency projects.

Parametrix – 1994 to Present
- Transportation Planning Manager 1994-2004—Started the first transportation planning group in Bellevue/Seattle with growth to 12 engineers/planners.
- Transportation Division Manager 2004-2014—Led the transportation division from 16 to over 40 engineers/planners through growth years and the “Great Recession.”
- Senior Vice President and Puget Sound Region Operations Manager 2014-2021—Responsible for Puget Sound Region’s growth and profit goals including growth from 200 to over 300 employees across five Puget Sound locations.
- Principal Consultant 2021-Present—Large project and program leadership responsibilities and special assignments for complex infrastructure projects.
- Project Manager 1994–Current—In addition to company management and leadership, John has managed a wide variety of transportation projects through planning or project development phases, integrating NEPA/SEPA EIS, transportation forecasts and impacts analysis, active transportation, conceptual and preliminary design, and public outreach and communication.

The I-5 Tumwater to Mounts Road project is a once-in-a-career opportunity to fully use my environmental planning, design, and communication skills developed over 40 years. I look forward to advancing a project with enormous potential to improve regional mobility, while restoring ecologically important areas for the long-term survival of native fish and other species. The team leads and key staff provide the right blend of technical competence, local knowledge, and communication skills to navigate the complex project design, environmental analysis and mitigation, and consensus-based decision process for the project to move forward.

- JOHN PERLIC, PROPOSED PROJECT MANAGER

Exhibit 5: Overview of John’s Experience with Specific Elements of the I-5 Tumwater to Mounts Road NEPA Project

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<th>I-5 CAPITAL IMPROVEMENT PLAN</th>
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= Project Experience
CRITERIA 3 KEY TEAM MEMBERS’ QUALIFICATIONS

Sharese Graham, PMP

**Project Role:** Environmental Lead

**Education:** BA, Biology, 2001

**20 Years of Experience**

With a background in both urban planning and biology, Sharese brings experience in environmental impact analysis, NEPA and SEPA strategy, and federal and regional permitting. Her expertise in project management and stakeholder coordination has contributed to the successful completion of numerous transportation, recreation, infrastructure, and development projects. Sharese frequently manages large teams of technical experts and coordination with multiple agencies for complex projects. Her excellent working relationships with the agency reviewers ensure that project implementation goes smoothly without unnecessary delays.

**WSDOT Olympic Region DCE Services – 24 Fish Passages**

VARIOUS, WA | 2019–PRESENT

Environmental lead on three of the five project bundles that make up the 24 total crossings, coordinating the delivery of numerous technical studies supporting NEPA/SEPA documentation, and reviewing all permitting documentation. Also supporting tribal, WDFW, and stakeholder coordination for all 24 crossings.

**Sound Transit I-405 Bus Rapid Transit**

VARIOUS, WA | 2016–2021

Environmental co-lead who worked with a large consultant team to screen alternatives, analyze the potential environmental impacts, and assist in the agency coordination for this complex project. Led a team of technical experts to evaluate the biological resource and cultural resource impacts, coordinated with the project team on overall NEPA and SEPA strategy, and coordinated with the local jurisdictions and agencies.

**Washington State Ferries (WSF) SR 519 Seattle Terminal**

SEATTLE, WA | 2008–2010

Provided NEPA environmental services, from initial project scoping through publication of the final NEPA document, and continued support through permitting and construction. Led the team for the NEPA EA, data collection, and technical analysis, and assisted with public meeting facilitation. Participated in weekly project planning meetings with WSF to determine strategy and outline technical issues and define the alternatives and level of environmental analysis needed.

**KEY REASONS SELECTED FOR THIS PROJECT**

» Leads NEPA/SEPA documentation efforts for complex transportation projects.

» Manages interdisciplinary teams in preparation of discipline reports that support environmental documentation—confirms documents are clear, concise, and complete to expedite the review process.

» Works collaboratively with WSDOT Olympic Region environmental staff to identify environmental strategy and appropriate level of documentation.

**EXPERIENCE WITH PUBLIC INVOLVEMENT**

» As the environmental lead on dozens of transportation projects, Sharese frequently serves as the spokesperson for the environmental process. Whomever the audience or whatever the format, she makes a point to understand the needs of her audience and provide clear and meaningful information. Sharese worked with Community Transit and WSDOT on the Swift BRT program to determine the locations, format, and messaging of public workshops and publications and to provide information and get feedback from the service area, including minority and low-income communities that are traditionally underserved.

**LICENSES/ACCREDITATIONS**

» Project Management Professional, 2018

**POSITIONS HELD**

» SCJ Alliance (2021 to Present)
  › Senior NEPA Specialist

» Environmental Science Associates (2006 to 2021)
  › Principal Planner 2019–2021
  › Managing Associate 2017–2019
  › Senior Associate 2012–2017
  › Associate Environmental Planner 2006–2012

  › Associate Environmental Planner
Alex Atchison, PE, PTOE

**Project Role:** Planning Lead / Environmental–Transportation

**Education:** BS, Civil Engineering, 1998

**23 Years of Experience**

With nearly two decades of experience on WSDOT projects, Alex specializes in applying the practical solutions approach to managing complex transportation projects. Her experience includes alternatives analysis, performance-based decision-making, balancing modal integration and trade-offs community engagement, and working on WSDOT projects that involve multiple agency stakeholders.

**WSDOT SR 3 Freight Corridor New Alignment**
**BELFAIR, WA | 2019–PRESENT**

Lead transportation planner and traffic engineer who led the preparation of an updated Transportation Discipline Report for the EA update. An in-depth study updated the previous traffic model and analysis of different intersection control and capacity needs for the new highway. The analysis, in turn, helped the team right-size the cross section for the new proposed alignment to meet future traffic demand needs without being overbuilt.

**City of Bremerton SR 303 Corridor Study**
**BREMERTON, WA | 2019–2021**

Led the team that conducted the transportation modeling and safety analysis, the results of which were used to lead the alternatives evaluation, identifying a framework and screening process while following WSDOT’s practical solutions approach. Worked with key stakeholders, including Kitsap Transit, Kitsap County, WSDOT, business leaders, and elected officials, to confirm a set of contextual needs, define project elements, define and screen alternatives, and produce a phasing scenario for delivery.

**WSDOT SR 410 Corridor Congestion Study**
**PIERCE COUNTY, WA | 2018–2019**

Project manager for the development, analysis, and screening of 48 alternatives. Worked directly with a stakeholder group that included local community members, elected officials, and tribal leaders that spanned two counties, two cities, and two WSDOT regions, ultimately resulting in the selection of a preferred alternative while following the practical solutions approach.

