



Project Management Plan

January 15, 2009

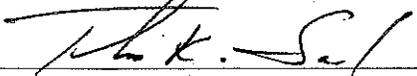
Prepared by the Minnesota and Wisconsin
Departments of Transportation



Acceptance and Adoption of the Plan (Signature page 1 of 3)

This Project Management Plan for the St. Croix River Crossing Project was developed jointly by the Minnesota Department of Transportation, the Wisconsin Department of Transportation, and the Federal Highway Administration. It represents an overall plan that all entities agree to adopt and accept as a general description of internal management procedures for the St. Croix River Crossing Project.

Minnesota Department of Transportation (Mn/DOT) **Approves** the Project Management Plan



Tom Sorel, Mn/DOT Commissioner

Date 1/23/09

Minnesota Department of Transportation (Mn/DOT) **Recommends Approval** of the Project Management Plan



Scott McBride, Mn/DOT Metro District Engineer

Date 1/22/09

Acceptance and Adoption of the Plan (Signature page 2 of 3)

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Wisconsin Department of Transportation (WisDOT) Approves the Project Management Plan

Frank J. Busalacchi Date 2-6-09
Frank Busalacchi, WisDOT Secretary

Wisconsin Department of Transportation (WisDOT) Recommends Approval of the Project Management Plan

Donald Gutkowski Date 2/10/09
Donald Gutkowski, WisDOT Northwest Region Director

Acceptance and Adoption of the Plan (Signature page 3 of 3)

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Federal Highway Administration (FHWA) **Accepts** the Project Management Plan

Derrell E. Turner Date 3/31/09
Derrell Turner, FHWA – Minnesota Division Administrator

Federal Highway Administration (FHWA) **Accepts** the Project Management Plan

Allen R Radloff Date 3/16/09
Allen Radloff, FHWA – Wisconsin Division Administrator

Project Management Plan

St. Croix River Crossing Project

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Reference Documents

USFW Biological Opinion September 2005

NPS Draft Section 7(a) Evaluation – Wild and Scenic Rivers Act October 2005

Xcel Energy Memorandum of Understanding October 2005

St. Croix Cost Estimate Workshop Report February 2006

Memorandum of Understanding for the Establishment of a Water Quality Mgt. Adv. Comm. March 2006

Memorandum of Understanding for the Implementation of Riverway Mitigation Items April 2006

Memorandum of Understanding for the Implementation of Growth Mgt. Mitigation Items April 2006

Amended Section 106 Memorandum of Agreement. May 2006

2006 Supplemental Final Environmental Impact Statement (SFEIS)/Final Section 4(f) Evaluation June 2006

St. Croix Risk Assessment Report August 2006

Record of Decision November 2006

Visual Quality Manual January 2007

Reference documents available for viewing at
<http://www.dot.state.mn.us/metro/projects/stcroix/index.html>

Project Management Plan (PMP)

BACKGROUND

On August 10, 2005, the President signed into law the new surface transportation act, the "Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users" (SAFETEA-LU) (Pub.L. 109-59, 119 Stat. 1144). The requirement for the Project Management Plan and an Annual Financial Plan are contained in section 1904(a) of SAFETEA-LU. This provision amends 23 U.S.C. 106(h), as follows:

"(h) MAJOR PROJECTS.-

"(1) IN GENERAL.-Notwithstanding any other provision of this section, a recipient of Federal financial assistance for a project under this title with an estimated total cost of \$500,000,000 or more, and recipients for such other projects as may be identified by the Secretary, shall submit to the Secretary for each project-

"(A) a project management plan; and

"(B) an annual financial plan.

"(2) PROJECT MANAGEMENT PLAN.-A project management plan shall document-

"(A) the procedures and processes that are in effect to provide timely information to the project decision makers to effectively manage the scope, costs, schedules, and quality of, and the Federal requirements applicable to, the project; and

"(B) the role of the agency leadership and management team in the delivery of the project.

"(3) FINANCIAL PLAN.-A financial plan shall-

"(A) be based on detailed estimates of the cost to complete the project; and

"(B) provide for the annual submission of updates to the Secretary that is based on reasonable assumptions, as determined by the Secretary, of future increases in the cost to complete the project...."

PURPOSE

The Project Management Plan is the guide for implementing the major project and documents assumptions and decisions regarding communication, management processes, execution and overall project control. The ultimate purpose of the Project Management Plan is to clearly define the roles, responsibilities, procedures and processes that will result in the major project being managed such that it is completed:

- On-time,
- Within budget,
- With the highest degree of quality,
- In a safe manner for both the individuals working on the project and for the traveling public, and
- In a manner in which the public trust, support, and confidence in the project will be maintained.

The Project Management Plan addresses all phases of the major project life cycle, and ensures that the project will be managed holistically and as a continuum, not incrementally as the project progresses. It is essential that the Project Management Plan establish the metrics by which the success of the project is defined. It is expected that all sponsoring agencies will endorse the Project Management Plan.

Abbreviations used in this PMP

AADT	Average Annual Daily Traffic
AJR	Approval Justification Record
ATC	Alternative Technical Concepts
CFR	Code of Federal Regulations
CMM	Construction and Materials Manual
CPM	Critical Path Method
DBE	Disadvantaged Business Enterprise
EEO	Equal Employment Opportunity
EIS	Environmental Impact Statement
EPD	Escrow of Proposal Documents
FDM	Facilities Development Manual
FFY	Federal Fiscal Year
FHWA	Federal Highway Administration
FITS	Field Information Tracking System
ITP	Instruction to Proposers
ITS/FTMS	Intelligent Transportation Systems/Freeway Traffic Management Systems
LOS	Level of Service
Mn/DOT	Minnesota Department of Transportation
MnSHPO	Minnesota State Historic Preservation Office
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MUTCD	Manual on Uniform Traffic Control Devices
NEPA	National Environmental Policy Act
NHS	National Highway System
NPS	National Park Service
NRHP	National Register of Historic Places
PMP	Project Management Plan
PPE	Personal Protective Equipment
PPMS	Program and Project Management System
PPP	Public Private Partnership
PS&E	Plans, Specifications and Estimates
QA/QC	Quality Assurance/Quality Control
QMP	Quality Management Program
RFC	Released for Construction
RFP	Request for Proposal
RFQ	Request for Qualifications
RID	Reference Information Documents
ROD	Record of Decision
ROW	Right of Way

SDEIS	Supplemental Draft Environmental Impact Statement
SFEIS	Supplemental Final Environmental Impact Statement
SFY	State Fiscal Year
SOQ	Statement of Qualifications
STH	State Trunk Highway (Wisconsin)
TDM	Transportation Demand Management
TH	Trunk Highway (Minnesota)
TRC	Technical Review Committee
TSM	Transportation System Management
USH	United States Highway
VE	Value Engineering
VQM	Visual Quality Manual
VQRC	Visual Quality Review Committee
WisDOT	Wisconsin Department of Transportation
WisSHPO	Wisconsin State Historic Preservation Office

St. Croix River Crossing--Project Management Plan

1 PROJECT DESCRIPTION AND SCOPE OF WORK

A project website is available at www.dot.state.mn.us/metro/projects/stcroix that contains background, documents, processes, contracts and status.

