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## Megaprograms

## Much to be thankful for as the year comes to an end

*A message from Ron Pate*



Ron Pate, Acting Assistant Secretary of Urban Mobility, Access and Megaprograms

This newsletter marks our last quarterly newsletter of 2025, and my last newsletter as Acting Assistant Secretary before I retire. As I reflect on my time as Acting Assistant Secretary, I am grateful to have had the opportunity to engage with so many small business partners.

Over the past year, there have been—and continue to be—a lot of changes related to our work with small businesses. Our small business partners are an integral part of our community. We are working as an agency to meet federal requirements while still prioritizing our commitment to our small business partners.

Through this newsletter, we will continue to highlight our small business partners and the important work that they do. We are lucky to work with these firms, and are excited to share with you the stories of the people and firms that bring so much value to our work.

I'm thankful to all of the dedicated teams and partners that help make this work possible.

This newsletter is our tool for communicating upcoming contracting opportunities. We share this newsletter through our external partners and community networks, but please share it widely with your networks to help us reach the wider community.

## Thompson Metal Fab: Building the foundation of WSDOT's infrastructure

Founded in 1937, Thompson Metal Fab is a veteran-owned company recognized for its reliability and integrity with generations of expertise in heavy steel fabrication.

A former U.S. Army helicopter pilot, CEO John Rudi has worked at Thompson Metal Fab for 35 years. He joined in 1990 and worked as a project manager until he took over as general manager in 1993. At that point, he pushed the firm to move into more heavy fabrication work. That heavy work encompassed getting their ASCE certification and working with the state transportation departments. Thompson Metal Fab evolved from fabricator to full-scope project partner, offering turnkey solutions that bring mechanical, electrical, and piping work in-house to enhance quality, safety, and efficiency. In the early 2000s, John Rudi acquired Thompson Metal Fab and became President. Under his leadership, the company expanded its footprint, tripled its workforce, and began offering design/build and contracting services.



Grinding a part for a perfect fit

John said one of his team's strengths was meeting the challenges of a historic fabrication facility and making it more relevant to today. They have a strong willingness to change with the times, embracing new procedures and

*Continues...*

## Megaprograms

### Thompson Metal Fab (continued)

technology. John aims to foster a culture of calculated risk-taking, empowering his team to make independent, innovative decisions with confidence. “Often, as businesses get older, they experience difficulty with making the changes the market is demanding,” he said. “I am very proud of our team’s ability to embrace the new technology and really go for it, because it’s going to change the industry.”

For example, as the industry shifted after the 2009 recession, Thompson Metal Fab adapted, tightening operations and focusing on high-impact work. Through global disruption and change, the company stayed the course, never pausing operations during COVID-19 and doubling down on strategic growth. John said Thompson Metal Fab stays ahead of competitors by



John Rudi

anticipating what will be needed to succeed in the future. Echoing Warren Buffett, John said he is trying to create a “culture of permanence,” so they can position themselves for the long term.

Thompson Metal Fab is currently working on the I-405/Northeast 85th Street Interchange and Inline BRT Station Project, part of the I-405/SR 167 Program, but their work spans many projects and industries.

Backed by decades of experience,

a purpose-built facility, and a hands-on approach, Thompson Metal Fab is excited to take on whatever new projects demand.

Contact: John Rudi | [jrudi@tmfab.com](mailto:jrudi@tmfab.com)

### Number of MSVWBE and DBE firms for each Megaprogram

All programs are working to meet their voluntary and mandatory goals for MSVWBE and DBE participation. The chart at right shows the total number of current and past MSVWBE and DBE firms contracted on each program. Please refer to the individual program reports for more information about MSVWBE and DBE participation.

#### I-405/SR 167 Program

29 PGM&E\*  
478 Construction

507

#### SR 520 Program

28 PGM&E\*  
184 Construction

208 (Four firms worked in both design and construction)

#### Puget Sound Gateway Program

29 PGM&E\*  
108 Construction

133 (Four firms worked in both design and construction)

\*PGM&E = Program management and engineering

#### For More Information

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Small Business Development Manager  
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425-503-7212

## Small Business Contracting

### Quarterly Progress Report: July–September 2025

## I-405/SR 167 Program

### Construction progress and upcoming contracting opportunities

#### I-405, Northeast 85th Street Interchange and Inline BRT Station Project

Graham began substantial construction on this project in fall 2023. The project team has shifted traffic onto the newly completed direct access ramps and bridges, marking a major milestone for the project. Crews are now lowering Northeast 85th Street to prepare for the construction of the remaining two bridges. Work is progressing on the new I-405 northbound and southbound on/off-ramps, along with ramps connecting to the express toll lanes.

##### Stay informed:

- Project website: [bit.ly/85th-Interchange-BRT](https://bit.ly/85th-Interchange-BRT)

##### To learn more, contact:

- Gin Hooks, Outreach Coordinator, [gin@zanninc.com](mailto:gin@zanninc.com), 206-371-7783
- Suzanne Arkle, Inclusion Manager, [suzanne@zanninc.com](mailto:suzanne@zanninc.com)

#### I-405, Brickyard to SR 527 Improvement Project

Skanska began substantial construction on this project in May 2024. Crews have made notable progress reshaping the interchange at I-405 and SR 522.

Potential scopes of upcoming work include transit stations bridge barrier, building painting, formwork, earthwork, fencing, landscaping, precast panels/noise walls, signage/foundations, masonry, joint seals, tile, waterproofing, and support of excavation.

