EXHIBIT A

3. Project Organization and Contacts

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

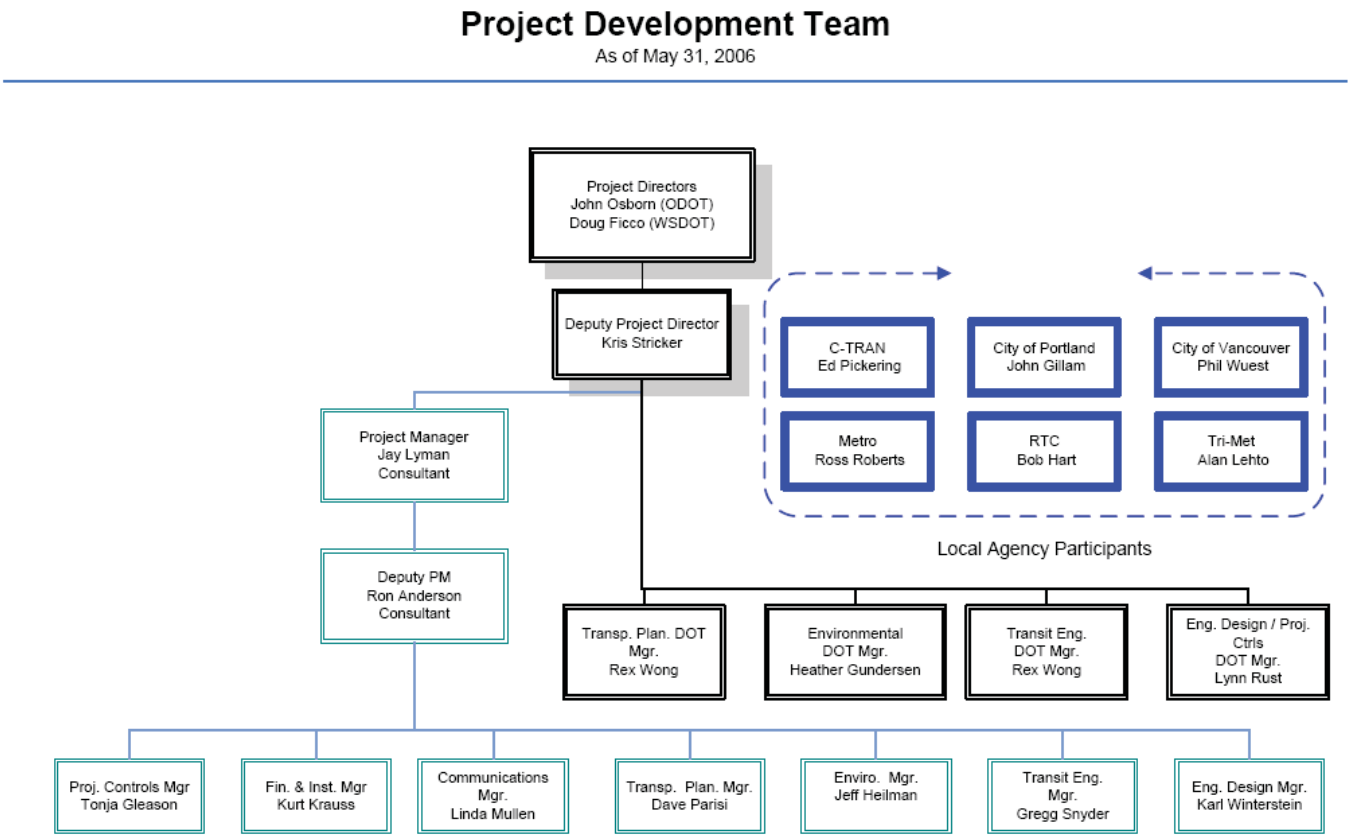

Table 3-1 PDT Contact Listing

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

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

Agency	Contact Name	Telephone	E-mail
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
Communications Address Portland-Vancouver area communication, public involvement, and environmental justice outreach during the project development process.	All of the interested public agency partners.
Design Address technical issues related to the development and evaluation of bridge, transit, freeway, and interchange designs.	CRC project team, City of Portland, City of Vancouver, FHWA, FTA, C-TRAN, TriMet, Metro, RTC, ODOT, WSDOT, counties.
Transportation Modeling 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.	Metro, RTC, CRC project team.
Transit Develop and review transit alternatives.	Metro, RTC, C-TRAN, TriMet, CRC project team.
Freight Provide insights, observations and recommendations about the needs for freight movement, truck access and mobility within the corridor.	WSDOT and ODOT's freight planning, public relations staff, and political advisors; CRC project team.
Finance, Institutional, and Implementation Issues (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.	WSDOT and ODOT's management, legislative affairs staff, and political advisors; local governments; CRC project team.
Environmental (InterCEP) 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.	Federal, Washington State, and Oregon State agencies with regulatory interests in the project.

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

Agency	Contact Name	Telephone	E-mail
C-TRAN	John Ostrowski	360.696.4494	JohnO@c-tran.org
	Ed Pickering	360.696.4494, ext. 7460	EdP@c-tran.org
City of Portland	John Gillam	503.823.7707	john.gillam@pdxtrans.org
	Steve Iwata	503 823.7734	steve.iwata@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
FHWA-OR	Mike Morrow	503.587.4708	mike.morrow@fhwa.dot.gov
	Jeff Graham	503.587.4727	jeffrey.graham@fhwa.dot.gov
FHWA-WA	Gary Hughes	360.753.9025	gary.hughes@fhwa.dot.gov
	Steve Saxton	360.753.9411	steve.saxton@fhwa.dot.gov
FTA	Linda Gehrke	206.220.4463	linda.gehrke@fta.dot.gov
Metro	Andy Cotugno	503.797.1763	cotugnoa@metro.dst.or.us
	Richard Brandman	503.797.1749	brandmanr@metro.dst.or.us
	Ross Roberts	503.797.1752	roberts@metro.dst.or.us
Multnomah County	Ed Abrahamson	503.988.5050, ext. 29620	abrahamsoned@co.multnomah.or.us
ODOT	Matt Garrett	503.731.8256	matthew.l.garrett@odot.state.or.us
	Jason Tell	503.731.8456	jason.a.tell@odot.state.or.us
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
	Bob Hart	360.397.6067, ext. 5206	bob.hart@rtc.wa.gov
TriMet	Neil McFarlane	503.962.2134	mcfarlan@trimet.org
	Alan Lehto	503.962.2136	lehtoa@trimet.org
WSDOT	Don Wagner	360.905.2002	wagnerd@wsdot.wa.gov

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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

Project Sponsors Council

▼Previous Meetings

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

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

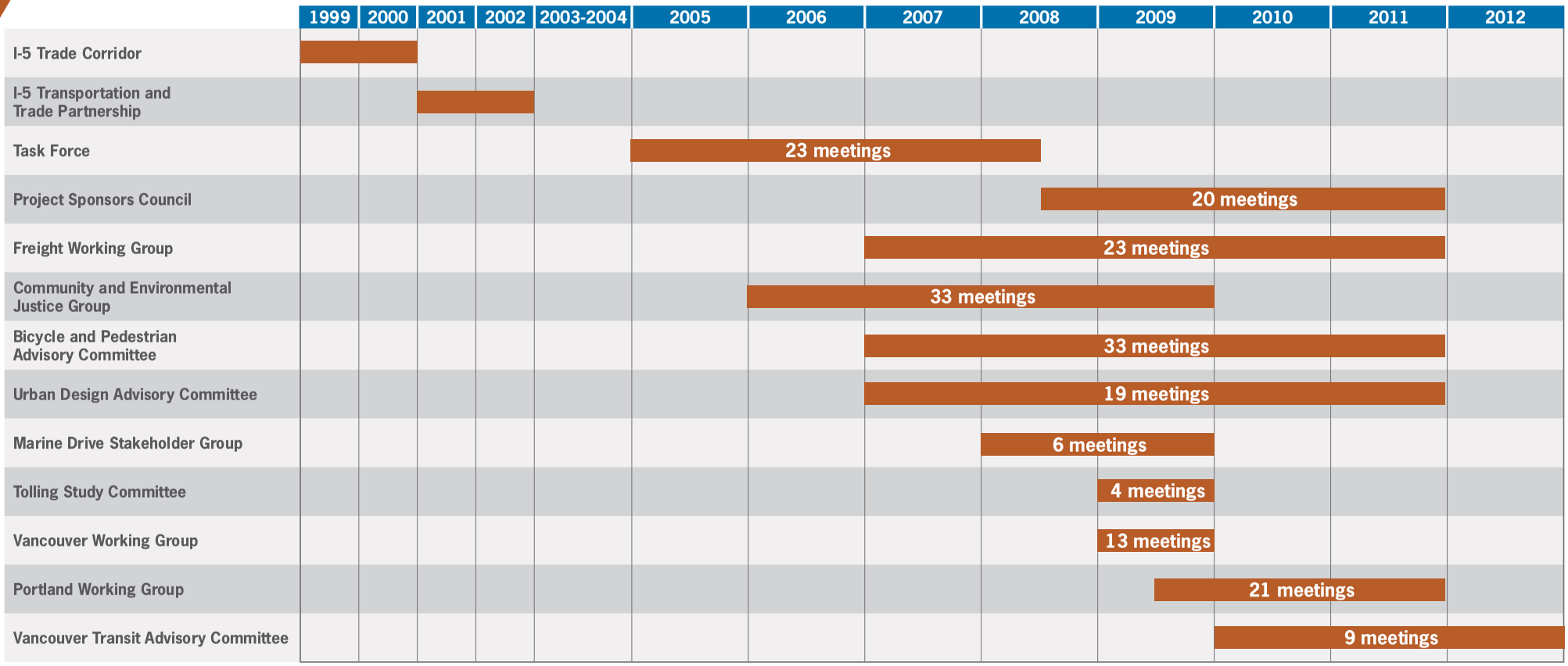
Meeting 11/4/2008 1:00-3:00 PM WSDOT, SW Region Headquarters View

2011 Columbia River Crossing | A project co-sponsored by ODOT and WSDOT
700 Washington Street, Suite 300 | Vancouver, WA | 98660

EXHIBIT D

Columbia River CROSSING

Public Engagement Process



		Jun 2005 - Mar 2007	Apr 2007 - Jul 2008	Aug 2008 - Dec 2011	Jan - Jul 2012
	Early Planning	Solutions and Screening	DEIS and LPA	FEIS and ROD	Pre-construction
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

Columbia River CROSSING

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?

- Issue of third bridge – consider as an alternative?
- I-5 needs to be fixed first; we have a pinch point in this trade and commerce corridor.
- Need to do a better job of explaining economic need for improvements.
- Number of lanes, freeway vs. arterial.
- How to build bridge given shipping channel, air clearance, impacts to Vancouver and Hayden Island.
- Environmental Justice
- LRT – "provided for" or "included" in crossing. How do we pay for it? Funding for operations and construction need to be separately discussed. Up-front payment through tolling?
- Consider tolling early in process. New governance structures needed for tolling? (i.e. - bi-state compact)?
- Money for HCT study needs to be tied into this conversation.
- Railroad on north shore is a major design issue – how does it fit into City plans?
- Using "congestion" as the problem misses the jobs/housing balance, freight focus.
- "Congestion is economics."
- How do we improve mobility of trucks across bridge? Maybe focus on non-peak.
- Draft Purpose and Need: "impaired freight movement" statement is weak. World free trade is greatly increasing volume across docks.
- HOV lane experience tells us we need to consider systems.
- Education is a major part of this process.

4. Next Meeting

Don Wagner will poll the group and determine interest in frequency of meetings. Next scheduled milestone will be in January with action needed on the project Purpose and Need.

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Columbia River CROSSING

MEETING SUMMARY
Project Sponsors Council
November 7, 2005

Invite Co-chairs to Project Sponsors Council meetings

- Coordinating function, not decision function
- Consider press at meeting, not public comment
- Take summary notes
- Need to have tough conversations—must be able to do that

Rob: key points in process

- Substitutes are permitted, but try to schedule so that all members will be present, especially at diamond points.

ISSUES

- Massing options: shape, size, get on table.
- Impact on growth - Analysis of jobs and housing. What impact would bridge have? Are two bridges going to be enough? Do we want all traffic through downtown Vancouver?
- Need to do a better job of explaining economic need for improvements.
- Number of lanes.
- How to build bridge given shipping channel, air clearance, impacts to Vancouver and Hayden Island.
- Environmental Justice
- LRT - "provided for" or "included" in crossing.
- Issue of third bridge - consider as an alternative?
- LRT - discussion centered around how we pay for it.
- LRT - paying for operations and construction need to be separated, discussed. Up-front payment through tolling?
- Consider tolling early.
- Money for HCT study needs to be tied into this conversation. New governance structures needed for tolling?
- Future of Pearson Air Field?
- Railroad on North Shore is a major design issue - how does it fit into City plans?
- Using "congestion" as the problem misses the jobs/housing balance, freight focus.

- "Congestion is economics."
- How do we improve mobility of trucks across bridge? Maybe focus on non-peak.
- Draft Purpose and Need: "impaired freight movement" statement is weak. World free trade is greatly increasing volume across docks.
- HOV lane experience tells us we need to consider systems.
- Education is a major part of this process.