The Stillwater Lift Bridge is a critical crossing over the St. Croix River between Minnesota and Wisconsin. Built in 1931, the Lift Bridge is a designated historic transportation structure, important for its innovative engineering, but also as a symbol of Stillwater and the St. Croix Valley. The bridge's unique function as a Lift Bridge, being frequently raised to allow boats to travel the St. Croix River, is also a source of traffic congestion in Stillwater, Minnesota and Houlton, Wisconsin, as traffic backs up to wait for the bridge to lower and resume vehicular traffic.

Traffic congestion is not only attributable to the Lift Bridge. The constrained street network in downtown Stillwater, and topographic constraints on the Wisconsin bluff, also contribute to traffic congestion and severely limit opportunities to improve approach roadways to the Lift Bridge. Traffic on the Lift Bridge has continued to grow, with increased tourism in the St. Croix Valley, and a growing population on both sides of the river. After 70 years of service, the Lift Bridge has aged and has structural, operational, and maintenance issues. The limitations of a two-lane historic bridge, the demands of raising and lowering the bridge, and ongoing maintenance and operations have raised concerns about safety on the bridge as well as on the approach roadways, which are also at capacity and have no room for expansion or improvement within the current constraints.

Beginning in 2002, the Minnesota Department of Transportation (Mn/DOT), the Wisconsin Department of Transportation (WisDOT) and the Federal Highway Administration (FHWA), in cooperation with a Stakeholder Group, studied four "build" alternatives and a "no-build" alternative to find a safe and efficient river crossing over the St. Croix. But the process of resolving transportation needs do not occur in a vacuum: the St. Croix River is also a National Wild and Scenic River, designated by the U.S. Congress because of its remarkable scenic, recreational and geologic values. The Riverway has rare and protected plant and animal species such as the Bald Eagle, Osprey and Higgin's Eye mussel beds, as well as significant wetlands and other water resources. Nearby communities in both Wisconsin and Minnesota, particularly Stillwater, are known for their tremendous number of historic properties that mirror the heritage of the area and provide tourist attractions that are an increasingly important part of the regional economy.

In 2006, the Environmental Impact Statement (EIS) process resulted in the identification of a "Preferred Alternative" package that best meets the transportation needs while balancing impacts on the natural, social and cultural environment.

1.1 Scope of Work

The St. Croix River Crossing Project Preferred Alternative package described in the 2006 Supplemental Final Environmental Impact Statement (SFEIS) consists of four elements:

Preferred Alternative river crossing location. The project includes the roadway from the Highway 5/Highway 36 interchange in Minnesota, crossing the St. Croix River, and ending at the 150th Avenue overpass in Wisconsin. The segment of Minnesota Highway 36 proposed for reconstruction begins approximately 1,050 feet (0.3-mile) east of the Washington/Norell intersection with Highway 36 and extends to the St. Croix River. The new four-lane bridge will cross the river at the present location of the Highway 36/Highway 95 interchange, and landing in Wisconsin approximately 6,450 feet south of the Lift Bridge. Wisconsin Highway 35 will be relocated to the east of its present alignment to provide an interchange with relocated St. Croix County Highway E. Wisconsin Highway 64 will be constructed from the St. Croix River through this new interchange to the 150th Avenue overpass in the Town of St. Joseph.

Preferred Alternative bridge type. The extradosed bridge type was identified for the St. Croix River crossing. An extradosed bridge consists of short towers with cables connecting the towers to the bridge deck. The bridge deck is anticipated to be 113 to 159 feet above the river surface and the towers would extend approximately 60 feet above the bridge deck.

Future Use of the Lift Bridge. Under the Preferred Alternative, the Lift Bridge will be converted to a pedestrian/bicycle facility. The Lift Bridge will be a component of a loop trail connecting Minnesota and Wisconsin via the Lift Bridge and new river crossing.

Preferred Alternative mitigation package. FHWA, Mn/DOT and WisDOT, in consultation with the Stakeholder Group developed a mitigation package with an estimated cost of \$16.5 million, to address natural, social and cultural impacts. The package includes activities such as wetland replacement and relocation of threatened and endangered species as well as items addressing important visual, recreational and historic resources. Key elements of the mitigation package include bluff land restoration and preservation activities, removal of visual intrusions from the riverway and funding for the long-term preservation of the Lift Bridge. Stakeholder, community and agency participation in development of the project's Visual Quality Manual will also ensure a high quality design in all aspects of the project.

The process to implement riverway mitigation items is documented in the Riverway Memorandum of Understanding (MOU). An Amended Section 106 Memorandum of Agreement (MOA) was developed to mitigate for impacts to historic resources as a result of the project. Finally, in order to address the potential negative impacts to area resources from accelerated growth in St. Croix County influenced by the project, mitigation measures were identified to provide support to assist local governments in managing growth through local plans, ordinances and other related tools. The administrative process to implement these mitigation measures is documented in the Growth Management MOU.

1.2 Project Description

Severe traffic congestion in downtown Stillwater and delays caused by the operation of the Stillwater Lift Bridge (the Lift Bridge) have spurred the discussion of a new bridge crossing in Stillwater for many years. “Peak hour” delays and weekend backups, especially during the tourist season, frustrate residents and visitors alike.

