1A. Firms and Expertise

Management Process
WSDOT Megaprograms and each Program—the Puget Sound Gateway Program, I-405 Corridor Program, SR 99 Alaskan Way Viaduct Replacement, and SR 520 Bridge Replacement and HOV Program—are delivering some of the region’s most important transportation infrastructure. Megaprograms operate at a faster pace and with more intensity than smaller projects. To achieve your Megaprograms vision, support existing and future Programs, and be good stewards of your limited time and money, we propose a highly-qualified, diverse METC team who will partner with WSDOT to meet your evolving needs.

As a locally based team, supported by national specialty expertise, we will provide WSDOT with complete access to our key individuals and additional subject matter experts. Our project manager, Tom Horkan, brings the proven ability to assemble right-sized teams who are skilled at efficiently serving as an extension of staff and working within various cultures and systems. Tom is a strong advocate for WSDOT’s values and vision, and is ready to quickly strategize and mobilize a team to implement your objectives.

HDR’s approach to management of this contract has several unique features that are beneficial to WSDOT:

- **Commitment to the Megaprograms’ Model and Supporting the Program Teams.** Our team makeup provides both unique working knowledge and relationships. We commit that all staff assigned to this contract will be co-located when required and will serve all duties and assignments as our first priority.

- **Flexibility.** We bring a scalable approach to nimbly support you. We’ve handpicked managers and technical leads who are skilled at managing teams, tasks, and their own engagement in a multi-project environment. We also have included a deep bench of real estate staff who have demonstrated that they can be relied upon to deliver on schedule.

- **Truly Blended Management and Staff.** We will look for the best possible staff for each position requested, whether from the METC, WSDOT, GECs, or pre-qualified consultants to support the task at hand with a commitment to WSDOT’s values and intent.

ASSIGNMENT DEFINITION
Tom will work directly with WSDOT Megaprogram’s leadership and cross-coordinate with his key management and technical leads to identify and define assignments and expertise throughout the life of the contract. For each task, Tom will assign a dedicated lead to prepare a preliminary scope and budget for review. We also offer Rob Berman as our Resource Manager to serve as primary support to Tom for securing specialty expertise as well as to clarify and follow-up on expectations. This consistency will expedite reviews and approvals, while also empowering each lead to build a team well-suited to meet your needs.

ASSIGNMENT DELIVERY
Task managers will maintain communication and reporting consistent with Megaprogram expectations, including informing Tom of progress and upcoming decisions. Depending on the assignment, our staff may interact directly with Megaprogram’s leadership and Program leadership, staff, and/or consultants to facilitate the information flow, pace, and decisions needed.

With an estimated construction value of more than $50M per month in the coming years, WSDOT’s Programs are advancing at an aggressive rate that requires a flexible pool of resources to fully support WSDOT. HDR’s team is designed to efficiently and strategically provide the resources you need to stay ahead.

THE HDR TEAM’S KEY ADVANTAGES
- Firsthand understanding of challenges faced by Megaprograms gained from working closely with the Megaprograms and Program offices
- A proven history of working collaboratively with WSDOT as a GEC
- The depth and breadth of available local experts to deploy resources quickly and provide flexible staffing to match Program needs
**CONTRACT MONITORING**

Tom will partner with our Leadership Support Manager, Anner Charrier, to monitor progress. Tom and Anner will host focused weekly status meetings, engaging key staff leading assignments. Each will report on activities, progress toward anticipated decisions, areas of need, and areas of completion. Communication with Megaprograms and Program leadership will flow through predetermined channels to facilitate clear decision-making and reporting to WSDOT will be according to formalized protocols on a monthly basis to maintain consistency and clarity. Course corrections will be directed through the chain of reporting. Anner will also support invoicing, subconsultant tracking, and coordination with our Inclusion Support Manager, Regina Glenn of Pacific Communications Consultants.

**Firms on Team and Types of Expertise**

Our goal is to provide WSDOT with the best resources. We’ve selected the firms on our team (listed in Figure 1.1, below) based on our current understanding of your needs.

**Figure 1.1: Firms’ Office Locations, Staff, and Expertise**

<table>
<thead>
<tr>
<th>FIRM</th>
<th>TOTAL STAFF NUMBERS</th>
<th>FIRM EXPERIENCE IN EXPERTISE AREAS (YEARS)</th>
<th>OFFICES: # OF STAFF</th>
</tr>
</thead>
<tbody>
<tr>
<td>HDR</td>
<td>WA/PDX Metro: 691</td>
<td>Funding Strategies (70), Project Delivery (102), Communications (70), Organizational Strategy (30), Project Management (102), Construction Management (102), Environmental Vision (70), Real Estate Services (30), Technical &amp; Management (102)</td>
<td>Bellevue: 218, Seattle: 70, Everett: 23, Gig Harbor: 19, Vancouver: 12, Portland: 210, Pasco: 9, Spokane: 25</td>
</tr>
<tr>
<td>Appraisal Group of the NW</td>
<td>WA/PDX Metro: 6</td>
<td>Real Estate Services (25)</td>
<td>Bellevue: 6</td>
</tr>
<tr>
<td>Axis Environmental (DBE/WBE)</td>
<td>WA/PDX Metro: 1</td>
<td>Project Delivery (23), Organizational Strategy (16), Environmental Vision (16), Technical &amp; Management (23)</td>
<td>Seattle: 1</td>
</tr>
<tr>
<td>CIC Valuation Group (MBE)</td>
<td>WA/PDX Metro: 4</td>
<td>Real Estate Services (27)</td>
<td>Bellevue: 1</td>
</tr>
<tr>
<td>Epic Land Solutions</td>
<td>WA/PDX Metro: 8</td>
<td>Real Estate Services (19)</td>
<td>Spokane: 3, Vancouver: 1, Olympia: 2, Seattle: 2, Portland: 12</td>
</tr>
<tr>
<td>EnvirosIssues (DBE/WBE)</td>
<td>WA/PDX Metro: 111</td>
<td>Communications (29), Project Management (29)</td>
<td>Seattle: 96, Tacoma: 3, Portland: 12</td>
</tr>
<tr>
<td>John R. Njord, LLC</td>
<td>WA/PDX Metro: 0</td>
<td>Project Delivery (5), Project Management (5), Technical &amp; Management (5)</td>
<td>Salt Lake City: 1</td>
</tr>
<tr>
<td>JW Danks &amp; Associates</td>
<td>WA/PDX Metro: 5</td>
<td>Project Delivery (20), Project Management (20), Construction Management (20), Technical &amp; Management (20); Organizational Strategy (20)</td>
<td>Seattle: 5</td>
</tr>
<tr>
<td>LaBonde Land (SBE)</td>
<td>WA/PDX Metro: 5</td>
<td>Real Estate Services (27)</td>
<td>Seattle: 5</td>
</tr>
<tr>
<td>Lingeman Valuation &amp; Consulting (SBE)</td>
<td>WA/PDX Metro: 3</td>
<td>Real Estate Services (8)</td>
<td>Vancouver: 1</td>
</tr>
<tr>
<td>McKee Appraisal</td>
<td>WA/PDX Metro: 23</td>
<td>Real Estate Services (28)</td>
<td>Seattle: 23</td>
</tr>
<tr>
<td>Pacific Communications Consultants (PCC) (DBE/WBE)</td>
<td>WA/PDX Metro: 4</td>
<td>Communications (22) Technical &amp; Management (22)</td>
<td>Bellevue: 4</td>
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<tr>
<td>RES Group Northwest (DBE/MBE/WBE)</td>
<td>WA/PDX Metro: 3</td>
<td>Real Estate Services (7)</td>
<td>Kirkland: 3</td>
</tr>
<tr>
<td>RF Duncan and Associates</td>
<td>WA/PDX Metro: 2</td>
<td>Real Estate Services (31)</td>
<td>Olympia: 2</td>
</tr>
<tr>
<td>R.H. Chan Engineering (DBE/MBE/WBE)</td>
<td>WA/PDX Metro: 12</td>
<td>Project Delivery (6), Project Management (6), Technical &amp; Management (6)</td>
<td>Seattle: 12</td>
</tr>
<tr>
<td>SJ Construction Consulting</td>
<td>WA/PDX Metro: 3</td>
<td>Project Delivery (2), Project Management (2), Construction Management (2), Technical &amp; Management (2)</td>
<td>Tacoma: 2, Bellingham: 1</td>
</tr>
<tr>
<td>Terra Property Analytics</td>
<td>WA/PDX Metro: 2</td>
<td>Real Estate Services (25)</td>
<td>Seattle: 2</td>
</tr>
</tbody>
</table>
The Right Partner to help You Deliver WSDOT's Programs

No Learning Curve
Our team has been working with WSDOT for 45 years. Our unparalleled knowledge includes:
- Direct, co-located experience supporting WSDOT’s Megaprograms group
- Experience representing WSDOT interests as an owner’s representative on major Programs
- National experts in program management from initial project setup to closeout

Right Resources
Our staff brings:
- Proven leadership team with unparalleled relevant experience
- Extensive history of working together providing a seamless project team
- Experienced local bench, with the depth of available resources to provide flexible support to meet anticipated upcoming needs

Proven Ability to Collaborate
Our team brings:
- Strong, trusting relationships with WSDOT, Program consultant teams, and stakeholders
- Proven consensus-building approach as demonstrated by our delivery of major projects in the region
- Staff who are skilled in navigating complex and politically sensitive major programs

Ability to Provide Expertise While Prioritizing Multiple Projects and Maintaining Schedule
We understand the importance of maintaining focus, juggling priorities, and meeting project schedules.

The capacity to accomplish complex work in a strict timeframe requires strong and experienced leaders backed by skilled team members. Our personnel are dedicated to providing sufficient time and effort to make sure you receive a quality product. With this in mind, our team members were carefully selected not only for their expertise, but also for their availability to work on this contract for its duration. Our staff will follow established and time-proven procedures to manage our work. These tools include coordinated reviews of schedules and deliverables across the Programs, critical path schedule management, and six-month look-aheads for resource loading. You can rely on us to successfully deliver this contract, start to finish.

One of the most valuable assets our team brings is our depth and breadth of relevant experience, as shown in Figure 1.2 (below). In addition to our extensive WSDOT resume, we offer the experience, knowledge, and capacity that we’ve built from ramping up for other major assignments like Sound Transit’s Right of Way On-Call. Serving as a co-located extension of staff, HDR has partnered with Sound Transit to deliver more than 150 right of way projects and greatly enhanced collaboration between the design and real estate teams to build consensus and secure lasting decisions.

Through these partnerships, we’ve expedited project development and prevented delays across multiple projects, including implementing new streamlined procedures for title review, early appraisal research investigations, rights of entry negotiations, and early completion of environmental and survey investigations.

Staffing Levels
Also listed in Figure 1.1 (page 2) are our team’s staffing levels by discipline and location. With thousands of people in hundreds of locations, we provide experienced professionals to complement your existing expertise, providing depth when you need it and meeting the unique demands of your Programs.
Team Organization

Shown in Figure 1.3 (below), we have a wide range of experienced staff identified in our organization chart to support WSDOT in achieving your goals. This team was customized to provide the utmost flexibility, allowing WSDOT to readily and immediately engage resources as they are needed. This chart demonstrates that we have the leadership and structure to marshal the wide variety of unique capabilities to support you. To ensure responsiveness to meeting WSDOT’s delivery needs, we can also call upon additional subconsultants or request use of WSDOT’s pre-qualified consultants to supplement the team.

Figure 1.3: Team Organization
By bringing national real estate resources onto the Access Utah County Program, HDR successfully delivered more than 600 parcels across five design-build projects in four years—keeping the project on schedule for construction for the Utah DOT.

1B. Firms’ Office Locations

Nearly all members of our dynamic and integrated team live here and work here. Figure 1.1 (page 2) lists of each team member’s offices within the state of Washington and Greater Portland Metropolitan Area, including the total number of employees within each location and the types of expertise that are available at each location. We recognize the importance of adding value to our local community by solving tough challenges and inspiring positive change. We have been providing services to WSDOT since 1974 and have built solid working relationships with the local, state, and federal agencies. Through our regional offices, we have a strong, local familiarity with a solid and in-depth understanding of the requirements and constraints involved in WSDOT projects.