**KEY REASONS SELECTED FOR THIS PROJECT**

» Understanding of the transportation issues and the vision for the I-5 Tumwater to Mounts Road corridor, as both a professional engineer and through her personal experience commuting between Olympia and Seattle on a regular basis.

» Extensive relevant and recent experience working on WSDOT Olympic Region transportation studies, including leading teams made up of travel demand modelers, planners, and engineers through the modeling and alternatives analysis.

**EXPERIENCE WITH PUBLIC INVOLVEMENT**

» Alex has experience integrating public and stakeholder involvement on complex technical-topic projects, working with multiagency stakeholder groups, and presenting technical information to nontechnical audiences. She has led technical working groups, stakeholder engagement groups that included elected officials, and community online and in-person open houses on multiple projects, most recently for the cities of Bremerton and Poulsbo, Kitsap County, and Kitsap Transit. For WSDOT’s SR 410 Corridor Congestion Study, she helped coordinate the community online survey, facilitated a multiagency stakeholder group, and coordinated closely with WSDOT Olympic Region communications staff.

**LICENSES/ACCREDITATIONS**

» Registered Professional Engineer, WA, 2006

» Professional Traffic Operations Engineer, WA, 2017

**POSITIONS HELD**

» Parametrix (2015 – Present)
  › Transportation Planning Manager 2015–Present
  › Project Manager 2015–Present

  › Senior Transportation Engineer/Project Manager

» Parsons Brinckerhoff (2005–2014)
  › Senior Transportation Engineer/Project Manager
  › Supervising Transportation Engineer/Project Manager 2009–2014
Kirk Wilcox, PE

**Project Role:** Design Lead
**Education:** BS, Civil Engineering, 1991

**31 Years of Experience**

Kirk is a senior design engineer experienced in project management, transportation design, and construction management on interstate and state freeways, interchanges, and arterials. His projects require integrating the efforts of many disciplines. Kirk’s design ability and experience allow him to foresee the needs of various specialists working on his projects as well as the needs of the surrounding community and the environmental and design requirements that must be met.

**WSDOT I-5 Mounts Road to Thorne Lane Corridor Improvements**
**LAKEWOOD, WA | 2016–PRESENT**

Project manager for the consultant design team responsible for delivery of multiple DB and design-bid-build projects in the I-5 corridor, immediately adjacent to the Tumwater to Mounts Road – NEPA project. Led the delivery of preliminary design, permitting, and RFQ/RFP documents of the $200M Stage 2 DB project, which was completed in 2021. His team completed a supplemental EA, coordinated with JBLM and local agencies on the new Exit 119, and is currently preparing contract documents for the $190M Stage 3 DB project.

**WSDOT SR 520 West Connection Bridge, Eastside HOV DB and Montlake Interchange**
**West Approach DB**
**SEATTLE, WA | 2012–2016**

Acting design project engineer and engineer of record for delivery of the plans, specifications, and estimate for the WCB, was involved with securing environmental permitting and providing public outreach for the project. Served as the WSDOT design manager coordinating the review and concurrence of design-builder design submittals for the SR 520 Eastside HOV project.

**SR 99 Alaskan Way Viaduct North Portal**
**SEATTLE, WA | 2009–2012**

Design team manager, led a multidisciplinary team, including WSDOT and City of Seattle staff, to develop a new configuration for the north portal of the bored tunnel. Duties included developing design concepts, preparing documents for RFP and working with the DB team, coordinating with adjacent projects, and public outreach to the surrounding community.

**KEY REASONS SELECTED FOR THIS PROJECT**

» Kirk has developed solid relationships with reviewers and staff throughout WSDOT crucial for shepherding his projects through WSDOT’s environmental and design approval processes, a key for “no surprises” and successful delivery.

**EXPERIENCE WITH PUBLIC INVOLVEMENT**

» Kirk’s projects require integrating many disciplines, while also engaging with outside agencies, local businesses, and the public. He brings together the interests of these diverse groups by using his design and construction knowledge in combination with his ability to translate between technical disciplines and also with nontechnical and political audiences.

» Kirk has extensive experience communicating with the public and elected officials, ranging from public meetings in Yelm to design commission briefings in Seattle. He and the team work closely with project leadership and communications specialists to provide clear, concise project information that the intended audience can easily digest. Kirk enjoys the opportunity to present project information to the public and elected officials. This often involves using open, transparent communications and building trust in order to sway project skeptics into becoming project supporters. Kirk’s recent work includes coordination and briefings with JBLM management staff and outreach to underserved populations in the Tillicum and Woodbrook neighborhoods of Lakewood.

**LICENSES/ACCREDITATIONS**

» Registered Professional Engineer, WA, 1995

**POSITIONS HELD**

» Parametrix (1999–Present)
  › Senior Consultant 2004–Present
  › Transportation Design Manager 1999–Present
  › Project Manager 2001–Present
  › WSDOT Northwest Region (1991–1999)
Jenifer Young

**Project Role:** Natural Environment Lead

**Education:** MPA, 2004; BA, English Language and Literature, 1987

**33 Years of Experience**

Jenifer brings experience preparing and managing environmental documentation for a wide variety of development projects. Her areas of expertise include environmental and regulatory strategy, coordination of multidisciplinary teams, and integration of environmental review and public outreach processes. She has proven success in managing complex environmental documents for controversial and regionally significant transportation, land development, and utility projects.

**WSDOT SR 520, I-5 to Medina Bridge Replacement and HOV Project EIS**

SEATTLE, WA | 2006–2012

Environmental manager who worked with WSDOT and FHWA to coordinate environmental and agency outreach. Managed a multidisciplinary environmental team, which included WSDOT staff. Oversaw preparation of all environmental documents, including a joint NEPA/SEPA EIS and Record of Decision (ROD). Worked with design and management teams to make sure environmental considerations were reflected in project planning. EIS evaluated multiple bridge crossings of aquatic and wetland habitat, including tribal treaty fishing areas and habitat for several listed species.

**City of Seattle Elliott Bay Seawall EIS**

SEATTLE, WA | 2012–2015

Environmental lead for the evaluation of impacts of replacing the waterfront seawall. Oversaw preparation of all environmental documentation, including a SEPA EIS, JARPA permitting, compliance with the ESA and Marine Mammal Protection Act, tribal consultation under Section 106 of the National Historic Preservation Act (NHPA), and government-to-government consultation on Native American treaty fishing rights.

**City of Newport Reconstruction of Pell Bridge Approaches EA**

NEWPORT, RHODE ISLAND | 2019–2020

Managed the development of a NEPA EA for replacing the ramps of this iconic bridge. Led a multidisciplinary team, developing technical discipline reports to document impacts; provided senior review for all documents and worked closely with the design team.