Development of downtown Stillwater and northwestern Wisconsin as tourist destinations, commercial development along Trunk Highway (TH) 36 in Oak Park Heights and Stillwater attracting employees and residents throughout the region, residential development in western St. Croix County, and the economic strength of the Twin Cities metropolitan area as an employment center have contributed to increasing traffic volumes on TH 36, TH 95, in downtown Stillwater, across the Lift Bridge, and on State Trunk Highway (STH) 64 and STH 35/64 in Wisconsin. Figure ES-1 shows the project location and setting.

Some drivers have avoided this congestion by finding alternate routes across the St. Croix River. Most drivers who can alternately use the Interstate-94 (I-94) (Hudson), TH 243 (Osceola), or U.S. Highway (USH) 8 (Taylors Falls) bridges are already doing so. However, a considerable number of area residents or visitors are still dependent on the Lift Bridge crossing for access to their homes, jobs, shopping, and recreation, and that demand is forecasted to continue to grow in the future.

As owners and operators of the bridge, the Minnesota Department of Transportation (Mn/DOT) and the Wisconsin Department of Transportation (WisDOT) have identified increased operations, maintenance, and safety concerns about the condition of the Lift Bridge and continued operations of the lift mechanism. Built in 1931, the historic Lift Bridge (listed in the National Register of Historic Places in 1989) is of the age where substantial investments are required to keep the bridge operating and to maintain navigation on the St. Croix River. The narrow widths and functional deficiencies of the approach roadways cause safety and congestion issues, as the traffic on these roadways are at or above capacity.

Identifying possible solutions to these transportation problems requires understanding of the environmental context of the Lift Bridge and adjoining roadways. At the request of the states of Minnesota and Wisconsin, the U.S. Congress designated the St. Croix River as a National Wild and Scenic River in 1972. The Riverway, which includes the river and adjacent bluffs, was so designated because of its outstandingly remarkable scenic, recreational, and geologic values. The St. Croix River Valley supports an abundance of wildlife and aquatic species, including the federally-endangered Higgin’s Eye mussel, Bald Eagles, Peregrine Falcons, and Osprey.

The St. Croix Valley is rich in historic resources as well; Stillwater, “the birthplace of Minnesota,” boasts many historic properties dating to its nineteenth century prosperity as a major logging center in the upper Midwest. Stillwater’s downtown commercial area, with its varied palette of architectural styles and designs, is listed in the National Register of Historic Places (NRHP). The Lift Bridge was listed in the NRHP because it is a rare example of the

vertical-lift highway bridge, representing innovative engineering techniques of the early twentieth century.

The St. Croix River Valley is valued by residents and visitors alike for its combination of natural, historic, and scenic resources. The proposed solution to the transportation problems has taken into account the potential negative impacts on these resources and strived to maintain the balance that has created this unique environment.

1.3 Project History

St. Croix River Crossing Background

Consideration of a replacement bridge crossing over the St. Croix River near Stillwater began in the early 1970s, but was not pursued because of a lack of funding. In the 1980s, Mn/DOT, Wis/DOT, and the Federal Highway Administration (FHWA) began working with the communities of Stillwater and Oak Park Heights in Minnesota, and St. Joseph Township in Wisconsin to identify possible solutions for a replacement crossing. The 1987 Scoping Decision Document/Final Study Outline for the Highway 36/State Highway 64 St. Croix River Crossing identified four broad corridors for a new river crossing both north and south of downtown Stillwater as well as two corridors in or near the downtown area. The 1990 Draft Environmental Impact Statement (EIS) analyzed three of these corridors, along with a "No Action" Alternative and a Transportation System Management (TSM) Alternative, which examined various options to maximize use of the existing transportation system.

In April 1995, Mn/DOT, Wis/DOT, and FHWA completed a Final EIS and Section 4(f) Evaluation for a replacement bridge about 1,920 meters (6,300 feet) south of the existing Stillwater Lift Bridge. A Record of Decision (ROD) was issued by FHWA in July 1995, and work began on the final design of the river crossing and the approach roadways. Right-of-way was acquired, and site preparation work was initiated. In 1996, the National Park Service (NPS) evaluated the project under Section 7(a) of the Wild and Scenic Rivers Act and found that the project, as proposed, would have a direct and adverse effect on the outstandingly remarkable scenic and recreational values for which the Lower St. Croix River was included in the National Wild and Scenic River System. As a result of this finding, federal permits from the U.S. Army Corps of Engineers and the U.S. Coast Guard could not be issued for the project, and the project was not allowed to proceed. In April 1998, the U.S. District Court upheld the NPS determination.

In an effort to determine whether any crossing of the Lower St. Croix National Scenic Riverway was feasible near Stillwater, Mn/DOT and Wis/DOT invited Richard P. Braun, a retired Mn/DOT transportation commissioner, to perform an independent review of the project. Braun was asked to review the need for a replacement crossing and to investigate potential bridge alignment alternatives. In addition, he was asked to recommend an alignment and type of bridge structure that would be both feasible to construct and acceptable for implementation by the key interested parties. Between June and September of 1998, Braun conducted extensive discussions and meetings with many individuals and organizations, and facilitated public meetings with a 21-member advisory group (the St. Croix River Crossing Advisory Group) that included representatives from federal and state regulatory agencies,

local and regional units of government, environmental groups, historic preservation groups, and chambers of commerce.

Braun recommended a four-lane, deck-tied, steel arch bridge on an alignment 1, 100 meters (3,600 feet) south of the existing Stillwater Lift Bridge. The proposed bridge would cross the river perpendicularly and would be shorter than the 1995 Final EIS Preferred Alternative. The alignment would also take advantage of an existing ravine on the Wisconsin bluff, thereby reducing potential impacts on the Lower St. Croix Valley. A large majority of the St. Croix River Crossing Advisory Group agreed that they could accept the Braun recommendations.

Following the Braun process, NPS, FHWA, Wis/DOT, and Mn/DOT executed a Memorandum of Understanding (MOU) specifying the intention to use the Braun recommendations as a basis for a new bridge crossing alternative that would be evaluated in a Supplemental EIS. The agreement also stated that the NPS Section 7(a) review for this alternative would be completed concurrently with the Supplemental EIS.

New alternatives, including consideration of the future of the Lift Bridge, were identified as part of the Braun Facilitation Process in 1998. This led to identification of the Braun C Alternative, later referred to as the “Consensus Alternative.” Documentation of the Braun C Alternative in a Supplemental Draft EIS was halted in January 2001 due to the inability to reach a consensus on the future of the Lift Bridge.