1C. Firms’ Experience Working Together

HDR has developed strong working relationships with our teaming partners, as demonstrated by Figure 1.4 (right). Tom will apply his in-depth knowledge and that of the management and technical leads on our team to make sure our teams complete our work efficiently and meet your expectations each and every time. In support of your inclusion goals, we have teamed with eight qualified SBE/DBE/MWBE firms, many of whom have long histories working for WSDOT and alongside HDR staff. We are excited to be partnering with LaBonde Land (SBE) and Lingeman Valuation & Consulting (SBE) for the first time on this contract and look forward to cultivating a successful relationships with each so we can continue to build your pool of appraisers able to deliver on complex and tight turnaround appraisal assignments.

<table>
<thead>
<tr>
<th>FIRM</th>
<th>PROJECTS (WITHIN THE LAST 3 YRS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Appraisal Group of the NW</td>
<td>City of Marysville</td>
</tr>
<tr>
<td>Axis Environmental</td>
<td>Sound Transit</td>
</tr>
<tr>
<td>EnviroIssues</td>
<td>WSDOT</td>
</tr>
<tr>
<td>Epic Land Solutions</td>
<td>City of Spokane Valley</td>
</tr>
<tr>
<td>John R. Njord, LLC</td>
<td>WSDOT</td>
</tr>
<tr>
<td>McKee Appraisal</td>
<td>Sound Transit</td>
</tr>
<tr>
<td>Pacific Communications Consultants (PCC)</td>
<td>Sound Transit</td>
</tr>
<tr>
<td>RF Duncan and Associates</td>
<td>Sound Transit</td>
</tr>
<tr>
<td>Terra Property Analytics</td>
<td>WSDOT</td>
</tr>
<tr>
<td>Valbridge Property Advisors (Bruce C. Allen &amp; Associates)</td>
<td>Sound Transit</td>
</tr>
</tbody>
</table>

Certified UDBE/DBE/WBE/MBE/VBE/SBE Firm
1D. Key Staff Availability

HDR has a history of successfully mobilizing and demobilizing staff and resources quickly and efficiently. Combined, HDR and our partners have more than 900 staff in the Puget Sound region and more than 10,000 staff nationwide. Figure 1.5 (below) outlines availability for key staff. The availability of our additional technical and management resources is described in Figure 1.6 (right). We are committed to appropriately staffing WSDOT’s upcoming Megaprograms needs.

Figure 1.5: Key Staff Availability

<table>
<thead>
<tr>
<th>NAME, ROLE</th>
<th>AVAILABILITY (HRS/MO)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tom Horkan, Project Manager/Procurement/Claims/DRB</td>
<td>120 120 160</td>
</tr>
<tr>
<td>Heather Catron, Organization Development/Alignment Manager</td>
<td>80 80 80</td>
</tr>
<tr>
<td>Amy Grotefendt, Partnering/Facilitation/Stakeholder Engagement Manager</td>
<td>80 80 80</td>
</tr>
<tr>
<td>Anner Charrier, Leadership Support Manager</td>
<td>160 160 160</td>
</tr>
<tr>
<td>Regina Glenn, Inclusion Support Manager</td>
<td>80 80 80</td>
</tr>
<tr>
<td>Neil Richards, Construction Management Lead</td>
<td>80 160 160</td>
</tr>
<tr>
<td>Amy Turner, Program Communications Lead</td>
<td>80 120 120</td>
</tr>
<tr>
<td>Jim Prossick, Real Estate Services Coordination Manager</td>
<td>120 120 140</td>
</tr>
<tr>
<td>David Gitlin, Technical Writing Lead/Publications Lead/Communications Support</td>
<td>80 80 80</td>
</tr>
<tr>
<td>Nicole Schmidt, Graphics Lead</td>
<td>120 120 120</td>
</tr>
<tr>
<td>Teresa Weaver, Acquisition Manager</td>
<td>100 125 160</td>
</tr>
<tr>
<td>Brad Thomas, Relocation Manager</td>
<td>90 120 120</td>
</tr>
<tr>
<td>Keri Dupey, Title Manager</td>
<td>80 110 160</td>
</tr>
<tr>
<td>Charles Wells, Appraisal/Appraiser Review Manager</td>
<td>90 100 120</td>
</tr>
<tr>
<td>Janae Barbeau, Property Management Lead</td>
<td>100 100 100</td>
</tr>
</tbody>
</table>

Figure 1.6: Additional Staff Availability

<table>
<thead>
<tr>
<th>NAME, ROLE</th>
<th>AVAILABILITY (HRS/MO)</th>
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</thead>
<tbody>
<tr>
<td>Robert Acevedo, Traffic</td>
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<tr>
<td>Eric Anders, Construction Traffic Management</td>
<td>80 120 120</td>
</tr>
<tr>
<td>John Arney, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
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<tr>
<td>Rob Berman, Resource Manager/Long Range Planning/System Integration</td>
<td>100 120 120</td>
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<tr>
<td>Dano Bonifacio, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Paul Boll, Structure</td>
<td>40 40 40</td>
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<tr>
<td>Steve Brown, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Krista Chambers, Acquisition</td>
<td>90 90 90</td>
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<tr>
<td>Joe Chase, Resident Engineering</td>
<td>160 160 160</td>
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<tr>
<td>Sherri Clark, Title Specialist</td>
<td>70 70 160</td>
</tr>
<tr>
<td>Keith Dang, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
</tr>
<tr>
<td>Jon Danks, Change Order Manager</td>
<td>100 100 100</td>
</tr>
<tr>
<td>Sonja Davis, Acquisition</td>
<td>110 125 160</td>
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<tr>
<td>Karen Doherty, Principal</td>
<td>20 20 20</td>
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<tr>
<td>Rich Duncan, Appraisal/Appraiser Review</td>
<td>80 80 180</td>
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<tr>
<td>Greg Frost, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Erik Golub, Cost Estimating</td>
<td>100 120 120</td>
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<tr>
<td>Kristina Guzman, Relocation</td>
<td>80 80 180</td>
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<tr>
<td>Suryata Halim, Highway/Removal</td>
<td>40 80 100</td>
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<tr>
<td>Mistie Hammer, Environmental Compliance</td>
<td>160 160 160</td>
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<tr>
<td>Ron Hanson, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Taylor Harper, Resident Engineering</td>
<td>160 160 160</td>
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<tr>
<td>Becky Hart, Document Control</td>
<td>160 160 160</td>
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<tr>
<td>Andrew Hentges, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Dan Leland, Title Specialist</td>
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<tr>
<td>Jim Lingeman, Appraisal/Appraiser Review</td>
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<tr>
<td>Robert Mahaffey, Resident Engineering</td>
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<tr>
<td>Scott Matetich, Acquisition</td>
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<tr>
<td>Richard McGee, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
</tr>
<tr>
<td>Bates McKee, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
</tr>
<tr>
<td>John McPherson, NEPA/SEPA</td>
<td>40 40 40</td>
</tr>
<tr>
<td>John Njord, Partnering/Facilitation/Workshops</td>
<td>24 24 24</td>
</tr>
<tr>
<td>Kathryn O'Brien, Utility/Rail Transit Agreements</td>
<td>30 30 30</td>
</tr>
<tr>
<td>Steve Price, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
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<tr>
<td>James Richards, Constructability Review</td>
<td>60 60 160</td>
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<tr>
<td>Andy Roderick, Property Management</td>
<td>40 100 140</td>
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<tr>
<td>Darin Shedd, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
</tr>
<tr>
<td>Ken Smith, Program Delivery Strategy</td>
<td>120 120 120</td>
</tr>
<tr>
<td>Rebecca Stenzel, Appraisal/Appraiser Review</td>
<td>90 90 90</td>
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<tr>
<td>Pat Thayer, Relocation</td>
<td>80 100 140</td>
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<tr>
<td>Greg Thiemens, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Adam Tuff, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Nick Utrey, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>Dan Varner, Inspection</td>
<td>160 160 160</td>
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<tr>
<td>John Villager, Quality Management</td>
<td>80 80 80</td>
</tr>
<tr>
<td>Sasha Visconti, Environmental Strategy/ESA/Tribal/Permitting/Local, State, and Federal Agreements</td>
<td>80 100 120</td>
</tr>
<tr>
<td>Chris Williges, Funding Strategies</td>
<td>40 40 40</td>
</tr>
</tbody>
</table>

Legend:
1. EnviroIssues (DBE/WBE)
2. Pacific Communications Consultants (PCC) (DBE/MBE/WBE)
3. JW Danks & Associates
4. SJ Construction Consulting
5. John R. Njord, LLC
6. RES Group NW (DBE/MBE/WBE)
7. LaBonde Land (SBE)
8. RF Duncan and Associates
9. Epic Land Solutions
10. CIC Valuation Group (MBE)
11. Variprity Property Advisors (Bruce C. Allen & Associates, Inc.)
12. Terra Property Analytics
13. Appraisal Group of the NW
14. McKee Appraisal
15. Lingeman Valuation & Consulting (SBE)
16. Axis Environmental (DBE/WBE)
17. R.H. Chen Engineering (RHC) (DBE/MBE/WBE)
1E. Firms’ Relevant Projects

Shown below in Figure 1.7 and on page 8 are three of HDR’s recent examples of projects that represent successful partnerships with our clients—reaching performance goals and delivering within the required schedule. Additionally, Figure 1.8 (on page 8) shows several more examples of our teaming partners’ recent, relevant experience that we will leverage to deliver your goals.

Figure 1.7: HDR’s Featured Relevant Experience

**01 SR 520 GEC**

**WSDOT | 2006–PRESENT**

The $4.5B SR 520 Program is a complex portfolio of projects that involves replacing a 12.8-mile area that includes an aging floating bridge, new continuous HOV lanes, wider shoulders throughout the corridor, and numerous other improvements. As Program GEC, HDR has provided long-term program management, including environmental and planning management, stakeholder involvement, government relations and tribal coordination, regulatory agency coordination, risk management, financial planning, project design, preparation of design-build procurement documents and design oversight of three simultaneous design-build projects, real estate services, and construction management services.

Since initial Program startup, HDR has provided a flexible team that adapted to the project as it evolved over the last 13 years. We’ve acted as a representative of WSDOT in strategy development, design oversight, negotiation, and staff augmentation. As part of this contract, HDR developed a proactive program-wide risk management process that allowed WSDOT to retire $250M from the Program contingency, applying it toward a previously unfunded portion of the Program.

**VALUE DELIVERED**

» Comprehensive program management services, using a fully integrated, co-located team
» Managed three simultaneous design-build contracts, including managed lanes
» Proactive risk management freed $250M in contingency funds for use

**FIRMS (TOTAL FEE)**

HDR ($120.9M)
EnviroIssues ($21.5M)
Axis Environmental ($375K)
JW Danks ($4.1M)
R.H. Chen Engineering ($1.9M)
PCC ($240K)
SJ Construction Consulting ($5.5K)

**KEY STAFF IN COMMON**

Tom Horkan (HDR)
Heather Catron (HDR)
Anner Charrier (HDR)
Jim Prossick (HDR)
Teresa Weaver (HDR)
Keri Dupey (HDR)
Rob Berman (HDR)
Ken Smith (HDR)
Amy Grotefendt (EnviroIssues)
Regina Glenn (PCC)
Sasha Visconty (Axis Environmental)
Jon Danks (JW Danks)
Suryata Halim (R.H. Chen Engineering)
Erik Golub (SJ Construction Consulting)

**02 I-405 GEC**

**WSDOT | 2002–PRESENT**

HDR is one of the primary consultants leading a team that is providing GEC services with WSDOT to deliver transportation improvements to the I-405 corridor. The integrated WSDOT/GEC team has developed strategies for delivery of improvements to the 33-mile corridor, including program management, environmental clearance, and contracting and delivery strategy. HDR staff have participated in all activities of the GEC, from project initiation and team development, to leading the engineering effort for two of the four segments, developing environmental clearance documents for two major projects, planning and implementing the overall QA/QC program, and developing design-build procurement documents.

A key aspect of the setup phase was planning for multiple funding scenarios, including breaking out phases for early implementation, bundling projects for efficiencies, and developing and implementing innovative environmental strategies.