##### Stay informed:

- Project information: [bit.ly/Brickyard-SR-527](https://bit.ly/Brickyard-SR-527)
- Bid opportunity information: [bit.ly/Skanskaplanroom](https://bit.ly/Skanskaplanroom)

##### To learn more, contact:

- Danica Mason, Inclusion Manager, [danica@redteam-go.com](mailto:danica@redteam-go.com), 206-947-1992

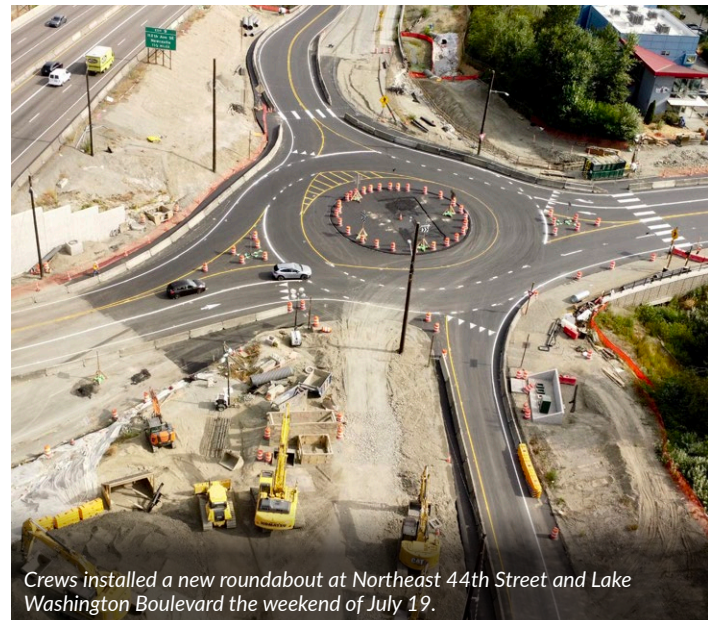
#### I-405, Renton to Bellevue Widening and Express Toll Lanes Project

Flatiron Lane Joint Venture continues to make construction progress on their contract. Work has continued around the Northeast 44th Street interchange. Crews recently built new southbound off-ramps to the interchange and installed a new roundabout at Lake Washington Boulevard and NE 44th St, which required lowering and rebuilding the entire interchange at that location. Heavy construction work will continue over the next year as the project's final configuration is beginning to take shape.

Upcoming work includes sign and sign structure removal and installation, post-tensioning, and steel installation.

##### To learn more, contact:

- Danica Mason, FLJV Inclusion Manager, [danica@redteam-go.com](mailto:danica@redteam-go.com), 206-947-1992



Crews installed a new roundabout at Northeast 44th Street and Lake Washington Boulevard the weekend of July 19.

### For More Program Information

Angela Battle, I-405/SR 167 Program Inclusion Manager, 206-550-3454, [Angela.Battle@consultant.wsdot.wa.gov](mailto:Angela.Battle@consultant.wsdot.wa.gov)

#### I-405/SR 167 Program web link

[wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program](https://wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program)



# I-405/SR 167 Program

## Diversity / Apprenticeship / Training

Thru 9/26/25

Shaded projects are physically complete.

Individual companies certify on multiple TYPEs (M, S, V, W) and are calculated based on contract goals / expectations, these areas are stacked.

Data below is provided to WSDOT by its project contractors. Percentages and dollars are based on amounts paid to date.

PROGRAM MANAGEMENT AND ENGINEERING (PGM & E)										
DBE	Disadvantage Business Enterprise (DBE)		Percentage		Companies		Data Date	Duration		
			Goal	Current	#	Applied (\$)				Paid (\$)
	I-405/SR 167 Corridor GEC Y-8092	N/A	12.48%	11	\$22,056,470	\$22,056,470	10/7/16	March 2002 - October 2016 (N/A - No Goal)		
	DBE Program Subtotal <sup>1</sup>		12.48%	11		\$22,056,470				
MSWBE	Minority, Small, Veteran, Women Business Enterprise (MSWBE)		Percentage		Companies		Data Date	Duration		
			Goal	Achieved	#	Stacked (\$)				Paid (\$)
	I-405/SR 167 Corridor GEC Y-11873	TYPE	M 10%	5.52%	9	\$9,986,699	\$9,952,933	9/26/25	August 20, 2016 - September 26, 2025	
			S 5%	15.53%	18	\$28,118,513	\$3,033,116			
			V 5%	2.66%	2	\$4,824,052	\$4,824,052			
			W 6%	6.21%	7	\$11,240,747	\$11,134,030			
			Agmt	29.92%	36	\$54,170,011	\$28,944,131			
MSWBE Program Subtotal <sup>2</sup>		15.98%	29.92%	18	\$54,170,011	\$28,944,131				
PGM & E TOTAL <sup>1</sup>			29		\$51,000,601					