Recent History

In 2002, FHWA, Mn/DOT, and WisDOT re-initiated the St. Croix River Crossing Project EIS process with alternatives recommended during the Braun Facilitation Process as well as the 1995 FEIS Preferred Alternative and Stakeholder recommended alternatives. This led to the identification of six alternatives in the 2003 *Amended Scoping Document*; the 2004 *Amended Final Scoping Decision Document* identified four alternatives in addition to the No-Build Alternative for study in the 2004 Supplemental Draft EIS (SDEIS). The 2004 SDEIS “supplements” the 1995 Final EIS and the 1990 Draft EIS by providing information related to the Build Alternatives as well as updating information related to the No-Build Alternative.

Stakeholder Resolution Process

In September 2002, the facilitation firm RESOLVE was selected by a multi-agency and stakeholder panel to proceed with the project through mediation. RESOLVE developed a dispute resolution process that centered on a “Stakeholders Group,” made up of representatives of the diverse interests in the project area who provided input to the project proposers’ decision-making process. This process, the “Stakeholder Resolution Process,” responded to the need for a new start to the project, and a new approach to address the environmental, historical and transportation concerns surrounding the project. Formal facilitated Stakeholder meetings began in June 2003. Chapter 15 of the 2004 SDEIS provides a detailed description of the Stakeholder Resolution Process.

2005 Lift Bridge Repair Project

In fall of 2002, the 106th United States Congress provided \$4,989,000 in funding from the Labor, Health, and Human Services bill for the repair of the Lift Bridge (referred to herein as the “\$5 Million Lift Bridge Repair Project”), and was completed as a separate project. A series of meetings were held to prioritize the needs with local governments, state and federal government agencies, and historic preservation groups to prioritize Lift Bridge needs that could be completed with available funds. A separate environmental document (Mn/DOT Project Memorandum, *Lift Bridge Repair*, Bridge #4654, March 2004) resulted in a federal categorical exclusion under NEPA. These repairs began in summer 2005 and were completed in spring 2006.

FHWA conducted Section 106 review of the repair options and determined that the repair plan would have no adverse effect on the National Register qualities of the Stillwater Lift Bridge. Both MnSHPO and WisSHPO concurred in this determination, with the understanding that MnSHPO will review all project plans prior to implementation.

1.4 Project Purpose and Need

The project purpose is to improve Minnesota TH 36 and Wisconsin STH 64 between TH 5/County State Aid Highway (CSAH) 5 in Oak Park Heights and Stillwater, Minnesota, and 150th Avenue in the Town of St. Joseph, Wisconsin, to provide a safe, reliable, and efficient transportation corridor by reducing congestion, improving roadway safety, and providing an adequate level of service for forecasted year 2030 traffic volumes. Transportation needs for this project fall into two primary categories:

- Transportation mobility on a safe and efficient facility; and
- A reliable crossing of the St. Croix River.

Stakeholder Group-Developed Purpose and Need

As part of their work on the project, the Stakeholder Group developed a project purpose and need that was first documented in the *2003 St. Croix River Crossing Project Amended Scoping Document*. The following is a summary of the Stakeholder Group-developed purpose and need.

Departments of Transportation in each state are responsible for providing mobility in a safe, reliable and cost-efficient manner and for integrating environmental, cultural, economic, and social considerations into transportation solutions. While this integration is always a necessary part of the DOTs’ work, it is of particular importance and sensitivity as WisDOT and Mn/DOT contemplate improving mobility and safety between the two states in the area of the existing crossing between Washington County, Minnesota, and St. Croix County, Wisconsin.

The project goal is to manage congestion and improve mobility in a reliable, safe and cost-efficient manner as part of a broader program of regional transportation

improvements while avoiding (and when unavoidable, minimizing and mitigating for) impacts to the area's social, economic, cultural and environmental needs and objectives.

Chapter 2 of the SFEIS describes in greater detail the Stakeholder Group-developed purpose and need. Refer to Chapter 2 of the SFEIS for additional information.

Summary of Transportation Issues

Both the existing and future No-Build transportation systems include issues substantiating roadway improvement. SFEIS (figure ES-2) summarizes the key transportation issues in the study area. The main issues are also summarized in the following bullet points.

- Poor traffic operations on TH 36 and in Downtown Stillwater: Substantial delays and queuing are caused by insufficient roadway and intersection capacity, poor TH 36 frontage road geometrics (close proximity to TH 36 mainline), and Lift Bridge deck lifts.
- Diverting traffic volumes: Delays, queuing, and Lift Bridge conditions (flooding and maintenance) encourage traffic to use alternate routes. Diverting traffic use alternate regional, river crossing and local travel routes. Regional traffic diversion would be a particular issue in future No-Build conditions when the Lift Bridge would be closed for two years for major rehabilitation.
- High crash rates: Insufficient approach roadway and intersection geometrics result in unsafe conditions.
- Delayed emergency response: Areas in both Minnesota and Wisconsin experience delays caused by poor traffic operations and Lift Bridge conditions (deck lifts, closure due to flooding and maintenance).
- Impeded access: High traffic volumes and congestion levels hamper access to properties for residents, business patrons, and pass-through travelers.
- Interrupted, unreliable river crossing: The existing Lift Bridge is a two-lane bridge with substantial structural deficiencies. It cannot accommodate existing or forecasted future traffic volumes and does not provide capacity for incident management or emergency response. A rehabilitation project addressing immediate maintenance needs began in summer 2005 and was completed in spring 2006; however, due to lack of funding, this project did not address all structural deficiencies. Another major rehabilitation would be needed by 2020; this would close the bridge for approximately two years. The Lift Bridge is also flood-prone and is closed an average of five days per year.
- Lack of bicycle/pedestrian facilities.
- Transportation System Management (TSM)/Travel Demand Management (TDM) cannot fully address transportation needs in the project area. However, a possible transit market has been identified. Mn/DOT, in cooperation with the Metropolitan Council, will conduct a transit feasibility study to determine transit goals and objectives and further

examine potential transit markets (including non-traditional transit services) in western Wisconsin.

Chapter 2 of the Supplemental Final Environmental Impact Statement (SFEIS) describes in greater detail the key issues facing the transportation system, including the inability of transportation system management and travel demand management (TSM/TDM) strategies to address the transportation issues.

