

# EXHIBIT A

## 3. Project Organization and Contacts

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This project is being jointly managed by ODOT and WSDOT within the Columbia River Crossing project office through the use of an interstate funding agreement. The agreement was entered into on January 3, 2006 between the State of Washington, Department of Transportation, acting by and through the Secretary of Transportation, and the State of Oregon, Department of Transportation, acting by and through the Oregon Transportation Commission.

The Columbia River Crossing project is one of a finite list of projects recognized by the Oregon and Washington Departments of Transportation through the I-5 Partnership Strategic Plan as being a solution to improving the existing I-5 as it passes through the Portland-Vancouver region. It will have a significant impact on the future of the Pacific Northwest.

Project roles and responsibilities are organized into three primary areas:

- **Project Development:** responsible for the day-to-day management, development, and delivery of the Columbia River Crossing project.
- **Recommendations:** through a 39-member Task Force comprised of leaders from a broad cross section of Oregon and Washington communities interested in the project, including public agencies, businesses, civic organizations, neighborhoods, and freight, commuter, and environmental groups.
- **Project Oversight:** from project sponsor agencies, FHWA, FTA, and bi-state permitting and regulatory agencies.

### 3.1 Project Development

Project development includes all activities required to deliver the project through completion of the Record of Decision and approximately 30 percent design. Project development delivery and support is divided into three primary groups. The first is the Project Development Team (PDT) that will be responsible for production of the project deliverables. The second is the Sponsor Agency Senior Staff (SASS) that advises the PDT and assists in development of project tasks. The third is Working Groups that are formed to address specific project issues as they arise.