Are these open to the public or not?

No meetings repeating what has already been heard.

There are five consensus milestones throughout the project that this group must reach consensus on—publicly notice these points.

Don't notice the others.

Other substantive issues that need to be discussed, policy issues.

Not substitutes? To maintain continuity, make sure everyone is available.

- Make every effort to have a replacement in the room if they can't make it.
- Commitment to the project/meeting.

Discussions about (massing?) what something will look like at Hayden Island and Vancouver. Discussions need to be had with those areas first.

Why don't we have these discussions sooner, rather than February/March?

What are some of the concerns?

Massing options (shape, size). How do we thread the needle? Shipping channel; flight path, cities.

Impacts on growth, housing distribution north and south of the river and impacts this bridge may have.

Are two bridges enough, or do we want all traffic to go through downtown Vancouver?

There is a pinch point in this corridor (I-5).

I-5 needs to be fixed first; we have a trade and commerce corridor.

Number of lanes, is there an arterial or not?

Environmental Justice.

Bridge must have option of Light Rail.

How would we pay for Light Rail? Construction or Operation.

Community is afraid to talk about Light Rail.

Consider tolling early.

Bi-state compact needed?

Pearson Air Field future, it will be there forever and it will have to be designed around railroad line.

Whatever we do, we have to have systems, not short and separate solutions.

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Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Tuesday, December 20, 2005
1:30 – 3:30 pm

Location: **WSDOT SW Region**

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller - RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner - WSDOT

Meeting Objectives:

- Discussion and consensus on Purpose and Need Statement
- Discussion and consensus on process and schedule for addressing issues of concern.
- Introduction to Evaluation Framework

DRAFT AGENDA

1:30 p.m.	Introductions/Overview of Agenda • Role of PSC and Expectations • Project Schedule and Milestones	Discussion
1:40 p.m.	Update on Key Activities	Information
1:50 p.m.	Project Purpose and Need	Action
2:30 p.m.	Evaluation Framework	Information
2:50 p.m.	Process/schedule for addressing issues raised at last meeting	Discussion
3:15 p.m.	Meeting frequency/next meeting	Discussion
3:30 p.m.	Adjourn	

Columbia River CROSSING

MEETING SUMMARY
Project Sponsors Council
December 20, 2005

In attendance:

Sam Adams - City of Portland
Richard Brandman – Metro (for Rex Burkholder)
Matt Garrett - ODOT
Arch Miller - RTC
Betty Sue Morris – C-TRAN
Royce Pollard - City of Vancouver
Don Wagner - WSDOT

Absent: Fred Hansen - TriMet

Topics discussed:

1. **Role of PSC and Expectations**

   The council was characterized as a body that will act as a sounding board and make recommendations on how to move forward with the project at specific milestones. Each member is responsible for identifying "fatal flaws" at each milestone that may prevent their respective agency from moving forward in the process.

2. **Project Purpose and Need**

   - "Impaired Freight Movement"
     - Add the word "distribution" before terminals to clarify the specific type of terminal
   - Agreement was reached about the Purpose and Need statement with the revised language to the freight need statement

3. **Evaluation Framework**

   Step A: Pass/Fail Transportation Component Screening
   - "Increase vehicular capacity or decrease vehicular demand within the BIA" – Leave this language as stated in the 12/19 draft.
   - "Improve transit performance within the BIA" – The project team was tasked with considering the implications of limiting the transit criteria to the BIA. A suggestion to revise the language to read "within the I-5 corridor" was taken back to the PDT for consideration.

   Step B: Component Screening
   - The project team was asked to consider adding a criteria that addresses the potential for tolling the bridge – "if you use you pay"

4. Issues raised at last meeting memo

- The PSC requested that material used for discussion at each meeting be distributed prior to the meeting to allow time to review (e.g. PSC issues memo)
- CTRAN developed a policy regarding their role and participation in the Columbia River Crossing Project, and it was suggested that the project review this policy.

DRAFT

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Upcoming Task Force/ Open Houses/Project Sponsors Council Meetings

February 10, 2006

Date	Activity	Topic
February 1	Task Force meeting	Adopt Evaluation Framework, Introduce Components
March 22	Task Force meeting	Detailed discussion of components, constraints, Step A Screening
April 11 & 13	Public open houses	Components, constraints, Step A screening
April 13	Project Sponsors Council	Components, constraints, Step A screening
April 26	Task Force meeting	Confirm Step A screening, introduce Step B, perhaps introduce packages
May 17	Task Force meeting	Confirm Step B – introduce/discuss packages
June 6 & 8	Public open houses	Step B screening and packages
June 14	Task Force meeting	Confirm packages (range of alternatives for study)
June 29	Project Sponsors Council	Confirm packages (range of alternatives for study)

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Tuesday, February 21, 2006
1:00 – 3:00 pm

Location: **WSDOT SW Region**

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller – RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner – WSDOT

Meeting Objectives:

- Discussion and consensus on Evaluation Framework
- Discussion and consensus on process for addressing issues of concern.

DRAFT AGENDA

1:00 p.m.	Overview of Agenda	Discussion
1:05 p.m.	Evaluation Framework	Agreement
1:30 p.m.	Update on Key Activities • Project Schedule and Milestones – Step A/Step B Screening of Components – Current Funding and Cash Flow – Communications and Outreach Efforts • Process for addressing issues	Information
2:20 p.m.	Open discussion/other topics	
2:45 p.m.	Meeting dates and topics for 2006 (see handout)	Discussion
3:00 p.m.	Adjourn	

DRAFT

Columbia River CROSSING

MEETING SUMMARY
Project Sponsors Council
February 21, 2006

Members in attendance: Sam Adams - City of Portland
Rex Burkholder – Metro
Fred Hansen - TriMet
Arch Miller - RTC
Betty Sue Morris – C-TRAN
Thayer Rorabaugh -City of Vancouver (for Royce Pollard)
Doug Tindall - ODOT
Doug Ficco – WSDOT (for Don Wagner)

Others in attendance: Representative Deb Wallace
Jason Tell – ODOT
Cathy Nelson - ODOT
Lynne Griffith – C-TRAN
Dean Lookingbill – RTC
Paul Smith – City of Portland
Phil Wuest – City of Vancouver
Ed Pickering – C-TRAN
Richard Brandman - Metro
Rob DeGraff - CRC
Kris Strickler – CRC
Jay Lyman – CRC
Ron Anderson - CRC
Linda Mullen – CRC
Tom Markgraf – CRC

Topics discussed:

Charge to the council – State Representative Deb Wallace

Representative Wallace urged the council to take action to ensure that all of the potential stakeholders and interested parties are engaged in the project in a fair and open process. Her perception is that the project needs to increase its outreach efforts, especially regarding communications, so that the community at large can better understand the progress that is being made and can gain trust in the process. She urged the group to consider the use of an expert review panel to validate the technical studies.

1. **Evaluation Framework**

At their February 1 meeting, the Task Force amended and then recommended for adoption the Evaluation Criteria. Subsequently, sponsor agency staff recommended further amendments to the criteria. The PSC discussed the Task Force recommendations and the suggested changes by staff. They concurred that the project should move forward

with the Evaluation Criteria as amended by staff, with the reservation that subsequent discussions with the Task Force Co-Chairs should confirm that the Co-Chairs do not object to the changes.

2. Update on Key Activities

- The upcoming schedule for Step A and Step B component screening was discussed, in association with scheduled meetings for the Task Force, Project Sponsors Council, and community open houses.
- Linda Mullen was introduced as the new Communications Manager for the project. She provided an overview of key upcoming communications tasks, focusing specifically on increasing our outreach to neighborhood associations, community groups, employers, and low-income and minority populations. A major effort over the next two months will be preparing for and conducting project open houses in mid April.
- The council discussed the issue of a new corridor and river crossing as a project alternative. Some felt like a public discussion of a third corridor would distract from focusing on addressing the identified needs in the I-5 corridor. Others felt like a third bridge will be needed, and that the project should identify the extent to which a new bridge will address the I-5 problems.
- A graphic illustrating planned expenditures vs. anticipated funds was distributed to the PSC, but was not discussed.

3. Next Meeting Date

The next meeting was confirmed for April 13, 2006, 11:00 a.m. – 1 p.m. at the WSDOT SW Region office. Lunch will be provided.

DRAFT

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Columbia River CROSSING

Memorandum

April 6, 2006

TO: CRC Project Sponsors Council

FROM: CRC Project Team

SUBJECT: Component Screening Recommendations

Background

On March 22, the CRC Task Force reviewed and discussed staff recommendations regarding the Draft Components Step A Screening results. The screening of transportation improvements or "components" is the first phase of the alternatives analysis process to develop a wide range of multi-modal alternative packages that will be analyzed during the summer and fall of this year. These will be narrowed to a smaller set of alternative packages, with both highway and transit improvements, that will be advanced into the Draft Environmental Impact Statement (DEIS) in early 2007.

A "component" is a potential transportation improvement proposed to address one or more of the identified needs in the I-5 Bridge Influence Area. An example of a component is bus rapid transit or a newly constructed highway bridge. The list of project components evaluated in Step A were the result of 1) recommendations in the 2002 I-5 Transportation and Trade Partnership Final Strategic Plan, 2) suggestions from the public and affected agencies received during the current NEPA scoping process, and 3) recommendations by CRC technical staff.

The purpose of this memorandum is to provide the Project Sponsors Council with an introduction to the Step A screening process and outline the screening results in preparation for the detailed screening discussion at the April 13th PSC meeting.

Transportation Component Step A Screening Process

The transportation improvement ideas have been put into eight component categories. They consist of: transit, river crossing, roadways north, roadways south, bicycle, pedestrian, freight, and TSM/TDM. There were a total of 23 river crossing components and 14 transit components that went through the Step A screening process. Other components were not evaluated, as their performance would critically depend upon how they were integrated with promising transit and river crossing improvements. They will be packaged with the transit and river crossing components that make it all the way through the screening process.

Step A is a pass/fail process in which transit and river crossing components are screened against questions derived from the *Problem Definition*. Components were compared to the No Build condition to determine if they offered improvements. The six questions are:

Does the Component:

1. Increase vehicular capacity or decrease vehicular demand within the Bridge Influence Area?
2. Improve transit performance within the Bridge Influence Area?
3. Improve freight mobility within the Bridge Influence Area?
4. Improve safety and decrease vulnerability to incidents within the Bridge Influence Area?
5. Improve bicycle and pedestrian mobility within the Bridge Influence Area?
6. Reduce seismic risk of the I-5 Columbia River crossing?

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Draft Components Step A Screening Report Overview

The Draft Components Step A Screening Report contains the detailed description of the transportation components that were considered and the results of the screening. It is made up of three main sections: Context and Considerations, which describes the transportation deficiencies and issues that project staff considered and assessed in developing answers to the Step A questions; the Evaluation of Transit Components, which contains the results the transit screening; and the Evaluation of River Crossing Components, which contains the results of the river crossing screening.

Overall, six of 14 transit components were recommended to pass Step A screening and nine of the 23 river crossing components were passed in Step A. The results of the Step A screening are summarized in Tables 1 and 2 below. The detailed results of the Step A screening process will be presented to the Project Sponsors Council meeting on April 13th.

Table 1
Transit Components Step A Results

COMPONENTS		COMPONENT SCREENING RESULTS						
ID	NAME	Q.1	Q.2	Q.3	Q.4	Q.5	Q.6	Overall
TR-1	Express Bus in General Purpose (GP) lanes	P	P	NA	U	NA	NA	P
TR-2	Express Bus in Managed Lanes	P	P	NA	U	NA	NA	P
TR-3	Bus Rapid Transit (BRT)-Lite	P	P	NA	U	NA	NA	P
TR-4	Bus Rapid Transit (BRT)- Full	P	P	NA	U	NA	NA	P
TR-5	Light Rail Transit (LRT)	P	P	NA	U	NA	NA	P
TR-6	Streetcar	P	P	NA	U	NA	NA	P
TR-7	High Speed Rail	F	F	NA	U	NA	NA	F
TR-8	Ferry Service	F	F	NA	U	NA	NA	F
TR-9	Monorail System	P	F	NA	U	NA	NA	F
TR-10	Magnetic Levitation Railway	F	F	NA	U	NA	NA	F
TR-11	Commuter Rail in BNSF Trackage	P	F	NA	U	NA	NA	F
TR-12	Heavy Rail	P	F	NA	U	NA	NA	F
TR-13	Personal Rapid Transit	F	F	NA	U	NA	NA	F
TR-14	People Mover/Automated Guideway Transit (AGT)	P	F	NA	U	NA	NA	F