Chapter 2 of the SFEIS also describes the measurable and qualitative transportation objectives and environmental, social, and historic resource objectives used to identify those alternatives described in the Supplemental Draft Environmental Impact Statement (SDEIS) that meet the project purpose and need.

1.5 PMP Assumptions

THESE ASSUMPTIONS ARE MADE FOR THE PURPOSES OF THE PMP AND ARE THE BASIS FOR DEVELOPMENT OF THE PLAN, IF ASSUMPTIONS CHANGE; THE PMP WOULD HAVE TO BE REVISED.

- Based on EIS and Stakeholder commitments, State Fiscal Year (SFY) 2011 (July 2010) is the earliest desirable start date and sfy 2015 (June 2015) is the latest desirable start date for construction.
- A construction start date between 2011 and 2015 is contingent upon extraordinary federal funding, above and beyond the normal federal appropriation to the states.
- Right of Way acquisition will begin three years prior to construction. This could be as early as 2008, which would be prior to identification of full construction funding.
- Full construction funding (federal, state, county, city) is available prior to advertising any Design-Build and/or Construction contracts.
- Construction will occur over approximately a three-year period.
- Delivery processes:
 - Minnesota Approach ----- Design-Bid-Build
 - Wisconsin Approach-----Design-Bid-Build
 - River Bridge----- Design-Build and Design-Bid-Build

With the proposed alternative of design-build contracting on the St. Croix River Crossing Project, WisDOT and Mn/DOT recognizes that the river crossing project's new bridge includes a significant amount of risk. However, we have not fully developed the project to understand, mitigate, or allocate those risks.

From November 17-21, 2008, a Cost Risk Assessment and Value Engineering (CRAVE) workshop was sponsored by MnDOT to investigate, speculate, evaluate and develop recommendations and risk response strategies that could be implemented.

In addition to the CRAVE, over the next 18 months the project details and risks will be further defined through partnership efforts to refine the new river crossing bridge design. WisDOT and MnDOT have hired a consultant team with worldwide expertise in extradosed bridges. During that process, we plan on conducting workshops with our construction industry and design partners to assist with the risk identification process.

Until we have the opportunity to fully assess the project risk, both design-bid-build and design-build project delivery options will be considered. Using that analysis plus what is learned through the refinement of the new river crossing bridge design, a final decision on the contracting method can be made and reflected in a future PMP revision. This version of the PMP was developed considering Design-Build for the River Bridge.

- Wisconsin Approach-----Design-Bid-Build
- No legal actions preclude implementing this schedule.
- Project development schedules follow Design Related “Next Steps” dated 12/12/07.
- The completion of Right Of Way acquisition is a critical path item
- Right Of Way, design- bid- build in Minnesota and Wisconsin, Design Build (DB) RFP, if applicable, would be pursued before funding identification.

1.6 PMP Updates

This plan will be, at least reviewed annually, and revised, as necessary by the Project Team Leader. As the project progresses through the design and construction phases, it may be necessary for more frequent reviews and revisions. The PMP should be approved prior to the first authorization of federal funds for ROW acquisition and prior to authorization of federal funds for construction and, if necessary, on award of the Design Build Contracts.

2 GOALS AND OBJECTIVES DURING CONSTRUCTION

Both measurable and qualitative objectives have been identified by Mn/DOT and WisDOT for the St. Croix River Crossing Project. These objectives helped Mn/DOT, WisDOT, and the public identify those alternatives described in the SFEIS project purpose and need as well as the goals and objectives identified by the community.

2.1 Measurable Transportation Goals in the SFEIS

The following objectives were identified during the scoping phase of the project as measurements of improving transportation needs and addressing the project purpose as identified in Chapter 2 of the 2006 SFEIS. These objectives were used in identifying the Preferred Alternative.

The ability of the Preferred Alternative to meet these transportation objectives is discussed in Chapter 4 of the SFEIS.

- Sufficient intersection capacity and geometrics to accommodate year 2030 average weekday afternoon peak hour traffic volumes.
- Reduced volumes of regional, through traffic on local streets as shown in Table 4-4.
- Sufficient roadway capacity and geometrics to accommodate year 2030 Average Daily Traffic (ADT) volumes (See SFEIS Table 4-2 for existing and proposed ADT in year 2030)
- Reduced travel times during the weekday afternoon peak hour.
- Consistency of travel times during typical conditions.
- Fewer facility closures due to weather conditions (snow, ice, flooding) or facility maintenance or repairs.
- Fewer facility closures due to vehicle crashes or other incidents.
- Crash rates at or better than state average for facility type (See SFEIS Section 4.1.4.3 and Supplemental Draft EIS Section 4.3.3.1 and Table 4-6)
- Transportation benefit/cost ratio greater than or equal to 1.0.

2.2 Qualitative Transportation Goals in the SFEIS

In addition to the measurable objectives related to the project need listed above, the following additional transportation objectives have been identified as necessary to fulfill Mn/DOT's and WisDOT's agency responsibilities to providing a state transportation

network. The ability of the Preferred Alternative to address these objectives is discussed in Chapter 4 of the 2006 SFEIS.

- Efficient access to other regional roadways (TH 95 and STH 35).
- Access to local arterials and collectors where appropriate.
- Provision of multi-modal considerations (bus, rail, pedestrian, bicycle) where they address a demonstrated need and are found to be cost-effective.
- TH 36/STH 64 mobility improvements should contribute to improvements in regional mobility, not simply transfer congestion problems from one location to another.
- Protect public rights to free navigation on the St. Croix River.
- Preserve opportunities for multi-modal consideration.

2.3 Environmental, Social, and Historic Resource Objectives in the SFEIS

While the integration of environmental, economic, social and historic resource concerns is always a necessary part of the DOTs' work, it is of particular importance and sensitivity due to the unique resources present within the project area. The project area contains the unique resources of the Lower St. Croix National Scenic Riverway—a waterway nationally recognized for its remarkable scenic, recreational and geologic values—as well as numerous historic resources reflecting the area's rich history as the “birthplace” of Minnesota. The following objectives have been identified regarding these concerns:

- Support the outstandingly remarkable values of the Lower St. Croix National Scenic Riverway (scenic, recreational and geologic).
- Maintain, or potentially enhance, the visual integrity of the Lower St. Croix National Scenic Riverway.
- Maintain, or potentially improve, the existing water quality of the St. Croix River watershed.
- Maintain, or potentially improve, the existing air quality of the St. Croix River Valley.
- Respect the integrity of area cultural resources including the Lift Bridge, the Stillwater Commercial Historic District and the Stillwater Cultural Landscape District.
- Avoid, or if not possible, minimize, impacts to area parklands including Lowell Park and Kolliner Park and future parklands at the Stillwater Municipal Barge Facility property,

the St. Croix Scenic Overlook-South, the Cover Park/Xcel parkland dedication area, Teddy Bear Park, and other parklands identified in the study area.