**KEY REASONS SELECTED FOR THIS PROJECT**

» Seasoned NEPA practitioner with a history of leading multidisciplinary teams in evaluating complex and highly visible projects — skilled communicator who can convey technical information clearly to a variety of audiences.

» Experience in analyzing the impacts of major structures on sensitive aquatic and wetland environments.

**EXPERIENCE WITH PUBLIC INVOLVEMENT**

» The ability to communicate technical analysis to a variety of audiences is one of Jenifer’s strengths. She routinely provides overviews of regulatory requirements and analytical findings to stakeholder groups, elected officials, and the general public. For example, she worked with WSDOT and FHWA on an outreach approach to help evaluate the effects of tolling on low-income and minority communities.

» For WSDOT’s SR 520 Bridge Replacement and HOV Program, she developed informational materials and presented at public hearings and workshops; agency and stakeholder meetings; meetings with elected officials, including the Seattle City Council and a working group of the Washington State Legislature; and a mediation group convened by the Governor.

**POSITIONS HELD**

» Parametrix (2015–18, 2021–Present)
  › Environmental Planning & Compliance Division Manager

» VHB (2018–2020)
  › Senior Environmental Planner

  › Editor, Environmental Planner, Senior Environmental Planner 1989–2008
  › Senior NEPA Project Manager 2014–2015

» Parsons Transportation Group (2012–2014)
  › Environmental Manager

  › President, Environmental Manager for SR 520 Program
Perry Shea, PE

**Project Role:** Principal-in-Charge / Stakeholder Facilitation

**Education:** BS, Civil Engineering, 1984

**35 Years of Experience**

Perry's career as a consultant has focused on helping local, state, and regional officials work together to identify alternatives, understand and manage risks, and determine and implement solutions to many of the region's most difficult and challenging transportation corridors. His projects routinely involve large numbers of interested parties, daunting environmental hurdles, and facilitating consensus on the best way to proceed. Perry often leads projects where the need is obvious but the solution is not. He uses his technical expertise as a tool to instruct, coach, persuade, and problem-solve, with the goal of achieving real-world solutions for his clients.

**WSDOT I-5 JBLM Vicinity Congestion Relief Project**

**LAKewood, WA | 2006–2020**

Managed a multidisciplinary team for the planning, predesign, and access study 7 miles of interstate improvements, three interchanges, and project outreach and stakeholder coordination. All project deliverables were completed in accordance with WSDOT design standards, procedures, and protocols, and all efforts were coordinated with state, federal, transit, and Department of Defense agencies.

**WSDOT SR 510/Yelm Loop – New Alignment Phase II**

**YELM, WA | 2012–PRESENT**

Principal-in-charge, leading the consulting team for the NEPA environmental documentation and engineering, as well as providing stakeholder engagement and community outreach for 3 miles of a new limited-access highway. The NEPA Supplemental EA includes 13 discipline reports and biological assessments; wetland mitigation; structure site data; utility relocations; and plans, specifications, and estimate.

**WSDOT Lacey Area I-5 Martin Way and Marvin Road IJR**

**Lacey, WA | 2011–2019**

Principal and project manager who led the team that prepared the IJR for modifications to I-5 interchanges at Marvin Road and Martin Way. Preparation of the IJR included coordination with the City of Lacey, WSDOT, FHWA, Thurston County, and other agencies, resulting in a methods and assumptions document, a purpose and need statement, and the technical documentation to obtain final approval from FHWA and WSDOT.

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“I have been working on this corridor for over 25 years. I’m excited to tackle this next phase and use my skills to help solve the issues unique to each section of the corridor.”

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**KEY REASONS SELECTED FOR THIS PROJECT**

- Strong relationships with WSDOT project manager and Olympic Region leadership, proven ability to lead complex state highway system planning projects.
- Demonstrated skill communicating complex concepts to broad audiences with in-depth knowledge of implementing least-cost planning, practical design, and PEL.
- Leading specialist in preparing multimodal alternative analyses for corridor plans.

**EXPERIENCE WITH PUBLIC INVOLVEMENT**

- Perry’s experience includes high-level facilitation and guidance in identifying equitable solutions to complex and often historical injustices that have plagued communities, particularly those impacted by transportation projects. He uses technical expertise to instruct, coach, persuade, and problem-solve, with the goal of achieving real solutions for citizens, WSDOT, and stakeholders. Perry has utilized these skills managing the I-5 JBLM Congestion Relief Study and the Yelm Loop Phase II project, which included extensive outreach to underserved populations along the JBLM and SR 510 corridors.

**LICENSES/ACCREDITATIONS**

- Registered Professional Engineer, WA, 1989

**POSITIONS HELD**

- SCJ Alliance (2006-Present)
  - Senior Principal 2018-Present
  - CEO 2006-2018
- Parametrix (2001-2006)
  - Principal/Office Manager
  - Vice President/Principal Engineer
  - Transportation Business Group Leader/Project Manager
  - Traffic Engineer
Joe Merth, PE
Project Role: Structures
Education: BS, Civil Engineering, 1991; BA, Political Science, 1986
31 Years of Experience

Joe is a bridge engineer with experience in all aspects of bridge design, from conceptual planning and alternatives analysis to final design and construction. Prior to Parametrix, Joe worked for 16 years at the WSDOT Bridge and Structures Office and has a solid understanding of WSDOT standards and criteria. His experience includes the analysis and design of bridge types, including prestressed, reinforced, and post-tensioned concrete, steel plate girders, and steel trusses.

Key Reasons Selected for This Project
» Provides design and construction for bridge and overpass projects, understands how to develop designs that fit within the natural environment with minimal impact to sensitive areas.
» Former member of the WSDOT Bridge and Structures Office, with current working relationship with Bridge and Structures Personnel, keen understanding of WSDOT criteria and standards.

Sasha Visconti
Project Role: Tribal Coordination/Strategy
Education: MMA, Marine Affairs, 1997; BA, Editorial Journalism/Environmental Policy, 1993
26 Years of Experience

Sasha has provided tribal consultation support on WSDOT projects for over 15 years, helping to maintain positive and trusting relationships with tribes. She has a proven ability to scale and adapt a project’s consultation approach to address both tribal and project needs. Sasha has a deep understanding of tribal issues and concerns, such as cultural and natural resources, treaty fishing rights, culvert replacements, land acquisition, and intergovernmental affairs.

Key Reasons Selected for This Project
» Drafted over 12 tribal settlement agreements, four service reimbursement agreements, and five operations protocols on behalf of WSDOT.
» Organized and supported tribal consultation to meet aggressive timelines, including reaching tribal agreements before FHWA ROD and FONSIs.