CONSTRUCTION												
SVBE & MWBE	MSWBWE, SVBE, MWBE		Percentage		Companies			Data Date	15% Apprentice Requirement		Training Hours <sup>3</sup>	
			Goal	Achieved	#	Stacked (\$)	Paid (\$)					
	C8665: SR 167/8th ST E to S 277th ST - SB HOT Exten.		14%	9.02%	26	\$4,933,268	\$4,527,035	6/30/18	15.1%	12/31/17	NOT REQUIRED	
	C8886: I-405/SR 527 to I-5 PUSL (Northbound Only)		15%	10.20%	14	\$743,716	\$743,716	5/17/18	16.7%	5/31/18	NOT REQUIRED	
	C8811: I-405/SR 167 Interchange Direct Connector		26%	9.03%	58	\$10,462,787	\$11,583,532	11/4/19	16.8%	9/30/19	NOT REQUIRED	
	C9242: I-405/Renton to Bellevue - Widening & ETL Awarded Flatiron-Lane JV 10/1/2019 Award amt \$704,975,000 NTP 10/30/2019		TYPE	M 10%	10.20%	51	\$71,886,637	\$62,522,811	9/30/25	11.82%	9/30/25	NOT REQUIRED
				S 5%	30.45%	136	\$214,676,833	\$103,902,789				
				V 5%	3.51%	20	\$24,745,025	\$24,745,025				
				W 6%	6.36%	29	\$44,862,869	\$44,326,581				
				Project	50.52%	236	\$356,171,364	\$235,497,207				
	C9573: I-405/NE 132nd Street Interchange Awarded Graham 7/29/2021 Award amt \$50,444,111 NTP issued: 9/7/2021		TYPE	M 10%	10.32%	10	\$5,206,361.92	\$5,206,362	9/30/25	15.06%	9/30/25	NOT REQUIRED
				S 5%	32.25%	34	\$16,266,703	\$4,893,143				
				V 5%	6.99%	5	\$3,526,786	\$3,526,786				
				W 6%	5.99%	13	\$3,019,090	\$2,867,167				
				Project	55.54%	62	\$28,018,940	\$16,493,458				
	C9732: I-405/NE 85th Street Interchange Awarded Graham 12/16/2022 Award amt \$234,432,000 NTP issued: 2/3/2023		TYPE	M 10%	2.93%	9	\$6,866,840	\$6,372,840	9/30/25	11.91%	9/30/25	NOT REQUIRED
				S 5%	12.34%	21	\$28,929,613	\$19,295,334				
V 2%				2.95%	5	\$6,912,476	\$6,912,476					
W 6%				0.88%	6	\$2,055,130	\$803,752					
Project				19.09%	41	\$44,764,059	\$33,384,403					
C9727: I-405/Brickyard to SR 527 Awarded Skanska 7/27/2023 Award amt \$834,000,000 NTP issued: 9/18/2023		TYPE	M 10%	0.90%	20	\$7,512,823	\$1,349,881	9/30/25	13.86%	9/30/25	NOT REQUIRED	
			S 5%	2.46%	40	\$20,516,894	\$19,147,259					
			V 3%	0.96%	5	\$7,998,750	\$7,998,750					
			W 6%	0.91%	17	\$7,553,211	\$1,032,324					
			Project	5.23%	82	\$43,581,677	\$29,528,215					
C9866: SR 167 Corridor Improvements Awarded Northup Constructors 7/14/2023 Award amt \$83,999,691 NTP issued: 9/6/2023		TYPE	M 10%	4.20%	15	\$3,527,649	\$166,845	9/30/25	16.23%	9/30/25	NOT REQUIRED	
			S 5%	6.82%	27	\$5,731,876	\$4,503,236					
			V 3%	32.47%	4	\$27,274,325	\$27,265,876					
			W 6%	1.38%	11	\$1,156,042	\$1,089,322					
			Project	44.87%	57	\$37,689,891	\$33,025,279					
MSWBWE Program Subtotal <sup>2</sup>			17.49%	25.24%	478	\$526,365,702	\$364,782,844					

<b>I-405/SR 167 MEGAPROGRAM TOTAL<sup>1</sup></b>			<b>507</b>			<b>\$415,783,445</b>			
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<sup>1</sup> For DBE Program Subtotal, A&E TOTAL, CONSTRUCTION TOTAL, and I-405/SR 167 PROGRAM TOTAL; the calculation for these are based on each individual company on the I-405/SR 167 Program.

<sup>2</sup> Individual companies certify on multiple TYPEs (M, S, V, W) and to eliminate duplication, the 'MSWBWE Program Subtotal' only calculates the overall %, total '# of Companies', and total 'Paid (\$)' to Companies' to date based on each individual company and total paid on the I-405/SR 167 Program (exception - highlighted cell is stacked %).

<sup>3</sup> Once Training Goals are achieved, they are no longer tracked or reported.

## Small Business Contracting

Quarterly Progress Report: July–September 2025

# SR 520 Bridge Replacement and HOV Program

## Completion powered by partnership: Small businesses help bring two SR 520 projects to the finish line

The SR 520 Program recently reached two major milestones: substantial completion of the Montlake Project and completion of the SR 520/I-5 Express Lanes Connection Project. Together, these projects delivered safer, more connected routes for travelers, transit riders and the surrounding community—marking a major step toward a reconstructed corridor built for long-term safety, reliability and access for all.

Over the past six years, DBE and MSVWBE firms have played vital roles across every phase of the work—from design and environmental analysis to construction and final testing—bringing WSDOT’s commitment to inclusive contracting to life.

### Celebrating the firms behind the milestones

#### SR 520/I-5 Express Lanes Connection Project

Crews completed construction in late 2024 and opened the reversible Express Lanes ramp at Mercer Street for public use in May 2025, serving HOV 3+ and transit.



New reversible express lanes ramp at the I-5/Mercer Street interchange

Encore Environmental, one of the small business partners on the I-5 Project shared: “We built Encore on the belief that environmental work and infrastructure can go hand-in-hand. We’re proud to help projects like the I-5 Express Lanes Connection Project deliver both cleaner water and community opportunity.”

While the new flyover ramp connecting SR 520 to the I-5 Express Lanes is complete, it will not open to the public until the SR 520 Portage Bay Bridge and Roanoke Lid Project wraps up in 2031. Contractors for the Portage Bay Project are temporarily using it to support bridge construction.

### Partnership in action

Together, the Montlake and I-5 Express Lanes Connection projects paid more than \$121 million to certified minority-, small-, veteran-, and women-owned firms—a strong reflection of WSDOT’s commitment to equitable contracting. WSDOT extends its appreciation to all firms—large and small, prime and subcontractor—that contributed to the successful completion of these projects.

Interested in bid opportunities on the Portage Bay Project? Scan QR code or visit Skanska’s Plan Room online at [bit.ly/PortageBayPlanRoom](https://bit.ly/PortageBayPlanRoom) for more information.



#### Montlake Project

The project reached substantial completion in May 2025, delivering a safer, seismically stronger eastbound bridge, a three-acre landscaped lid with a regional transit center and a 73-foot-wide bicycle and pedestrian bridge over 520. All major facilities are now open to the public. Graham and its subcontractors continue to complete final punch list items.

“Working on the Montlake Project pushed our team to deliver our best,” reflected small business partner, AAR Testing. “We’re proud that our Quality Assurance inspection and materials testing helped keep the work moving safely and to specifications. The experience expanded our skill set and opened new doors for AAR Testing as a committed DBE partner.”



Bike the Bridge event to open the new bike and pedestrian bridge

### For More Program Information

Omar Jepperson, P.E., DBIA  
SR 520 Program Administrator  
206-409-6961, [Omar.Jepperson@wsdot.wa.gov](mailto:Omar.Jepperson@wsdot.wa.gov)

#### SR 520 Program web link

[wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program](https://wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program)

# SR 520 Bridge Replacement and HOV Program

## Diversity / Apprenticeship / Training

Shaded projects are physically complete.