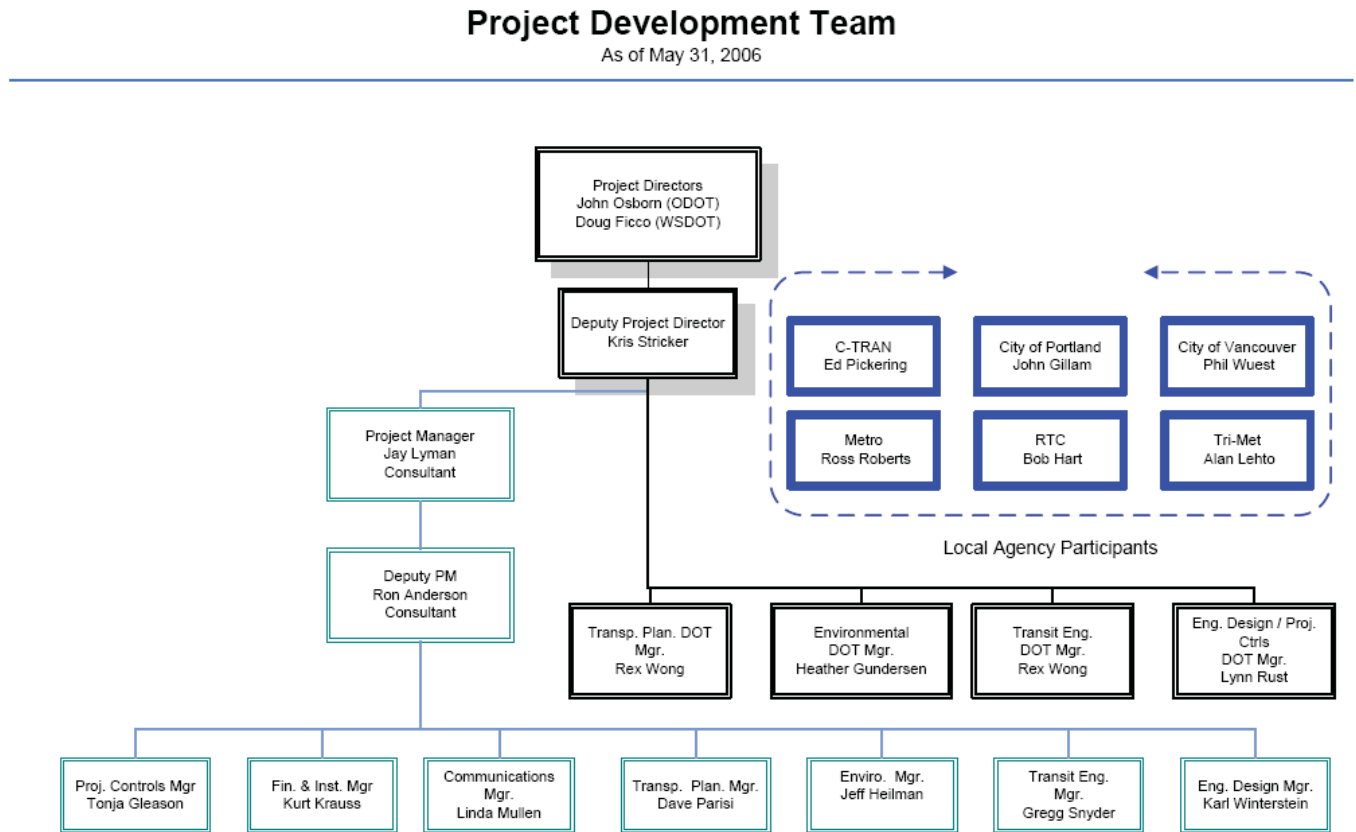
#### 3.1.1 Project Development Team

WSDOT and ODOT have formed the PDT for the Columbia River Crossing project to manage the project as one team that works on behalf of both departments of transportation. WSDOT and ODOT entered into a Memorandum of Understanding dated September 2, 2004 which provided guidelines on how the Columbia River Crossing project team would interact and manage the project, and established a co-located office in downtown Vancouver, Washington to house project staff from both states, as well as consultant staff.

The PDT is responsible for the day-to-day management, development, and delivery of the Columbia River Crossing project. It is expected that consultants will augment the WSDOT/

ODOT project team workforce and together the consultant and WSDOT/ODOT staff will work as an integrated project team. It also includes staff from the project sponsor agencies and is supported by contracted staff. General team qualifications and resumes of the consultant team are shown in the consultant proposal at Appendix 8. Please see **Figure 3-1 - PDT Organization Chart** below for a diagram of the PDT. **Table 3-1** below shows the PDT contact listing.

**Figure 3-1. PDT Organization Chart**



**Table 3-1 PDT Contact Listing**

Agency/Role	Contact Name	Telephone	E-mail
C-Tran	Ed Pickering	360.696.4494, ext. 7460	<a href="mailto:EdP@c-tran.org">EdP@c-tran.org</a>
Metro	Ross Roberts	503.797.1752	<a href="mailto:roberts@metro.dst.or.us">roberts@metro.dst.or.us</a>
RTC	Bob Hart	360.397.6067, ext. 5206	<a href="mailto:bob.hart@rtc.wa.gov">bob.hart@rtc.wa.gov</a>
TriMet	Alan Lehto	503.962.2136	<a href="mailto:lehto@trimet.org">lehto@trimet.org</a>
CRC WSDOT Project Co-Director	Doug Ficco	360.737.2726, ext. 1002	<a href="mailto:ficcod@columbiarivercrossing.org">ficcod@columbiarivercrossing.org</a>
CRC ODOT Project Co-Director	John Osborn	360.737.2726	<a href="mailto:osbornj@columbiarivercrossing.org">osbornj@columbiarivercrossing.org</a>
CRC WSDOT Deputy Project Director	Kris Strickler	360.737.2726, ext. 1004	<a href="mailto:stricklerk@columbiarivercrossing.org">stricklerk@columbiarivercrossing.org</a>
CRC Consultant PM	Jay Lyman	360.737.2726, ext. 1007	<a href="mailto:lymanj@columbiarivercrossing.org">lymanj@columbiarivercrossing.org</a>
CRC Consultant Deputy PM	Ron Anderson	360.737.2726, ext. 1008	<a href="mailto:andersonr@columbiarivercrossing.org">andersonr@columbiarivercrossing.org</a>
CRC ODOT Environmental Manager	Heather Gundersen	360.737.2726, ext. 1012	<a href="mailto:gundersenh@columbiarivercrossing.org">gundersenh@columbiarivercrossing.org</a>
CRC WSDOT Communications Manager	Linda Mullen	360.737.2726	<a href="mailto:mullenl@columbiarivercrossing.org">mullenl@columbiarivercrossing.org</a>
CRC WSDOT Engineer	Rex Wong	360.737.2726, ext. 1005	<a href="mailto:wongr@columbiarivercrossing.org">wongr@columbiarivercrossing.org</a>
CRC Environmental Manager	Jeff Heilman	503.736.4806, ext. 1269	<a href="mailto:jheilman@parametrix.com">jheilman@parametrix.com</a>
CRC Transportation Planning Manager	David Parisi	415.388.8978	<a href="mailto:david@parisi-associates.com">david@parisi-associates.com</a>
CRC Transit Manager	Gregg Snyder	503.417.9359	<a href="mailto:snyder@pbworld.com">snyder@pbworld.com</a>
CRC Engineering Manager	Karl Winterstein	206.382.5294	<a href="mailto:winterstein@pbworld.com">winterstein@pbworld.com</a>
CRC Project Controls Manager	Tonja Gleason	360.737.2726	<a href="mailto:gleasont@columbiarivercrossing.org">gleasont@columbiarivercrossing.org</a>
CRC Financial Manager	Brent Baker	206.382.5284	<a href="mailto:baker@pbworld.com">baker@pbworld.com</a>
CRC Financial Manager	Kurt Krauss	202.661.5318	<a href="mailto:krauss@pbworld.com">krauss@pbworld.com</a>