HDR is also providing an integrated, full-service real estate team to meet the complex demands of design-build projects, while also maintaining consistent WSDOT procedures and Uniform Act regulations. We have supported 60 high-impact residential and commercial acquisitions and relocations as part of a seven-phase project that includes the Quendall Terminals superfund site and a Denny’s restaurant.

**VALUE DELIVERED**

» Developed program-wide environmental policies that allowed for a consistent approach on a variety of projects
» Delivered five design-build procurement packages that leveraged the advantages of design-build while protecting WSDOT’s interests
» Accelerated right of way acquisition to meet aggressive delivery schedules

**FIRMS (TOTAL FEE)**

HDR ($52.1M)
John R. Njord, LLC ($5.8K)
CIC Valuation ($576K)
Terra Property Analytics ($120K)

**KEY STAFF IN COMMON**

Jim Prossick (HDR)
Janae Barbeau (HDR)
Brad Thomas (HDR)
Teresa Weaver (HDR)
Keri Dupey (HDR)
Sherri Clark (HDR)
Dan Leland (HDR)
John Njord (John R. Njord, LLC)
Darin Sheddi (CIC)
Steve Price (Terra Property Analytics)
03  SOUTH MOUNTAIN FREEWAY GEC
ADOT | 2015–PRESENT

On track to complete construction and open to the public later this year, this $1.88 billion project is the first highway project procured under Arizona’s public-private-partnership statute and ADOT’s first design-build-maintain project. As the GEC, HDR is providing program management for the project, with several staff co-located in an integrated project office. Led by Ken Smith, HDR’s staff have been critical to the overall program strategy, including selection of the delivery method. Once the delivery method was selected, HDR supported ADOT in procurement by introducing tools to leverage performance-based specifications to encourage innovations. During construction, Neil Richards has managed construction oversight and staff resources. As construction currently nears completion, Neil’s role is winding down this summer.

SUBCONSULTANTS’ ADDITIONAL EXPERIENCE

<table>
<thead>
<tr>
<th>FIRM</th>
<th>PROJECT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Axis Environmental</td>
<td>WSDOT</td>
</tr>
<tr>
<td>Appraisal Group of the NW</td>
<td>City of Lynnwood, WA</td>
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<tr>
<td>CIC Valuation Group</td>
<td>Sound Transit</td>
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<tr>
<td>Epic Land Solutions</td>
<td>Spokane Transit Authority</td>
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<tr>
<td>EnviroIssues</td>
<td>WSDOT</td>
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<tr>
<td>John R. Njord, LLC</td>
<td>Oak Hills Constructors/UDOT</td>
</tr>
<tr>
<td>JW Danks &amp; Associates</td>
<td>WSDOT</td>
</tr>
<tr>
<td>LaBonde Land</td>
<td>King County</td>
</tr>
<tr>
<td>Lingeman Valuation &amp; Consulting</td>
<td>City of Covington</td>
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<tr>
<td>McKee Appraisal</td>
<td>WSDOT</td>
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<tr>
<td>Pacific Communications Consultants (PCC)</td>
<td>Washington State Convention Center</td>
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<tr>
<td>RES Group NW</td>
<td>City of Everson, WA</td>
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<td>RHC Engineering</td>
<td>WSDOT</td>
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<td>RF Duncan and Associates</td>
<td>WSDOT</td>
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<tr>
<td>SJ Construction Consulting</td>
<td>LA Metro</td>
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<tr>
<td>Terra Property Analytics</td>
<td>WSDOT</td>
</tr>
<tr>
<td>Valbridge Property Advisors (Bruce C. Allen &amp; Associates, Inc.)</td>
<td>WSDOT</td>
</tr>
</tbody>
</table>
2A. Recent Experience

Tom Horkan has worked with WSDOT leadership for the last two decades, managing some of your largest projects, including recent work supporting the Megaprograms office. Tom has held key leadership roles on six major transportation programs, ranging in size from $800M to $4.5B. His program management skills include handling broad responsibilities for projects from conception to operation. The projects featured in Figure 2.1 (below and on the following page) demonstrate his exceptional qualifications to lead our METC team.

Figure 2.1: Tom Brings Extensive Project Management Experience on Complex Corridor Programs

<table>
<thead>
<tr>
<th>PROJECT/ROLE</th>
<th>HIGHLIGHTS</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>WSDOT, 520 GEC</strong></td>
<td><strong>Strategy:</strong> Managed the delivery strategy for the $450M Montlake Phase, in coordination with WSDOT HQ and SR 520 staff, using Project Delivery Method Selection Guidance for the first time. Engaged the SR 520 administrator and leadership, HQ construction, and project team in a workshop to analyze delivery options for Montlake and the remainder of the program west of Lake Washington. <strong>Priorities/Issues/Change:</strong> Served as the Director of Construction while three major design-builds were underway. Prioritized and resolved issues, as well as managed risk and contingencies daily. Developed a detailed reporting structure to allow program executive management to have a consistent approach to identifying issues early, implementing resolution strategies, accounting for project interfaces, and enhancing accountability of the project teams. Instilled a maximum exposure risk management strategy based on early identification of issues and forecasting potential impacts to allow management to prepare for budget discussions with WSDOT executive management, OFM, and the state legislature and plan appropriately for contingencies and risk exposure. <strong>Responsiveness:</strong> Planned for and identified additional staffing, responding quickly to fill vacancies and providing immediate support for WSDOT’s emergent needs. Mobilized GEC resources to respond to the unexpected cracking of WSDOT pontoons, including identifying new expert analysis staff to support resolution of the problem. Provided immediate on-site oversight, personally traveling to Aberdeen to support the Pontoon team in stabilizing management, assessing staffing needs, and managing change. Quickly mobilized staff to support the SR 520 Eastside Transit and HOV Program during similar management changes. Engaged HQ Construction early in critical issues with the design-build contractor to facilitate delivery and completion of the work.</td>
</tr>
</tbody>
</table>

Tom’s strategic support on this complex and highly visible program was critical to development of delivery strategies. He also helped to promote consistency and accountability across multiple projects and teams.
Sound Transit, University Link Extension

Deputy Program Manager (2009-2010): Mobilized the construction management team; built staffing plan; served as the Joint Venture member project manager; led the development of delivery strategies; and managed construction efforts, change requests, and claims.

Tom brought a keen focus on risk management to his role on this complex project featuring technical tunnel work and challenging coordination issues associated with completing work at Husky Stadium.

Strategy: Managed with Sound Transit procurement staff and the Federal PMO staff. Developed a strategy for procurement to advance early demolition and site work to reduce risk of unforeseen conditions on the larger tunnel contracts. Worked directly with Sound Transit to develop a strategy for station construction that resulted in their first procurements for GCCM, including negotiated contract MACC price. Worked closely with all Sound Transit executive management, legal counsel, procurement, right of way, engineering, and construction since all entities were impacted and had input into decision and strategy.

Priorities/Issues/Change: Verified the team understood the special site restrictions, working closely with Sound Transit staff and the CM consulting team. Re-negotiated restrictions to reduce overall risk for Sound Transit and University of Washington and improve schedule certainty, which was of significant importance given the Husky Stadium events and the impending Husky Stadium renovation. Developed early work packages for site demolition and utility relocation, managing extensive differing site conditions and University-requested changes with minimal cost and no impacts to the tunnel contractor by prioritizing issues based on risk, resolving with the parties preconceived risk assessments, and directly planning for and managing contingencies for unknown site conditions and third-party-directed changes.

Responsiveness: Managed staffing and communications across multiple interfaces required in the nine separate prime contracts. Prevented issues of potential interference and maintained the tight schedule between the contracts. Worked with Sound Transit to develop a program management staffing strategy where he would quickly deploy a construction administration team to resolve potential large change issues on individual projects for cost or time with the contractor management. This allowed project teams to continue to work day-to-day on project issues and progress while the larger issues were resolved much more quickly at management levels.

WSDOT/UIW, Tacoma Narrows Bridge

Project Manager (1996-2002): Managed the P3; funding strategy; DEIS, FEIS, and ROD; right of way; conceptual engineering; VE; DBOM contracting; permitting; public involvement; and tolling.

As WSDOT's first P3 and the first megaproject design-build, this project benefitted from Tom's expert understanding of alternative delivery.

Strategy: Led the delivery strategy, including working with WSDOT on the creation of a customized design-build set of contract documents and leading the negotiations of the fixed price contract representing the private partner with WSDOT deeply involved in negotiations and ultimately approving the price. Worked closely with WSDOT Olympic Region, HQ Construction, the Bridge division, and the Secretary's office throughout the project.

Priorities/Issues/Change: Prioritized daily work and issued resolutions, including those associated with the seven-county advisory vote that occurred during the course of the project development that required prioritizing legislative issues, public education, and interest along with assuring all planning and engineering development moved forward to maintain project schedule to meet legislatively set requirements for the advisory vote. Led twice daily check-ins for a period of months with WSDOT management to reset priorities; respond to the media, legislative inquires, and general public requests; and confirm that information delivered was accurate, factual, and unbiased.

Responsiveness: Proactively managed all project delivery activities, including NEPA and SEPA clearance, preliminary engineering, permitting, public outreach, design-build contract negotiations, and project financing for the public-private partnership. Utilized performance requirements for permitting and design-build contracting, resulting in WSDOT staying on track and successfully shifting risk to the design-builder.
2B. Familiarity with Relevant State and Federal Regulations and Procedures

Tom’s 34 years of experience has involved almost every aspect of project delivery, giving him an extensive knowledge of relevant local, state, and federal regulations and procedures, including NEPA/SEPA; FHWA requirements; and WSDOT criteria and standards for roadway, roadside safety, bridge, geotechnical, drainage, and traffic, to name a few.

Tom is well-versed in applying relevant manuals and standards in the planning, design, and construction phases, particularly those shown in Figure 2.2 (below), which we have identified as some of the most important standards to the success of the METC. He is also familiar with public and franchise utility requirements, as well as rail and transit regulations. Tom’s understanding stems from having served on numerous multi-billion-dollar WSDOT programs, and as Riverside County Transportation Commission’s Program Manager for $2B in highway and transit projects, Director of Design and Construction for the $2B Seattle Monorail DBOM, and Deputy Program Manager for Sound Transit’s $1.6B University Link Extension.

Tom applies his knowledge of local, state, and federal regulations and procedures to think outside the box in how to deliver major infrastructure programs. He has leveraged this knowledge to arrange federal, state, local, and innovative private financing, including managing public/private partnerships, interfacing with state legislative direction on toll authorization, inclusion of legislative budget provisos, interpreting legislative intent, and collaborating prior to and during the legislative sessions. Having been an active participant in procurement standards development, CRA, VE, CRA/VE, CEVP, claims management, dispute review boards, and change management, Tom understands the unique challenges facing WSDOT’s Megaprograms office and is skilled at looking for how to appropriately apply consistent standards across the Programs.

Figure 2.2: Tom’s Experience and Familiarity with Relevant State and Federal Regulations and Procedures on His Past Projects

<table>
<thead>
<tr>
<th>Relevant Regulations/Procedures</th>
<th>WSDOT, SR 520 GEC</th>
<th>WSDOT, SR 167 Extension GEC</th>
<th>WSDOT/UIW, Tacoma Narrows Bridge</th>
</tr>
</thead>
<tbody>
<tr>
<td>WSDOT Design-Build Guidelines</td>
<td>●</td>
<td>●</td>
<td>●</td>
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<tr>
<td>WSDOT Design Manual (including Practical Design)</td>
<td>●</td>
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<tr>
<td>WSDOT Standard Plans</td>
<td>●</td>
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<tr>
<td>WSDOT Plans Preparation Manual</td>
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<tr>
<td>WSDOT Standard Specifications</td>
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<tr>
<td>WSDOT Construction Manual</td>
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<tr>
<td>WSDOT Right of Way Manual</td>
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<td>WSDOT Materials Manual</td>
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<td>WSDOT Traffic Manual</td>
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<td>WSDOT Highway Runoff Manual</td>
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<td>WSDOT Environmental Manual</td>
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<tr>
<td>Washington State Alternative Public Works Contracting (RCW Ch 39.10)</td>
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<tr>
<td>SEPA Process</td>
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<tr>
<td>AASHTO Geometric Design of Highways/ Streets “Green Book”</td>
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<td>●</td>
<td>●</td>
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<tr>
<td>FHWA Manual of Uniform Traffic Control Devices</td>
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<td>●</td>
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<tr>
<td>FHWA Project Management Plans</td>
<td>●</td>
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<tr>
<td>FHWA Financial Plans</td>
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<tr>
<td>AASHTO Highway Safety Manual</td>
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<tr>
<td>NEPA Process</td>
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</table>
2C. Proven Ability to Manage

Having delivered highly complex transportation projects in the Puget Sound area, Tom thoroughly understands how to organize, develop, and manage flexible delivery teams. His diverse experience and proven ability to move major programs forward will propel our high-performing team to meet your goals, as shown in Figure 2.3 (below).