Individual companies certify on multiple TYPEs (M, S, V, W) and are calculated based on contract goals / expectations, these areas are stacked.

Data below is provided to WSDOT by its project contractors. Percentages and dollars are based on amounts paid to date.

PROGRAM MANAGEMENT AND ENGINEERING (PGM & E)													
DBE	Disadvantage Business Enterprise (DBE)		Percentage		Companies			Data Date	Duration				
			Goal	Achieved	#	Applied (\$)	Paid (\$)						
	Completed Agreements		8%	9.79%	8	\$23,453,492	\$23,453,492	6/30/2017	Feb. 2009 – Dec 2016				
	DBE Program Subtotal <sup>1</sup>			9.79%	8	\$23,453,492	\$23,453,492						
MSVWBE	Minority, Small, Veteran, Women Business Enterprise (MSVWBE)		Percentage		Companies			Data Date					
			Goal	Achieved	#	Stacked (\$)	Paid (\$)						
	SR 520 Program Agreement	TYPE	M	10%	12.52%	10	\$24,021,769	\$24,021,769	9/30/2025	March 2016 - Present			
			S	5%	29.06%	25	\$55,766,403	\$16,711,090					
			V	5%	0.01%	2	\$22,286	\$3,147					
			W	6%	16.74%	10	\$32,117,408	\$15,030,398					
			Agmt	58.33%	47	\$111,927,867	\$55,766,403						
	MSVWBE Program Subtotal <sup>2</sup>			29.06%	58.33%	25		\$55,766,403					
PGM & E TOTAL <sup>1</sup>				28	\$79,219,896								
CONSTRUCTION													
DBE	DBE		Percentage		Companies			Data Date	Apprentice		Training Hours <sup>3</sup>		
			Goal	Achieved	#	Applied (\$)	Paid (\$)		Hours % (Goal)	Data Date	Goal	Achieved	
	Completed Projects <sup>4</sup>		8%	8.97%	77	\$161,362,764	\$161,362,764	2/5/2019	18.6% (15% Goal)	5/26/2018	199,300	237,597	
	DBE Program Subtotal <sup>1</sup>			8.97%	77	\$161,362,764	\$161,362,764		18.6%		199,300	237,597	
MSVWBE	MSVWBE		Percentage		Companies			Data Date	Apprentice				
			Goal	Achieved	#	Stacked (\$)	Paid (\$)						
	Completed Projects <sup>5</sup>		Varies	30.22%	49.37%	28		\$23,971,844		14.5% (15% Goal)	6/6/2025		
	C9015: Montlake to Lake WA - I/C & Bridge Replacement (currently in construction)	TYPE	M	10%	7.67%	23	\$34,943,480	\$34,943,480	10/3/2025	15.7% (20% Goal)		10/3/2025	
			S	5%	21.56%	68	\$98,190,873	\$45,433,804					
			V	5%	1.01%	10	\$4,598,081	\$3,603,577					
			W	6%	4.26%	20	\$19,408,794	\$17,015,946					
			Project	34.51%	121	\$157,141,227	\$100,996,806						
	C9775: PBB & Roanoke Lid Project (currently in construction)	TYPE	M	10%	0.43%	18	\$5,926,985	\$5,926,985	10/3/2025	9.2% (15% Goal)		10/6/2025	
			S	5%	2.21%	32	\$30,424,857	\$2,124,551					
			V	3%	0.10%	3	\$1,336,740	\$677,241					
W			6%	1.83%	15	\$25,145,662	\$23,039,004						
Project			4.57%	68	\$62,834,243	\$31,767,780							
MSVWBE Program Subtotal <sup>2</sup>			8.21%	13.57%	128		\$156,736,431						
CONSTRUCTION TOTAL <sup>1</sup>				184	\$318,099,195								
SR 520 PROGRAM TOTAL <sup>1</sup>				208	\$397,319,091								

<sup>1</sup> For DBE Program Subtotal, PGM & E TOTAL, CONSTRUCTION TOTAL (four firms worked in both PGM & E and CONSTRUCTION), and SR 520 PROGRAM TOTAL; the calculation for these are based on each individual company on the SR 520 Program.

<sup>2</sup> Individual companies certify on multiple TYPEs (M, S, V, W) and to eliminate duplication, the 'MSVWBE Program Subtotal' only calculates the overall %, total '# of Companies', and total 'Paid (\$)' to Companies' to date based on each individual company and total paid on the SR 520 Program (exception - highlighted cell is stacked %).

<sup>3</sup> Once Training Goals are achieved, they are no longer tracked or reported.

<sup>4</sup> Completed federally funded construction projects to date: Pontoons, Eastside, West Connection Bridge, Floating Bridge and Landings, West Approach Bridge North. Total percentage DBE achieved ranged from 3.83% - 14.62%, totaling 8.97% overall. Total percentage Apprentice achieved ranged from 13.7% - 21.4%, totaling 18.6% overall.

<sup>5</sup> Completed state funded construction projects to date: Grass Creek, Evans Creek, Union Bay Natural Area, Truck Aprons, Eastside Culvert Repair Project, I-5 Express Lanes Connection. Total percentage MSVWBE achieved ranged from 0.00% - 64.74%, totaling 32.14% overall. Total percentage Apprentice achieved ranged from 12.0% - 24.1%, totaling 14.5% overall.

## Small Business Contracting

### Quarterly Progress Report: July–September 2025

# Cascadia High-Speed Rail and I-5 Program

This report features small businesses currently supporting the Cascadia High-Speed Rail and I-5 Program. The Cascadia Program is in the early planning stage, with an integrated WSDOT and consultant team that includes 16 small firms. Future opportunities may become available for planning-focused services, subject to funding availability. Contact our team to learn more and get notified about future opportunities.

## A Portal to Progress: Berry Consulting's Digital Blueprint for WSDOT

Ken Berry is used to being a team player. For years, that meant learning the culture, rules, and compliance requirements for various Washington state agencies and programs. Now, he's the one leading the way—setting new standards for how WSDOT manages information across its largest infrastructure projects.