### 3.1.2 Sponsor Agency Senior Staff

The SASS advises the PDT and assists in the development and delivery of project tasks and public involvement. The group consists of senior staff from the public agencies that are co-sponsors with WSDOT and ODOT:

- Washington Department of Transportation
- Oregon Department of Transportation
- Regional Transportation Council
- Metro
- C-TRAN
- TriMet
- City of Vancouver
- City of Portland

**Table 3-2 SASS Contact Listing**

<b>Agency</b>	<b>Contact Name</b>	<b>Telephone</b>	<b>E-mail</b>
C-TRAN	John Ostrowski	360.906.7303	jostrowski@c-tran.org
City of Portland	Paul Smith	503.823.7736	paul.smith@pdxtrans.org
City of Vancouver	Thayer Rorabaugh	360.696.8290, ext. 8039	thayer.rorabaugh@ci.vancouver.wa.us
Clark County	Peter Capell	360.397.6118, ext. 4071	Peter.Capell@clark.wa.gov
Metro	Richard Brandman	503.797.1749	brandmanr@metro.dst.or.us
Multnomah County	Karen Schilling	503.988.3043	karen.c.schilling@co.multnomah.or.us
ODOT	John Osborn	360.816.2187	osbornj@columbiarivercrossing.org
Port of Portland	Susie Lahsene	503.944.7517	lahses@portptld.com
Port of Vancouver	Rebecca Eisiminger	360.693.3611	reisiminger@portvanusa.com
RTC	Dean Lookingbill	360.397.6067, ext. 5208	dean@rtc.wa.gov
TriMet	Alan Lehto	503.962.2136	lehtoa@trimet.org
WSDOT	Doug Ficco	360.816.2200	ficcod@columbiarivercrossing.org

### 3.1.3 Working Groups

Working groups are being formed to address specific project issues as they arise. Groups are expected to include specialists from agency and consultant staff as well as other organizations. Some of the issues that will be addressed are public involvement, freight issues, economic development, travel forecasting, engineering, specific environmental disciplines, and financing. Other working groups may also be formed as needed.

The bi-state Environmental Justice Working Group (EJWG) includes members from low income, limited English proficiency, and minority communities who live and/or work in the region. The EJWG is charged with (1) working with the PDT to review project materials planned for public distribution to help ensure that appropriate communication strategies are employed in outreach to EJ communities; (2) helping to identify issues of concern to EJ communities and to shape the evaluation of impacts and benefits specific to those communities; and (3) helping to assess the results of the evaluation of impacts and benefits with respect to EJ communities.

Other working groups are shown in **Table 3-3 - Work Group Description and Participants**.

**Table 3-3 Work Group Description and Participants**

Work Group and Description	Potential Participants
<p><b>Communications</b>                      Address Portland-Vancouver area communication, public involvement, and environmental justice outreach during the project development process.</p>	<p>All of the interested public agency partners.</p>
<p><b>Design</b>                      Address technical issues related to the development and evaluation of bridge, transit, freeway, and interchange designs.</p>	<p>CRC project team, City of Portland, City of Vancouver, FHWA, FTA, C-TRAN, TriMet, Metro, RTC, ODOT, WSDOT, counties.</p>
<p><b>Transportation Modeling</b>                      Address technical issues related to the development and evaluation of travel demand forecasts for the region. This includes incorporating and simulating tolls in the regional modeling process.</p>	<p>Metro, RTC, CRC project team.</p>
<p><b>Transit</b>                      Develop and review transit alternatives.</p>	<p>Metro, RTC, C-TRAN, TriMet, CRC project team.</p>
<p><b>Freight</b>                      Provide insights, observations and recommendations about the needs for freight movement, truck access and mobility within the corridor.</p>	<p>WSDOT and ODOT's freight planning, public relations staff, and political advisors; CRC project team.</p>
<p><b>Finance, Institutional, and Implementation Issues</b>                      (multiple sub-groups anticipated)                      Address finance and revenue, institutional, policy, legislative, and political management issues, including bi-state agreements, tolling policies, tolling authority formation, and project implementation/delivery mechanisms for the project.</p>	<p>WSDOT and ODOT's management, legislative affairs staff, and political advisors; local governments; CRC project team.</p>
<p><b>Environmental (InterCEP)</b>                      Implement a coordinated process in compliance with NEPA requirements that is efficient and cost effective and that integrates transportation, environmental, and land use planning objectives.</p>	<p>Federal, Washington State, and Oregon State agencies with regulatory interests in the project.</p>

## 3.2 Recommendations/Task Force

The Columbia River Crossing Task Force's role is to provide input into the Columbia River Crossing project. Within the context created by the strategic plan, the Task Force will provide advice to the Project Sponsors Council (PSC) throughout the EIS process until the issuance of the Record of Decision, respond to and advise on technical data and public policy issues leading to an EIS, and represent and report back to their representative organizations.