- Avoid, or if not possible, minimize impacts to the channel, shoreline and bluffs of the Lower St. Croix National Scenic Riverway.
- Avoid, or if not possible, minimize impacts to threatened and endangered species.
- Avoid, or if not possible, minimize impacts to business and property owners, residents and visitors throughout the project area.
- Avoid, or if not possible, minimize impacts to land use plans of local communities.

The need to avoid, or if unavoidable, minimize impacts on national scenic riverways, parklands, cultural resources, wetlands, threatened and endangered species as well as other social, economic and environmental resources has been recognized by state and federal laws, regulations, and policies governing roadway design and construction. These laws, regulations and policies as well as the impacts of the Preferred Alternative are thoroughly discussed in the remainder of the 2006 SFEIS, resulted in an environmental commitment to be implemented as shown in Next Steps-Mitigation Related Chart, found in the Appendices.

2.4 Visual Impact Assessment

Visual impacts were examined as they relate to users of the highway, the river corridor, and adjacent lands between the two project termini as part of the EIS process. Visual resources, affected individuals, and mitigation strategies were identified using a Visual Impact Assessment (VIA) process, summarized in Figure 7-1 of the SFEIS and described in Chapter 7 of the SFEIS. A Visual Impact Assessment is process used by Mn/DOT to evaluate the visual effects of larger projects.

The discussion of visual impacts employs the concept of “viewer-groups.” This concept divides the potentially affected population into manageable groups according to their assumed visual concerns and preferences. The main division is between neighbors, those people who will have views of the transportation facility; and travelers, those people who would have views from the transportation facility.

2.4.1 VISUAL QUALITY PLANNING PROCESS/VISUAL QUALITY MANUAL (VQM)

The Visual Impact Assessment process determined the aesthetic enhancements for the proposed project and was refined through the Visual Quality Planning Process (VQPP) and Visual Quality Manual (VQM) development. The VQPP was a public process facilitated by a consultant team with the involvement of federal, state, and local government agencies, and other interested Stakeholders. The VQPP began in May 2005 and resulted in the completion of the final Visual Quality Manual in January of 2007.

The major milestones of the VQPP are outlined below.

Design Workshop: A Visual Quality Review Committee (VQRC) was formed and a design workshop held to gather information, to synthesize public opinion and weigh citizen values.

Visual Quality Review Committee and Public Involvement: A public involvement process with the VQRC was conducted in an effort to articulate community values and objectives, and to ensure sensitive visual quality and aesthetic design results.

Visual Quality Manual: A Visual Quality Manual (VQM) was prepared to illustrate visual quality and to successfully communicate design intent. The VQM addressed architectural and aesthetic design recommendations for the primary visual design elements used in the transportation planning and design, including but not limited to bridges, retaining walls, grading, signing, lighting, landscaping, fencing, storm water ponds, bike and pedestrian facilities, loop trail design, and barriers and connections.

Public Open Houses: Two open houses, one each in Minnesota and Wisconsin, were held in September 2005 to solicit public comment on the draft VQM. There was also a Public Open House following the release of the final VQM in January of 2007.

The final product of the VQPP was the VQM. Animations of the final VQM have also been produced and distributed. The animations can be found at <http://www.dot.state.mn.us/metro/projects/stcroix/visualanim.html>

The VQM establishes design concepts, materials selections and visual standards that will guide the aesthetics of the final design plans for the project. The VQM can be found at <http://www.dot.state.mn.us/metro/projects/stcroix/vqpp.html>

2.5 Overall Goals and Objectives

The goals and objectives of the overall St. Croix River Crossing Project are:

- On-time,
- Within budget,
- With the highest degree of quality,
- In a safe manner for both the individuals working on the project and for the traveling public, and
- In a manner in which the public trusts and supports while maintaining confidence in the project.

Quality measurements, with appropriate targets and tolerances, will be developed and tracked as construction funding is identified to cover schedule, budget (including cost containment), quality, safety, scope control, public trust and confidence, and federal requirements.

The Oversight Team is responsible for further developing these goals and objectives and quality measures.