P = Pass F = Fail NA = Not Applicable U = Unknown

Table 2

River Crossing Component Step A Results

COMPONENTS		COMPONENT SCREENING RESULTS						
ID	NAME	Q.1	Q.2	Q.3	Q.4	Q.5	Q.6	Overall
RC-1	Replacement Bridge-Downstream/Low-level/Movable	P	P	P	P	P	P	P
RC-2	Replacement Bridge-Upstream/Low-level/Movable	P	P	P	P	P	P	P
RC-3	Replacement Bridge-Downstream/Mid-level	P	P	P	P	P	P	P
RC-4	Replacement Bridge-Upstream/Mid-level	P	P	P	P	P	P	P
RC-5	Replacement Bridge-Downstream/High-level	P	P	P	F	P	P	F
RC-6	Replacement Bridge-Upstream/High-level	P	P	P	F	P	P	F
RC-7	Supplemental Bridge-Downstream/Low-level/Movable	P	P	P	U	P	U	P
RC-8	Supplemental Bridge-Upstream/Low-level/Movable	P	P	P	U	P	U	P
RC-9	Supplemental Bridge-Downstream/Mid-level	P	P	P	U	P	U	P
RC-10	Supplemental Bridge-Upstream/Mid-level	P	P	P	F	P	U	F
RC-11	Supplemental Bridge-Downstream/High-level	P	P	P	F	P	U	F
RC-12	Supplemental Bridge-Upstream/High-level	P	P	P	F	P	U	F
RC-13	Tunnel to supplement I-5	P	P	P	P	P	U	P
RC-14	New Corridor Crossing	P	F	P	F	F	F	F
RC-15	New Corridor Crossing plus Widen Existing I-5 Bridges	P	F	P	F	F	F	F
RC-16	New Western Highway (I-605)	F	F	F	F	F	F	F
RC-17	New Eastern Columbia River Crossing	F	F	F	F	F	F	F
RC-18	I-205 Improvements	F	F	F	F	F	F	F
RC-19	Arterial Crossing without I-5 Improvements	F	P	F	F	P	F	F
RC-20	Replacement Tunnel	F	F	F	P	F	P	F
RC-21	33rd Avenue Crossing	F	F	F	F	F	F	F
RC-22	Non-Freeway Multi-Modal Columbia River Crossing	F	P	F	F	P	F	F
RC-23	Arterial Crossing with I-5 Improvements	P	P	P	P	P	P	P

P = Pass F = Fail NA = Not Applicable U = Unknown

Next Steps

The screening results and findings are being presented for public review and comment at the CRC Open Houses on April 12th and 13th. At their April meeting, the Task Force will be asked to finalize the component list to pass through Step A screening. The results of the open houses will be presented at that meeting. In addition, the Task Force will discuss the role of TSM/TDM strategies and their potential impact on the performance of the components. Staff will also review the recommendations for each component and provide additional information about individual components that may be needed or requested by the Task Force in order to decide on the set of components to pass through Step A. Subsequent to that meeting, the Project Team will begin to assemble the components into a range of alternatives that will be evaluated in detail during the summer and fall of 2006.

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Thursday, April 13, 2006
11:00 am – 1:00 pm

Location: **WSDOT SW Region, Room 302**

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller – RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner – WSDOT

Meeting Objectives:

- Update and discussion on project components and screening
- Briefing on finance and institutional structures evaluation process.

Reminder: lunch will be provided.

AGENDA

11:00 a.m.	Overview of Agenda	Discussion
11:05 a.m.	Update on Key Activities • Project Schedule and Milestones • Upcoming Activities • Public Outreach and Communications • Key Issues	Discussion
11:35 a.m.	Component screening status - Recommendations for those that "pass" - Recommendations for those that "fail"	Discussion
12:15 p.m.	Finance and Institutional Structures Process	Information/ Discussion
12:30 p.m.	Expert review options	Discussion
12:45 p.m.	Open discussion/other topics	Discussion
1:00 p.m.	Adjourn	

Columbia River CROSSING

MEETING SUMMARY
Project Sponsors Council
April 13, 2006

Members in attendance:
Sam Adams – City of Portland
Rex Burkholder – Metro
Fred Hansen – TriMet
Arch Miller – RTC
Betty Sue Morris – C-TRAN
Royce Pollard – City of Vancouver
Don Wagner – WSDOT

Others in attendance:
Jason Tell – ODOT
Doug Ficco – WSDOT
John Conrad – WSDOT
Richard Brandman – Metro
Ed Pickering – C-TRAN
Paul Smith – City of Portland
Phil Wuest – City of Vancouver
Thayer Rorabaugh – City of Vancouver
John Osborn – CRC
Kris Strickler – CRC
Jay Lyman – CRC
Ron Anderson – CRC
Rob DeGraff – CRC
Linda Mullen – CRC
Tom Markgraf – CRC

Topics discussed:

1. **Update on Key Activities**

- Kris Strickler presented a review of the project schedule and status. He touched on the lag in modeling work, but it shouldn't impact entering DEIS.

  - Rex Burkholder asked if TF is impacting the schedule. Kris responded that it's not right now, but the April meeting will be key.

  - Betty Sue Morris asked about the survey/polling status. The response was that SASS staff will get to review the survey before it is implemented. Ms. Morris also stated that a C-TRAN letter was coming saying that we can't fully rely on C-TRAN projections because they are in flux.

  - Don Wagner asked whether the Alternative check point would be at the next PSC on June 29. Response was yes.

- Arch Miller asked if we have the "right" numbers in place to stay on schedule. Jay Lyman explained modeling in Phases I and II and that we can stay on track.

- Richard Brandman said that there is consensus on population/employment numbers; question of transit service hours is separate.

- Fred Hansen stated that what we have is good enough for now. By the DEIS we should have updated population/employment numbers and a clear idea of C-TRAN service.

2. **Funding -**

- SAFETEA-LU – Jason Tell said to expect 10% "take down."
- Cash flow issue in February 2007.
  - Rex Burkholder asked how this can be resolved. Doug Ficco stated that we are working on it.
- Funding message: We have $70 million; need $80 million; gap $10 million.

3. **Communications - Linda Mullen**

- Plan reviews
  - Fred Hansen questioned the Problem Statement and said that it needs to be concise. Royce Pollard agreed.
  - Rex Burkholder asked how we engage people now when construction is 3 to 5 years out. Linda Mullen responded that we should consistently go where the people are.

4. **Component Screening – Jay Lyman**

- RC-23
  - Paul Smith asked for clarification.

- RC-13
  - Fred Hansen asked why the Supplemental Tunnel is still alive. Hansen also observed that some issues will come back for more work later in the year.
  - Rex Burkholder questioned whether a movable bridge should go forward.
    - Need more design detail before we abandon.
    - Doug Ficco pointed out the CG and FAA
    - Royce Pollard said a lift might be a hard sell.
    - Don Wagner said that a lift keeps the public debate going and could move people away from No Build.
  - Arch Miller likes a tunnel in some ways, but recognizes it has challenges.

General consensus was that the PSC is comfortable with staff recommendations.

5. **FAIR Issues – Doug Ficco**

- Rex Burkholder asked about the ownership issue. He observed that the function of the bridge is larger than basic ownership. We need to look beyond institutional structures that are currently in place.
  - Should there be some kind of regional authority?

6. **Peer Review – Doug Ficco**

- More federal oversight by FHWA (both Oregon and Washington) and FTA.
  - New starts review.

- Consultant contract – cost/risk estimates generally.

- DEA has outside expert review as part of work scope.

- Jason Tell observed that Deb Wallace focused on credibility of our process.

- Fred Hansen said the following questions might be resolved by peer review:
  - Are the numbers and assumptions right?
  - Is the BIA the right place?

- Fred Hansen said that public acceptance/credibility is what Deb was looking at.
  - Makes peer review attractive to Fred Hansen

- Betty Sue Morris stated that the public must believe the project is product is the right product.

- Richard Brandman observed that the S/N LRT Project had an outside peer review panel. Its findings did not change the views of that project's opponents, but they were helpful in gaining support for the project in the Oregon Legislature.

7. **Next Meeting Date**

The next meeting was confirmed for June 29, 2006, 11:00 a.m. – 1 p.m. at the CRC project office. Lunch will be provided.

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Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Thursday, June 29, 2006
10:00 am – Noon

Location: **CRC Project Office**
700 Washington Street
2nd Floor Community Room
Vancouver, WA

Members:
Sam Adams - City of Portland
Rex Burkholder - Metro
Matt Garrett - ODOT
Fred Hansen - TriMet
Arch Miller - RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner - WSDOT

Meeting Objectives:

- Update and discussion on project alternatives
- Briefing on finance and institutional structures evaluation process

AGENDA

10:00 a.m.	Overview of Agenda	Discussion
10:05 a.m.	Update on Key Activities • Project Schedule and Milestones • Upcoming Activities • Inter CEP • Public Outreach and Communications	Discussion
10:35 a.m.	Overview of Component Results and Alternative Packages	Discussion
11:15 p.m.	Finance and Institutional Structures Process	Information/ Discussion
11:45 a.m.	Expert review options	Discussion
11:55 a.m.	Wrap up. Next meeting dates: September 21, 10 a.m.-noon October 26, 10 a.m. – noon.	Discussion
12:00 noon	Adjourn	

Columbia River CROSSING

PROJECT SPONSORS COUNCIL MEETING

Finance and Institutional Structures Process

PURPOSE

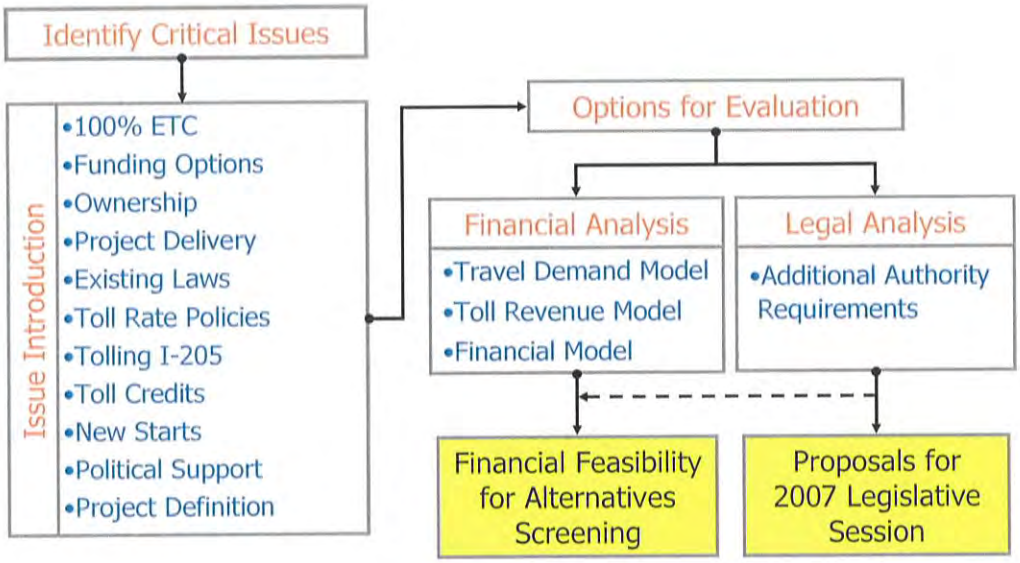
The purpose of the Financial and Institutional Structures work is to assist the CRC to:

- identify funding and financing opportunities;
- assess project institutional and delivery structures that support requirements for funding analyses;
- conduct preliminary financial analyses of alternatives in support of the screening process; and
- support decision making processes to arrive at going forward recommendations.

The activities undertaken by the team are intended to support the development of Financial Plans required for FTA New Starts and FHWA Major Projects.

PROCESS

- Identify key financial, institutional and legal issues
- Develop the menu of options available to own, operate and finance the CRC Project
  - *Including public only and public-private-partnership options*
  - *Including toll I-5 only and toll both I-5 and I-205 options*
- Narrow the available options to a set of 2 to 3 implementation and ownership scenarios
- Working with METRO, develop the toll traffic and revenue forecasts for the scenarios
- The CRC Transit Team will develop the transit revenue forecasts for the scenarios
- Develop the financial plan to deliver, operate & maintain the facility for each scenario
  - *Determine ability to fully fund the project or identify the gap and steps to minimize the funding shortfall*
- Identify potential supplemental funding sources including likelihood and magnitude
- Summarize existing laws/policies that will impact the scenarios
- Determine next steps required to develop legal policy/institutional requirements to support the scenarios



SCHEDULE

- Highway and Transit FAIR groups meeting on a regular basis to support process.
- Financial results to be complete in December 2006 along with a list of the requisite next steps for the EIS process.

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Thursday, October 26, 2006
10:00 am – Noon

Location: **CRC Project Office**
700 Washington Street, 2nd Floor Community Room
Vancouver, WA

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller - RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner – WSDOT

Meeting Objectives:

- Discussion regarding PSC membership
- Update and discussion on project alternatives and decision steps

AGENDA

10:00 a.m.	Overview of Agenda	Discussion
10:05 a.m.	PSC membership – request from Clark County	Presentation/ Discussion
10:20 a.m.	Update on Key Activities • Project Schedule and Milestones • Upcoming Activities • CEVP • Inter CEP • Public Outreach and Communications	Discussion
10:45 a.m.	Key decisions on transit and river crossing alternatives: – River Crossing – Transit Modes	Discussion
11:45 a.m.	Wrap up. Next meeting dates: November 21, 1:00-3:00 p.m. December 21, 10:00 a.m. – Noon	Discussion
12:00 noon	Adjourn	

Project Sponsor's Council, 10-26-06

Speaking notes for project update:

1) The schedule of upcoming task force meetings and topics is shown in your packet. The focus of the next several meetings will be to narrow the river crossing and transit alternatives to be considered in the DEIS. We'll be talking more about those key decisions in a few moments.