### 3.2.1 Composition

The 39-member Task Force is comprised of leaders from a broad cross section of the Oregon and Washington communities interested in the project. Due to the scope of influence of the project, the Task Force membership will also include additional members that represent interstate interests, community organizations, commuters, trucking and freight industries, and environmental organizations.

### 3.2.2 Membership

#### CO-CHAIRS

- Henry Hewitt – Former Oregon Transportation Commissioner
- Hal Dengerink, Ph.D. – Chancellor, Washington State University, Vancouver

To reflect the bi-state, collaborative goals of the Columbia River Crossing project, the co-chairs represent Oregon and Washington State. Both chairs are experienced leaders in the private and public sectors, and have extensive experience on community, transportation, and public projects. Mr. Hewitt and Dr. Dengerink will jointly lead the Task Force in their analysis of technical information and public policy issues and recommendations to the PSC, the Oregon Transportation Commission, and the Washington Secretary of Transportation.

#### TASK FORCE MEMBERSHIP

##### *Public Sector – Cities, Counties, Ports, Transit, Metropolitan Policy Organizations (12)*

The 12 members and staff of the Bi-State Coordination Committee will represent the public sector and local jurisdictions on the Columbia River Crossing project Task Force. Members include representatives from Metro, RTC, TriMet, C-TRAN, Port of Vancouver, Port of Portland, Clark County, Multnomah County, City of Vancouver, and City of Portland.

##### *Environmental Organizations (2)*

A representative will be appointed from both 1000 Friends of Oregon and Friends of Clark County

##### *Neighborhoods (4)*

Washington State and Oregon will appoint two representatives each from organized neighborhood associations.

##### *Trucking Industry (2)*

This sector will be represented by appointments from the Oregon Trucking Association and Washington Trucking Association.

##### *Chambers of Commerce and Portland Business-Based Organizations (4)*

Portland and Vancouver will appoint two members each to represent local business interests.

##### *Local Economic Organizations (4)*

Identity Clark County, the Columbia River Economic Development Commission, and the Oregon Business Council will appoint members to represent this sector.

#### *Community Organizations (4)*

Representatives include the Vancouver National Historic Reserve Trust, environmental justice, higher education, and other community-based organizations.

#### *Statewide Commuter/Travel (2)*

Due to the project's statewide and interstate influence, the AAA of both Oregon and Washington will appoint one member each to the Task Force.

#### *Statewide Freight (3)*

Due to the project's statewide and interstate influence on freight movement, freight transportation groups from both Oregon and Washington will appoint one member each to the Task Force.

### **3.2.3 Responsibilities**

- The Columbia River Crossing Task Force will provide recommendations to the PSC, the Oregon Transportation Commission, and the Washington Secretary of Transportation on work products and information generated during the EIS process.
- The Task Force co-chairs will provide direct input to the Joint Commission Subcommittee.
- Each Task Force member is responsible for representing and communicating with their respective organizations.

### **3.2.4 Duration**

- The Task Force shall be developed in winter 2004/2005
- The Task Force will meet quarterly, or as needed at the pleasure of the co-chairs
- The EIS is a multi-year process; therefore, some turnover is to be expected. Duration of tenure should provide consistency of representation for major milestones.

## **3.3 Project Oversight**

### **3.3.1 Project Sponsors Council**

The PSC is made up of executive level representatives from the eight public agencies that ultimately must agree on the locally preferred alternative for the Columbia River Crossing project. The role of the PSC is to provide direction at key milestones, representing the collective interests of each of the sponsoring agencies. Through developing consensus-based decisions at those milestones, the PSC will collaboratively build toward the selection of a locally preferred project alternative.



### **3.3.1.1 Roles and Responsibilities**

It is important for the members of the PSC to develop an understanding of their roles and responsibilities in relation to other groups participating in the project. This is especially significant because the agencies represented on the PSC are involved in many other project-related activities and there is a large potential for overlap and inefficiency if these distinctions are not established at the outset.

### **3.3.1.2 Decision-Making**

Actions by the PSC will be by consensus.