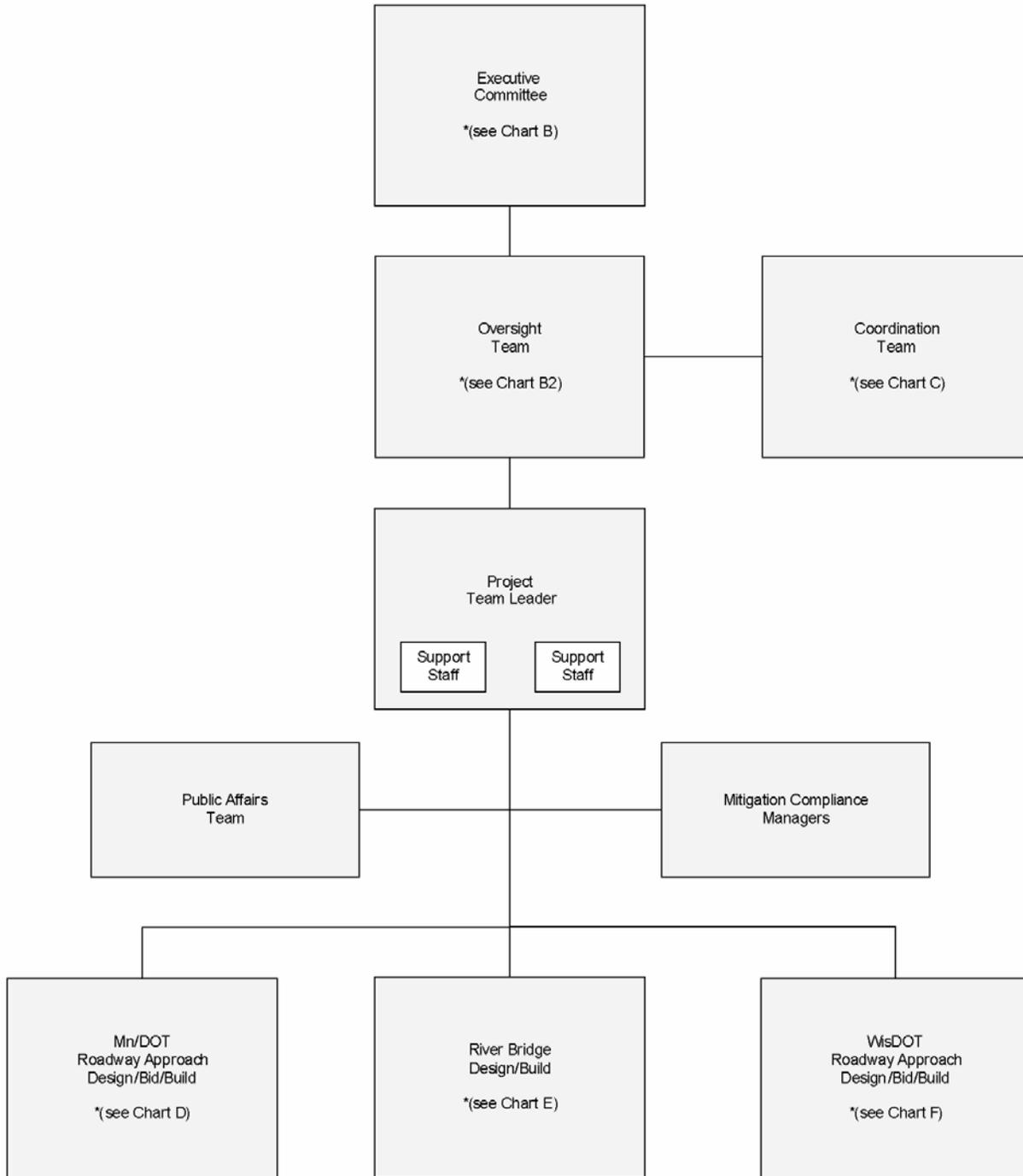
3 PROJECT ORGANIZATIONAL CHARTS, ROLES, AND RESPONSIBILITIES

3.1 Organizational Charts

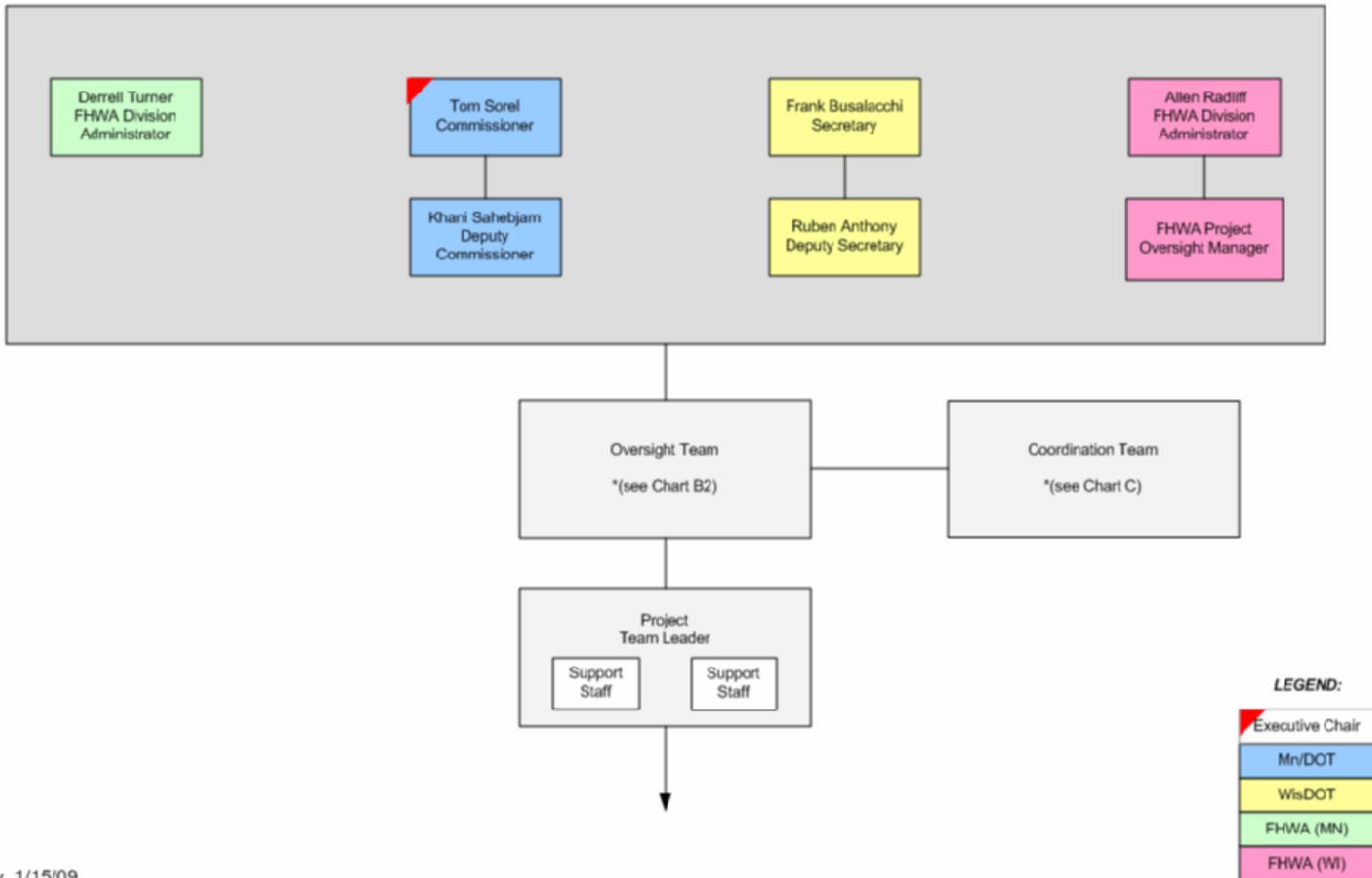
The St. Croix River Crossing project is unique in that it not only connects the states of Minnesota and Wisconsin, but also spans a designated National Wild and Scenic River and is in an area that is rich in natural and cultural resources. The crossing also serves as a gateway to the Twin Cities of Minneapolis/St. Paul to the west and St. Croix County to the east.