**Figure 2.3: Tom’s Examples of Successful Project Management**

<table>
<thead>
<tr>
<th>WSDOT, SR 520 GEC</th>
<th>Sound Transit, University Link Extension</th>
<th>WSDOT, SR 167 Extension GEC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Schedule</strong></td>
<td>Tom worked across projects within the Program to make sure work stayed on schedule, including establishing a new cost, schedule, and progress reporting system; developing a strategy to address ongoing programs; and working with WSDOT on negotiating settlements to resolve issues and <strong>keep construction moving</strong>.</td>
<td>Tom used an in-depth, milestone-based construction schedule, enabling the University of Washington, Sound Transit, and contractors to track critical deadlines that tied to the master schedule and communicated how individual responsibilities fit into the overall delivery of the program, <strong>preventing delays and confusion</strong>.</td>
</tr>
<tr>
<td><strong>Scope</strong></td>
<td>Tom supported WSDOT with a flexible scope to address needs as they arose. He applied experience in a <strong>wide range of delivery phases</strong> to lead the SR 520 team through delivery method selection for $2B of program work. Tom also supported procurement for the Montlake Interchange Phase and bid package preparation for the West Approach Bridge North project.</td>
<td>Tom worked closely with Sound Transit to clearly define the scope and roles for the construction team and then quickly mobilized a skilled CM consulting team for this $1.6B light rail extension. To assure <strong>consistency</strong> and sharing of best practices across segments, Tom served on the program management team managing the individual resident engineering teams.</td>
</tr>
<tr>
<td><strong>Budget</strong></td>
<td>Tom provided management support for <strong>enforcement of contract terms</strong> for the Pontoon Construction, Eastside Transit and HOV, Floating Bridge and Landings, and West Approach Bridge North projects. He also supported WSDOT in DRBs to assist in the resolution of disputes.</td>
<td>Tom revised the packaging and schedule interactions to <strong>reduce risk and maintain budget</strong>, including GCCM construction of the $100M University of Washington Station and $110M Capitol Hill Station to allow contractor input into complex station construction, while adhering to agency control over design and budget.</td>
</tr>
<tr>
<td><strong>Change</strong></td>
<td>Tom provided experience in dealing with project difficulties and working with major contractors to reach reasonable <strong>resolution</strong> of change orders. He also continued to provide leadership for continued implementation of new projects on the corridor.</td>
<td>Tom temporarily filled the role of the agency’s construction manager, revised Sound Transit’s Division 1 specifications, and oversaw change management, claims, and dispute resolution. His ability to act as an <strong>extension of staff</strong> kept this important program moving forward.</td>
</tr>
</tbody>
</table>

2D. Professional Licenses/Accreditations

3. Management Services

Roles and Responsibilities
Our core management team will partner with WSDOT Megaprograms leadership to optimize efficient delivery and consistency of WSDOT's Megaprograms and Programs. Our four key management team members—Tom Horkan, Amy Grotefendt, Anner Charrier, and Heather Catron—have all worked together before on WSDOT projects, bringing a well-oiled delivery system built on established relationships. Additionally, each is a leader in GEC and program management contracts, locally, regionally, and nationally. Together, they have represented owners on many of the nation's largest and most successful transportation megaprograms.

Figure 3.1 (right) summarizes our key staff’s responsibilities based on your current needs. We are supported by a deep bench of program management experts. For example, we have included Rob Berman in the role of Resource Manager and Long-Range Planning/System Integration Lead because he has deep roots in Megaprograms, including technical expertise in agency outreach and long-range planning/system integration. As the Board President of Transportation Choices Coalition and an active member of both PSRC’s Transportation Policy Board and WSDOT’s I-5 System Partnership, Rob is working at the forefront of regional transportation issues.

Management Approach and Expertise
HDR offers WSDOT Megaprograms managers and technical staff with long and successful resumes in DOT program management leadership. All of our key management staff are well known by WSDOT Megaprograms and Programs for exemplary service within their area of expertise. Each will perform as an integrated member of Megaprograms, leading by example, and offering advice in the best interest of WSDOT’s values and goals.

At the forefront of our management team is Tom Horkan, a strong leader with a proven track record of representing and supporting public agencies in delivering major infrastructure programs. As HDR's
project manager, Tom will apply his extensive experience developing and overseeing major WSDOT corridor policies and procedures to help WSDOT fully leverage the Megaprograms METC to the benefit of the four Programs.

Tom brings forward a breadth of experience managing multi-billion-dollar programs from project conception through construction to support the implementation of WSDOT’s vision, ensure consistency, and proactively manage delivery. He is a proven leader in establishing co-located Program offices and motivating teams on delivery of multifaceted transportation infrastructure from highways, bridges, and rail. He knows WSDOT’s expectations are high, and he will apply his broad range of experience in managing funding, environmental clearance and permitting, preliminary and final design, and traditional and alternative delivery in construction to assist WSDOT in meeting and exceeding those expectations.

TOM’S PROJECT EXAMPLES

Sound Transit | University Link | 2008-2010 | Deputy Program Manager.

- **PMP:** Oversaw updating the FTA PMP for the construction program and worked directly with Sound Transit procurement staff, as well as the Federal PMO, contractor, and RE teams.
- **Priorities/Issues/Change:** Proactively managed change related to the University of Washington’s evolving needs, keeping Husky Stadium tunnel and station work on schedule.
- **Resource Management:** Quickly mobilized team of 40 construction staff working across eight different contract packages.

WSDOT | SR 167 GEC | 2006-2008 | GEC Project Manager.

- **PMP:** Evaluated funding, risks, stakeholder requirements, and phasing considerations and carefully documented assumptions to set clear expectations in a project plan.
- **Priorities/Issues/Change:** Set a clear focus on items that could significantly reduce costs and risks, such as reducing complex structures and right of way.
- **Resource Management:** Helped mobilize the project office, managing a consulting team to complement WSDOT resources.

More information about each of Tom’s projects and how he advances projects efficiently, addresses priorities, resolves issues, manages risks, and nimbly provides resources can be found in Criteria 2 (pages 9-12).

In the following resumes, we describe the management approach and provide several recent examples for our three other key management team members: Amy Grotefendt, Anner Charrier, and Heather Catron. Working closely with Tom, this combination of leadership will allow our management team to focus their efforts on the best use of their expertise. For example, Anner will be integral to supporting contract management, including invoicing and tracking subconsultants.

In addition to these three staff, Rob Berman will play an important role on our management team by strategically bringing in resources and resolving urgent issues. Each of our technical task leads, Neil Richards (Construction Management), Amy Turner (Program Communications), and Jim Prossick (Real Estate Project Coordination), are also skilled at managing tasks related to their disciplines, as demonstrated by their experience showcased in Criteria 4 and 5 (pages 19-30).
Amy Grotefendt
Partnering/Facilitation/Stakeholder Engagement Manager

Management Approach: Amy’s expertise will enable her to develop strategic approaches to partnering within WSDOT, with elected officials, and with local and state agencies to facilitate Program delivery. She regularly facilitates groups to resolve complex issues; coordinates communications and outreach between multiple agencies; and works with local, state, and federal agencies to successfully implement projects and decisions. Amy will apply her understanding of the region’s industry and political landscape to help WSDOT achieve its goals with effective Megaprogram support.

RELEVANT EXPERIENCE

WSDOT | Alaskan Way Viaduct | 2001-Present | Strategic Communications Advisor: Provides government relations, strategic communications, crisis communications, and the development of strategic outreach plans.
- **PMP:** Serves on the program management team to track the progress of individual project milestones and identify issues that need direction from agency leadership and/or coordination with partner agencies.
- **Priorities/Issues/Change:** Facilitates development of interagency agreements for demolition of the viaduct and decommissioning of the Battery Street Tunnel in order to meet design-build contract schedule.
- **Resource Management:** Assists WSDOT with identifying when additional resources are needed to meet project milestones or respond to an emerging issue and helps secure those resources.

WSDOT | SR 520 | 2005-Present | Strategic Communications Manager:
Provides strategic communications support, including government relations support, to aid decision-making that moves the project forward.
- **PMP:** Reviews program schedule to proactively communicate and minimize conflicts between major external and internal milestones.
- **Priorities/Issues/Change:** Provides strategic advice to advance design of the direct connection ramp between SR 520 and I-5 to Mercer Street.
- **Resource Management:** Advises communications team on team structure, roles, and responsibilities as the project evolves.

WSDOT/ODOT | Columbia River Crossing | 2006-2013 | Strategic Communications Manager:
Provided strategic advice to client agencies, including communications with the legislative oversight committee, and communications in support of critical permitting milestones.
- **PMP:** Advised WSDOT on communication strategies for meeting legislatively set milestones while also meeting Program milestones.
- **Priorities/Issues/Change:** Responded to new legislative expectations by developing strategies to meet communication requirements.
- **Resource Management:** Advised WSDOT on gaps in government relations skills and expertise on the program team and worked to secure additional resources, which helped the program respond to legislative inquiries and coordinate with the Governor’s Office.
Anner Charrier
Leadership Support Manager

Management Approach: Anner specializes in leadership and high-level management support for WSDOT’s multi-billion-dollar programs. She focuses on facilitating efficient and productive coordination across Programs and making the highest and best use of WSDOT leadership and Megaprograms staff’s valuable time. One of the best indicators of her adept ability to perform this role is the successful framework that she has helped establish over the past year for the Megaprograms office.

RELEVANT EXPERIENCE

WSDOT | Megaprograms | 2018-Present | Project Manager: Directly supports the WSDOT Deputy Assistant Secretary of Megaprograms in providing oversight across all four Programs, serving as a trusted partner in resolving complex challenges and delivering successful results.
• PMP: Works closely with the Deputy Assistant Secretary and Program teams to manage sensitive staffing transitions, provide strategic planning, legislative coordination, and facilitate program reporting and coordination. Tasks have included developing and implementing several process improvements to facilitate delivery of Program PMP work over the past year, such as improving consistency and efficiency in progress reporting, helping to establish a uniform diversity and inclusion plan, and reinventing meetings to be more responsive to each Program’s needs and a more efficient use of staff time.
• Priorities/Issues/Change: Makes sure Program changes and challenges are well communicated and that accountability for needed actions is clearly assigned. For example, when the Alaskan Way Viaduct closure date was officially scheduled for early 2019, Anner worked with WSDOT leadership to develop a weekly readiness meeting to communicate the status of critical issues and identify risks that needed to be elevated to leadership.
• Resource Management: Facilitates quick access to resources, supports staff retention, and assists with transition planning, communications, and process implementation.

WSDOT | SR 520 GEC | 2006-2014 | Senior Project Administrator: Worked closely with HDR and WSDOT leadership to provide project management support, resource planning, and contract/budget negotiation.
• PMP: Developed program budget tracking tools for internal reporting requirements. Led 18 team members from four firms in three offices.
• Priorities/Issues/Change: Worked closely with leadership to strategically develop and retain staff through periods of transition to maintain WSDOT’s access to qualified resources.
• Resource Management: Hired, trained, mentored, and developed two administrative support teams to provide resources for the Program, and provided hiring recommendations to WSDOT project managers.