As the founder of Berry Consulting, Ken has transformed how megaprograms handle everything from contracts to construction reports. His "one-stop shop" digital portal, first developed for the SR 520 Bridge Replacement and HOV Program, has become the backbone of information management for some of the state's most complex projects, including the Puget Sound Gateway Program, the I-405/SR 167 Corridor Program, and now, the Cascadia High-Speed Rail and I-5 Program.

The portal's success lies in its simplicity and scale. Built in close collaboration with WSDOT staff, it consolidates dozens of processes—finance, payments, correspondence, and construction workflows—into a single platform that enables real-time collaboration across departments. "It's built by the state, for the state," Berry explained. "Everyone can see and do what they need in one place, from engineers to finance teams."

That innovation earned Berry Consulting the Washington State Innovation Award, and with it, growing recognition as a trusted small business partner for public projects. Each new contract has expanded the company's expertise and reputation, opening doors to collaborations with larger firms.



When asked about his experience working with WSDOT, Berry emphasizes trust and collaboration. "The relationship between WSDOT and even fellow consultants has been really positive," he said. "Working side-by-side, literally, to deliver the project to their needs has been really fulfilling for me. It was a hand-in-hand effort."

As the Cascadia Program takes shape, Berry is once again applying his problem-solving mindset to build new systems from the ground up. The program represents his most comprehensive challenge yet: developing a modernized portal that supports multi-agency collaboration, IT integration, and operational agreements from the very beginning of a new megaprogram. "It's been challenging and rewarding," Berry reflected. "We're building something that will make the program stronger."

From a small start to statewide impact, Berry Consulting's journey demonstrates how innovation and collaboration can reshape how public infrastructure gets built—and how a small firm can make a big difference.

Contact:

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[Ken.Berry@consultant.wsdot.wa.gov](mailto:Ken.Berry@consultant.wsdot.wa.gov)

### For More Program Information

**Rob Berman**  
Acting Program Administrator  
[CascadiaProgram@wsdot.wa.gov](mailto:CascadiaProgram@wsdot.wa.gov)

### Cascadia Program web link

[wsdot.wa.gov/construction-planning/major-projects/cascadia-high-speed-rail-and-i-5-program](https://wsdot.wa.gov/construction-planning/major-projects/cascadia-high-speed-rail-and-i-5-program)





## Cascadia High-Speed Rail and I-5 Program

### Rooted in Community: JLA Public Involvement's Journey from Living Room Start-up to Regional Leader

Nearly 40 years ago, Jeanne Lawson worked from her living room in Portland, determined to change how public agencies listen to the people they serve. She believed that infrastructure projects work best when communities have a voice in shaping them. That belief became the foundation of JLA Public Involvement.

Since those early days, JLA has grown into one of the Pacific Northwest's most trusted names in public engagement. The firm's work has supported projects that define how our region moves, from major transportation corridors to local planning initiatives. "Jeanne helped set the precedent for public involvement as we know it today," said Principal and Senior Program Manager Jessica Pickul. "She was one of the first to see that meaningful, well-facilitated conversations could make both projects and communities stronger."

JLA's impact extends far beyond the region. Lawson was a founding member of the International Association for Public Participation (IAP2) and involved in the development of the Core Values and Spectrum of Public Participation, which continues to advance best practices in public participation around the world.

On the local level, Senior Program Manager Adrienne DeDona, has spent more than two decades facilitating community conversations around transportation, land use and policy. "Our role is to make sure people understand how projects affect them, and to create the space for them to influence outcomes," DeDona explained.



*JLA Principal and Senior Program Manager Jessica Pickul listens and records a community member's feedback during a public event*

That philosophy is now shaping JLA's work on the Cascadia High-Speed Rail and I-5 Program. As part of this WSDOT megaprogram, JLA is bringing decades of facilitation and public-involvement expertise to one of the most forward-looking transportation efforts. "It's exciting because it's so future-focused," said DeDona. "We're helping plan what mobility could look like for the next generation—and ensuring every community has a voice in that conversation."

Even as its portfolio grows, JLA remains grounded in the same values that defined its beginnings: authenticity, empathy and deep roots in the Pacific Northwest. "We've always been about people first," said Pickul. "That's what makes our work resonate. Even as we grow, we'll never lose sight of where we started."

Contact:

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**Jessica Pickul** | [jessica@jla.us.com](mailto:jessica@jla.us.com)



*JLA team members collaborating to develop a communications and engagement plan*



## Small Business Contracting

### Quarterly Progress Report: July–September 2025

## Puget Sound Gateway Program

The Puget Sound Gateway Program is composed of two projects: the SR 167 Completion Project in Pierce County, and the SR 509 Completion Project in King County. Together these projects complete two major unfinished highways in the Puget Sound region to create new connections to Interstate 5, the ports of Tacoma and Seattle and Seattle-Tacoma International Airport. These completion projects have been unbundled into two (2) active projects on SR 509 and three (3) active projects on SR 167.

### Upcoming Outreach Events for SR 167 Stage 2 contracting opportunities

The SR 167 Stage 2b, I-5 to SR 161 New Expressway Project, will build the remaining 2.6 miles of SR 167 from the Puyallup Recreational Center to I-5. This project includes a half-interchange at Valley Avenue, completing the diverging diamond interchange at I-5, seven new bridges, 113 acres of wetland mitigation and restoration, and completing WSDOT's portion of the spuyaləpabš Trail. This is the first major WSDOT highway construction project to utilize progressive design-build (PDB).

The PDB delivery approach allows for greater collaboration between WSDOT and the design-builder to advance the design, better define and manage risks, and identify opportunities to increase efficiencies and expedite delivery. Progressive design-build divides the contract into two phases. A PDB project is different from a traditional project in that the contractor joins the project early, during the planning and design phase to collaboratively work with WSDOT to manage project risks and collaboratively identify project costs.