2) Under upcoming activities, we have a lot of ongoing meetings, include the Task Force meetings, of course, as well as InterCEP meetings, working group meetings (transit/modeling, environmental, design, freight), and our community and EJ working group. In addition, we recently held a tribal coordination meeting for all the interested tribes. On top of that, of course, the analysis of modeling results is ongoing, and continued development of highway and transit design concepts.

3) CEVP: We conducted our first (of several planned) analysis of potential construction costs for the project, using WSDOT's CEVP process, which identifies the probability of potential risks and costs to derive a range of costs. (More explanation if needed). Results from that analysis will be coming out in the next few weeks. We expect that it will help us to focus on those risk areas that we can control, and also to point to areas where cost savings should be investigated.

4) InterCEP continues to meet monthly. They are concurrently reviewing the analysis results for the 12 alternatives (following the same time line as the Task Force). Selection of the DEIS alternatives is a concurrence point, so we will be asking for that concurrence early next year.

5) Communications: Barbara will give a quick summary of outreach activities and some of the general themes that we've been hearing. After that, Tom will do a brief update on the focus groups that we held over the last two weeks.

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Tuesday, November 21, 2006
1:00 p.m. – 3:00 p.m.

Location: **CRC Project Office**
700 Washington Street, 2nd Floor Community Room
Vancouver, WA

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller - RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner – WSDOT

Meeting Objectives:

- Review staff recommendations for DEIS alternatives

AGENDA

1:00 p.m.	Overview of Agenda	Discussion
1:05 a.m.	Update on Key Activities • Project Schedule and Milestones • Upcoming Activities • CEVP • Inter CEP • Public Outreach and Communications	Discussion
1:30 p.m.	Key decisions and recommendations: – Transit Modes – River Crossing – DEIS alternatives	Discussion
2:45 p.m.	Wrap up. Next meeting date: December 21, 10:00 a.m. – Noon Schedule next meeting	Discussion
3:00 p.m.	Adjourn	

Materials to email to Project Sponsors Council and to PSC cc list:

1) agenda
2) meeting summary
3) issues discussion
4) memo re: evaluation framework
5) Evaluation framework
6) Upcoming meetings (Task Force/Open Houses/Project Sponsors Council)
7) Communications summary
8) Funding and cash flow: chart and text

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Thursday, January 18, 2007, 9:30 – 11:30 a.m.

Location: **CRC Project Office, Vancouver**
700 Washington Street, 2nd Floor Community Room

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller – RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner – WSDOT

Meeting Objectives:

- Update on progress to date
- Discussion of key actions and decisions in 2007

AGENDA

9:30 a.m.	Overview of Agenda	Discussion
9:35 a.m.	Schedule Overview – Action Steps in 2007 • Locally Preferred Alternative Hearings in October/November - Bridge alignment - Transit mode/alignment/station locations - Interchange configurations • Draft Financial Plan - New Starts Eligibility Evaluation - Transit Ownership/Operations	
10:15 a.m.	Public Outreach on DEIS Alternatives: • Progress report on Outreach • Council/Board actions prior to Task Force action in February?	Presentation /Discussion
10:45 a.m.	Urban Design Work Group – update	
11:00 a.m.	Update on BRT and LRT optimization process/schedule	Discussion
	Other?	Discussion
	Wrap up. Next meeting date:	Discussion
11:30 a.m.	Adjourn	

DRAFT

EXHIBIT F

http://www.columbiarivercrossing.com/Library/Type.aspx?CategoryID=17
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Chapter 42.30 RCW:... Columbia River ...

Columbia River CROSSING a long-term, comprehensive solution.

Library/Maps

MEETING MATERIALS

Click headings to sort

Title	Date	Size
Task Force - July 12, 2006 Meeting Materials	07/12/2006	5 M
Task Force - June 14, 2006 Meeting Materials	06/14/2006	2 M
Community and Environmental Justice Group Charter	05/23/2006	31 K
Task Force - May 17, 2006 Meeting Materials	05/17/2006	4 M
Task Force - April 26, 2006 Meeting Materials	04/26/2006	12 M
Task Force - March 22, 2006 Meeting Materials	03/22/2006	7 M
Task Force - February 1, 2006 Meeting Materials	02/01/2006	929 K
Task Force - January 4, 2006 Meeting Materials	01/04/2006	5 M
Task Force - October 12, 2005 Meeting Materials	10/12/2005	413 K
Task Force - September 12, 2005 Meeting Materials	09/12/2005	4 M
Task Force - May 4, 2005 Meeting Materials	05/04/2005	465 K
Task Force - February 3, 2005 Meeting Materials	02/03/2005	61 K
Task Force - November 30, 2005 Meeting Materials	11/30/2004	4 M

... 10 11 12 13 14 15 16 17 18 19

EXHIBIT G

COLUMBIA RIVER CROSSING PROJECT MANAGEMENT PLAN

Project Controls Report

June 2006

Columbia River CROSSING

Title VI

The Columbia River Crossing project team ensures full compliance with Title VI of the Civil Rights Act of 1964 by prohibiting discrimination against any person on the basis of race, color, national origin or sex in the provision of benefits and services resulting from its federally assisted programs and activities.

Americans with Disabilities Act (ADA) Information

If you would like copies of this document in an alternative format, or are deaf or hard of hearing, please call the Columbia River Crossing Project office at (360) 737-2726 or (503) 256-2726.

Endorsement and Approval

Prepared by: Tonja Gleason, CPA Project Controls Manager	Reviewed by: Ron Anderson Deputy Project Manager
Submitted by: Jay Lyman, PE Project Manager	Reviewed by: Lynn Rust Design Manager, WSDOT
Reviewed by: Rex Wong Transit Manager, WSDOT	Reviewed by: Heather Gundersen Environmental Manager, ODOT
	Approved by: Kris Strickler Deputy Project Director, WSDOT
Approved by: John Osborn Project Co-Director, ODOT	Approved by: Doug Ficco Project Co-Director, WSDOT

Revision History			
Revision	**Description**	**Author**	**Effective Date**
0	**First Edition**	**Tonja Gleason**	**6/30/06**

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ACRONYMS

CPM	Critical Path Method
C-TRAN	Clark County Public Transit Benefit Area Authority
DCS	Document Control Specialist
DEIS	Draft Environmental Impact Statement
EIS	Environmental Impact Statement
EJWG	Environmental Justice Working Group
FHWA	Federal Highway Administration
FOIA	Freedom of Information Act
FTA	Federal Transportation Administration
I-5	Interstate 5
InterCEP	Interagency Collaborative Environmental Process
MPD	Managing Project Delivery
NEPA	National Environmental Policy Act
ODOT	Oregon Department of Transportation
PCM	Project Controls Manager
PDR	Public Disclosure Request
PDT	Project Development Team
PMP	Project Management Plan
PSC	Project Sponsors Council
RIN	Risk Identification Number
RTC	Regional Transportation Council
SASS	Sponsor Agency Senior Staff
TriMet	Tri-County Metropolitan Transportation District of Oregon
WBS	Work Breakdown Structure
WSDOT	Washington State Department of Transportation

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1. Overview

1.1 Introduction

The ultimate purpose of the Project Management Plan (PMP) is to clearly define the roles, responsibilities, processes, and activities which will result in the Columbia River Crossing project being completed (1) on time, (2) within budget, (3) with the highest regard for quality, (4) in a safe manner for both the individuals working on the project and for the traveling public, and (5) in a manner in which the public trust, support, and confidence in the project will be maintained.

Due to the size and complexity of the Columbia River Crossing project, implementation of the project required that it be divided into smaller implementable phases that contribute to the overall goals of the program. The current plan addresses the environmental phase through the selection of a preferred alternative for the project, resulting in a National Environmental Policy Act (NEPA) Record of Decision and approximately 30 percent completion of the design. Project delivery will be phased as follows:

- Phase I: May 1, 2005 through March 31, 2007 – Initial project development through scoping, development of alternatives, and narrowing of alternatives that will be included in the Draft Environmental Impact Statement (DEIS).
- Phase II: January 1, 2007 through December 31, 2008 – Continued evaluation of alternatives in the DEIS, selection of a preferred alternative, final Environmental Impact Statement (EIS), and Record of Decision. The design will be developed to approximately the 30 percent level.
- Phase III: January 1, 2009 through March, 2011 – Completion of the final design and advertisement for construction. (Pending financing and method of delivery.)

The PMP will be refined and revised yearly (beginning May 31, 2007) or more frequently if necessary to maintain system-wide project goals all the way through the construction phases of the Columbia River Crossing project life cycle. In order to keep to a consistent plan, the Columbia River Crossing project team will ensure that the project will be managed holistically and as a continuum, i.e., not incrementally as the project progresses.

1.2 Legal Authority

The Washington State Department of Transportation (WSDOT) and Oregon Department of Transportation (ODOT) entered into an Interstate Agreement, Funding Agreement for the Columbia River Crossing Project on January 3, 2006. WSDOT is authorized by the Revised Code of Washington (RCW) 47.52.020, RCW 47.04.080, and RCW 39.34.030 to enter into this agreement, and ODOT is authorized by Oregon Revised Statues (ORS) 190.410 to 190.440 and ORS 381.005 to 381.820) to enter into this agreement.

1.3 Management Statement

Through the WSDOT/ODOT project team, Washington and Oregon have developed an organization around the Columbia River Crossing project that ensures management commitment to an aggressive schedule. As such, 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 which will be referred to throughout this document as the Project Development Team (PDT). The overall success of the Columbia River Crossing project will be predicated on its ability to have the highest regard for accountability and quality. It is our project management's intent that accountability and quality will be a team effort and that this plan will be used as a roadmap for successfully obtaining each and every goal of the program.

1.4 Purpose and Need

The Columbia River Crossing project Purpose and Need Statement was approved by the Project Sponsors Council in December 2005 and is dated January 17, 2006.

The Interstate 5 (I-5) bridge across the Columbia River is actually two bridges side-by-side, built in 1917 and 1958 respectively. A second river crossing, the I-205 Glenn Jackson Bridge, opened in 1982. Together, the two crossings connect the greater Portland-Vancouver region, carrying over 260,000 trips back and forth across the Columbia River every day.

Now, nearly 90 years after the first bridge opened, growth in the region and in border-to-border commerce is straining the capacity of the two crossings. Growing hours of daily congestion stall commuters and delay freight, resulting in high costs and frustration for everybody. Concerned that a world-class economy cannot continue to grow and thrive without the support of world-class infrastructure, Washington and Oregon have joined together to address the problem.

1.4.1 Project Purpose

The purpose of the proposed action is to improve I-5 corridor mobility by addressing present and future travel demand and mobility needs in the Columbia River crossing Bridge Influence Area. The Bridge Influence Area extends from approximately Columbia Boulevard in the south to SR 500 in the north. Relative to the No-build alternative, the proposed action is intended to achieve the following objectives: a) improve travel safety and traffic operations on the I-5 crossing's bridges and associated interchanges; b) improve connectivity, reliability, travel times, and operations of public transportation modal alternatives in the Bridge Influence Area; c) improve highway freight mobility and address interstate travel and commerce needs in the Bridge Influence Area; and d) improve the I-5 river crossing's structural integrity.

1.4.2 Project Need

The specific needs to be addressed by the proposed action include:

- **Growing Travel Demand and Congestion:** Existing travel demand exceeds capacity in the I-5 Columbia River crossing and associated interchanges. This corridor experiences heavy congestion and delay lasting 2 to 5 hours during both the morning and afternoon peak travel periods and when traffic accidents, vehicle breakdowns, or bridge-lifts occur.

Due to excess travel demand and congestion in the I-5 bridge corridor, many trips take the longer, alternative I-205 route across the river. Spillover traffic from I-5 onto parallel arterials such as Martin Luther King Boulevard and Interstate Avenue increases local congestion. The two crossings currently carry over 260,000 trips across the Columbia River daily. Daily traffic demand over the I-5 crossing is projected to increase by 40 percent during the next 20 years, with stop-and-go conditions increasing to at least 10 to 12 hours each day if no improvements are made.

- **Impaired Freight Movement:** I-5 is part of the National Truck Network, and the most important freight freeway on the West Coast linking international, national, and regional markets in Canada, Mexico, and the Pacific Rim with destinations throughout the western United States. In the center of the project area, I-5 intersects with the Columbia River's deep water shipping and barging as well as two river-level, transcontinental rail lines. The I-5 crossing provides direct and important highway connection to the Port of Vancouver and Port of Portland facilities located on the Columbia River, as well as the majority of the area's freight consolidation facilities and distribution terminals. Freight volumes moved by truck to and from the area are projected to more than double over the next 25 years. Vehicle-hours of delay on truck routes in the Portland-Vancouver area are projected to increase by more than 90 percent over the next 20 years. Growing demand and congestion will result in increasing delay, costs, and uncertainty for all businesses that rely on this corridor for freight movement.
- **Limited Public Transportation Operation, Connectivity, and Reliability:** Due to limited public transportation options, a number of transportation markets are not well served. The key transit markets include trips between the Portland Central City and the City of Vancouver and Clark County, trips between North/Northeast Portland and the City of Vancouver and Clark County, and trips connecting the City of Vancouver and Clark County with the regional transit system in Oregon. Current congestion in the corridor adversely impacts public transportation service reliability and travel speed. Southbound bus travel times across the bridge are currently up to three times longer during parts of the a.m. peak compared to off peak. Travel times for public transit using general purpose lanes on I-5 in the Bridge Influence Area are expected to increase substantially by 2030.
- **Safety and Vulnerability to Incidents:** The I-5 river crossing and its approach-sections experience crash rates nearly 2.5 times higher than statewide averages for comparable facilities. Incident evaluations generally attribute these crashes to traffic congestion and weaving movements associated with closely spaced interchanges. Without breakdown lanes or shoulders, even minor traffic accidents or stalls cause severe delay or more serious accidents.
- **Substandard Bicycle and Pedestrian Facilities:** The bike/pedestrian lanes on the I-5 Columbia River bridges are 6 to 8 feet wide – narrower than the 10-foot standard – and are located extremely close to traffic lanes thus impacting safety for pedestrians and bicyclists. Direct pedestrian and bicycle connectivity are poor in the Bridge Influence Area.