FIRM
HDR

EDUCATION
Bachelor of Arts, Economics, Allegheny College, Meadville, PA

YEARS EXPERIENCE
26 years

VALUE TO WSDOT
Proven ability to implement Megaprogram coordination and reporting process improvements that improve efficiency

Skilled at aligning resources to manage fluctuating staffing needs and thrives in program start-up and team formation phases

Unique understanding of how Megaprograms can best support the Programs through upcoming challenges
Heather Catron
Organization Development/Alignment Manager

Management Approach: Heather has provided strategic planning and organizational development/oversight for more than $13B in transportation programs, working alongside clients to develop and manage effective teams for some of the region's most complex programs. She understands the importance of consistency in management approaches, as well as how to tailor PMPs to address each Program's unique challenges and needs. She excels at working within blended teams to set long-term visions, as well as define immediate, mid-range, and long-range resource needs.

RELEVANT EXPERIENCE

WSDOT | SR 520 GEC | 2006-Present | Program Operations Manager (2006-2011), Principal-in-Charge (2011-Present): Served as a deputy to WSDOT’s Program Director, providing day-to-day operational management.
  • **PMP:** Led development of the PMP, including documenting assumptions, team’s organization, risk management, and project controls processes.
  • **Priorities/Issues/Change:** Used tools such as risk registers, earned value, action/decision logs, and consistent reporting to identify and manage issues, priorities, and changes to scope, schedule, and budgets.
  • **Resource Management:** Identified program needs and coordinated with WSDOT and consultant staff across different contracts to quickly pull in the right resources for key roles for the critical efforts.

Oregon DOT (ODOT) | Oregon OTIA III Bridge and Alternative Delivery Programs | 2002-2005 | Program Manager: Led establishment of the program’s environmental framework and transitioned to serve as ODOT’s program manager once program funding was approved, estimated at $2B.
  • **PMP:** Led development of the PMP. Directed more than 30 ODOT and 120 consultant staff during planning, design, and construction. Created a new Bridge Delivery Unit to manage the new program and delivery model.
  • **Priorities/Issues/Change:** Resolved conflicts between competing demands. Coordinated activities to assure the timely completion of interrelated tasks. Developed a programmatic risk management plan.
  • **Resource Management:** Identified an organization structure and resources for the Bridge Delivery Unit.

Multnomah County | Earthquake Ready Burnside Bridge | 2016-Present | Program Manager: Managing a major project aimed at retrofitting or replacing a key movable bridge in the heart of Portland.
  • **PMP:** Collaboratively developed the PMP, establishing the team organization, reporting requirements, and communications plans.
  • **Priorities/Issues/Change:** Developed the decision-making process and reporting tools to allow the team to actively manage scope, schedule, budget, risks, and changes in a structured and responsive manner.
  • **Resource Management:** Held an early alignment meeting to proactively address upcoming resource needs and collaborate on development of team structure, roles and responsibilities, and operating principles.
HDR's Process for Interacting within Internal Team, Program Teams, and WSDOT Groups

Interaction between HDR team members, Megaprograms, Program teams, and other WSDOT groups requires that we know our role as a consultant while simultaneously serving as an integrated member of our WSDOT teams. To successfully manage our consultant team and coordinate with multiple WSDOT teams and functions, we will work with WSDOT to establish clear roles and responsibilities, establish communication protocols, and define decision-making expectations. This is critical for our team to interact appropriately with the Program teams and other WSDOT groups.

We will manage ourselves and our organizational structure so we can work together as a cohesive team to deliver on the expectations of the Megaprograms. HDR has a proven track record with WSDOT, managing large numbers of consultant and WSDOT staff in an integrated setting within long-term megaprogram delivery. Each time we dedicate staff to a task within a Megaprogram assignment, we will clarify the roles, responsibilities, decision-making authority structure, and communication expectations. To achieve this, individuals may be asked to be leaders, role players, or reviewers. In making these staff assignments, it is HDR’s highest priority to manage real or perceived conflicts of interest in our reporting structures. HDR will assign the right staff for the task at hand and keep clear lines of communication and oversight to minimize risks and avoid conflicts of interest. That may mean that additional individuals are added to the contract over time. This will help us keep the team on the right track to success, making sure we are meeting the unique needs of each Program, providing a consistent approach across Programs, and working appropriately with other WSDOT groups. We are all ready to serve in the best interests of the end goal.

HDR's Ability to Interact with WSDOT, Megaprograms Project Teams, and Stakeholders

Our team has a proven track record working with WSDOT to engage both internal and external stakeholders in the delivery of complex programs. This heightened level of engagement requires staff who are dedicated to a fast-paced environment, long-range strategic thinking, and proactive problem avoidance. The HDR team has assisted WSDOT’s Programs through proactive engagement with elected officials, regulatory agencies, local jurisdictions, and the public in support, communication, and negotiations for more than a decade. We know the role of a consultant, and the responsibility of representing the Megaprograms office when we seek clarity of information and hold the integrated teams accountable to strategic decision-making.

One example of our ability to interact across multiple stakeholders and achieve a successful outcome is the Regulatory Agency Coordination Process (RACp) Heather Catron developed as a method of engaging over 25 federal, state and local agencies and tribal authorities on WSDOT’s SR 520 Program. The number of regulatory agencies with competing impacts posed a significant challenge to reaching consensus on mitigation alternatives. In collaboration with WSDOT, all agencies with jurisdiction over the project were invited to attend, as were all tribes with fishing rights and/or cultural resource interests in the project area. Setting up this process allowed Heather, and subsequently Rob Berman, to foster an open conversation across agencies about the project’s impacts, as well as the varying impacts of different mitigation techniques.
4. Technical Support Services

Roles and Responsibilities
HDR puts forward a technical support team with leaders and project staff capable of providing and prepared for any service requested by Megaprogram’s leadership. We offer key individuals and technical experts to serve on-call or in sustained roles. Figure 4.1 (right) summarizes the responsibilities of our technical staff based on Megaprograms’ current needs.

Each technical support key staff member has a proven track record managing these responsibilities and required supporting resources within large program management organizations, as shown in the staff’s example projects, as well as an understanding of WSDOT and public agency regulations and procedures, provided in Figure 4.2 (on pages 20-22). Because they all are respected industry leaders available to ramp up and down as needed, they are prepared to serve in any role identified to support delivery of the Programs. While technical needs may change over the course of this contract, our leads have the working knowledge and access to staff resources necessary to supply high-level service to WSDOT for the long run.

In addition to the requested key staff, we recognize an immediate need for additional resources to assist the Programs in construction change orders, workshops, environmental strategy, and program delivery. For example, Ken Smith is available for program delivery strategy support. Ken is one of the industry’s leading professionals in the delivery of megaprograms, providing full engineering support from planning through design and into construction. Clients often ask Ken to facilitate difficult program delivery processes to drive productivity and consistency. We also offer the change order management services of Jon Danks. Jon’s ability to quickly mobilize staff support and his clear adherence to WSDOT procedures make him an excellent support. In addition to the staff showcased in our proposal, should it be necessary, HDR is prepared to add additional specialized consultant resources upon request. We have demonstrated this ability numerous times within WSDOT’s Megaprograms and WSDOT Regions projects.

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**TEAM MEMBERS’ SIGNIFICANT STRENGTHS**

- Extensive and valuable understanding of Megaprograms’ processes, policies, and issues
- Ability to respond quickly and proactively address the complex technical challenges and risks

**Figure 4.1: Key Technical Support Staff Roles and Responsibilities**

<table>
<thead>
<tr>
<th>ROLE/NAME</th>
<th>RESPONSIBILITIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Management Lead</td>
<td>Construction management support; change management; review of staging/phasing; access to construction management expert staff</td>
</tr>
<tr>
<td>Program Communications Lead</td>
<td>Consistent communication strategies across Programs; planning for milestone and decision points; development of communications materials</td>
</tr>
<tr>
<td>Inclusion Support Manager</td>
<td>Coordination of diversity/inclusion participation and monitoring; UDBE, SBE, and MSVWBE firm sourcing; mentoring; OEO integration</td>
</tr>
<tr>
<td>Partnering/Facilitation/ Stakeholder Engagement Manager</td>
<td>Consistency in approach to collaboration with agencies; develop and execute strategies that will support partnering with stakeholders to advance Megaprogram and Program delivery</td>
</tr>
<tr>
<td>Technical Writing/ Publications Lead/ Communications Support</td>
<td>Oversight of documents and communications; presenting complicated information in digestible formats for broad audiences; supporting media events and campaigns and crisis communications</td>
</tr>
<tr>
<td>Graphics Lead</td>
<td>Consistency in graphical presentation; high-quality, easy-to-understand visual communications; information materials for Megaprograms</td>
</tr>
</tbody>
</table>

**OTHER CRITICAL STAFF**

- Change Order Management: Jon Danks
- Partnering/Facilitation/ Workshops: John Njord
- Funding: Chris Williges
- Utility/Rail/Transit Agreements: Kathryn O’Brien
- Environmental Strategy/ ESA/Tribal/Permitting/ Agreements: Sasha Visconty
- Program Delivery Strategy: Ken Smith, PE

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**Figure 4.2 (on pages 20-22)**

The figure shows the key technical support staff roles and responsibilities with specific qualifications and strengths. It also includes a summary of the responsibilities of technical staff for high-level service to WSDOT.

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HDR is prepared to add additional specialized consultant resources upon request. We have demonstrated this ability numerous times within WSDOT’s Megaprograms and WSDOT Regions projects.
Neil Richards, PE
Firm: HDR
Years Experience: 26

**CONSTRUCTION MANAGEMENT LEAD**

**Technical Expertise:** Neil brings extensive transportation construction management experience on major urban highway projects with values of up to $1.6B. As HDR’s West Region Construction Services Manager, Neil has access and authority to leverage HDR’s full suite of construction management resources to WSDOT’s benefit on the METC contract.

**Representative Projects:**
- **ADOT | South Mountain Freeway | 2017-Present | Owner Verification Manager and Construction Staff Manager:**
  - Managing owner verification inspection for this $1.6B P3 project aimed at constructing 22 miles of new urban freeway.
  - **Schedules:** Prioritizes coverage of critical work items on schedule. Construction on a dynamic 24-hour work schedule, using both ADOT and consultant staff.
  - **Flexible Services:** Developed key subconsultant relationships to cost-effectively adapt staffing to cyclical project needs.
- **New Mexico DOT (NMDOT) | Construction Staff Augmentation | 2008-2014 | Construction Staff Manager:**
  - Provided staff augmentation to manage construction staff at all levels below the project manager on a variety of projects.
  - **Schedules:** Quickly mobilized staff in as little as 72 hours in order to address spikes in operations for NMDOT staff.
  - **Flexible Services:** Developed training programs for schedule review and analysis which was presented to NMDOT staff in support of their new requirements of contractors’ scheduling.

**Access to Additional Resources:** Neil’s relationships with all the construction and project controls leaders across HDR allows him to borrow staff from HDR’s pool of 450 construction management and services staff nationwide.

**Familiarity with WSDOT/Public Agency Procedures:**
- Neil has worked on a wide variety of public agency projects and is well-versed in FHWA requirements and construction best practices.

Amy Turner
Firm: EnviroIssues
Years Experience: 15

**PROGRAM COMMUNICATIONS LEAD**

**Technical Expertise:** Amy’s expertise is in implementing communications programs for major transportation programs. Her understanding of what is critical for successful communications on WSDOT’s megaprograms will help her provide consistency across Program communications, reflecting WSDOT’s communication approach and messaging.

**Representative Projects:**
- **WSDOT | Alaskan Way Viaduct Program | 2009-Present | SR 99 Tunnel Communications Manager (2009-2015), Program Outreach and Communications Manager (2015-Present):**
  - First managed communications for the tunnel portion of the Program and then transitioned in 2015 to managing a team of agency and consultant staff responsible for communications for the broader $3.3B Program.
  - **Schedules:** Maintains Program and project-level schedules and work plans to respond to changes. Developed a systematic approach to communications with elected officials, stakeholders, and the media when issues arose during tunnel machine repairs, enabling the communications team to respond more quickly and consistently.
  - **Flexible Services:** Supported the Advisory Committee on tolling and traffic management during staffing transitions. Revised staffing plans to match needs when three individual projects were combined into one design-build contract.
- **WSDOT | SR 520 Pontoon Construction Site | 2006-2007 | Stakeholder Outreach and Communications Lead:**
  - Conducted community outreach and developed informational materials.
  - **Schedules:** Helped WSDOT secure a pontoon construction site location, a critical SR 520 project milestone.
  - **Flexible Services:** Coordinated with agency officials, organized communications, and prepared meeting materials.