Jean Carr, LEED AP BD+C
Project Role: Environmental Quality Advisor
Education: MPA, Public Administration, 1997; BS Environmental Policy and Assessment, 1998
31 Years of Experience

Jean has extensive experience leading environmental documentation for transportation and land-use projects for both public and private clients. Her writing skills and experience preparing NEPA documents make Jean an ideal quality advisor. She is adept at identifying key environmental issues associated with projects and working with design teams to identify solutions that avoid and minimize environmental impacts. Jean has coordinated the work of large consultant teams involved in the preparation of special environmental studies.

Key Reasons Selected for This Project
» Institutional and working knowledge of this stretch of I-5, having led multiple prior projects for WSDOT and associated agencies.
» Leads NEPA/SEPA documentation efforts for complex transportation projects, including working collaboratively with WSDOT Olympic Region environmental staff to identify the appropriate level of environmental documentation.

WSF Seattle Terminal and North Trestle Replacement
SEATTLE, WA | 2014–2018

Provided environmental strategy, schedule oversight, and support for NEPA EA, ESA, Marine Mammal Protection Act, and tribal agreements.

WSDOT SR 520 Bridge Replacement and HOV Program
SEATTLE, WA | 2006–2012; 2018–PRESENT

Developed the ESA and tribal consultation plans at the staff, policy, and executive levels. Supported tribal negotiations for multiple sites and drafted settlement agreements for the Muckleshoot and Quinault tribes.

WSDOT I-5 JBLM Vicinity Congestion Relief Study
LAKEWOOD, WA | 2013–2017

Environmental lead that guided the preparation of a NEPA EA that included Tier 1 and Tier 2 analysis. Project elements were addressed by working closely with technical experts at WSDOT and the consultant team.

WSDOT SR 510 Yelm Loop – Phase 2
YELM, WA | 2012–PRESENT

Environmental program lead managing the NEP environmental documentation for three miles of a new limited-access highway.
CRITERIA 3 ADDITIONAL ROLES INTEGRAL TO THE PROJECT’S SUCCESS

Linda Amato, AICP
Project Role: 4(f)/6(f) Properties
Education: MURP, Community Planning and Design, 1986
35 Years of Experience

Linda has focused much of her career working with agencies to strategize and identify mitigation measures for Section 4(f)/6(f) impacts. She has led large, complex Section 4(f) analyses as well as de minimus documents. In addition, Linda has extensive experience working with public agencies to design and write clear and concise technical documents for nontechnical audiences.

KEY REASONS SELECTED FOR THIS PROJECT
» Leads NEPA/SEPA documentation efforts for complex transportation projects and has prepared numerous, complex Section 4(f) analyses ranging from historic property impacts to park and recreational impacts.
» Excellent communication skills with diverse agency, tribal, and public stakeholders.

Paul Fendt, PE
Project Role: River Geomorphology
Education: BS, Geological Engineering
39 Years of Experience

Paul has focused his career on river and natural systems engineering and analysis, floodplain studies and policy, river restoration, and dynamic system design. He has applied this expertise to some of the region’s significant infrastructure projects, such as WSDOT’s SR 520 Bridge Replacement and HOV Program and the Hydraulic On-Call-fish passage barrier replacement program.

KEY REASONS SELECTED FOR THIS PROJECT
» Over 30 years of experience in river system analysis, fluvial geomorphology, river restoration, floodplain evaluations, and crossing analysis.
» Understands how the scale of large projects requires big-picture approaches to solve large-scale problems and cost-saving results while working with a multidisciplined team.

WSDOT Olympic Region DCE Service – 24 Fish Passages
VARIOUS, WA | 2019–PRESENT
Environmental program management team and tribal/WDFW liaison who oversees technical environmental document preparation, quality review, and strategy.

WSDOT Rail Office Amtrak Cascades Corridor Documentation
VARIOUS, WA | 1994–2008
Advised and prepared all environmental and planning documents for the Amtrak Cascades program, including Section 4(f) analysis.

City of San Francisco South Access to the Golden Gate Bridge – Doyle Drive Project NEPA
SAN FRANCISCO, CA | 2004–2009
Environmental manager for the preparation of the EIS and Section 4(f) analysis for this complex and controversial project.

Sound Transit Redmond Link Extension
REDMOND, WA | 2019–PRESENT
Evaluated the floodway encroachment for a new creek crossing for the new light rail segment. The analysis included designing a new creek segment to restore floodplain connectivity.

WSDOT Hydraulic On-Call, Fish Passages on SR 542, SR 546, and I-5
BELLINGHAM, WA | 2019–PRESENT
Project manager for the preparation of technical analyses of fish passage projects. His team is preparing PHDs, HEC-RAS and SRH-2D modeling, flood risk assessments, hydrologic analysis, and preliminary designs.

Chehalis River Basin Flood Authority Satsop Right Bank Protection Alternatives Analysis
MONTESANO, WA | 2021
Evaluated floodplain elevation impacts for a riverbank stabilization project on the Satsop River near the confluence with the Chehalis River.
CRITERIA 4 PROJECT DELIVERY APPROACH

4A. WORK PLAN

In the PEL study for the I-5 Tumwater to Mounts Road corridor, WSDOT has developed substantial amounts of data and analysis while actively engaging with corridor stakeholders. These efforts and relationships will provide a strong foundation for the NEPA process to build on. Central to our team’s approach is continuing to engage with tribal, federal, state, and local governments and resource agencies to develop the NEPA strategy, schedule, and documentation for the three project segments:

- **Section 1** – U.S. 101 Interchange to Pacific Avenue SE Interchange
- **Section 2** – Pacific Avenue SE Interchange to Marvin Road NE Interchange
- **Section 3** – Marvin Road NE Interchange to Mounts Road Interchange

To maintain the momentum that WSDOT has built, we propose to continue the existing stakeholder committee throughout the NEPA process. This will provide continuity with the PEL and emphasize the importance of involving all project stakeholders in key planning, design, and NEPA decisions. Many of these stakeholders will also play a formal role in the NEPA process as cooperating or participating agencies.

- **Tribes** – Nisqually, Squaxin Island, and Chehalis
- **Cities** – Lacey, Olympia, Tumwater, and DuPont
- **Counties** – Thurston and Pierce
- **Transit** – Intercity and Pierce
- **Local Agencies** – TRPC

We will also establish an Executive Committee with elected officials from each of the jurisdictions to make decisions on the range of alternatives after scoping and identification of a preferred alternative with the Draft EIS.