- **Seismic vulnerability:** The existing I-5 bridges are located in a seismically active zone. They do not meet current seismic standards and are vulnerable to failure in an earthquake.

EXHIBIT H

Program Overview

NEPA Implementation

NEPA and Transportation Decisionmaking
- Purpose and Need
- Alternatives
- Impacts
- Mitigation
- Interagency Coordination
- Public Involvement

NEPA Documentation

Environmental Justice

Integrating Road Safety into NEPA Analysis

Interim Guidance on the Application of Travel and Land Use Forecasting in NEPA

Bridge Case Study

Active & Inactive Environmental Impact Statements

More Information

Website Feedback

NEPA and Transportation Decisionmaking

The Importance of Purpose and Need in Environmental Documents

September 18, 1990

Introduction

The purpose and need section is in many ways the most important chapter of an environmental impact statement (EIS). It establishes why the agency is proposing to spend large amounts of taxpayers' money while at the same time causing significant environmental impacts. A clear, well-justified purpose and need section explains to the public and decisionmakers that the expenditure of funds is necessary and worthwhile and that the priority the project is being given relative to other needed highway projects is warranted. In addition, although significant environmental impacts are expected to be caused by the project, the purpose and need section should justify why impacts are acceptable based on the project's importance.

As importantly, the project purpose and need drives the process for alternatives consideration, in-depth analysis, and ultimate selection. The Council on Environmental Quality (CEQ) regulations require that the EIS address the "no-action" alternative and "rigorously explore and objectively evaluate all reasonable alternatives." Furthermore, a well-justified purpose and need is vital to meeting the requirements of Section 4(f) (49 U.S.C. 303) and the Executive Orders on Wetlands (E.O. 11990) and Floodplains (E.O. 11988) and the Section 404(b)(1) Guidelines. Without a well-defined, well-established and well-justified purpose and need, it will be difficult to determine which alternatives are reasonable, prudent and practicable, and it may be impossible to dismiss the no-build alternative.

The transportation planning process, which includes regional, sub-area, and corridor planning, can serve as the primary source of information for establishing purpose and need as well as evaluating alternatives. Information and forecasts of vehicle miles of travel, travel demand, highway and travel speeds, traffic diversion, time of day characteristics, and traffic accident rates can be provided by the planning process. This information can be used to evaluate congestion, air quality, safety, and other environmental issues for various transportation alternatives including the no-build alternative. Planning can also estimate the benefits and costs associated with highway and transit projects that can be used in the development of project "purpose and need."

Consideration of Alternatives

In urbanized areas, the urban transportation planning process required by Section 134 of Title 23, should result in plans and programs that are consistent with the comprehensively planned development of an area and that integrate transportation, land use, and environmental considerations. Comprehensive planning, which includes transportation, should establish the basic purpose and need for specific projects and the system wide consequences of operational improvements and the no-build alternative. For example, the planning process should identify the need for a transportation improvement between points x and y at some future date. Further, in a high percentage of cases, a decision on the appropriate mode (highway or transit) and the basic project concept (freeway on new location, upgrade of existing facility, light rail transit, bus/high-occupancy vehicle lanes, approximate travel demand, etc.) can be determined. In other cases, it may not be possible to resolve these issues until the conclusion of the project development process. Scoping meetings early in the environmental process are an excellent means to reach agreement with the participants on the basic purpose and need for the project, the consequences of the no-build alternative, and operational improvements and, where possible, the mode and project concept.

After the basic purpose and need for the project are established, a number of lines can theoretically still be drawn to connect points x and y. If the project's purpose and need are so vague as to only stipulate that a transportation improvement between x and y is needed, then reasonable alternatives would cover a wide range and must be evaluated to comply with the CEQ regulations. As the project's purpose and need is refined, a number of alternatives will drop out, thereby permitting a more focused analysis of those alternatives which truly address the problem to be solved. As alternatives are dropped from consideration, it is recommended that the concurrence of those cooperating agencies with jurisdiction by law be sought in that decision.

In a similar manner, the type of improvement to be considered even after the planning process may be wide ranging: from upgrading an existing facility to multi-lane freeway on now location. The traffic demands, safety concerns, system continuity considerations, etc., all will help define reasonable alternatives and products from the transportation planning process should serve as a primary source for this information.

Beyond the CEQ regulations requirement of evaluating all, or a reasonable number representative of the full spectrum of reasonable alternatives, there are other more action-limiting requirements for alternatives under Section 4 (f), the Executive Orders on Wetlands and Floodplains, and the Section 404 (b)(1) guidelines. To address these requirements and conclusively demonstrate that some alternatives are not prudent or practicable, a well-justified purpose and need are vital.

The use of land from a Section 4(f) protected property (significant publicly owned public park, recreation area or wildlife and waterfowl refuge, or any significant historic site) may not be approved unless a determination is made that there is no feasible and prudent alternative to such use. There are numerous factors which could render an alternative "not prudent" because of unique problems, including cost and environmental impacts. If an alternative does not meet the project's purpose or satisfy the needs then the alternative is not prudent provided the purpose and need section can substantiate that unique problems will be caused by not building the project.

If a proposed action is to be located in a wetland or it entails a floodplain encroachment with significant impacts, a finding must be made that there is no practicable alternative to the wetland take or floodplain encroachment. Any alternative which does not meet the need for the project is not

practicable. If the project's purpose and need are not adequately addressed, specifically delineated and properly justified, resource agencies, interest groups, the public or others will be able to generate one or possibly several alternatives which avoid or limit the impact and "appear" practicable. Sometimes long, drawn out negotiations or additional analyses are needed to clearly demonstrate that an alternative is not practicable, where a well-described justification of the project's purpose and need would have clearly established it.

If an alternative does not satisfy the purpose and need for the project, as a rule, it should not be included in the analysis as an apparent reasonable alternative. There are times when an alternative that is not reasonable is included based on the request of another agency or due to public expectation. In such cases, it should be clearly explained why the alternative is not reasonable (or prudent or practicable), why it is being analyzed in detail and that because it is not reasonable that it will not be selected.

Basic Ingredients of Purpose and Need

The purpose and need should be as comprehensive and specific as possible. For example, rather than simply stating that additional capacity is needed between two points, information on the adequacy of current facilities to handle the present and projected traffic, (e.g., what capacity is needed and the level of service for the existing and proposed facilities) should be discussed. Other information on factors such as safety, system linkage, social demands, economic development, and modal interrelationships, etc., that the proposed project will attempt to address, should be described as fully as possible. This will assist in pinpointing and refining the alternatives which should be analyzed. Further, it will in a sense "protect" those viable alternatives from sniping by external interests and capricious suggestions to study something else. If the purpose of and need for the proposed project are rigorously defined, the number of "solutions" which will satisfy the conditions can be more readily identified and narrowly limited.

The purpose and need section of the project may, and probably should, evolve as information is developed and more is learned about the project and the corridor. For example, assume that the only known information with regard to purpose and need is that additional capacity is needed between points x and y. At the outset, it may appear that commuter traffic to a downtown area is the problem and only this traffic needs to be served. A wide range of alternatives may meet this need. As the studies progress, it may be learned that a shopping center, university, major suburban employer, and other traffic generators contribute substantially to the problem and require transportation service. In this case, the need is further refined so that not only commuter trips but also student, shopping, and other trips will be accommodated.

These refinements would clearly reduce and limit the number of alternatives which could satisfy the project's purpose and need, thereby reducing the number and range of reasonable, prudent and practicable alternatives. If an alternative is suggested that does not serve the university or other traffic generator, and such service is a vital element of the project, the alternative may be eliminated from future study since it does not meet the need for the project.

In the example above, it should be noted that products of the urban transportation planning process should identify many of the elements which contribute to the transportation problems. To the extent that the planning process develops these products and these products are utilized in project development, it may not be necessary to prepare additional studies.

Some of the elements which may assist in explaining a project's purpose and need (e.g., capacity, safety, system linkage, etc.), are described on page 14 of FHWA Technical Advisory T 6640.8A - "Guidance for Preparing and Processing Environmental and Section 4(f) Documents." This discussion is included here as an appendix. All of the elements which are relevant should be as fully developed as possible and utilize as specific data as possible to compare the present, future no-build, and future build conditions. Data should be presented on such factors as reduction in vehicle hours of travel, improvements in travel speeds on the system, reduction in traffic accidents, injuries and fatalities, savings in cost to the traveling public, enhanced economic development potential, increased tax bass, improved access to public facilities, etc. It is not sufficient to state that the project is needed to provide increased capacity and improve safety. Supporting data must be provided.

Using Purpose and Need in Decisionmaking

As noted above, the purpose and need define what can be considered reasonable, prudent, and practicable alternatives. The decisionmaking process should first consider those alternatives which meet the purpose and need for the project at an acceptable cost and level of environmental impact relative to the benefits which will be derived from the project.

At times, it is possible that no alternative meets all aspects of the project's purpose and need. In such a case, it must be determined if the alternatives are acceptable and worthwhile pursuing in light of the cost, environmental impact and less than optimal transportation solution. To properly assess this, it is important to determine the elements of the purpose and need which are critical to the project, as opposed to those which may be desirable or simply support it, the critical elements are those which if not met, at least to some minimal level, would lead to a "no-build" decision. Determining critical needs could include policy decisions as well as technical considerations.

Other times, the cost or level of environmental impact are not acceptable and an alternative that only partially meets the purpose and need or the no-build alternative must be considered. If the costs are justified in relation to the transportation benefits, then a less than full-build alternative may be acceptable.

In the vast majority of cases, however, at least one alternative will fully meet the purpose and need at an acceptable cost and level of impact. In cases where more than one alternative fully meets the purpose and need, a number of factors including cost, traffic service, safety, public support, environmental impact, etc., will be considerations in reaching the decision on which is the preferred alternative. The requirements of Section 4(f), the Wetland and Floodplain Executive Orders, and the Section 404(b)(1) guidelines, of course, play an important role in this process.

Key Points to Remember

In summary, the purpose and need section in the EIS lays out why the proposed action, with its inherent costs and environmental impacts, is being pursued. If properly described, it also limits the range of alternatives which may be considered reasonable, prudent, and practicable in compliance with the CEQ regulations, Section 4(f) the Executive Orders on Wetlands and Floodplains, and the Section 404(b)(1) guidelines. Further, it demonstrates the problems that will result if the project is not implemented.

There are three key points to remember relative to the purpose and need section of an EIS. It should be:

1. justification of why the improvement must be implemented;
2. as comprehensive and specific as possible; and,
3. reexamined and updated as appropriate throughout the project development process.

Appendix

The following is a list of items which may assist in the explanation of the need for the proposed action. It is by no means all-inclusive or applicable in every situation and is intended only as a guide.

1. Project Status - Briefly describe the project history including actions taken to date, other agencies and governmental units Involved, actions pending, schedules, etc.
2. System Linkage - Is the proposed project a "connecting link?" How does it fit in the transportation system?
3. Capacity - Is the capacity of the present facility inadequate for the present traffic? Projected traffic? What capacity is needed? What is the level(s) of service for existing and proposed facilities.
4. Transportation Demand - Including relationship to any statewide plan or adopted urban transportation plan together with an explanation of the project's traffic forecasts that are substantially different from those estimates from the 23 U.S.C. 134 (Section 134) planning process.
5. Legislation - Is there a Federal, State, or local governmental mandate for the action.
6. Social Demands or Economic Development - New employment, schools, land use plans, recreation, etc,. What projected economic development/land use changes indicate the need to improve or add to the highway capacity?
7. Modal Interrelationships - How will the proposed facility interface with and serve to complement airports, rail and port facilities, mass transit services, etc.?
8. Safety - Is the proposed project necessary to correct an existing or potential safety hazard? Is the existing accident rate excessively high? Why? How will the proposed project improve it?
9. Roadway Deficiencies - Is the proposed project necessary to correct existing roadway deficiencies (e.g., substandard geometrics, load limits on structures, inadequate cross-section, or high maintenance costs)? How will the proposed project improve it?

For questions or feedback on this subject matter content, please contact Ruth Rentch. For general questions or web problems, please send feedback to the web administrator.