General contractors Kraemer North America and Kent-based Scarsella Bros., Inc. joint venture was selected on May 22, 2025, and contracted to complete the last stage of the SR 167 Completion project. During the first phase, which began July 23, 2025, Kraemer-Scarsella Joint Venture (KSJV) is collaboratively reviewing and confirming initial project designs with WSDOT. A final construction cost for the project will be developed and agreed upon between WSDOT and KSJV by late spring 2026. Prior to the final construction cost determination, KSJV will be soliciting subcontracting quotes for various project scopes. This early subcontractor engagement helps the project team manage risks by soliciting input from subcontracting subject matter experts before executing the traditional construction contract. KSJV is meeting with and soliciting interest from diverse small business contractors for significant subcontracting opportunities on this large infrastructure project. On September 23, 2025, KSJV hosted an outreach event for subcontractors. Over 60 firms attended, and

information was disseminated about next steps in the team building process. WSDOT and KSJV continues to attend meetings with NAMC, AWMB, NWMBA and Tabor 100 and will be hosting small business group meetings in January to share project subcontracting opportunities.

January 7, 2026 from 3:00pm to 5:00pm, Kraemer-Scarsella Joint Venture will hold an in-person outreach event at the Emerald Queen Casino Fife Conference Center. The Design-builder will announce the release of bid documents and provide essential information



about the project, the bidding process, key timelines, and available contracting opportunities. RSVP for this event by scanning the QR code or visiting: [KraemerScarsellaSR167.com](https://KraemerScarsellaSR167.com)

January 15, 2026 4:00pm to 6:00pm, NWMBA Virtual Membership meeting: [nwmba.org](https://nwmba.org)

The second phase of the contract, which is projected to begin in May 2026, includes completing the final design and construction. Design work will continue for approximately a year with construction slated to begin in summer 2026. Construction should be substantially complete by the end of 2029.

Please reach out to Nancy Guerrero for SR 167 Stage 2b subcontracting opportunities, 303-548-4891, [BidsPW@kraemerna.com](mailto:BidsPW@kraemerna.com)

### For More Program Information

**Ricky Bhalla**

Interim Puget Sound Program Administrator

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### Puget Sound Gateway Program web link

[wsdot.wa.gov/construction-planning/major-projects/puget-sound-gateway-program](https://wsdot.wa.gov/construction-planning/major-projects/puget-sound-gateway-program)

# Puget Sound Gateway Program

## Diversity / Apprenticeship / Training

Shaded projects are physically complete.

Individual companies certify on multiple TYPEs (M, S, V, W) and are calculated based on contract goals / expectations, these areas are stacked.

Data below is provided to WSDOT by its project contractors. Percentages and dollars are based on amounts paid to date.

PROGRAM MANAGEMENT AND ENGINEERING (PGM & E)											
DBE	Disadvantage Business Enterprise (DBE)		Percentage		#	Companies		Date Updated			
			Goal	Current		Applied (\$)	Paid (\$)				
	SR 509 General Engineering Consultant Agreement Y-11628		15%	11.13%	7	\$539,422	\$539,422	10/30/2018	Oct 2014 -- Oct 2018 (15% is a voluntary goal)		
DBE Program Subtotal (Individual Companies <sup>1</sup> )			11.13%	7	\$539,422	\$539,422	10/30/2018	Oct 2014 -- Oct 2018			
MSWBE	Minority, Small, Veteran, Women Business Enterprise (MSWBE)		Percentage		#	Companies		Date Updated	Duration		
			Goal	Current		Stacked (\$)	Paid (\$)				
	Puget Sound Gateway - Program Management Agreement Y-11917	TYPE	M	4%	4	\$ 3,875,963.86	\$ 3,875,963.86	9/29/2025	July 2016 - Present		
			S	14%	9	\$ 8,929,561.77	\$ 1,230,188.12				
			V	0%	0	\$ -	\$ -				
			W	6%	3	\$ 5,018,835.61	\$ 3,823,409.79				
			Agmt	67.30%	16	\$ 17,824,361.24	\$ 8,929,561.77				
	SR 167 General Engineering Consultant Agreement Y-11918	TYPE	M	5%	3	\$ 2,696,825.16	\$ 2,696,825.16	9/26/2025	July 2016 - Present		
			S	15%	17	\$ 12,303,991.76	\$ 2,772,649.35				
			V	1%	1	\$ 415,944.31	\$ 415,944.31				
			W	6%	9	\$ 6,834,517.25	\$ 6,418,572.94				
			Agmt	30.70%	30	\$22,251,278.48	\$ 12,303,991.76				
	SR 509 General Engineering Consultant Agreement Y-12197	TYPE	M	10%	4	\$ 3,243,910.29	\$ 2,988,792.28	9/26/2025	October 27, 2018 - Present		
			S	5%	10	\$ 17,961,449.06	\$ 9,476,609.71				
			V	5%	1	\$ 1,274,236.79	\$ 1,274,236.79				
			W	6%	5	\$ 5,220,863.71	\$ 4,221,810.28				
			Agmt	65.07%	20	\$27,700,459.85	\$ 17,961,449.06				
MSWBE Program Subtotal <sup>2</sup>			27.69%	47.89%	26		\$39,195,003	July 2016 - Present			
PGM & E TOTAL (Individual Companies <sup>1</sup> )				29		\$39,734,425					
CONSTRUCTION											
DBE	DBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>
			Goal	Current		Applied (\$)	Paid (\$)		Hours % (Goal)	Date Updated	
	SR 167/I-5 to SR 509 -- Design	TYPE	DBE	15%	8	\$ 4,575,545.47	\$ 4,575,545.47	9/30/2025	10.67%	10/2/2025	56,801
			DBE	21%	39	\$ 62,502,564.21	\$ 62,502,564.21				
			Project	30.83%	47	\$ 67,078,109.68	\$ 67,078,109.68				
DBE Program Subtotal <sup>2</sup>			30.83%	42		\$ 67,078,109.68	December 2021 - Present				
DBE	DBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>
			Goal	Current		Applied (\$)	Paid (\$)		Hours % (Goal)	Date Updated	
	SR 167/SR 161 to SR 410 -- Design	TYPE	DBE	14%	6	\$ 6,143.50	\$ 6,143.50	10/1/2025	9.14%	10/1/2025	1,206
			DBE	20%	21	\$ 21,873.00	\$ 21,873.00				
			Project	0.05%	27	\$ 28,016.50	\$ 28,016.50				
DBE Program Subtotal <sup>2</sup>			0.05%	24		\$ 28,016.50	December 2021 - Present				
MSWBE	MSWBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>
			Goal	Current		Stacked (\$)	Paid (\$)		Hours % (Goal)	Date Updated	
	SR 167/70th Avenue E. Vicinity Bridge Replacement Project	TYPE	M	10%	20	\$ 3,956,828.68	\$ 3,722,224.88	12/15/2022	18.57%	12/15/2022	15,035
			S	5%	45	\$ 4,963,862.06	\$ 391,515.80				
			V	5%	3	\$ 360,126.49	\$ 360,126.49				
			W	6%	11	\$ 489,994.89	\$ 489,994.89				
			Project	22.72%	79	\$ 9,770,812.12	\$ 4,963,862.06				
MSWBE Program Subtotal <sup>2</sup>			11.54%	22.72%	45		\$ 4,963,862.06				
UDBE & FSBE	UDBE & FSBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>
			Goal	Current		Unstacked (\$)	Paid (\$)		Hours % (Goal)	Date Updated	
	SR 509, I-5 to 24th Ave S. - Design	TYPE	UDBE	8%	6	\$ 3,611,416.76	\$ 3,611,416.76	10/9/2025	8.06%	10/9/2025	48,513
			FSBE	8%	1	\$ 350,706.36	\$ 350,706.36				
			Project	16.24%	7	\$ 3,962,123.12	\$ 3,962,123.12				
	SR 509, I-5 to 24th Ave S. - Construction		TYPE	UDBE	10%	43	\$ 44,149,150.29				
FSBE		13%		23	\$ 13,264,465.29	\$ 13,264,465.29					
Project		23.75%		66	\$ 57,413,615.58	\$ 57,413,615.58					
UDBE & FSBE Program Subtotal <sup>2</sup>				23.06%	52		\$ 61,375,738.70	April 2020 - Present			
DBE	DBE		Percentage		#	Companies		Date Updated	Apprentice		Apprentice Hours (Training Hours) <sup>3</sup>
			Goal	Current		Applied (\$)	Paid (\$)		Hours % (Goal)	Date Updated	
	SR 509, 24th Ave S to S 188th - Design	TYPE	DBE	15%	10	\$ 5,600,936.90	\$ 5,600,936.90	10/9/2025	7.29%	10/9/2025	7,831
			DBE	22%	28	\$ 14,553,565.90	\$ 14,553,565.90				
			Project	18.12%	38	\$ 20,154,502.80	\$ 20,154,502.80				
DBE Program Subtotal <sup>2</sup>			18.12%	38		\$ 20,154,502.80	December 2024 - Present				
CONSTRUCTION TOTAL (Individual Companies <sup>1</sup> )				108	\$	153,572,213.24					
GATEWAY PROGRAM TOTAL (Individual Companies <sup>1</sup> )				133		\$193,306,638					