There are four mid-course project consensus points – or milestones – where the PSC will act. Those points include:

- Approval of the Purpose and Need Statement
- Approval of the Evaluation Framework and Criteria
- Approval of the range of alternatives
- Approval of the alternatives to be considered in the EIS

At each of those four points, the PSC members are expected to reflect the priorities of their respective agencies.

In addition, the selection of the locally preferred alternative is a key milestone point for the project. For that milestone, the recommendation by the PSC will trigger actions by each of the sponsoring agencies. Each elected official body (Board of Directors, Commission, City Council, and so on) will take action, presumably to endorse the locally preferred alternative recommended by the PSC. Once all of the official elected bodies have taken action, the locally preferred alternative will be forwarded to the FHWA and FTA by ODOT and WSDOT.

### **3.3.1.3 Preparations for Milestone Points**

Prior to each milestone point, the PDT will disseminate a briefing packet 10 days in advance of the meeting containing the following information:

- The PDT's recommendation
- The Task Force's recommendation
- A summary of public comment
- A summary of agency comment

Each PSC member will be briefed in advance of the milestone meetings by senior staff of their organizations and the Columbia River Crossing project team. Senior staff will be responsible for providing requested information and responding to questions. It is expected that each of the PSC milestone meetings would result in consensus with no need for extended deliberations in future meetings. This approach would require extensive coordination among PDT members prior to the meetings.

### 3.3.1.4 Other Meetings

Beyond these milestones, the PSC may want to consider interim items such as component identification and evaluation, initial alternative descriptions, funding options to be included in the alternatives, and so on. Such meetings should be kept to a minimum and not scheduled on a regular basis. Staff members from each of these organizations are actively participating in the PDT, in the working groups, and in the SASS. Moreover, several of the PSC members also sit on the Task Force where these items are discussed in detail. Each sponsoring agency has ample opportunity to influence the direction and content of the work that will ultimately be presented to the PSC. If individual PSC members desire more detailed information on the progress of the project, they can consult one-on-one with their senior staff members.

Non-milestone meetings should be treated as opportunities for the PSC members to advise the PDT on key issues. No “official” decisions should be made at the meetings. No public notice would be provided and Task Force participation would not be sought. Meeting notes would be prepared but not posted on the Web site (the same as for SASS and working group meeting notes).

The PSC includes executive staff or elected officials from:

- ODOT
- WSDOT
- Metro
- RTC
- TriMet
- C-TRAN
- City of Portland
- City of Vancouver

**Table 3-4 PSC Contact Listing**

Agency	Contact Name	Telephone	E-mail
City of Portland	Commissioner Sam Adams	503.823.3008	commissionersam@ci.portland.or.us
City of Vancouver	Mayor Royce Pollard	360.696.8211	mayor@ci.vancouver.wa.us
C-TRAN	Betty Sue Morris	360.397.2232	bettysue.morris@co.clark.wa.us
Metro	Rex Burkholder	503.797.1546	burkholderr@metro.dst.or.us
ODOT	Matt Garrett	503.731.8256	matthew.l.garrett@odot.state.or.us
RTC	Arch Miller	360.397.6067	amiller@aha.edu
TriMet	Fred Hansen	503.962.4831	hansenf@trimet.org
WSDOT	Don Wagner	360.905.2002	wagnerd@wsdot.wa.gov

### **3.3.2 Federal Highway Administration (FHWA) and Federal Transit Administration (FTA)**

The FHWA and FTA are co-lead agencies for the NEPA process that governs proposed actions requiring federal funding, federal permits, or federal approvals. FHWA and FTA will sign the EIS and the Record of Decision.

### **3.3.3 Interagency Collaborative Environmental Process**

Interagency Collaborative Environmental Process (InterCEP) is a project-specific bi-state committee established to coordinate and streamline the regulatory reviews and permitting functions of the participating agencies. Members include representatives from key national and state agencies responsible for protecting the region's air, water, wildlife, and cultural resources. This committee must formally concur on project decisions affecting their areas of concern at major project milestones. In addition, the committee provides advice and consultation regarding the NEPA process to the PDT at formal concurrence points. They will use a "streamlining" approach patterned after Oregon's Collaborative Environmental and Transportation Agreement on Streamlining and Washington's Statistical Analysis Center processes. For specific names, please see the contact listing at **Table 3-5 – Agency Contact Listing**.

### **3.3.4 Executive Management Team**

The Executive Management Team provides project oversight and is ultimately responsible for development and delivery of the Columbia River Crossing project. Members include the ODOT Deputy Director of the Highway Division; WSDOT Assistant Secretary for Engineering, Regional Operations; ODOT Region 1 Manager; and WSDOT SW Region Administrator. The Executive Management Team is staffed by the CRC ODOT and WSDOT Directors and Deputy Director.