**Access to Additional Resources:** Amy has access to EnviroIssues’ full suite of more than 100 communications staff to assure adequate resources are available to meet Program needs and maintain the ability to respond with agility to crisis communication issues, should they arise.

**Familiarity with WSDOT/Public Agency Procedures:**
- Amy understands and works daily within WSDOT’s communications protocols and systems. Her depth of experience leading communications teams on behalf of WSDOT gives her direct knowledge of procedures such as review of news releases.
Regina Glenn  
Firm: Pacific Communications Consultants  
Years Experience: 33

INCLUSION SUPPORT MANAGER

Technical Expertise: Regina is known within the industry for her expertise in helping guide and achieve WSDOT’s Megaprogram engagement and diversity inclusion goals.

Representative Projects:
WSDOT | SR 520 GEC | 2015-Present | Diversity Inclusion Manager: Manages diversity inclusion for $1.6B Program. Successfully surpassed the 9% DBE goal to achieve 16.13%.
  • Schedules: Established a Megaprograms quarterly meeting to aid collaboration in building the pipeline of resources needed to meet schedules across all Programs.
  • Flexible Services: Facilitated open houses, produced quarterly reports, and provided strategic advice to Program leadership in areas such as CWA outreach.

Washington State Convention Center | Convention Center Expansion | 2015-Present | Diversity Inclusion Manager: Coordinates internal and external activities for a robust outreach and inclusion work plan.
  • Schedules: Builds relationships with ethnic communities via chambers of commerce and special interest groups to grow DBE consultant community capacity to meet schedule needs.
  • Flexible Services: Helped establish/manage a social media presence, and built community awareness among groups in order to collaborate resources with external partners.

Sound Transit | Tacoma Link | 2004-2007 | Inclusion Manager: Developed the construction inclusion outreach plan.
  • Schedules: Facilitated meetings to raise project interest in the DBE community to support meeting schedule goals.
  • Flexible Services: Coordinated with agency officials, organized communications, and prepared meeting materials.

Access to Additional Resources: Regina regularly coordinates local outreach activities and meetings to match subcontracting opportunities with DBE capabilities. She has an extensive network of resources and brings valuable insight into what is needed at a programmatic level to continue to build capacity and foster inclusion in the DBE community.

Familiarity with WSDOT/Public Agency Procedures: Regina’s experience working on several WSDOT Programs and directly supporting the Megaprograms office will allow her to efficiently implement WSDOT’s plans concerning MSVWBE engagement and inclusion. She recently attained the highest voluntary MSVWBE participation rate recorded to-date on a WSDOT contract. Regina’s and HDR’s work on the SR 520 Program was also recognized with WSDOT’s Champion of Inclusion Award.

Amy Grotefendt  
Firm: EnviroIssues  
Years Experience: 25

STAKEHOLDER ENGAGEMENT MANAGER

Technical Expertise: Amy manages communications programs and stakeholder engagement for some of the most complex, transformational, and high-profile programs in the region.

Representative Projects:
WSDOT | Alaskan Way Viaduct | 2001-Present | Strategic Communications Advisor: Develops stakeholder engagement strategies, key messages, and media relations approaches.
  • Schedules: Works closely with WSDOT leadership and agency partners to identify and mitigate potential issues.
  • Flexible Services: Works with WSDOT and the City of Seattle on intergovernmental agreements, elected official briefings, and agency coordination.

WSDOT | SR 520 GEC | 2005-Present | Strategic Communications Manager: Provides advice for stakeholder engagement to advance this complex and highly visible Program.
  • Schedules: Identifies opportunities to minimize conflicts between major external and internal milestones with proactive communications.
  • Flexible Services: Works with WSDOT, as well as executive and legislative branches of the government, to develop communications and government relations strategies.

WSDOT/ODOT | Columbia River Crossing | 2006-2013 | Strategic Communications Manager: Provided strategic advice to client agencies regarding public outreach, working from an integrated co-located project office.
  • Schedules: Advised WSDOT on outreach strategies to obtain stakeholder buy-in and meet permitting schedule.
  • Flexible Services: Advised co-located communications team on strategies and structure to meet new program communication legislative requirements.

Access to Additional Resources: Amy leads a large outreach team of more than 30 staff. She is experienced in mobilizing teams rapidly to meet emergent needs over the life of programs.

Familiarity with WSDOT/Public Agency Procedures: Amy has firsthand expertise in managing the stakeholder partnerships required for the successful delivery of megaprograms, including decades-long work on programs like SR 520, Alaskan Way Viaduct, and Columbia River Crossing. She understands the agency organization structure and is familiar with key leaders within WSDOT. Amy also understands the social and community landscape of transportation project delivery throughout the region.
Technical Expertise: David is a communications strategist, technical writer, and publishing specialist skilled in developing communications materials for high-profile transportation projects.

Representative Projects:
WSDOT | SR 520 GEC | 2008-2014 | Outreach Support: Managed all aspects of printed and online communications, including material development, review, and distribution.
  - Schedules: Supported finance communications, including monthly and quarterly reporting as well as development and review of federal loan and grant applications.
  - Flexible Services: Managed the public correspondence process, assuring responses to constituent questions met agency standards and reflected accurate program information, including during periods of crisis communications.

Sound Transit | I-405 BRT | 2015-Present | Outreach Manager:
Manages consultant outreach efforts, including developing print and electronic information materials.
  - Schedules: Develops, guides, and reviews project communications in alignment with the project’s schedule of key milestones and public engagement activities.
  - Flexible Services: Serves as project spokesperson at community meetings and outreach events.

SDOT | Ballard Multimodal Corridor | 2019-Present | Outreach Support:
Authors project informational outreach materials to keep the public informed during construction.
  - Schedules: Provides timely website and email updates to inform the public of construction progress and impacts.
  - Flexible Services: Provides as-needed strategic guidance on best practices for developing website and print materials.

Access to Additional Resources:
David is adept at managing flexible teams that are capable of absorbing changes, thoughtfully discussing and planning response strategies, and assuring the capacity to confidently implement new approaches. He has access to 10 additional staff who specialize in technical writing and publishing.

Familiarity with WSDOT/Public Agency Procedures: David has spent his career developing informational materials for WSDOT projects. He is well-versed in WSDOT’s process for developing project communications and strategic messaging, managing document drafts, technical writing, graphics development, printing, publication, and distribution.

Technical Expertise: Nicole develops high-quality, easy-to-understand graphics that reflect WSDOT’s communication approach, messaging, and commitment to accessibility.

Representative Projects:
WSDOT | Alaskan Way Viaduct | 2013-Present | Graphic Support: Provides graphic design services for a range of project materials, including detour and closure maps, fact sheets, folios, and illustrations of the tunneling progress.
  - Schedules: Consults with Program and project-level work plan schedules to respond to changes as they arise.
  - Flexible Services: Works directly with the Program’s Deputy Communications Manager and Envirolissues’ internal creative studio to provide graphic design support.

WSDOT/ODOT | Columbia River Crossing | 2006-2013 | Graphic Support:
Oversaw development of interactive web elements and materials for outreach and media events.
  - Schedules: Worked with the Program Communications Manager to ensure adequate resources were available for outreach and communications to meet project deadlines.
  - Flexible Services: Helped coordinate visuals between project agencies to ensure consistency and accuracy when producing materials for stakeholder engagement.

ODOT | I-5 Paving and I-5/1-85 Ramp Rehabilitation | 2018-2019 | Graphic Support:
Designed and implemented outreach materials that were easy to understand for the public, including presentations, fact sheets, and videos.
  - Schedules: Proactively prepared and planned to meet tight deadlines for information updates due to changes in the construction schedule.
  - Flexible Services: Responded to unexpected road closures by keeping an agile team available to jump in and produce extra social media videos for updated project messaging.

Access to Additional Resources:
Nicole represents a team of seven Envirolissues staff who specialize in developing print and interactive web materials and graphics.

Familiarity with WSDOT/Public Agency Procedures: Nicole brings direct knowledge of WSDOT’s design standards and goals for accessibility. She is committed to verifying that her teams adhere to current style guides for brand consistency, as well as accessibility for internal and external audiences.
5A. Real Estate Management Approach

Management Plan Development
Immediately after NTP, our Real Estate Services Project Coordination Manager, Jim Prossick, will work closely with WSDOT leadership to develop a programmatic management plan to expedite real estate reviews and approvals and oversee the delivery of acquisition and management services across the Programs. Our plan will include a discussion of how we will support real estate through all phases of project delivery, drawing on our extensive knowledge of WSDOT Real Estate best practices, as shown in Figure 5.1 (below). Jim will work side-by-side with WSDOT and consultant staff assigned to each Program in the development and delivery of our management plan. He will clearly define how we:

- Work with Program real estate teams to make sure right of way services stays off the critical path
- Manage priorities, issues, and change
- Facilitate the review and approval process

THE HDR TEAM'S KEY ADVANTAGES

- A Real Estate Services Project Coordination Manager and subject matter experts who know how to navigate the WSDOT matrix
- Unmatched knowledge of WSDOT processes and procedures and Uniform Act requirements to keep your Programs moving forward
- Successful history of working alongside WSDOT providing expert real estate management, appraisal review, and acquisition services, including firsthand knowledge of each of your Programs

**Figure 5.1: Our Proven Work Plan Keeps Real Estate off the Critical Path**

<table>
<thead>
<tr>
<th>PROJECT STAGE</th>
<th>KEY REAL ESTATE ACTIONS</th>
<th>REVIEW CHECKLIST</th>
</tr>
</thead>
</table>
| CORRIDOR PLANNING AND PROJECT DEVELOPMENT | 1. Identify and mitigate acquisitions and relocations  
2. Prepare staffing, budget estimate, and preliminary schedule  
3. Secure rights of entry or TCEs  
4. Meet with WSDOT, project team, public, and stakeholders | Project Team ↔ Megaprogams RES ↔ Project Team/Megaprogams  
Megaprogams RES ↔ Project Team ↔ Megaprogams  
Project Team ↔ Megaprogams RES ↔ HQ  
Project Team or Megaprogams ↔ Megaprogams RES |
| PRELIMINARY ENGINEERING/RIGHT OF WAY PLAN DEVELOPMENT | 1. Complete PFEs  
2. Review red/green right of way plans  
3. Prepare legal descriptions  
4. Perform preliminary title review  
5. Develop appraisal scope and schedule  
6. Develop relocation plan | Project Team/RES ↔ Megaprogams RES ↔ HQ  
Project Team ↔ Project Team/RES ↔ Megaprogams RES ↔ Project Team  
Project Team/RES ↔ Megaprogams RES ↔ HQ  
Project Team/RES ↔ Megaprogams RES  
Project Team ↔ Project Team/RES ↔ Megaprogams RES  
Project Team/RES ↔ Megaprogams RES ↔ HQ |
| ACQUISITION/RELOCATION | 1. Develop right of way delivery schedule  
2. Prepare right of way/relocation documents  
3. Prepare administrative settlement documents  
4. Prepare condemnation-final action documents  
5. Prepare closing documents and transmit file  
6. Obtain right of way certification | Project Team ↔ Project Team/RES ↔ Megaprogams/RES ↔ Megaprogams  
Project Team/RES ↔ Megaprogams RES ↔ HQ  
Project Team/RES ↔ Megaprogams RES ↔ Project Team ↔ HQ  
Project Team/RES ↔ Megaprogams RES ↔ Project Team ↔ HQ  
Project Team/RES ↔ Megaprogams RES ↔ HQ  
Project Team/RES ↔ Megaprogams RES ↔ Project Team ↔ HQ |
| PROPERTY MANAGEMENT & CONSTRUCTION LIAISON | 1. Prepare property management plan  
2. Develop property exchanges  
3. Prepare temporary leases  
4. Identify stabilization and demolition parcels  
5. Provide construction liaison support  
6. Complete surplus property sales | Project Team ↔ Project Team/RES ↔ Megaprogams/RES ↔ Megaprogams  
Project Team/RES ↔ Megaprogams RES ↔ HQ  
Project Team/RES ↔ Megaprogams RES ↔ HQ  
Project Team ↔ Project Team/RES ↔ Megaprogams/RES  
Project Team ↔ Project Team/RES ↔ Megaprogams/RES  
Project Team/RES ↔ Megaprogams RES ↔ HQ |

**KEY:** RES = Real Estate Team, HQ = WSDOT Headquarters, * = Additional review needed if parcel is complex or controversial
Over the last 15 years of providing real estate services to WSDOT, Jim has developed strong relationships with your real estate staff, and with the consultant GEC teams you’ve grown to trust. This experience means our project management approach is built on trust, a clear definition of shared goals, and a mutual understanding of the steps to achieve those goals.