Our work plan for delivering this project is based on the Parametrix team’s experience in the I-5 corridor and on other complex, multidisciplinary projects. This approach will provide WSDOT with several key benefits that include:

- The integration of practical design/least-cost solutions throughout the environmental review process, including active transportation options and cost-effective design solutions.
- The use of our team’s exceptional technical expertise to integrate transportation planning, environmental analysis and documentation, and conceptual/preliminary engineering tasks into a cohesive project delivery strategy.
A strategic approach to outreach and communication based on our management team’s extensive experience on large infrastructure projects for WSDOT and others.

The project schedule shown in Exhibit 8 summarizes the work plan elements for this portion of the project and identifies key activities and critical milestones. Key elements of our schedule include:

- An integrated technical approach to advance work in all three project segments concurrently, while recognizing the need for more extensive stakeholder coordination and outreach in Section 3.
- Task durations that balance the need for stakeholder engagement and communication throughout the NEPA documentation process with the need to reach agreement as quickly as possible on a preferred alternative and mitigation plan.

The following sections of this work plan provide our team’s specific approaches to environmental documentation, transportation planning, and conceptual design/preliminary engineering.
Our integrated approach is designed to manage project-specific risks. Below are some examples of potential risks and our strategies for addressing them.

**Project Risk**

**DELAYS IN FEDERAL AND STATE AGENCY REVIEWS**
- Review agency staffing issues
- Section 106 or ESA consultation process delays
- Furloughs, agency funding shortfalls, or other unforeseen events

**Risk Management Approach**
- Identify schedule impacts as early as possible
- Communicate project risks in advance of Stakeholder and Executive Committee meetings
- Develop risk monitoring plan and discuss monthly with WSDOT

**Project Risk**

**DELAYS FROM STAKEHOLDER COORDINATION PROCESS**
- Lack of consensus on preferred alternative
- Inability to agree on mitigation details
- Project funding constraints

**Risk Management Approach**
- Maintain transparency with stakeholders
- Provide frequent opportunities for broad community input
- Engage technical leads directly in outreach process
- Project support on grant applications

Other project risks and our approach for mitigating risk are discussed in each major task section of the project approach.

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**ENVIRONMENTAL DOCUMENTATION**

Our team has the technical expertise and in-depth understanding of the intent and procedural requirements of NEPA to provide legally defensible documents that are founded in science. We also bring extensive experience in other environmental regulatory processes, including compliance with the ESA, Section 106, Section 4(f), and Sections 401/404 of the Clean Water Act. We will work with WSDOT to develop an environmental strategy for the whole corridor that puts each segment in the best position for approval and makes the most efficient use of schedule and budget.

We understand that FHWA has agreed to evaluate the corridor as three sections with logical termini. The individual components within each section will be analyzed to define needed improvements within them and determine the appropriate level of environmental analysis for each. It is likely that a NEPA EIS will be required for Section 3 due to the complexity of the built and natural systems and the interests of multiple stakeholders. A lower level of NEPA documentation may be sufficient for Sections 1 and 2, where the improvements are more straightforward.

Successful implementation of the project objectives will require an experienced management team to lead the coordination between technical experts, WSDOT, and cooperating/participating agencies. As described earlier in this proposal, our team has a proven record of effective collaboration on complex transportation corridor projects, such as the I-5 Mounts Road to Thorne Lane Improvements Project. Our depth of experience, familiarity with WSDOT procedures, and long track record of working together gives us the ability to successfully manage multiple concurrent processes – planning, environmental, and design – on three corridor sections.

Our approach to the work plan elements for environmental documentation is described below. For the purposes of this proposal, it is assumed that a NEPA EIS is the appropriate level of documentation for Section 3, and that EAs or Documented Categorical Exclusions would be prepared for Sections 1 and 2.

**Project Definition (Purpose and Need, Alternatives)**

Clearly defined descriptions and objectives for each of the corridor sections are absolutely key to producing quality, defensible NEPA documentation. The purpose and need statement provides the basis for defining the range of reasonable alternatives and eventually selecting a preferred alternative. It is also the foundation for Section 4(f) and ESA resource evaluations. An important early step in the project will be to refine the purpose and need from the PEL study to address each section of the corridor and develop supporting documentation for independent utility and logical termini.

Our integrated team will work with WSDOT to refine and build on the alternatives identified in the PEL, as described below in the discussions of our approach to transportation planning and conceptual design. We will use a practical solutions approach to identify a range of alternatives that meet the purpose and need and comply with state and regional transportation and land use plans. WSDOT and FHWA, with input...
from stakeholders, will then determine what alternatives should be included in the NEPA scoping process.

Methods and Assumptions
Defining the methods and assumptions for each technical discipline provides the analytical framework for NEPA compliance. Concurrent with development of the purpose and need statement, the Parametrix team’s technical experts will meet with their WSDOT counterparts to agree on the overall approach and then develop methods and assumptions memos for WSDOT and FHWA review. In general, our methodologies will be based on established science and best professional practice for each discipline. In some areas where the science is still emerging, such as the effects of 6-PPD quinone on salmonids, we will work with WSDOT to determine whether presumptive or adaptive approaches may be appropriate. In some cases, cooperating agencies may review the methods and assumptions memos to confirm that the NEPA analysis will support their future NEPA/SEPA and permitting requirements.

Data Collection and Affected Environment
Because WSDOT has already done considerable analysis of the corridor, a thorough review of available data and past work will help streamline the NEPA process and avoid duplication of effort. We will work with WSDOT, agencies with interest, local jurisdictions, the Nisqually Indian Tribe, the Squaxin Island Tribe, the Chehalis Tribe, and stakeholder groups to collect and organize existing data for the study areas to establish the baseline assumptions for the No Action Alternative. In particular, the Tumwater to Mounts Road Mid- and Long-Range Strategies and the PEL will provide a strong foundation not only for defining the range of alternatives but also for evaluating the impacts of those alternatives in the discipline studies and NEPA documents.

Even in highly developed corridors like this one, it is not unusual to identify data gaps where fieldwork is needed to supplement and ground-truth existing information. Our team of qualified scientists and planners will work with WSDOT to prioritize and schedule fieldwork so that it is performed in a logical and efficient manner.

Technical Analyses and Environmental Document Preparation
Our team includes technical experts in all the relevant disciplines who will provide the appropriate level of analysis of the draft NEPA documents, as determined during scoping. Wherever feasible, we will rely on existing information to streamline the process. To maintain efficiency, we will focus on areas that are identified during scoping as being the most sensitive or having the greatest potential for impact. Below, we discuss several of what we anticipate to be the key technical areas.

An important focus for the natural environment impact assessment in Section 3 will be the crossing of the Nisqually River Delta, which was restored to tidal influence in 2009 and is home to the Billy Frank Jr. Nisqually National Wildlife Refuge. Exhibit 9 shows some of the important features of this area. Improvements to I-5 in this area will require the evaluation of complex interactions between river hydrology, sediment transport, aquatic and intertidal habitat, and the many species that the estuary supports. We will also engage WSDOT, Nisqually Tribe, and other stakeholders on how to address climate change and design assumptions related to sea level rise.