**Table 3-5 Agency Contact Listing**

<b>Agency</b>	<b>Contact Name</b>	<b>Telephone</b>	<b>E-mail</b>
C-TRAN	John Ostrowski	360.696.4494	<a href="mailto:JohnO@c-tran.org">JohnO@c-tran.org</a>
	Ed Pickering	360.696.4494, ext. 7460	<a href="mailto:EdP@c-tran.org">EdP@c-tran.org</a>
City of Portland	John Gillam	503.823.7707	<a href="mailto:john.gillam@pdxtrans.org">john.gillam@pdxtrans.org</a>
	Steve Iwata	503 823.7734	<a href="mailto:steve.iwata@pdxtrans.org">steve.iwata@pdxtrans.org</a>
City of Vancouver	Thayer Rorabaugh	360.696.8290, ext. 8039	<a href="mailto:thayer.rorabaugh@ci.vancouver.wa.us">thayer.rorabaugh@ci.vancouver.wa.us</a>
Clark County	Peter Capell	360.397.6118, ext. 4071	<a href="mailto:Peter.Capell@clark.wa.gov">Peter.Capell@clark.wa.gov</a>
FHWA-OR	Mike Morrow	503.587.4708	<a href="mailto:mike.morrow@fhwa.dot.gov">mike.morrow@fhwa.dot.gov</a>
	Jeff Graham	503.587.4727	<a href="mailto:jeffrey.graham@fhwa.dot.gov">jeffrey.graham@fhwa.dot.gov</a>
FHWA-WA	Gary Hughes	360.753.9025	<a href="mailto:gary.hughes@fhwa.dot.gov">gary.hughes@fhwa.dot.gov</a>
	Steve Saxton	360.753.9411	<a href="mailto:steve.saxton@fhwa.dot.gov">steve.saxton@fhwa.dot.gov</a>
FTA	Linda Gehrke	206.220.4463	<a href="mailto:linda.gehrke@fta.dot.gov">linda.gehrke@fta.dot.gov</a>
Metro	Andy Cotugno	503.797.1763	<a href="mailto:cotugnoa@metro.dst.or.us">cotugnoa@metro.dst.or.us</a>
	Richard Brandman	503.797.1749	<a href="mailto:brandmanr@metro.dst.or.us">brandmanr@metro.dst.or.us</a>
	Ross Roberts	503.797.1752	<a href="mailto:roberts@metro.dst.or.us">roberts@metro.dst.or.us</a>
Multnomah County	Ed Abrahamson	503.988.5050, ext. 29620	<a href="mailto:abrahamsoned@co.multnomah.or.us">abrahamsoned@co.multnomah.or.us</a>
ODOT	Matt Garrett	503.731.8256	<a href="mailto:matthew.l.garrett@odot.state.or.us">matthew.l.garrett@odot.state.or.us</a>
	Jason Tell	503.731.8456	<a href="mailto:jason.a.tell@odot.state.or.us">jason.a.tell@odot.state.or.us</a>
Port of Portland	Susie Lahsene	503.944.7517	<a href="mailto:lahses@portptld.com">lahses@portptld.com</a>
Port of Vancouver	Rebecca Eisiminger	360.693.3611	<a href="mailto:reisiminger@portvanusa.com">reisiminger@portvanusa.com</a>
RTC	Dean Lookingbill	360.397.6067, ext. 5208	<a href="mailto:dean@rtc.wa.gov">dean@rtc.wa.gov</a>
	Bob Hart	360.397.6067, ext. 5206	<a href="mailto:bob.hart@rtc.wa.gov">bob.hart@rtc.wa.gov</a>
TriMet	Neil McFarlane	503.962.2134	<a href="mailto:mcfarlan@trimet.org">mcfarlan@trimet.org</a>
	Alan Lehto	503.962.2136	<a href="mailto:lehtoa@trimet.org">lehtoa@trimet.org</a>
WSDOT	Don Wagner	360.905.2002	<a href="mailto:wagnerd@wsdot.wa.gov">wagnerd@wsdot.wa.gov</a>

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# EXHIBIT B

# WHO IS INVOLVED?

A project of this size and complexity must, of necessity, bring together many stakeholder groups with a wide range of interests. Each of these groups has a unique role to play in the decision-making process. Some provide the technical data needed to compare alternatives while others help compare and choose the alternatives.

## Project Development Team

Responsible for day-to-day project management. Working groups will assist the team with specific issues such as freight, public involvement, and financing issues.