<sup>(1)</sup> For DBE Program Subtotal, A&E TOTAL, CONSTRUCTION TOTAL, and PS Gateway PROGRAM TOTAL: the calculation for these are based on each individual company on the PS Gateway Program.

<sup>(2)</sup> Individual companies certify on multiple TYPEs (M, S, V, W) and to eliminate duplication, the 'MSWBE Program Subtotal' only calculates the overall %, total '# of Companies', and total 'Paid (\$)' to Companies' to date based on each individual

<sup>(3)</sup> Once Training Goals are achieved, they are no longer tracked or reported.

## Megaprograms

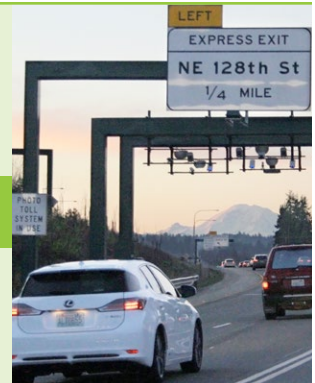
### I-405/SR 167 Corridor Program

The I-405/SR 167 Corridor Program provides a long-range vision for coordinated multimodal transportation improvements for the 50+ mile corridor stretching from Lynnwood to Puyallup. This corridor provides a north-south alternative to I-5 and serves many of the fastest growing areas in the Puget Sound region that continue to fuel the region's employment growth and economic vitality. The Program stems from the I-405 Master Plan, adopted in 2002, and the SR 167 Master Plan, finalized in 2023.

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206-410-0401

#### I-405/SR 167 Program web link

[wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program](https://wsdot.wa.gov/construction-planning/major-projects/i-405sr-167-corridor-program)



### SR 520 Bridge Replacement and HOV Program

Over the past 13 years WSDOT has rebuilt the SR 520 corridor while keeping traffic moving along this critical cross-lake route. This year, we'll complete both the Montlake Project and the SR 520/I-5 Express Lanes Connection Project. Crews are now building the final major project in the SR 520 Corridor: the Portage Bay Bridge and Roanoke Lid Project, to replace the aging bridge with a seismically resilient structure that improves transit and carpool travel, extends the SR 520 Trail and adds a new 3-acre landscaped lid between Seattle's Roanoke Park and North Capitol Hill neighborhoods. Construction started in November 2024 and is expected to finish in 2031. Total funding for the SR 520 Program is \$5.69 billion.

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#### SR 520 Program web link

[wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program](https://wsdot.wa.gov/construction-planning/major-projects/sr-520-bridge-replacement-and-hov-program)



### Cascadia High-Speed Rail and I-5 Program

The Cascadia High-Speed Rail and I-5 Program combines two major planning efforts to address future transportation needs of western Washington communities. The program includes planning for Cascadia High-Speed Rail, which would connect the metropolitan regions of Portland, Seattle, and Vancouver, British Columbia; and a Master Plan for I-5 in Washington state. The Program is in the early planning phase, with an integrated WSDOT and consultant team that includes 16 MSVWBE firms. Future opportunities may become available for planning-focused services, subject to funding availability. Contact our team to learn more and get notified of future opportunities.