The delta’s ecosystems depend on a delicate balance between sediment transported from upstream and tidal action in Puget Sound. The existing I-5 bridges act as a dam for sediment, while a rising sea level threatens to inundate the newly created intertidal habitat. Replacing the bridges will alter the delta’s geomorphology, allowing more sediment to accrete and potentially offsetting the effects of sea level rise. Understanding the dynamics of the area’s geomorphology will be critical to both project design and impact assessment. Parametrix team members have the expertise to make an independent assessment of sediment transport studies currently underway by U.S. Geological Survey and provide input to WSDOT. Other important ecological topics in the delta area include:

» The effects of project construction and operation on ESA-listed Chinook salmon, which transition from fresh water to saltwater within the estuary, as well as other listed species, such as steelhead.

» Impacts on the many other fish, bird, terrestrial and marine mammal, reptile and amphibian species that inhabit the refuge and nearby waters.

» Potential opportunities to reengage historic channels on either side of I-5 to attenuate flood flows and enhance habitat.

The Parametrix team includes expertise in all the technical areas needed to evaluate these issues, including wetland, wildlife, and fisheries biologists; WSDOT-certified biological assessment (BA) authors; and stream design and restoration experts. As we have on past projects with potential impacts to listed species, such as the Yelm Loop Project, we will complete thorough, science-based evaluations
of potential impacts, risks, and mitigation. Our focus will be to anticipate permitting requirements in order to streamline project implementation. Because the highway has served as a barrier for decades, many of the long-term changes resulting from the project will be environmental betterments, and our analysis will document these positive impacts as well as potential adverse impacts caused by construction.

Another point of focus for the environmental analysis in all three corridor sections will be Section 4(f) of the U.S. Department of Transportation Act, which prohibits using land from parks and recreation areas, wildlife refuges, and historic resources for transportation-related purposes unless there are no feasible and prudent alternatives to doing so. In addition to the natural environment evaluation described above, our analysis will also look at potential impacts to the Nisqually Delta as both a wildlife refuge and a recreational resource. Other 4(f) resources along the corridor include Tumwater Historical Park, Watershed Park, the South Capitol Historic District in Section 1, and I-5 Park and several trails in Section 2. Careful crafting of the purpose and need statement, as described above, will limit the range of potential avoidance alternatives, and close coordination with the design team will allow us to consider potential effects to resources early so that impacts are avoided wherever possible.

Our integrated approach will also provide benefits to WSDOT in terms of timely environmental document delivery. Although NEPA requirements for timelines and document length are still somewhat in flux, there is an expectation that EISs will be completed in approximately 2 years from Notice of Intent. The environmental team will work closely with the design team to establish the timing and level of detail for information needed to support the NEPA analysis. Coordination with the transportation planning team will ensure that modeling results are available to support timely completion of traffic-dependent analyses, such as noise and air quality. We will also closely track other approval processes that must be completed for NEPA to be finalized, such as ESA compliance and Section 106 consultation. Based on our experience with complex projects, we will develop a detailed, critical-path schedule for delivering the NEPA documents that defines key linkages between project components, identifies review cycles and responsibilities, and allows all authors and reviewers to understand what is expected of them. Managing to this detailed schedule will keep the project on track and help WSDOT meet its desired milestones.

Exhibit 9: Overview of Potential Considerations in Section 3 – Nisqually Delta
Tribal Coordination

Tribal governments in the study area will be involved in government-to-government consultation on Section 106 and treaty fishing rights during the NEPA process. One of the measures of project success will be maintaining a positive and enduring relationship with the Nisqually Indian Tribe, which has especially important resource and cultural interests in Section 3. The Tribe will be engaged in a variety of technical areas and review cycles that require the team to be organized and consistent. We will prepare and manage execution of a Tribal Coordination Plan addressing commitments made between WSDOT and the Tribe that meets WSDOT’s Tribal Consultation procedures. This plan will include:

» A description of shared goals and commitments based on the WSDOT’s agreement with the Tribe.
» A project point of contact to support WSDOT during the tribal consultation.
» An integrated schedule of project consultation activities and tribal review cycles.
» Internal and external communication protocols.
» Tracking tools to ensure commitments made to the Tribe are managed and addressed.

Cooperation with the Department of Enterprise Services and the Squaxin Island Tribe on the Capitol Lake – Deschutes Estuary Long-Term Management Project will be a consideration for the Section 1 and 2 analyses. That project has recently approved a preferred alternative that could potentially affect the range of alternatives considered for WSDOT’s project. Our team understands the need to work cooperatively with other improvements in and near the corridor to minimize impacts on the surrounding communities as well as operations in the I-5 corridor.

Public Involvement

Our team brings expertise in managing NEPA public involvement processes, coordination with local jurisdictions and agencies, and inclusive outreach to affected communities. A strong public involvement process always starts with a strong plan. Our plan will reflect the goals and objectives for public involvement for NEPA, including:

» Ensuring the public and stakeholders are fully aware of the project and understand its purpose and need.
» Clearly explaining the NEPA process, including the roles of WSDOT and FHWA, and how decisions are made.
» Providing people with opportunities to offer feedback on the scope of the NEPA analysis and draft environmental documents, and clearly identifying how community input will factor into decision-making.

With these goals in mind, we will craft key messages for use across outreach platforms and mediums, telling a consistent project story with a clear call to participate when needed. Our outreach team specializes in translating complex technical information from transportation projects into plain language, which is especially important when we are asking for substantive input to the NEPA process. Our engagement approach also needs to be inclusive. In addition to digital and online strategies, tactics like local media interviews, voicemail boxes, and print materials help us reach those who lack reliable internet access or prefer offline mediums.

The public meeting—an essential part of the NEPA process—has seen a notable shift to virtual platforms during the pandemic. While online meetings have opened new doors for engagement, every community is different; therefore, a tailored combination of virtual and in-person options is ideal. Our team understands that both types of venue must consider accessibility, including building access, compatibility with screen readers, and in some cases language needs. We are prepared to host both in-person and virtual public meetings and hearings. Bringing people into the process and getting them to these meetings will require a variety of techniques. We know we can effectively reach many people virtually through digital ads, organic social media, emails, and website updates. But because those tactics alone leave some people out, we will also consider tactics like mailings and outreach to community-based organizations that work directly with harder-to-reach audiences.

We also recognize that our stakeholders may use languages other than English. We can provide materials in a variety of languages, including Chinese, Korean, Spanish, and Vietnamese, among others.
The transportation planning effort is essential to defining the project need and objectives for both vehicular and active transportation and for evaluating the performance of alternatives. This section describes the three phases of our team’s approach, including critical milestones and specific activities for each phase.