## Regional Partners

Advises Project Development Team and assists with project development. Includes major public agencies with transportation jurisdiction within the project area:

- Oregon Departments of Transportation (ODOT)
- Washington Department of Transportation (WSDOT)
- Metro
- Southwest Washington Regional Transportation Council (RTC)
- TriMet
- C-TRAN
- City of Portland
- City of Vancouver
- Federal Highway Administration (non-voting)
- Federal Transit Agency (non-voting)

## Task Force

39-member group of representatives from a broad cross section of the Oregon and Washington communities, including public agencies, businesses, civic organizations, neighborhoods, and freight, commuter, and environmental groups. Provides recommendations to the Project Sponsors Council.

## Project Sponsors Council

Makes decisions at each decision point based on recommendations from the Task Force, public input, and advice from Project Development Team:

- WSDOT
- ODOT
- RTC
- Metro
- C-TRAN
- TriMet
- City of Vancouver
- City of Portland
- Clark County
- Multnomah County
- Port of Vancouver
- Port of Portland

## Bi-State Permitting and Regulatory Group

Coordinates and streamlines regulatory reviews and permitting. The group includes federal, state, and local agencies responsible for protecting air, water, wildlife, and cultural resources.

## Federal Highway Administration and Federal Transit Administration

Co-lead agencies for the National Environmental Policy Act (NEPA) process that governs proposed actions requiring federal funding, federal permits, or federal approvals. Will sign the Environmental Impact Statement and Record of Decision.



# EXHIBIT C



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### [Advisory Groups](#)

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  - [Freight Working Group](#)
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  - [Pedestrian and Bicycle Advisory Committee](#)
  - [Portland Working Group](#)
  - [Project Sponsors Council](#)
  - [Vancouver Transit Advisory Committee](#)
  - [Vancouver Working Group](#)

### QUICK LINKS

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# Project Sponsors Council

## ▼ [Previous Meetings](#)

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The Governors of Oregon and Washington formed the Project Sponsors Council (PSC) in 2008 after the selection of a Locally Preferred Alternative to advise the departments of transportation on future project development.

## Advising the project

The Governors charged the panel with advising on these issues:

- Completion of the Environmental Impact Statement
- Project design
- Project timeline
- Sustainable construction methods
- Compliance with greenhouse gas emission reduction goals
- Financial plan



*Citizen Co-Chairs of the Project Sponsors Council, Henry Hewitt (left) and Steve Horenstein (right), at the February 18, 2011 meeting.*

## Moving the project forward

PSC recommendations are made after considering technical information, receiving input from advisory groups and reviewing [public comments](#). The council has:

- Recommended the project move forward with a two bridge replacement structure.
- Recommended the bicycle and pedestrian pathway be located below the replacement bridge deck.
- Recommended a draft charter for creation of a [Mobility Council](#) to oversee project performance.
- Recommended the project analyze how construction costs could be lowered, which resulted in a [\\$650 million reduction](#).
- Made recommendations to [refine highway and interchange design](#).

## Encouraging staff collaboration

The Integrated Project Sponsors Council Staff (IPS), a group of staff members from all the agencies represented on the Project Sponsors Council (PSC), as well as the ports of Portland and Vancouver, met regularly to discuss priority issues and develop recommendations for consideration by the PSC. IPS was convened in 2010 by PSC co-chair Henry Hewitt to collaboratively address questions posed by PSC members.

## PSC Members

### Co-Chairs

Henry Hewitt, Past Chair, Oregon Transportation Commission

Steve Horenstein, Chair, WSU-Vancouver Advisory Council and board member of Vancouver National Trust

### Departments of Transportation

Matthew Garrett, Director, Oregon Department of Transportation

Paula Hammond, Secretary, Washington Department of Transportation

**Cities**

Sam Adams, Mayor, City of Portland  
 Jeanne Harris, Council member, City of Vancouver

**Metropolitan Planning Organizations**

Rex Burkholder, Council Member, Metro  
 Steve Stuart, Southwest Washington Regional Transportation Council Board of Directors

**Transit Agencies**

Neil McFarlane, General Manager, TriMet  
 Tim Leavitt, C-TRAN Board of Directors

**Past Members**

David Bragdon, Council President, Metro  
 Hal Dengerink, Chancellor, Washington State University, Vancouver, Co-Chair  
 Fred Hansen, General Manager, TriMet  
 Royce Pollard, Mayor, City of Vancouver