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EXHIBIT I

Columbia River CROSSING

700 WASHINGTON STREET
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

PROJECT SPONSORS COUNCIL MEETING

Tuesday, February 21, 2006
1:00 – 3:00 pm

Location: **WSDOT SW Region**

Members:
Sam Adams - City of Portland
Rex Burkholder – Metro
Matt Garrett - ODOT
Fred Hansen – TriMet
Arch Miller – RTC
Betty Sue Morris - C-TRAN
Royce Pollard - City of Vancouver
Don Wagner – WSDOT

Meeting Objectives:

- Discussion and consensus on Evaluation Framework
- Discussion and consensus on process for addressing issues of concern.

DRAFT AGENDA

1:00 p.m.	Overview of Agenda	Discussion
1:05 p.m.	Evaluation Framework	Agreement
1:30 p.m.	Update on Key Activities • Project Schedule and Milestones – Step A/Step B Screening of Components – Current Funding and Cash Flow – Communications and Outreach Efforts • Process for addressing issues	Information
2:20 p.m.	Open discussion/other topics	
2:45 p.m.	Meeting dates and topics for 2006 (see handout)	Discussion
3:00 p.m.	Adjourn	

DRAFT

EXHIBIT J

Chapter 42.30 RCW
Open public meetings act

RCW Sections

42.30.010 Legislative declaration.
42.30.020 Definitions.
42.30.030 Meetings declared open and public.
42.30.040 Conditions to attendance not to be required.
42.30.050 Interruptions -- Procedure.
42.30.060 Ordinances, rules, resolutions, regulations, etc., adopted at public meetings -- Notice -- Secret voting prohibited.
42.30.070 Times and places for meetings -- Emergencies -- Exception.
42.30.075 Schedule of regular meetings -- Publication in state register -- Notice of change -- "Regular" meetings defined.
42.30.080 Special meetings.
42.30.090 Adjournments.
42.30.100 Continuances.
42.30.110 Executive sessions.
42.30.120 Violations -- Personal liability -- Civil penalty -- Attorneys' fees and costs.
42.30.130 Violations -- Mandamus or injunction.
42.30.140 Chapter controlling -- Application.
42.30.200 Governing body of recognized student association at college or university -- Chapter applicability to.
42.30.210 Assistance by attorney general.
42.30.900 Short title.
42.30.910 Construction -- 1971 ex.s. c 250.
42.30.920 Severability -- 1971 ex.s. c 250.

Notes:
Drug reimbursement policy recommendations: RCW 74.09.653.

42.30.010
Legislative declaration.

The legislature finds and declares that all public commissions, boards, councils, committees, subcommittees, departments, divisions, offices, and all other public agencies of this state and subdivisions thereof exist to aid in the conduct of the people's business. It is the intent of this chapter that their actions be taken openly and that their deliberations be conducted openly.

The people of this state do not yield their sovereignty to the agencies which serve them. The people, in delegating authority, do not give their public servants the right to decide what is good for the people to know and what is not good for them to know. The people insist on remaining informed so that they may retain control over the instruments they have created.

[1971 ex.s. c 250 § 1.]

Notes:

Reviser's note: Throughout this chapter, the phrases "this act" and "this 1971 amendatory act" have been changed to "this chapter." "This act" [1971 ex.s. c 250] consists of this chapter, the amendment to RCW 34.04.025, and the repeal of RCW 42.32.010 and 42.32.020.

42.30.020
Definitions.

As used in this chapter unless the context indicates otherwise:

(1) "Public agency" means:

(a) Any state board, commission, committee, department, educational institution, or other state agency which is created by or pursuant to statute, other than courts and the legislature;

(b) Any county, city, school district, special purpose district, or other municipal corporation or political subdivision of the state of Washington;

(c) Any subagency of a public agency which is created by or pursuant to statute, ordinance, or other legislative act, including but not limited to planning commissions, library or park boards, commissions, and agencies;

(d) Any policy group whose membership includes representatives of publicly owned utilities formed by or pursuant to the laws of this state when meeting together as or on behalf of participants who have contracted for the output of generating plants being planned or built by an operating agency.

(2) "Governing body" means the multimember board, commission, committee, council, or other policy or rule-making body of a public agency, or any committee thereof when the committee acts on behalf of the governing body, conducts hearings, or takes testimony or public comment.

(3) "Action" means the transaction of the official business of a public agency by a governing body including but not limited to receipt of public testimony, deliberations, discussions, considerations, reviews, evaluations, and final actions. "Final action" means a collective positive or negative decision, or an actual vote by a majority of the members of a governing body when sitting as a body or entity, upon a motion, proposal, resolution, order, or ordinance.

(4) "Meeting" means meetings at which action is taken.

[1985 c 366 § 1; 1983 c 155 § 1; 1982 1st ex.s. c 43 § 10; 1971 ex.s. c 250 § 2.]

Notes:

Severability -- Savings -- 1982 1st ex.s. c 43: See notes following RCW 43.52.374.

42.30.030
Meetings declared open and public.

All meetings of the governing body of a public agency shall be open and public and all persons shall be permitted to attend any meeting of the governing body of a public agency, except as otherwise provided in this chapter.

[1971 ex.s. c 250 § 3.]

42.30.040
Conditions to attendance not to be required.

A member of the public shall not be required, as a condition to attendance at a meeting of a governing body, to register his or her name and other information, to complete a questionnaire, or otherwise to fulfill any condition precedent to his or her attendance.

[2012 c 117 § 124; 1971 ex.s. c 250 § 4.]

42.30.050
Interruptions — procedure.

In the event that any meeting is interrupted by a group or groups of persons so as to render the orderly conduct of such meeting unfeasible and order cannot be restored by the removal of individuals who are interrupting the meeting, the members of the governing body conducting the meeting may order the meeting room cleared and continue in session or may adjourn the meeting and reconvene at another location selected by majority vote of the members. In such a session, final disposition may be taken only on matters appearing on the agenda. Representatives of the press or other news media, except those participating in the disturbance, shall be allowed to attend any session held pursuant to this section. Nothing in this section shall prohibit the governing body from establishing a procedure for readmitting an individual or individuals not responsible for disturbing the orderly conduct of the meeting.

[1971 ex.s. c 250 § 5.]

42.30.060
Ordinances, rules, resolutions, regulations, etc., adopted at public meetings — notice — secret voting prohibited.

(1) No governing body of a public agency shall adopt any ordinance, resolution, rule, regulation, order, or directive, except in a meeting open to the public and then only at a meeting, the date of which is fixed by law or rule, or at a meeting of which notice has been given according to the provisions of this chapter. Any action taken at meetings failing to comply with the provisions of this subsection shall be null and void.

(2) No governing body of a public agency at any meeting required to be open to the public shall vote by secret ballot. Any vote taken in violation of this subsection shall be null and void, and shall be considered an "action" under this chapter.

[1989 c 42 § 1; 1971 ex.s. c 250 § 6.]

42.30.070
Times and places for meetings — emergencies — exception.

The governing body of a public agency shall provide the time for holding regular meetings by ordinance, resolution, bylaws, or by whatever other rule is required for the conduct of business by that body. Unless otherwise provided for in the act under which the public agency was formed, meetings of the governing body need not be held within the boundaries of the territory over which the public agency exercises jurisdiction. If at any time any regular meeting falls on a holiday, such regular meeting shall be held on the next business day. If, by reason of fire, flood, earthquake, or other emergency, there is a need for expedited action by a governing body to meet the emergency, the presiding officer of the governing body may provide for a meeting site other than the regular meeting site and the notice requirements of this chapter shall be suspended during such emergency. It shall not be a violation of the requirements of this chapter for a majority of the members of a governing body to travel together or gather for purposes other than a regular meeting or a special meeting as these terms are used in this chapter: PROVIDED, That they take no action as defined in this chapter.

[1983 c 155 § 2; 1973 c 66 § 1; 1971 ex.s. c 250 § 7.]

42.30.075
Schedule of regular meetings — publication in state register — notice of change — "regular" meetings defined.

State agencies which hold regular meetings shall file with the code reviser a schedule of the time and place of such meetings on or before January of each year for publication in the Washington state register. Notice of any change from such meeting schedule shall be published in the state register for distribution at least twenty days prior to the rescheduled meeting date.

For the purposes of this section "regular" meetings shall mean recurring meetings held in accordance with a periodic schedule declared by statute or rule.

[1977 ex.s. c 240 § 12.]

Notes:

Effective date -- Severability -- 1977 ex.s. c 240: See RCW 34.08.905 and 34.08.910.

Public meeting notices in state register: RCW 34.08.020.

42.30.080
Special meetings.

(1) A special meeting may be called at any time by the presiding officer of the governing body of a public agency or by a majority of the members of the governing body by delivering written notice personally, by mail, by fax, or by electronic mail to each member of the governing body. Written notice shall be deemed waived in the following circumstances:

(a) A member submits a written waiver of notice with the clerk or secretary of the governing body at or prior to the time the meeting convenes. A written waiver may be given by telegram, fax, or electronic mail; or

(b) A member is actually present at the time the meeting convenes.

(2) Notice of a special meeting called under subsection (1) of this section shall be:

(a) Delivered to each local newspaper of general circulation and local radio or television station that has on file with the governing body a written request to be notified of such special meeting or of all special meetings;

(b) Posted on the agency's web site. An agency is not required to post a special meeting notice on its web site if it (i) does not have a web site; (ii) employs fewer than ten full-time equivalent employees; or (iii) does not employ personnel whose duty, as defined by a job description or existing contract, is to maintain or update the web site; and

(c) Prominently displayed at the main entrance of the agency's principal location and the meeting site if it is not held at the agency's principal location.

Such notice must be delivered or posted, as applicable, at least twenty-four hours before the time of such meeting as specified in the notice.

(3) The call and notices required under subsections (1) and (2) of this section shall specify the time and place of the special meeting and the business to be transacted. Final disposition shall not be taken on any other matter at such meetings by the governing body.

(4) The notices provided in this section may be dispensed with in the event a special meeting is called to deal with an emergency involving injury or damage to persons or property or the likelihood of such injury or damage, when time requirements of such notice would make notice impractical and increase the likelihood of such injury or damage.

[2012 c 188 § 1; 2005 c 273 § 1; 1971 ex.s. c 250 § 8.]

42.30.090
Adjournments.

The governing body of a public agency may adjourn any regular, adjourned regular, special, or adjourned special meeting to a time and place specified in the order of adjournment. Less than a quorum may so adjourn from time to time. If all members are absent from any regular or adjourned regular meeting the clerk or secretary of the governing body may declare the meeting adjourned to a stated time and place. He or she shall cause a written notice of the adjournment to be given in the same manner as provided in RCW

42.30.080 for special meetings, unless such notice is waived as provided for special meetings. Whenever any meeting is adjourned a copy of the order or notice of adjournment shall be conspicuously posted immediately after the time of the adjournment on or near the door of the place where the regular, adjourned regular, special, or adjourned special meeting was held. When a regular or adjourned regular meeting is adjourned as provided in this section, the resulting adjourned regular meeting is a regular meeting for all purposes. When an order of adjournment of any meeting fails to state the hour at which the adjourned meeting is to be held, it shall be held at the hour specified for regular meetings by ordinance, resolution, bylaw, or other rule.

[2012 c 117 § 125; 1971 ex.s. c 250 § 9.]

42.30.100
Continuances.

Any hearing being held, noticed, or ordered to be held by a governing body at any meeting may by order or notice of continuance be continued or recontinued to any subsequent meeting of the governing body in the same manner and to the same extent set forth in RCW

42.30.090 for the adjournment of meetings.

[1971 ex.s. c 250 § 10.]

42.30.110
Executive sessions.

(1) Nothing contained in this chapter may be construed to prevent a governing body from holding an executive session during a regular or special meeting:

(a) To consider matters affecting national security;

(b) To consider the selection of a site or the acquisition of real estate by lease or purchase when public knowledge regarding such consideration would cause a likelihood of increased price;

(c) To consider the minimum price at which real estate will be offered for sale or lease when public knowledge regarding such consideration would cause a likelihood of decreased price. However, final action selling or leasing public property shall be taken in a meeting open to the public;

(d) To review negotiations on the performance of publicly bid contracts when public knowledge regarding such consideration would cause a likelihood of increased costs;

(e) To consider, in the case of an export trading company, financial and commercial information supplied by private persons to the export trading company;

(f) To receive and evaluate complaints or charges brought against a public officer or employee. However, upon the request of such officer or employee, a public hearing or a meeting open to the public shall be conducted upon such complaint or charge;

(g) To evaluate the qualifications of an applicant for public employment or to review the performance of a public employee. However, subject to RCW

42.30.140(4), discussion by a governing body of salaries, wages, and other conditions of employment to be generally applied within the agency shall occur in a meeting open to the public, and when a governing body elects to take final action hiring, setting the salary of an individual employee or class of employees, or discharging or disciplining an employee, that action shall be taken in a meeting open to the public;

(h) To evaluate the qualifications of a candidate for appointment to elective office. However, any interview of such candidate and final action appointing a candidate to elective office shall be in a meeting open to the public;

(i) To discuss with legal counsel representing the agency matters relating to agency enforcement actions, or to discuss with legal counsel representing the agency litigation or potential litigation to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party, when public knowledge regarding the discussion is likely to result in an adverse legal or financial consequence to the agency.