Phase 1: Project Definition

**CRITICAL MILESTONES**

- Concurrency on project purpose and need
- Defined range of reasonable alternatives
- Development of methods and assumptions

Development of the project definition is the initial step in the planning phase. Building on the purpose and need statement from the PEL study, our integrated team will work with WSDOT to refine the project definition as necessary. We will lead a robust scoping/early coordination process to confirm that the planning information, analyses, and decisions from the PEL can be used in the NEPA process. Using a practical solutions approach, our team will identify a reasonable range of alternatives and develop a tiered screening process consistent with previous efforts from the PEL.

In parallel with the project definition phase, the transportation planning team will develop the draft methods and assumptions document. The benefit of beginning work on this document early is to gain Steering and Technical Support Team concurrence on all the assumptions, methods, metrics, and measures that will be used to outline performance gaps, project concepts, evaluation methods, and ultimately selection of a preferred alternative. The Parametrix team has worked with WSDOT to develop methods and assumptions on multiple transportation projects, and we understand that clearly defining the assumptions, work process, and decision milestones helps keep the project on track and on budget.

**Phase 2: Analysis of Affected Environment**

**CRITICAL MILESTONES**

- Analyze alternatives using a practical solutions approach
- Develop screening criteria for project alternatives
- Reach consensus on preferred alternative(s)

The Parametrix team is poised to quickly baseline the existing conditions and projections for transportation, environmental, and design elements to make sure that there are no gaps in data and to provide a basis for developing alternatives and assessing them consistently. Applying a practical solutions approach, the planning team will work closely with the design team to develop ideas and evaluate and refine alternatives.

Our team will use the models developed for the PEL study as a starting point for alternatives analysis. These include the Emme model for travel demand forecasting, Dynameq for route determination in congested conditions, Synchro for signal timing optimization, and Vissim for corridor operations and measured results. The following is a brief description of the proposed traffic forecasting/analysis process for the EIS.

**Data Collection:** The team will collect available AM and PM peak hour traffic counts from WSDOT, TRPC, and the cities of DuPont, Lacey, and Olympia. Traffic count data will be supplemented, as needed, with new counts. We will also work with TRPC to determine our approach to travel demand for base and forecast year conditions.

**Model Validation/Updates:** The TRPC model will be reviewed and updated if necessary to reflect any land use and roadway network changes that have occurred since the PEL modeling was completed. Previous modeling conducted for the Planning Study was based on a 2040 forecast year. We will work with TRPC to update the forecasts to reflect the appropriate future year for the NEPA analysis.

**Travel Demand Forecasting:** The updated model will be used to forecast traffic volumes for future baseline and build conditions. The travel demand forecasts will be presented to the WSDOT team for review and approval prior to use for operational analysis. The travel demand model updates and forecasting methodology will be summarized in a technical memorandum for review and approval by WSDOT prior to completing operational analysis of future-year scenarios.

**Operational Analysis:** To understand existing and future congestion at choke points, as well as refine alternatives, our team will use a mix of operational models. Synchro models can be used to understand interactions at key intersections and roadway sections. Existing data on traffic volumes and queuing will be used to validate Synchro outputs. Dynameq and Vissim modeling may also be used to model freeway operations at specific locations where potential changes to freeway access points could occur, such as the ramps in the Nisqually Delta. Our team has extensive experience completing operational analyses for environmental documents and Access Revision Reports (ARRs).
**Active Transportation:** Previous planning documents, GIS data, field review, and insights from stakeholder agencies will provide the basis of our understanding of the existing conditions for the active transportation network. We will evaluate the network in terms of both quality and connectivity. First, we will assess the Level of Traffic Stress (LTS) for the network by considering roadway characteristics, speed, and history of crashes. Second, we will assess the completeness of the network in terms of permeability (ability to cross I-5 and other barriers in the natural or built environment in relation to out-of-direction travel for people walking or riding bicycles), gaps in the existing network, and connectivity to destination clusters or multimodal hubs. The results from the network analysis will be used to identify physical gaps in the existing network as well as network segments that are deficient in terms of providing low-stress routes for people riding bicycles. Project prioritization will consider equity, improving multimodal access, livability, and reduction of operating and maintenance costs, as well as other aspects identified during the planning process.

**Phase 3: Preferred Alternative(s) and Documentation**

**CRITICAL MILESTONES**

- Identify potential impacts and mitigation
- Deliver draft EIS and final EIS; receive ROD

As our team supports the NEPA process and public engagement, we will continue to refine the preferred alternative by iteratively balancing the project footprint with traffic operations models to set boundaries for design and describe how acceptable refinements would affect traffic. We will use the agreed-upon metrics and measures to measure impacts and benefits on the transportation system. Alternatives with potential transportation impacts could include those that add new local road connections by giving local travelers alternate route options to I-5 or any changes to existing interchanges (such as relocation of the Exit 114 ramps in the delta). Changes to interchanges may require going through the ARR process. Our team has extensive experience preparing ARRs for WSDOT Olympic Region.

**Team’s Transportation Planning Experience in I-5 Corridor**

- West Olympia Access IJR
- I-5/Tumwater Boulevard Access Study and Design
- I-5/JBLM IJR & Environmental Documentation
- I-5/Lacey Transportation Systems Analysis and Alternatives Evaluation
- I-5/Marvin Road and Martin Way IJR

**CONCEPTUAL DESIGN AND PRELIMINARY ENGINEERING**

Each section of the project has unique conditions that will drive the approach to design. As an early action, our team will gather geotechnical and survey data for key project locations where that data will be needed to help guide decision-making processes. For instance, we know that the Nisqually River bridges are in danger from channel avulsion, so they will need to be replaced with structures that can accommodate the river’s natural migration over time. In-hand survey and geotechnical data in the segment from the Nisqually interchange to the BNSF Railroad tracks will be needed for early conceptual design and constructability considerations, which are imperative for initiating the environmental analysis of the most sensitive portion of the corridor. This detailed site information is not as critical for early decision-making in other areas. In Sections 1 and 2, traffic volumes needed for modeling and analysis will be more critical for driving the early design work.

As design concepts are advanced, there will be regular check-ins with environmental and transportation planning staff to make sure that the design is proceeding in alignment with those other disciplines. During the conceptual design phase, it is essential that we develop the design to the level of detail needed for decision-making and to support the needs of other disciplines, but there is no benefit in going beyond this level of detail. Our team has a record of success in developing conceptual designs that hold up through the environmental process. This is due to early consideration of likely environmental constraints, constructability concerns, impacts to rights-of-way, and project costs.