**Previous Meetings**

<b>Description</b>	<b>Meeting Date</b>	<b>Location</b>	
<a href="#">Meeting</a>	12/15/2011 10:00-12:00 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	2/18/2011 10:00-12:30 PM	<a href="#">ODOT Region 1</a>	<a href="#">View</a>
<a href="#">Meeting</a>	12/10/2010 10:00-12:30 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	8/9/2010 10:00-12:30 PM	<a href="#">Oregon Department of Transportation - Region 1</a>	<a href="#">View</a>
<a href="#">Workshop</a>	7/16/2010 10:00-12:30 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Workshop</a>	6/25/2010 10:00-12:30 PM	<a href="#">Oregon Department of Transportation - Region 1</a>	<a href="#">View</a>
<a href="#">Workshop</a>	6/11/2010 10:00-12:30 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Workshop</a>	5/14/2010 10:00-12:30 PM	<a href="#">Oregon Department of Transportation - Region 1</a>	<a href="#">View</a>
<a href="#">Workshop</a>	4/23/2010 10:00-12:30 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	3/12/2010 10:00-12:30 PM	<a href="#">Oregon Department of Transportation - Region 1</a>	<a href="#">View</a>
<a href="#">Meeting</a>	1/22/2010 10:00-12:30 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	12/4/2009 10:00-12:00 PM	<a href="#">Port of Portland</a>	<a href="#">View</a>
<a href="#">Meeting</a>	9/4/2009 10:00-12:00 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	6/5/2009 10:00-12:00 PM	<a href="#">Oregon Department of Transportation - Region 1</a>	<a href="#">View</a>
<a href="#">Meeting</a>	5/4/2009 1:30-3:00 PM	<a href="#">Clark County Public Service Center</a>	<a href="#">View</a>
<a href="#">Meeting</a>	3/6/2009 10:00-12:00 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	2/6/2009 10:00-12:00 PM	<a href="#">Oregon Department of Transportation - Region 1</a>	<a href="#">View</a>
<a href="#">Meeting</a>	1/9/2009 10:00-12:00 PM	<a href="#">WSDOT, SW Region Headquarters</a>	<a href="#">View</a>
<a href="#">Meeting</a>	12/5/2008 10:00-12:00 PM	<a href="#">Portland Building</a>	<a href="#">View</a>

[Meeting](#)

11/4/2008 1:00-3:00 PM

[WSDOT, SW Region Headquarters](#)

[View](#)



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# EXHIBIT D

Columbia River  
**CROSSING** Public Engagement Process

	1999	2000	2001	2002	2003-2004	2005	2006	2007	2008	2009	2010	2011	2012
I-5 Trade Corridor													
I-5 Transportation and Trade Partnership													
Task Force						23 meetings							
Project Sponsors Council										20 meetings			
Freight Working Group										23 meetings			
Community and Environmental Justice Group						33 meetings							
Bicycle and Pedestrian Advisory Committee										33 meetings			
Urban Design Advisory Committee										19 meetings			
Marine Drive Stakeholder Group										6 meetings			
Tolling Study Committee										4 meetings			
Vancouver Working Group										13 meetings			
Portland Working Group											21 meetings		
Vancouver Transit Advisory Committee												9 meetings	

	Jun 2005 - Mar 2007	Apr 2007 - Jul 2008	Aug 2008 - Dec 2011	Jan - Jul 2012
	<b>Solutions and Screening</b>	<b>DEIS and LPA</b>	<b>FEIS and ROD</b>	<b>Pre-construction</b>
CRC sponsored outreach events	12	25	48	---
Other public meetings	196	292	419	80
Number of contacts	5,733	10,149	13,737	2,451
Number of public comments received	1,522	2,858	2,908	233
Online Survey Participants	620	4,248 (tolling survey)	---	---

# EXHIBIT E

## MEETING SUMMARY

### Project Sponsors Council

November 7, 2005

In attendance: Sam Adams - City of Portland  
Rex Burkholder – Metro  
Matt Garrett - ODOT  
Lynne Griffith – C-TRAN (substitute for Betty Sue Morris)  
Fred Hansen - TriMet  
Arch Miller - RTC  
Royce Pollard - City of Vancouver  
Don Wagner - WSDOT

Topics discussed:

#### 1. Role of the Project Sponsor's Council.

The Council was defined as a group representing the sponsoring agencies which will come together at project milestones to achieve consensus on how to move forward. It will also serve as a forum for discussion of issues that are not resolved at a project staff level.

#### 2. Meeting protocols:

- Invite Task Force Co-Chairs to meetings, especially at project milestones.
- Strive to schedule meetings where 100% attendance can be achieved. When this is not possible, substitutes will be permitted.
- Public notice will be given for meetings where action is scheduled on the project milestones. There are five consensus milestones currently anticipated for the project. No public notice will be given for other meetings, since they will be working sessions.
- Summary notes will be provided following each meeting.

#### 3. Issues to address at future Council meetings:

- Massing options: shape, size, get on table, particularly with respect to how the river crossing affects downtown Vancouver and Hayden Island.
- Impact on growth – Analysis of jobs and housing. What impact would a bridge have? Are two bridges going to be enough? Do we want all traffic through downtown Vancouver?