This subsection (1)(i) does not permit a governing body to hold an executive session solely because an attorney representing the agency is present. For purposes of this subsection (1)(i), "potential litigation" means matters protected by RPC 1.6 or RCW 5.60.060(2)(a) concerning:

(i) Litigation that has been specifically threatened to which the agency, the governing body, or a member acting in an official capacity is, or is likely to become, a party;

(ii) Litigation that the agency reasonably believes may be commenced by or against the agency, the governing body, or a member acting in an official capacity; or

(iii) Litigation or legal risks of a proposed action or current practice that the agency has identified when public discussion of the litigation or legal risks is likely to result in an adverse legal or financial consequence to the agency;

(j) To consider, in the case of the state library commission or its advisory bodies, western library network prices, products, equipment, and services, when such discussion would be likely to adversely affect the network's ability to conduct business in a competitive economic climate. However, final action on these matters shall be taken in a meeting open to the public;

(k) To consider, in the case of the state investment board, financial and commercial information when the information relates to the investment of public trust or retirement funds and when public knowledge regarding the discussion would result in loss to such funds or in private loss to the providers of this information;

(l) To consider proprietary or confidential nonpublished information related to the development, acquisition, or implementation of state purchased health care services as provided in RCW 41.05.026;

(m) To consider in the case of the life sciences discovery fund authority, the substance of grant applications and grant awards when public knowledge regarding the discussion would reasonably be expected to result in private loss to the providers of this information;

(n) To consider in the case of a health sciences and services authority, the substance of grant applications and grant awards when public knowledge regarding the discussion would reasonably be expected to result in private loss to the providers of this information;

(o) To consider in the case of innovate Washington, the substance of grant or loan applications and grant or loan awards if public knowledge regarding the discussion would reasonably be expected to result in private loss to the providers of this information.

(2) Before convening in executive session, the presiding officer of a governing body shall publicly announce the purpose for excluding the public from the meeting place, and the time when the executive session will be concluded. The executive session may be extended to a stated later time by announcement of the presiding officer.

[2011 1st sp.s. c 14 § 14; 2010 1st sp.s. c 33 § 5; 2005 c 424 § 13; 2003 c 277 § 1; 2001 c 216 § 1; 1989 c 238 § 2; 1987 c 389 § 3; 1986 c 276 § 8; 1985 c 366 § 2; 1983 c 155 § 3; 1979 c 42 § 1; 1973 c 66 § 2; 1971 ex.s. c 250 § 11.]

Notes:

Effective date -- 2011 1st sp.s. c 14: See RCW 43.333.901.

Captions not law -- Liberal construction -- Severability -- Effective dates -- 2005 c 424: See RCW 43.350.900 through 43.350.903.

Severability -- Effective date -- 1987 c 389: See notes following RCW 41.06.070.

Severability -- 1986 c 276: See RCW 53.31.901.

42.30.120
Violations — personal liability — civil penalty — attorneys' fees and costs.

(1) Each member of the governing body who attends a meeting of such governing body where action is taken in violation of any provision of this chapter applicable to him or her, with knowledge of the fact that the meeting is in violation thereof, shall be subject to personal liability in the form of a civil penalty in the amount of one hundred dollars. The civil penalty shall be assessed by a judge of the superior court and an action to enforce this penalty may be brought by any person. A violation of this chapter does not constitute a crime and assessment of the civil penalty by a judge shall not give rise to any disability or legal disadvantage based on conviction of a criminal offense.

(2) Any person who prevails against a public agency in any action in the courts for a violation of this chapter shall be awarded all costs, including reasonable attorneys' fees, incurred in connection with such legal action. Pursuant to RCW

4.84.185, any public agency who prevails in any action in the courts for a violation of this chapter may be awarded reasonable expenses and attorney fees upon final judgment and written findings by the trial judge that the action was frivolous and advanced without reasonable cause.

[2012 c 117 § 126; 1985 c 69 § 1; 1973 c 66 § 3; 1971 ex.s. c 250 § 12.]

42.30.130
Violations — mandamus or injunction.

Any person may commence an action either by mandamus or injunction for the purpose of stopping violations or preventing threatened violations of this chapter by members of a governing body.

[1971 ex.s. c 250 § 13.]

42.30.140
Chapter controlling — application.

If any provision of this chapter conflicts with the provisions of any other statute, the provisions of this chapter shall control: PROVIDED, That this chapter shall not apply to:

(1) The proceedings concerned with the formal issuance of an order granting, suspending, revoking, or denying any license, permit, or certificate to engage in any business, occupation, or profession or to any disciplinary proceedings involving a member of such business, occupation, or profession, or to receive a license for a sports activity or to operate any mechanical device or motor vehicle where a license or registration is necessary; or

(2) That portion of a meeting of a quasi-judicial body which relates to a quasi-judicial matter between named parties as distinguished from a matter having general effect on the public or on a class or group; or

(3) Matters governed by chapter

34.05 RCW, the Administrative Procedure Act; or

(4)(a) Collective bargaining sessions with employee organizations, including contract negotiations, grievance meetings, and discussions relating to the interpretation or application of a labor agreement; or (b) that portion of a meeting during which the governing body is planning or adopting the strategy or position to be taken by the governing body during the course of any collective bargaining, professional negotiations, or grievance or mediation proceedings, or reviewing the proposals made in the negotiations or proceedings while in progress.

[1990 c 98 § 1; 1989 c 175 § 94; 1973 c 66 § 4; 1971 ex.s. c 250 § 14.]

Notes:

Effective date -- 1989 c 175: See note following RCW 34.05.010.

Drug reimbursement policy recommendations: RCW 74.09.653.

Mediation testimony competency: RCW 5.60.070 and 5.60.072.

42.30.200
Governing body of recognized student association at college or university — chapter applicability to.

The multimember student board which is the governing body of the recognized student association at a given campus of a public institution of higher education is hereby declared to be subject to the provisions of the open public meetings act as contained in this chapter, as now or hereafter amended. For the purposes of this section, "recognized student association" shall mean any body at any of the state's colleges and universities which selects officers through a process approved by the student body and which represents the interests of students. Any such body so selected shall be recognized by and registered with the respective boards of trustees and regents of the state's colleges and universities: PROVIDED, That there be no more than one such association representing undergraduate students, no more than one such association representing graduate students, and no more than one such association representing each group of professional students so recognized and registered at any of the state's colleges or universities.

[1980 c 49 § 1.]

42.30.210
Assistance by attorney general.

The attorney general's office may provide information, technical assistance, and training on the provisions of this chapter.

[2001 c 216 § 2.]

42.30.900
Short title.

This chapter may be cited as the "Open Public Meetings Act of 1971".

[1971 ex.s. c 250 § 16.]

42.30.910
Construction — 1971 ex.s. c 250.

The purposes of this chapter are hereby declared remedial and shall be liberally construed.

[1971 ex.s. c 250 § 18.]

42.30.920
Severability — 1971 ex.s. c 250.

If any provision of this act, or its application to any person or circumstance is held invalid, the remainder of the act, or the application of the provision to other persons or circumstances is not affected.

[1971 ex.s. c 250 § 19.]

EXHIBIT K

MEMORANDUM

Columbia River Crossing: Project Sponsors Council Roles and Responsibilities (Draft 10/15/05)

TO: Jay Lyman/CRC

COPIES: Amy Echols/CRC

FROM: Marcy Schwartz/CRC

DATE: October 15, 2005

In the first meeting of the Project Sponsors Council (PSC) it is important for the members 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. I have summarized my thoughts and suggestions below to initiate discussion. It is in the Project Development Team's (PDT) interest to come to agreement on its preferences concerning the PSC as soon as possible so the appropriate presentation can be developed and so we can "work" the issues with individual PSC members in advance of the meeting.

Decision Making

As I see it, the PSC is a decision making body. It is expected to make the following decisions during the course of the project:

- Approval of the Problem Definition
- Approval of the Evaluation Framework
- Approval of the range of alternatives
- Approval of the alternatives to be considered in the EIS
- Approval of the locally preferred alternative

The approval of the locally preferred alternative by the PSC would trigger individual agency public hearings. Each elected official body (Board of Directors, Commission, City Council, and so on) would take action, presumably to endorse the locally preferred alternative recommended by the PSC. The PSC members would be entrusted to make the other decisions on behalf of their fellow elected officials with no need for public hearings or individual agency endorsements.

At each decision point, the PDT would disseminate a briefing packet ten days in advance of the meeting containing the following information:

- The PDT's recommendation

- The Task Force recommendation
- A summary of public comment
- A summary of agency comment. I am assuming the concurrence points (formal or informal) of the joint regulatory review group would precede the PSC decision points, but this bears more thought and discussion with Jeff and Heather. It seems risky to me to have the PSC decide something, only to discover that the joint agency group disagrees or wants a different wording of the document.

I assume that each PSC member would be briefed in advance of the decision meetings by senior staff of their organizations. Senior staff is responsible for providing requested information and responding to questions. It is expected that each of the PSC decision meetings would result in a decision with no need for extended deliberations in future meetings. This approach would require extensive coordination among PDT members prior to the meetings.

The decision meetings would be open to the public, but only minimum legal notices would be provided and no display advertising would be placed. We would not encourage public participation. The Task Force chairs would be expected to attend and respond to PSC questions concerning the Task Force recommendations. Task Force members would be made award of the meetings. Meeting notes would be prepared and posted on the website.

Project Advisors

Beyond these formal decisions, the PSC may want to consider interim items---component identification and evaluation, initial alternative descriptions, funding options to be included in the alternatives, and so on. I feel such meetings can be scheduled, but 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 Regional Partners Group (RPG). Indeed, several of the PSC members also sit on the Task Force where these items are discussed in detail. The organizations have ample opportunities to influence the direction and content of the work that will ultimately be presented to the PSC. If individual PDC members desire more detailed information on the progress of the project, they can consult one-on-one with their senior staff members. Again, the PDT should manage the "care and feeding" of individual PSC members to ensure they have the required level and frequency of information.

Non-decision 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 website (the same as RPG and working group meeting notes).

I look forward to discussion of these items. Let me know if I can modify this information to support presentation and discussion among the Project Directors and other team members.

EXHIBIT L

Columbia River CROSSING

700 WASHINGTON STREET
SUITE 300
VANCOUVER, WA 98660
360-737-2726 | 503-256-2726

RECEIVED
2009 MAR 18 A 7:38

March 16, 2009

Mr. Timothy D. Ford
Assistant Attorney General
Open Government Ombudsman
Attorney General of Washington
PO Box 40100
Olympia, 98504-0100

RE: Columbia River Crossing Project / Ms. Sharon Nasset

Dear Mr. Ford:

We are responding to your request of Feb. 19, 2009 for information related to the Columbia River Crossing project's efforts to comply with Washington State's Open Public Meetings Act and Public Records Act. This letter also provides information regarding concerns raised by Sharon Nasset to your office.

The Columbia River Crossing (CRC) project is committed to complying with open meetings and public records acts of the State of Washington and State of Oregon. The project's public communication procedures are in accordance with Chapter 42.30 RCW, Chapter 192 ORS and WSDOT policies outlined in the Administrative Services Manual, Chapter 4 (attached). These are referenced as a response to your request to forward any policies, agency procedures or other relevant information that establishes the project's efforts to comply with these acts.

All meeting materials related to the project's many public advisory committees are posted to the project Web site and are available for review at the project office. We strive to notify the public of all public meetings as soon as they are scheduled and to post the materials for the meetings to the Web at least a week in advance.

The CRC Web site is www.ColumbiaRiverCrossing.org. Project materials may be found by clicking on the "library" tab. Past and future public meetings hosted by the CRC project, or where CRC staff members have been invited to be on the agenda, may be found by clicking on the "calendar" from the home page.

Below are our responses to Ms. Nasset's specific questions and concerns:

1. "The CRC official web site calendar has neighborhood meetings. It does not include the working group meetings except Community Environmental Justice Group and sometimes-other groups but consistently."

The CRC Web site calendar lists all meetings of all CRC advisory groups and all public meetings hosted by the project. The calendar also lists public community meetings where a CRC staff member has been invited to speak about the project. In some cases, the CRC project is discussed at a public meeting or public hearing by an elected body, organization or committee that is interested in the CRC project. In these cases, notification of the public is the responsibility of that group.

2. "CRC staff, Oregon Department of Transportation, and Portland Department of Transportation email and hand out "Public Meetings and Key Dates" to some member of the different transportation groups and encourage these groups of people to show up and push for the Replacement Bridge because their presents will make a big difference. These "Public Meetings and Key Dates" are not on the CRC web

site I receive agendas and meeting notes from these meetings regularly and did not get emails the special list of "Key Dates"."

We are not aware of documents that include "Public Meetings and Key Dates" in the titles and that were written by and for CRC. Refer to the answer for question 1 for information about public meetings conducted by CRC.

3. "The Columbia River Crossing Joint Transportation Commissioners meetings where not on the CRC web sites and only hand pick CRC Task Force Member where informed to attend the meetings. The full Task Force where not informed these meeting took place or that they where open to the public."

The Washington and Oregon State Transportation Commissions formed a Joint Subcommittee on the Columbia River Crossing. They met at least two times that we are aware of prior to when the current Columbia River Crossing project was initiated. To the best of our knowledge, there were no additional meetings of this Joint Subcommittee after CRC set up the document control system for the project and initiated the project's Web site. The previous meetings were set up through the Transportation Commissions, not by CRC. Refer to the answer for question 1 for information about public meetings conducted by CRC.