At the Nisqually River crossing, there is limited space available due to the Nisqually Wildlife Refuge on one side and JBLM property on the other side. It is unknown where the river “wants” to be in the future. As discussed in the Environmental Documentation section, this area is of critical importance to Chinook salmon. We will harness the efforts of the roadway and structural design team, the river geomorphologists,
the geotechnical team, and the constructability specialists with input from the environmental team to produce a conceptual design that gives freedom to the river and flood channels to migrate while providing long-term infrastructure reliability for the I-5 corridor. We saw the effects of a relatively short-term closure of I-5 during the Point Defiance Bypass train derailment in 2017; it would be devastating to have a longer-term closure if scour at the Nisqually bridge were to compromise the structure’s integrity.

Our team is well versed in applying practical design and least-cost solutions. For example, in the I-5 JBLM corridor immediately to the north of this project, we adjusted lane and shoulder widths on I-5 where appropriate to provide additional capacity and maintain safety while minimizing impacts to JBLM military family housing areas and the Garrison Historic District. We are also providing a nonmotorized network parallel to I-5 where possible and are coordinating with local agencies to provide an off-highway, nonmotorized connection for an area where JBLM is not amenable to a path parallel to I-5.

4B. APPROACH TO RESOLVING CONFLICTS

As any project advances through the early planning phase, issues are bound to arise. These issues may be generated by technical challenges, changes in stakeholder staff or expectations, or internal team dynamics. We use a number of techniques to avoid or minimize project issues. Each situation calls for a tailored approach, but there are two fundamental components to resolving project issues: building a relationship of trust with the project team, WSDOT, and stakeholders; and transparent and frequent communication. Our commitment to building trust and to regular, open communication allows the team to identify issues early when they are manageable and to create productive strategies to proactively resolve more complex issues. Our approach to managing specific issues depends on where they originate — within the project team, with the client, or with project stakeholders. Each of these situations is discussed below.

Project Team Issue Resolution

John brings a collaborative and supportive leadership approach to the project and team. This begins with clearly defined roles and communication protocols. When team members understand how they fit within the team and know their responsibilities and due dates for completing key tasks, conflict potential is minimized. This initial team alignment will be accomplished through the work plan process previously described. Issues will be resolved with appropriate team members as soon as they arise.

Our approach through the life of the project includes regular check-in meetings among the project manager, task leaders, and delivery staff. These meetings would include discussion regarding task status, information needed to complete tasks, interrelationships among tasks, discussion, and resolution of challenges faced by team members. Regular communication helps build an environment of trust and collaboration and allows team members to raise concerns and receive input on issues early. Having worked together previously on complex project, such as the I-5 Mounts Road to Thorne Lane Improvements and the West Olympia Access Study, our team has already built a level of trust and collaboration.

Client Issue Resolution

On previous projects with the WSDOT Olympic Region, John has used regular communication to establish an environment of trust that has helped minimize issues between the project team and WSDOT. John’s approach is to set a regular monthly meeting with the WSDOT project manager to discuss the status of key tasks and emerging project challenges. While there is no substitute for in-person interactions, we will modify our approach as needed due to COVID-19, having either virtual meetings or in-person meetings only while following WSDOT policies. Ongoing communication about project issues and change management will also help build a trusting relationship. John led a similar pre-NEPA planning process for the West Olympia Access Study and the Tacoma Dome Link projects. His communication style on both projects included a series of regular team, client, and stakeholder meetings, supplemented by smaller group communications to focus on specific issues. John welcomes ideas on how to improve the efficiency of project delivery from clients and regularly asks how we can improve as a team.

Stakeholder Issue Resolution

The I-5 Tumwater to Mounts Road – NEPA process will involve stakeholders with varied interests. The concerns of the cities of Tumwater or Lacey may be quite different from the concerns of the Nisqually Tribe, JBLM, or the transit agencies that operate in the corridor. To make sure that stakeholders are comfortable openly discussing their concerns, we will hold focused meetings with individual stakeholder groups when needed. These individual meetings will allow the project team to discuss specific project
Our team is organized to be flexible and responsive and to provide all services needed to deliver the project. We have a history of working well as members of a blended team with WSDOT staff. This can be very effective, combining the institutional knowledge of WSDOT staff with our ability to deliver on tight timelines. For this project, we assume that the consultant team will lead most of the technical work with support from WSDOT and other project partners in the following areas:

**Agency and Tribal Coordination:** The Parametrix team will lead the stakeholder coordination by preparing materials and facilitating the meetings. We will work with WSDOT's tribal liaison to determine an approach for tribal coordination.

**Public Outreach and Communication:** WSDOT will lead the community engagement efforts. The Parametrix team will support WSDOT's outreach strategy with materials, graphics, and meeting logistics assistance. We will attend outreach events with WSDOT.

**Transportation Planning:** Our team will lead most of the transportation planning effort with support from TRPC on travel demand forecasting and analysis. We will take the lead in preparing meeting materials and report information.

**Environmental Review:** The Parametrix team will lead the NEPA documentation with support from WSDOT and project stakeholders to provide information, data, and reports relevant to the corridor study. Our team has been involved in several projects in the corridor and brings a strong history of collaborating with WSDOT on the environmental review process.

For both the West Olympia Access Study and the Tacoma Dome Link Extension, John led the alternatives development and evaluation process.

For Tacoma Dome Link Extension, a preferred alternative and additional EIS alternatives were identified by the elected leadership group during the pre-Draft EIS phase.

**Conceptual Design and Preliminary Engineering:** Parametrix will lead the conceptual design and preliminary engineering effort, informed by input from WSDOT and stakeholders.

**APPROACH TO INCLUSION AND MSVWBE PARTICIPATION**

**Meeting WSDOT’s Goals**

Inclusion is a core value for Parametrix. Our leadership understands that our role as a larger, regionally established firm includes a dedication to supporting the success of smaller, marginalized, or excluded firms. We regularly include MSVWBE firms in significant roles on our projects and continue to expand our partnerships in this area.

WSDOT has established a 26 percent voluntary MSVWBE goal for this project. We have included eight MSVWBE team members in meaningful roles on the team and are confident that they will make strong contributions to the success of this project. Our MSVWBE team members are shown in Exhibit 2 on page 3.

These firms were selected for their specific expertise, experience working successfully with Parametrix, and experience working on WSDOT projects. We have integrated them in important roles throughout our core disciplines of environmental, planning, and design. John, Sharese, Alex, and Kirk will include staff from our MSVWBE partners in strategy discussions as well as technical meetings and will encourage them to provide their insights and innovative ideas to make the project better. Parametrix will promote the growth and staff development of our teaming partners throughout the course of the project.