To assure consistency and forward momentum, Jim will use a pre-approved base scope, customized to meet the needs of each assignment and identify discipline leads and staff to facilitate WSDOT review, making sure your schedules are met. Jim successfully used this same process for 10 task orders on the SR 520 Program. Because we have a predictable and proven process that targeted needs and constraints, we have met our schedules, and turnaround times from identifying a need to staff on-site have usually been less than two weeks (and often quicker).

Jim has also used an initial preliminary budget and task order authorization to quickly start project assignments when early NTP is warranted. For this programmatic assignment, Jim would prepare baseline scope forms for typical large and small, discipline-specific task order assignments.

Our project management approach is reinforced through proven accountability measures, which include co-location and real estate task forces to meet commitments and emphasize shared goals. Since we are presently supporting you on the Puget Sound Gateway, I-405, Alaskan Way Viaduct, and SR 520 Programs, we have extensive experience with real estate contracts that require performance of multiple or concurrent task orders. Because of our established relationships and the capacity to support you with independent review staff, we can quickly tailor our management plan to meet the unique needs of each Program.

Who's Involved with the Management Process
We recognize that the successful delivery of multidisciplinary projects demands close coordination and communication between Megaprograms, HQ real estate staff, Program teams, and GEC consultant staff. Jim, with the assistance of our HDR discipline leads, will oversee our work across Programs and, depending on the timing and volume of assignments, will also manage the full range of real estate review and approval assignments.

With extensive experience in acquisition, appraisal, and appraisal review, Jim will prioritize support for each area and draw upon our team’s subject matter experts to serve as task managers for disciplines like title and relocation. This approach allows him to remain engaged in all assignments, assuring that tasks are appropriately staffed and budgets and schedules stay on track. It also allows Jim sufficient availability to manage critical review and approval assignments.

Each task manager will serve as the point of contact for each Program, working directly with the WSDOT manager and accountable to the Program team for meeting review deadlines, keeping the real estate process on track, and maintaining consistency. All task managers will:

- Hold high-level monthly status meetings with HDR discipline and delivery leads to review resources, budgets, and scheduling for current and upcoming projects/task orders
- Attend regular project meetings to drill down to parcel-level issues and assign action items
- Review parcel, budget, and schedule status reports

Many of our past WSDOT assignments have involved mixed HDR/WSDOT real estate teams with their own milestone schedule deliveries within specific disciplines. On the SR 520 and I-405 Programs, we clearly defined roles and determined WSDOT/HDR staffing capacity along the right of way delivery lifecycle, resulting in joint staffing plans with adjustments made as needed.

Key Members’ Roles/Responsibilities
Together with you, we have built a high-performing team with a proven record of meeting
challenging milestones focused on quality and efficiency. Our team knows when the tried and true will work, where projects can benefit from creative thinking, and how to communicate with WSDOT and project teams to drive forward progress.

To make sure our work is delivered consistently across all programs, Jim will:

- Assign a dedicated task manager who will customize a team to meet the unique needs of each task and manage the delivery of each task order
- Actively participate in all scheduled steps to make sure projects are completed on schedule with the estimated level of effort and within budget
- Oversee all activities for quality, consistency, and conformance with WSDOT and Uniform Act standards
- Assign additional staff if workload and schedule demands or adjust appropriately if work recedes
- Replace nonperforming staff (both HDR and subconsultants), if needed
- Source appraisers and review appraisers, if needed, as this is often an area where resources are limited and can cause delays across Programs

Figure 5.2 (right) summarizes our key staff members' roles and responsibilities. In addition to those discipline leads, we have also designated the following senior real estate professionals to support WSDOT should you need additional capacity or a fresh set of eyes to review work:

- **Acquisition**: Krista Chambers, Sonja Davis, Scott Matetich
- **Title**: Sherri Clark, Dan Leland
- **Appraisal and Appraisal Review**: John Arney, Keith Dang, Darin Shedd, Steve Price, Rebecca Stenzel, Bates McKee, Richard McGee, Jim Lingeman
- **Relocation**: Pat Thayer, Kristina Guzman
- **Property Management**: Andy Roderick

Should any of these staff need extra support to keep pace with the volume of requests across Programs, we have more than 20 additional senior real estate professionals ready to jump in.
Our Plan to Address Priorities, Issues, and Contingencies

The ability of WSDOT, the METC, and GEC teams to work together to prioritize, solve issues, and plan for contingencies in the real estate delivery lifecycle is critical. Jim has developed a well-defined work plan to prioritize tasks along with a review checklist to make sure all standards are in alignment with the WSDOT Right of Way Manual.

**Figure 5.3** (below), summarizes this process for appraisals, title/document preparation, and closings—three disciplines that need special attention to stay on track.

Jim will apply lessons learned from recent WSDOT projects to meet on-time delivery of complex tasks and to supplement WSDOT real estate staff for concurrent multiple tasks with parallel schedules.

For example, on the SR 520 Program, Jim provided appraisal and appraisal review support to WSDOT field acquisition staff on a number of tasks, and in some cases provided title, relocation, and acquisition services. Likewise, on the I-405 Program, appraisal review capacity was very limited so Jim worked closely with Hal Wolfe and Bob Sienkiewich to utilize HQ, Region, and independent fee review appraisers to meet the schedule.

Jim routinely uses multiple HDR and subconsultant resources for different tasks and develops independent schedules for each assignment. He tracks tasks using subconsultant check-ins and status meetings to make sure sufficient progress is made at each critical milestone. On a parcel level, it is equally important to track critical incremental schedule milestones in a cooperative team environment. Jim and title specialists Keri Dupey and Sherri Clark have worked closely with project teams and WSDOT staff to develop custom status reports to proactively identify delivery chain breakdowns and make corrections.

We have supported a collaborative approach on both the I-405 and SR 520 Programs by facilitating effective team and issue-specific meetings where team goals are defined, action items assigned, and schedule is tracked by task. This approach has helped to resolve small issues, such as clearly defining corrective conveyance documents for vesting issues, or larger issues like contentious acquisitions without condemnation by defining potential project team

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**APPRAISAL**

**KEY STEPS**
- Resource contract/WSDOT appraisal team
- Develop appraisal delivery schedule
- Prepare impact statements, conveyance terms and property exhibits by parcel
- Develop/confirm appraisal scope with WSDOT HQ and Region appraisal review staff
- Complete PFE and determine valuation mode (AOS or appraisal) by parcel
- Use PFE to update internal budget and authorize WSDOT staff project billing
- Complete AOS and appraisal reports and appraisal reviews

**PRELIMINARY TITLE REVIEW AND DOCUMENT PREP**

**KEY STEPS**
- Order title reports and identify acquisition areas
- Review red/green ROW plan for adequate stationing and property interests
- Draft center line legal description upon receipt of final ROW plans
- Review title for property encumbrances

**DOCUMENT PREPARATION**
- Select WSDOT-approved document templates and incorporate any custom terms
- Review for potential ownership issues and work with agent to obtain signatory authority
- Review appraisal, AOS, and right of way plans
- Obtain proof of PFE and project numbers
- Prepare encumbrance report

**CLOSING AND FINAL FILE SUBMITTAL**

**KEY STEPS**
- Review signed instruments for correct identification of parties, signatures, notaries, and legal descriptions, including property management and relocation requirements
- Review Clearance of Title for compliance with WSDOT Right of Way Manual
- Review administrative settlements for compliance with WSDOT policy
- Review vouchers for compliance with Right of Way Manual
- Check for escrow requirements if closing outside of WSDOT

**QUALITY CONTROL AND APPROVAL**

**APPRAISAL**
- Send landowner notices and facilitate all appraisal inspection
- Complete appraisal and appraisal checklist
- Submit for review and approval by NWR, HQ, or fee review appraisers
- Prepare determination of value and send to title for offer package prep

**PRELIMINARY TITLE REVIEW AND DOCUMENT PREP**
- Prepare documents and legal description for review by quality manager and agent
- Agent reviews documents and title manager approves documents
- Submit for review and approval by WSDOT NWR or HQ Title Manager
- Region may refer to HQ to help with review if unique issues are present
- Offer package approved and sent to owner

**CLOSING AND FINAL FILE SUBMITTAL**
- Agent submits signed documents to right of way technician and closing manager for review
- Technician compiles all required documentation for transmittal
- Agent reviews file, completes IRIS entries, and sends to closing manager for final review
- Final files submitted to NWR Closing Manager or HQ, if unique risks are present
- Warrant issued and scanned into ECM
uses for remainders of I-405’s Cannon and Andrade parcels to reach settlements for full purchase. Additionally, to solve public sensitivity issues, such as the real estate activities on the Montlake Market/gas station site on the SR 520 Program, Jim coordinated with WSDOT and the project team to help customize letters without sacrificing the regulatory intent of the right of way documents.

Review/Approval Resources Skilled at Meeting Tight Timelines and Responding to Changing Resource Needs Drawing from our knowledge of WSDOT’s upcoming needs and our past experience working with owners on similar contracts, we have proposed a core team of real estate staff who have experience working as an extension of your staff and are supported by a full range of real estate professionals. Having delivered right of way for numerous programs with aggressive project schedules in a variety of service areas, we are skilled at quickly assembling the right teams with the right expertise to deliver on short time-frames; ramping up and down to make the best use of available time, money, and resources; and supporting WSDOT’s review and approval process.

For example, on the SR 520 Program, Keri Dupey worked directly with Andrew Lau and Lisa Shaw on preliminary title review and document production. On the I-405 and SR 509 Programs, a large title technicians group has been employed to move through the document preparation and closing process. Keri has helped Jim manage this work, including final file assembly and legal descriptions. To assure accuracy, Keri has provided final review of all document packages prior to final approval by Jen Hays. Being co-located with WSDOT has allowed us to develop effective processes, including creating a document preparation checklist, a tracking sheet for approved non-standard language, and a feedback loop to assure consistency and assist WSDOT in the closing process.

Providing a wide range of management, oversight, technical, and specialty services across multiple projects and disciplines has proven compatible by efficiently transferring our knowledge, accelerating schedule, and reducing costs. Jim has successfully utilized status reporting, internal team and client project meetings, and identification and tracking of action items across these Programs. Our proven record of efficiently managing multiple projects, ability to effectively create review and oversight firewalls, and our experience working together and with WSDOT will yield a dependable process and high-quality results.

5B. Real Estate Services Project Coordination Manager’s Experience Management Experience Jim’s 39 years of real estate experience, including 15 years on complex WSDOT projects, provides valuable best practices for effective management of schedule, scope, and budget, as well as flexing of staff, issues resolution, and direction for the METC, as demonstrated by the following examples.

MANAGING SCHEDULE On fast-paced design-build projects like I-405, Jim knows...
every discipline has fluid schedule demands until the project takes more concrete shape prior to the DB RFP. To be sure the schedule stayed on track for I-405’s Renton to Bellevue design-build, Jim:

- Maintained a schedule by phase with major delivery categories that included title, appraisal/appraisal review, acquisition, relocation, document preparation, negotiations, condemnation, and property management
- Developed milestone tracking by parcel as part of a weekly status report that identified action items and responsible parties
- Supplied an updated right of way schedule to the scheduler and tracked key milestones impacting right of way, such as environmental, design changes, access interchange approvals, right of way plans and approval, as well as impacted parcels and potential parcel additions

MANAGING SCOPE
Effectively managing scope starts with clearly identifying roles, responsibilities, tasks, and deliverables at the start. Jim works through critical parcel, task, and deliverable assumptions and reaches agreement with WSDOT before drafting the scope. Recently, Jim enhanced communications between HDR title and NWR and eased workload by preparing an interim scope to place an HDR co-located title specialist in the NWR office—resulting in a smooth document production and closing process.