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#### Cascadia Program web link

[wsdot.wa.gov/construction-planning/major-projects/cascadia-high-speed-rail-and-i-5-program](https://wsdot.wa.gov/construction-planning/major-projects/cascadia-high-speed-rail-and-i-5-program)



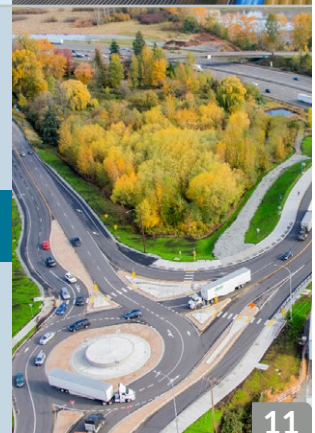
### Puget Sound Gateway Program

The Puget Sound Gateway Program is building critical freight links between the ports of Seattle and Tacoma and key distribution, warehouse and industrial areas in King and Pierce counties. Composed of the SR 167 Completion Project in Pierce County and the SR 509 Completion Project in King County, the Gateway Program is building about 9 miles of new expressway to complete two crucial, unfinished links in Washington's highway and freight network. Together, the projects will help ensure that people and goods move more reliably through the Puget Sound region. Total funding is \$2.83 billion.

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#### Puget Sound Gateway Program web link

[wsdot.wa.gov/construction-planning/major-projects/puget-sound-gateway-program](https://wsdot.wa.gov/construction-planning/major-projects/puget-sound-gateway-program)





## Megaprograms

### Megaprograms Timeline

LEGEND

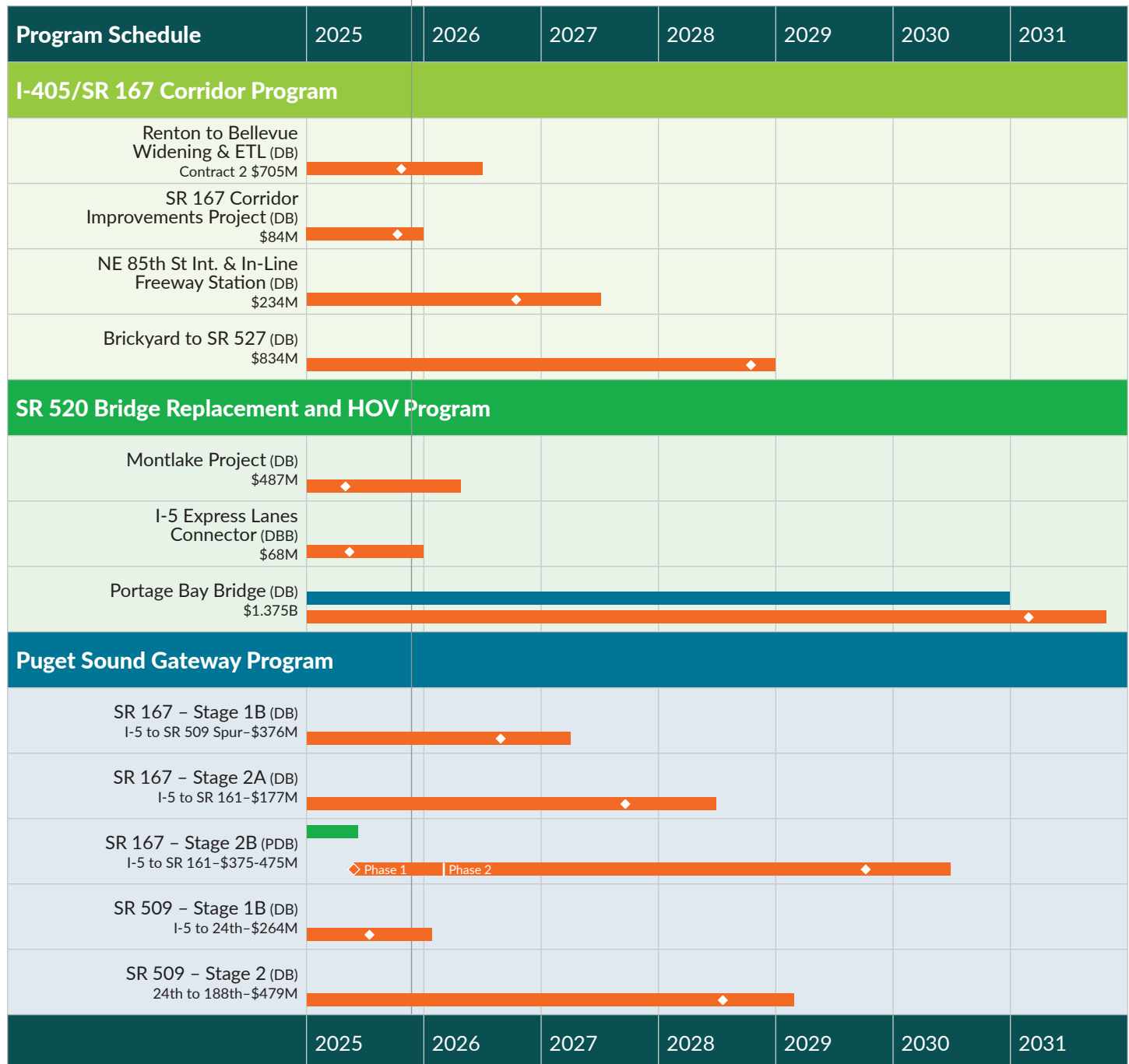
PE  
ROW

WSDOT CN  
Other CN

◆ RFQ/AD

◆ Bid Opening  
◇ Open to Traffic

WE ARE HERE ▼



Updated November 18, 2025

**Title VI Notice to Public:** It is the Washington State Department of Transportation's (WSDOT) policy to assure that no person shall, on the grounds of race, color, national origin, as provided by Title VI of the Civil Rights Act of 1964, be excluded from participation in, be denied the benefits of, or be otherwise discriminated against under any of its programs and activities. Any person who believes his/her Title VI protection has been violated, may file a complaint with WSDOT's Office of Equity and Civil Rights (OECR). For additional information regarding Title VI complaint procedures and/or information regarding our non-discrimination obligations, please contact OECR's Title VI Coordinator at (360) 705-7090.

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