4. "The Columbia River Crossing Senate Subcommittee had hearings that where not on the CRC see web site and only hand pick CRC Task Force Member where informed to attend the meetings. The full Task Force where not informed this meeting took place and that they where open to the public. 1 commented at the Joint Policy Advisory Committee on Transportation (JPACT) that these meeting took place and Open Meetings Law where not followed."

We do not know of a Columbia River Crossing Senate Subcommittee.

The Oregon State Senate Committee on Business, Transportation and Workforce Development met in joint session with the Washington State Senate Committee on Transportation on Feb. 16, 2007, in Portland. An update on the CRC project was on the agenda as a discussion item. Public notice of this informational briefing was the responsibility of the Oregon and Washington legislative committees since it was their meeting.

5. "The Sponsor Council was set up to make the Major Decisions Points, take information from the Task Force, input from the citizens and make the final decision as the sponsoring agencies. They met for approximately a year before CRC staff disbanded it. There are no meeting notes, agendas, or information on who sat on the Sponsor Council. With no Sponsor Council for the public, elected officials, or Task Force Member to take our questions and concerns there has been no oversight of the project. With the lack of the Sponsor Council for oversight and leadership, we have misinformation, missing information, inconsistent data, and conflicting data with previous studies. CRC staff has been informed of these errors. It has been over two years since CRC staff has been informed of there data errors and problems yet they have not corrected the errors."

The original Project Sponsors Council met eight times from mid-2005 to January 2007 to reach consensus on project development. Members included elected officials and regional leaders of the sponsoring agencies. This group made no recommendations while it existed. It is important to note that the original Project Sponsors Council members made the decision to disband; it was not a decision made by CRC.

CRC is directed by the Oregon Department of Transportation and the Washington State Department of Transportation. Project oversight was, and continues to be, provided by the Oregon and Washington Transportation Commissions, governors from both states, as well as the Federal Transit Administration and Federal Highway Administration.

Ms. Nasset has informed CRC staff and CRC's advisory Task Force of her concerns related to CRC information and data multiple times. CRC staff investigated her concerns and has responded to them as they

were received. The investigation determined that the analysis conducted by the CRC to refine previous traffic studies supported the range of alternatives moving forward in the Draft Environmental Impact Statement.

6. "Subcommittees do not have agendas, meeting times, locations, who were present, and minutes."

Public meetings of subcommittees are posted to the CRC Web site. One subcommittee was the "4th Alternative Subcommittee" of the Task Force. The information from that group was presented at the next meeting of the Task Force before a decision was made. It is posted on the CRC Web site at: http://www.columbiarivercrossing.org/FileLibrary/MeetingMaterials/TaskForce/2007/March/032707_TF_MeetingPacket_1of2.pdf

Other advisory groups that are not defined as "subcommittees" have been formed when necessary for the purpose of developing recommendations on issues such as freight facilities, pedestrian/bicycle connections, urban design elements, environmental justice impacts, travel demand strategies, transit alignments, interchange design, and sustainability. Committees that are comprised of elected officials and citizen volunteers such as the Urban Design Advisory Group, Community Environmental Justice Group, and Vancouver Working Group have their meeting times and agendas posted on the CRC web page.

7. "The CRC Task Force members use email for questions, clarifications, and discussions and have not made them available for citizen viewing."

Questions posed by CRC Task Force members during the meetings or via email outside of the meetings were answered during the meeting, at the next meeting or the CRC Web site. An example can be found here: http://www.columbiarivercrossing.org/FileLibrary/MeetingMaterials/TaskForce/TaskForceQandA.pdf

Conversations among Task Force members outside of a formal advisory meeting were not prohibited by state law or policy

8. "The CRC has working groups that make decisions, collect information, and will not tell us where the meetings take place, times, and do not provide information packets, agendas, who attends, or meeting minutes."

Refer to the answer for question 1 & 6 for information about public meetings, committees and working groups. CRC working groups and committees make recommendations, not decisions. All recommendations are made available for public review and comment at public outreach events.

All CRC advisory group meetings are open to the public and can be found online: http://www.columbiarivercrossing.org/Calendar/Default.aspx

9. "The meetings are held outside the study area boundaries and decisions being made."

The majority of meetings hosted by the CRC project are held in or adjacent to the project area. Some meetings are held outside the project area in regional office facilities in Portland and Vancouver owned by the project owners, ODOT and WSDOT. These facilities are chosen to save public funds and because they are easily accessible by public transit. In all cases, public meetings organized by the CRC project are accessible by public transit.

10. "Meeting held outside the study boundaries making it not easily accessible for the public."

Refer to the answer for question 9.

11. "Meeting held outside the study boundaries make it difficult for who citizen dependent on transit to make the meetings. In Vancouver, they must take at least 2 or more bus transfers each direction. From Portland if you are downtown it will take 4 bus transfers and from North Portland, it will take 5 bus transfers each direction. It takes about 2 1/12 hours each direction."

Refer to the answer for question 9. Meeting materials often include transit information to assist transit users. Materials are also posted online for those unable to attend.

12. "The CRC Task Force Members, elected officials, and citizens comment that information, questions, and statements do not make it into the meeting information notes."

Summaries of advisory group meetings are not a verbatim transcript of the meeting. The summaries provide an overview of what occurred at the meeting, including any action taken and information requested. In general, the summaries also include a list of the members of the public that spoke at the meeting and a synopsis of their comment, if public comment was included in the agenda. The meeting summaries are considered draft until they are approved by the members. Draft and final summaries are available online.

13. "Citizen address questions and information to the CRC Task Force Member and the staff does not send it out the Task Force Members. Often citizens' questions to the Task Force Members do not make it in the minutes."

Refer to the answer for question 12. CRC does forward correspondence to advisory groups as it is received.

14. "CRC staff will not provide a public email or public contact information on the Task Force Members that represent different groups. How do you have effective public out reach if you can't reach in to your representatives?"

The members of all advisory committees, including the Task Force, are listed on the individual pages devoted to each advisory committee, for example: Vancouver Working Group members are listed here: http://www.columbiarivercrossing.org/ProjectPartners/VancouverWG.aspx and Task Force members (although no longer active) are listed here: http://www.columbiarivercrossing.org/ProjectPartners/TaskForce.aspx.

Members of the public may address each active group by sending a letter, fax or email to the group in care of the Columbia River Crossing project. CRC staff forwards the information during the next communication with the group. Also, members of the public can attend advisory group meetings and provide comments in person. However, for the stated example of the Task Force, this group has completed its work and no longer meets.

Formal public records requests for the contact information of advisory group members have been fulfilled on an individual basis. Each of the volunteer committee members is notified that their contact information will be made public prior to release of the information.

15. "Previous Task Force and transportation committees have provided the public emails and contact information on their members."

Refer to the answer for question 14.

16. "CRC staff will extend meeting times a day or two before a meeting and then take votes on issues in meeting time that was added."

We make every effort to follow the published agenda. However, flexibility is needed to allow the members of volunteer advisory groups to make the best use of their time. CRC updates online materials as soon as possible.

17. "They have the public sign in put do not put citizens in the formal meeting notes like the majority of transportation meetings do. Citizen can not prove you where present at the Task Force meetings. In May of 2005 in oral and written form we asked them to include citizen into the formal meetings they refused, yet would not put it in writing."

Some of the meeting summaries include all people who signed in to the meeting and some do not. Members of the advisory groups approve the meeting summaries. It is our understanding that publicizing a transcript of the sign in sheet is not required by state law or policy. The sign in sheet is used to track the number of people present and to maintain an accurate mailing list for future communication about project information. Often members of the public do not completely fill out sign in sheets. Sign-in sheets from any meeting may be requested via either Washington or Oregon's public records acts.

18. "In March of 2007 I asked for all the sign in sheets for all the Open Meetings. I was only sent a few from the Task Force Meetings. I was not given any of the subcommittee, Sponsor Council, CRC Joint Transportation Commission meetings, CRC Joint Senate Oversight hearings, the seismic engineer meetings. I have attended approximately 22 Task Force Meetings. I have spoke at, at least 20 of the meetings, to speak at the Task Force Meeting you must sign in and check a box that you wish to speak.. In looking over sign in sheets from the last Task Force Members there are only 3 or 4 that show that I was present at the meeting. Because CRC staff has refused to put citizens that are present at the meetings into the formal meeting minutes, the only way you can tell if a citizen attended is by looking at the video from each meeting. For those who didn't speak there is no record that they participated. The standard for all of the local transportation minutes in Oregon and Washington is to put the guest into the meeting minutes showing who was present. Even after pointing out to CRC staff that all the other transportation committees put guest in the meeting minuets they still refused."

See response to question 17. Task Force meeting summaries typically included a section on verbal public comments. Past summaries can be found here:
http://www.columbiarivercrossing.org/ProjectPartners/TFMeetingMaterials.aspx

19. "The citizens are named in the Community Environmental Justice Group formal meeting notes. Yet are not in any of the other meeting being inconsistent."

Refer to the answers for question 12 and 17. Members of the public do not always give their names at advisory group meetings.

20. "At the meetings they constantly talk about "a few" of the Task Force Members "getting together to hammer out things" deliberation. The public are not invite to attend, no meeting notes are provided."

Conversations among Task Force members outside of a formal advisory meeting were not prohibited by state law or policy. All votes related to recommendations by the Task Force to the CRC project occurred during open public meetings.

21. "Staff makes statement and do not provide data or tell us where we can find the information."

CRC responds to requests as they are received. All meeting materials and many reports are posted on the CRC Web site in the "library." Data that is not posted on the Web site may be requested via either Washington or Oregon's public records acts.

22. "Studies for the Task Force have been completed but they will not release results to Task Force Member or the public."

Refer to the answer for question 21.

23. "Staff will not let us pass note or talk to our representative during meetings even when information is incorrect or groups have the information that the Task Force Member need before voting."

The chair for each advisory committee facilitates the meetings using protocols accepted by the members to ensure a productive meeting. There is time before and after the meetings and during breaks to speak with members.

24. "Citizen comments are censored. The other transportation committees use the citizen words in surveys. The CRC staff rewrites what they think the commentator meant and leave out much of the comment."

All written comments received by the project are available to members of the public and advisory group members upon request. Refer to the answer for question 12 for additional information.

25. "Many citizens, groups and agencies have sent in letter of concern that can no longer be found on the web site."

All comments received on the Draft Environmental Impact Statement were converted to PDFs and posted to the CRC Web site as per the stated policy of the Federal Transit Administration. They may be found at: http://www.columbiarivercrossing.org/Library/Type.aspx?CategoryID=28 . Other public comments have not been posted to the Web site unless they were included as part of the meeting materials. Public comments not posted on the Web site may be requested via either Washington or Oregon's public records acts. In addition, summaries of public comment received at events are published regularly and can be found at: http://www.columbiarivercrossing.org/Library/Type.aspx?CategoryID=11

We are happy to provide additional supporting documentation to the information contained in this letter. Please let us know if you have any questions.

Sincerely,

Doug Ficco, PE
WSDOT Project Director
Columbia River Crossing

cc: Project files

Enclosures: Chapter 4, WSDOT Administrative Services Manual M3012.02

EXHIBIT M

-----Original Message-----
From: CRC Public Records <publicrecords@columbiarivercrossing.com>
To: sharonnasset <sharonnasset@aol.com>
Cc: King, James <kingj@columbiarivercrossing.com>
Sent: Mon, Nov 7, 2011 11:50 am
Subject: PDR D00445 - Nasset - Follow-up Response to Requestor

Dear Ms. Nasset,

Thank you for your October 24, 2011 inquiry (below) regarding the Project Sponsors Council. We welcome the opportunity to clarify the nature and scope of the Project Sponsors Council which existed from mid-2005 to early 2007.

The CRC project is directed by the Oregon Department of Transportation and the Washington State Department of Transportation. CRC oversight was, and continues to be, provided by the Oregon and Washington Transportation Commissions, the governors from both states, as well as the Federal Transit Administration and Federal Highway Administration.

This Project Sponsors Council met eight times from mid-2005 to January 2007. The Project Sponsors Council's intent and function was advisory only. The Project Sponsors Council was not a governing body for the Columbia River Crossing project. Thus, as an advisory group, the open meetings law requirements of Oregon and Washington did not apply to this group. The CRC has provided all documents in its possession responsive to your requests (all outlined below).
If you have further questions you may call our public disclosure line at (360) 816-2184.
Best regards,

Michael A. Williams, PE
Business Manager
Columbia River Crossing

From: Sharonnasset [mailto:sharonnasset@aol.com]
Sent: Monday, October 24, 2011 11:12 AM
To: CRC Public Records
Cc: debbie@debbiepeterson.com; mark@staroilco.net
Subject: Re: PDR D00445 - Nasset - Public Disclosure Request - 2nd Closure

Thanks Michael,
The Project Sponsor Council met for approximately 15 meetings. The minutes, sign in-sheets, public notice, and packages are required under the OR/WA and Federal Open Meetings Law requirements. So I need a an official letter on letter had that you do not have these records that are required by law.....
Thanks,
Sharon Much