MANAGING BUDGET
To assure projects stay within budget, Jim uses a variety of tried and true HDR tools, including internal cost reports, staff hour summaries, and earned value reports. He regularly reviews deliverables by discipline and phase, comparing each to current projections. This cross-disciplinary budget monitoring allows an accurate accounting of the current overall budget compared to scope and work accomplished, as well as early identification and mitigation of any budget concerns. For example, on the I-405 Program, changes were needed to add specialized appraisal services and a co-located title specialist for the Quendall parcel. Jim reviewed the existing scope and budget, and developed a new scope and cost comparisons to determine if additional budget was needed. After this analysis, Jim determined co-located staff would require additional budget, but appraisal services could be added without any change to the existing budget.

Prioritizing Competing Tasks and Drawing on Resources
Jim is skilled at balancing HDR staff and subconsultants across complex programs. For example, to balance competing tasks on the SR 520 Program, Jim used three different appraisal firms and four different appraisal review firms to keep multiple parallel tasks on track and meet the schedule. Jim is also skilled at using staff skilled in WSDOT processes and procedures in combination with less experienced staff that may be new to WSDOT procedures, but who have extensive Uniform Act experience. By intermixing staff, our real estate teams successfully maintain consistency in WSDOT procedures while adding new resources.

Throughout the project, HDR maintained good communication, was responsive and flexible, and provided detailed status reports and action plans. They were ahead of schedule in securing their acquisition parcels. HDR’s project manager, Jim Prossick, built a good rapport with internal staff and was extremely efficient.

Jennifer Walker, SR/WA Thurston County Public Works Director (former Pierce County Right of Way Supervisor)

Experience in Full Range of Real Estate Disciplines
In his 39-year real estate career, Jim has seen it all. His extensive experience on WSDOT projects involves every phase of delivery and nearly all elements of right of way. This range of experience means Jim has expert knowledge of all relevant local, state, and federal regulations and procedures. In Figure 5.4 (on the following page), we’ve provided an example for each of the key real estate disciplines discussed in your RFQ.
Figure 5.4. Summary of Jim’s Experience in Each Real Estate Discipline

<table>
<thead>
<tr>
<th>EXPERIENCE BY DISCIPLINE</th>
<th>EXAMPLE</th>
<th>BENEFITS TO WSDOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition</td>
<td>WSDOT</td>
<td>SR 509: Managed multiphased project, including 104 appraisals, 69 acquisitions (along with several residential relocations HDR either led or assisted with), and completion of four PFEs.</td>
</tr>
<tr>
<td>Title</td>
<td>WSDOT</td>
<td>I-405 Renton to Bellevue: Worked with title specialists to identify and resolve vesting and encumbrance issues on complicated parcels, such as Denny’s Restaurant, clearing multiple interests.</td>
</tr>
<tr>
<td>Appraisal</td>
<td>WSDOT</td>
<td>SR 509: Provided cost estimates and PFEs to assist decisions on phasing and schedule priorities. Developed an appraisal checklist for all WSDOT projects, mirroring format in WSDOT Right of Way Manual.</td>
</tr>
<tr>
<td>Appraisal Review</td>
<td>WSDOT</td>
<td>SR 509: Selected appraisers/review appraisers for complex appraisal assignments, including Montlake Market, limited access acquisitions, and surplus property appraisals.</td>
</tr>
<tr>
<td>Relocation</td>
<td>WSDOT</td>
<td>I-405 Renton to Bellevue: Coordinated with WSDOT to develop a custom notice to inform owners of possible temporary relocation, alleviating concerns related to closing two difficult parcels.</td>
</tr>
<tr>
<td>Property Management</td>
<td>WSDOT</td>
<td>SR 520 GEC: Worked closely with WSDOT on two surplus property appraisals for a lake-front property and the pontoon construction site to facilitate sale and return funds back to the project.</td>
</tr>
<tr>
<td>Certification</td>
<td>WSDOT</td>
<td>I-405 Renton to Bellevue: Customized current certification report to meet WSDOT needs. Developed construction commitments report and documentation for use by contractor.</td>
</tr>
<tr>
<td>Land Exchange Agreements</td>
<td>WSDOT</td>
<td>SR 509: Performed private property exchanges. Used dual appraisals, specialized documentation, and a modified acquisition process to complete these transactions.</td>
</tr>
</tbody>
</table>

Working within Fixed Timelines

Jim is skilled at delivering within fixed timeframes, including those with aggressive schedules. He works with WSDOT and consultants to analyze risks early and carefully manage resources to make sure we deliver on time. On the SR 520, SR 509, and I-405 Programs, Jim has been recognized for his proactive approach and bringing in experienced leads with peer-to-peer skills and relationships with their WSDOT counterparts to make sure we complete the work on time. For example, Jim recently worked with Gil Gurule, David Yoon, and Danny Johnson to resolve complicated interrelated appraisal, relocation, and property management issues to enable the relocation and lease-back to advance towards the right of way clear date for SR 520’s Montlake construction site.

He also excels at working on tasks where real estate schedules are uncertain because assumptions are based on preliminary environmental and design data. When working on early phase real estate assignments, he quickly starts work by developing preliminary schedules that he cooperatively refines to final delivery schedules with project teams as work is better defined.

WSDOT Training

Jim completed WSDOT’s successful Administrative Settlement Online Training Course on May 6, 2019. In addition, he has written or reviewed hundreds of ASMs in his career.

Experience with Final Action

Jim has extensive experience with the requirements of Final Action proceedings under RCW 8.25.290, including having assisted multiple municipalities to meet this requirement, drafting the required letters and notices, and facilitating the associated meetings. Recently, Jim and Keri Dupey oversaw HDR’s team that supported several required final action meetings for the I-405 Renton to Bellevue phase.

5C. Reporting

Our reporting structure assumes that Jim will work side-by-side with Megaprograms, HQ real estate, and Program teams to fully support real estate across the Megaprograms, including supporting WSDOT in review and approval, as appropriate. We recommend task managers, who will be overseen by Jim, report directly to their individual Program teams with a parallel connection to WSDOT HQ real estate and Region.
Peer-to-peer relationships will be established between both HQ and Program real estate groups on a Program basis. Right of way staff will report information back to the METC real estate group so HDR can monitor individual right of way delivery processes and schedules for all Programs. To manage conflicts, no team member will oversee or approve work completed on a Program for which they had direct technical responsibility. Because we have a deep bench of experts, we will benefit from the established channels of communication on the Program teams while supporting WSDOT to manage the review and approval process at a Megaprograms level.

**5D. Project Coordination Manager’s Specialty and Additional Resources**

As shown in Figure 5.4 (on page 29), Jim is highly skilled at performing or overseeing all elements of real estate transactions, with significant experience serving as a subject matter expert on appraisals and appraisal reviews, acquisitions, certifications, and land exchange agreements. To keep pace with work being completed across your Programs, we have also provided multiple subject matter experts in each real estate discipline, as summarized below in Figure 5.5. Jim will use the appropriate subject matter experts to provide a direct interface between the project teams and WSDOT HQ or region staff. This peer-to-peer collaboration combined with project team reporting will assure compliance with WSDOT and Uniform Act procedure while meeting schedule.

In addition to Teresa, Keri, Charles, Brad, and Janae, HDR has a deep bench of highly qualified subject matter experts to back them up (shown in Figure 1.3 on page 4). For example, our acquisition agent, Krista Chambers, is available to support Teresa if additional acquisition expertise is needed. She has gained knowledge of Uniform Act regulations and procedures working for Montana DOT and recently worked with WSDOT completing relocations on the Alaskan Way Viaduct. Similarly, former WSDOT employee, Dan Leland, is available to support Keri with title, applying his extensive acquisition and transfer of property experience.

This deep bench of staff who knows you well gives WSDOT ultimate flexibility to address any potential real estate service needed for the METC contract. Jim Prossick is currently on WSDOT’s Approved Consultant List for appraisal and appraisal review functions, and we have numerous subject matter experts already approved in the remaining fields. Additionally, we have a several staff who are in the process of securing approval and are expected to be approved by the initiation of this contract.

### Figure 5.5: Qualifications of HDR’s Additional Subject Matter Experts

<table>
<thead>
<tr>
<th>TEAM MEMBER</th>
<th>EXPERTISE</th>
<th>PROJECT EXPERIENCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition Manager</td>
<td>Teresa Weaver, SR/ WA, R/W-RAC, Experience: 29 years</td>
<td>• WSDOT, SR 509 GEC, Phase 1</td>
</tr>
<tr>
<td></td>
<td>Served as relocation lead on Eastern Region’s US 395 North Spokane Corridor and provided past acquisition work on SR 520 and SR 509.</td>
<td>• WSDOT, US 395 North Spokane Corridor</td>
</tr>
<tr>
<td></td>
<td>Brings valuable lessons learned to effectively meet the certification and schedule objectives for task orders anticipated under this METC.</td>
<td>• WSDOT, SR 520 GEC</td>
</tr>
<tr>
<td>Title Manager</td>
<td>Keri Dupey, Experience: 14 years</td>
<td>• WSDOT, SR 509 GEC, Phases 2 &amp; 3</td>
</tr>
<tr>
<td></td>
<td>Title specialist with excellent understanding of appraisal review, acquisition, administrative settlement, eminent domain, and title</td>
<td>• WSDOT, I-405, Renton to Bellevue</td>
</tr>
<tr>
<td></td>
<td>processes for acquisition and condemnation, and encumbrance clearing for a wide variety of property types.</td>
<td>• WSDOT, SR 520 GEC</td>
</tr>
<tr>
<td>Appraisal and Appraisal</td>
<td>Charles Wells, MAI, Experience: 38 years</td>
<td>• Sound Transit, Downtown Seattle Transit Tunnel</td>
</tr>
<tr>
<td>Review Manager</td>
<td>Experience includes managing appraisers and review appraisers for 400-500 new appraisals. Skilled at managing complex acquisitions and</td>
<td>• Oregon DOT, Newberg-Dundee Bypass</td>
</tr>
<tr>
<td></td>
<td>experienced in complying with state and federal laws, as well as Uniform Act, USPAP, and recognized best appraisal practices.</td>
<td>• Sound Transit, Link Extensions</td>
</tr>
<tr>
<td>Relocation Manager</td>
<td>Brad Thomas, SR/WA, R/W-RAC, Experience: 47 years</td>
<td>• WSDOT, Alaskan Way Viaduct Replacement and Demolition</td>
</tr>
<tr>
<td></td>
<td>Region’s leading relocation expert, having worked on some of the most complex assignments in Washington. Previously served as WSDOT’s</td>
<td>• WSDOT, US 395 North Spokane Corridor</td>
</tr>
<tr>
<td></td>
<td>Relocation Program Manager, directing relocation activities on major projects and providing oversight of numerous transportation projects.</td>
<td>• Sound Transit, Real Estate On-Call Services</td>
</tr>
<tr>
<td>Property Management Lead</td>
<td>Janae Barbeau, Experience: 10 years</td>
<td>• WSDOT, Alaskan Way Viaduct Replacement</td>
</tr>
<tr>
<td></td>
<td>Experience includes property management, title research, and appraisal review services for Florida DOT. Recent local agency and WSDOT</td>
<td>• City of Marysville, State Avenue Corridor</td>
</tr>
<tr>
<td></td>
<td>projects have provided knowledge of Uniform Act requirements and WSDOT LAG and Right of Way Manual processes and procedures.</td>
<td>• City of Kirkland, 100th Avenue Corridor</td>
</tr>
</tbody>
</table>

This deep bench of staff who knows you well gives WSDOT ultimate flexibility to address any potential real estate service needed for the METC contract. Jim Prossick is currently on WSDOT’s Approved Consultant List for appraisal and appraisal review functions, and we have numerous subject matter experts already approved in the remaining fields. Additionally, we have a several staff who are in the process of securing approval and are expected to be approved by the initiation of this contract.