To ensure the project is designed and constructed in a manner consistent with the 2006 SFEIS and best meets the transportation needs with the fewest impacts on the natural, social and cultural environment, the two states have established the organizational structure depicted over the next several pages.

St. Croix River Crossing Project Organizational Chart



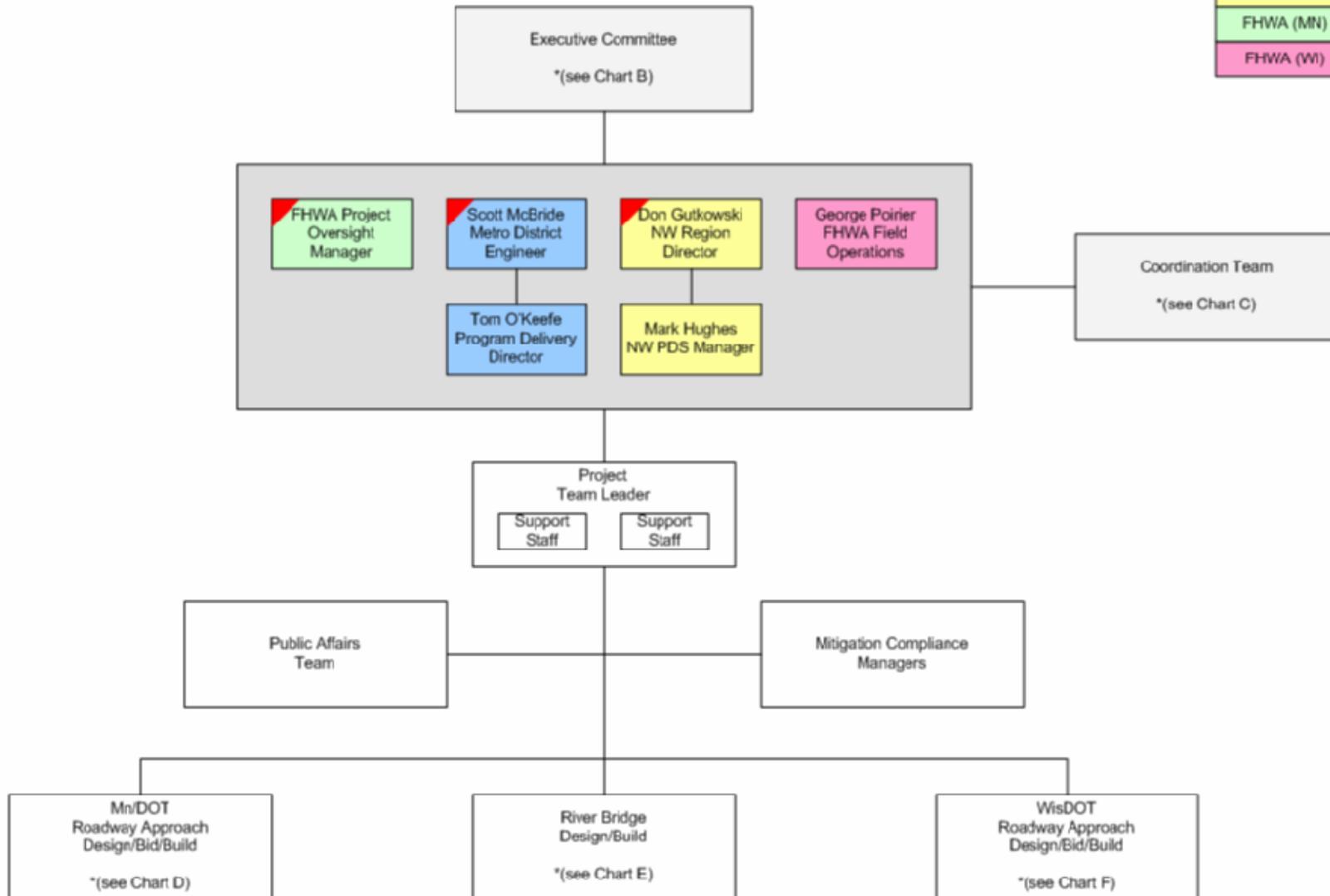
St. Croix River Crossing Project Executive Committee



St. Croix River Crossing Project Oversight Team

LEGEND:

 Oversight Chairs
Mn/DOT
WisDOT
FHWA (MN)
FHWA (WI)



St. Croix River Crossing Project Coordination Team

LEGEND:

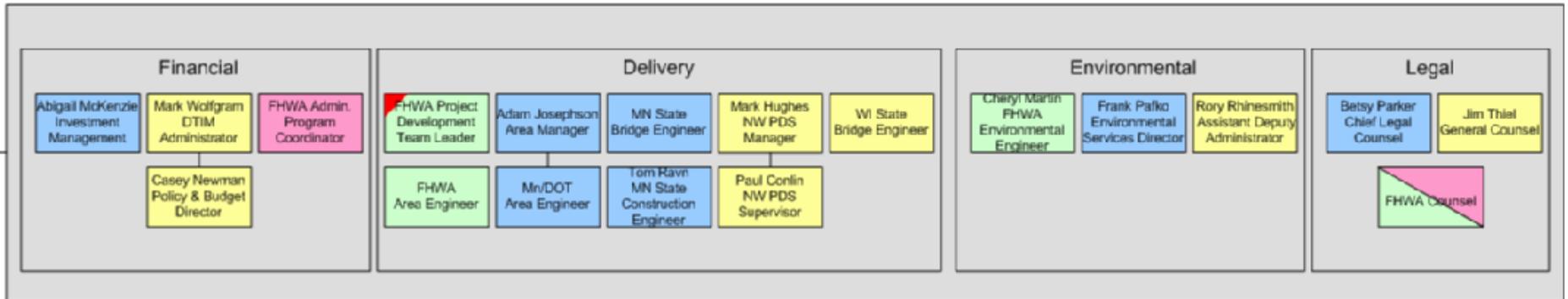


Chart D

St. Croix River Crossing Project Mn/DOT Roadway Approach Design/Bid/Build

LEGEND:

Mn/DOT
WisDOT

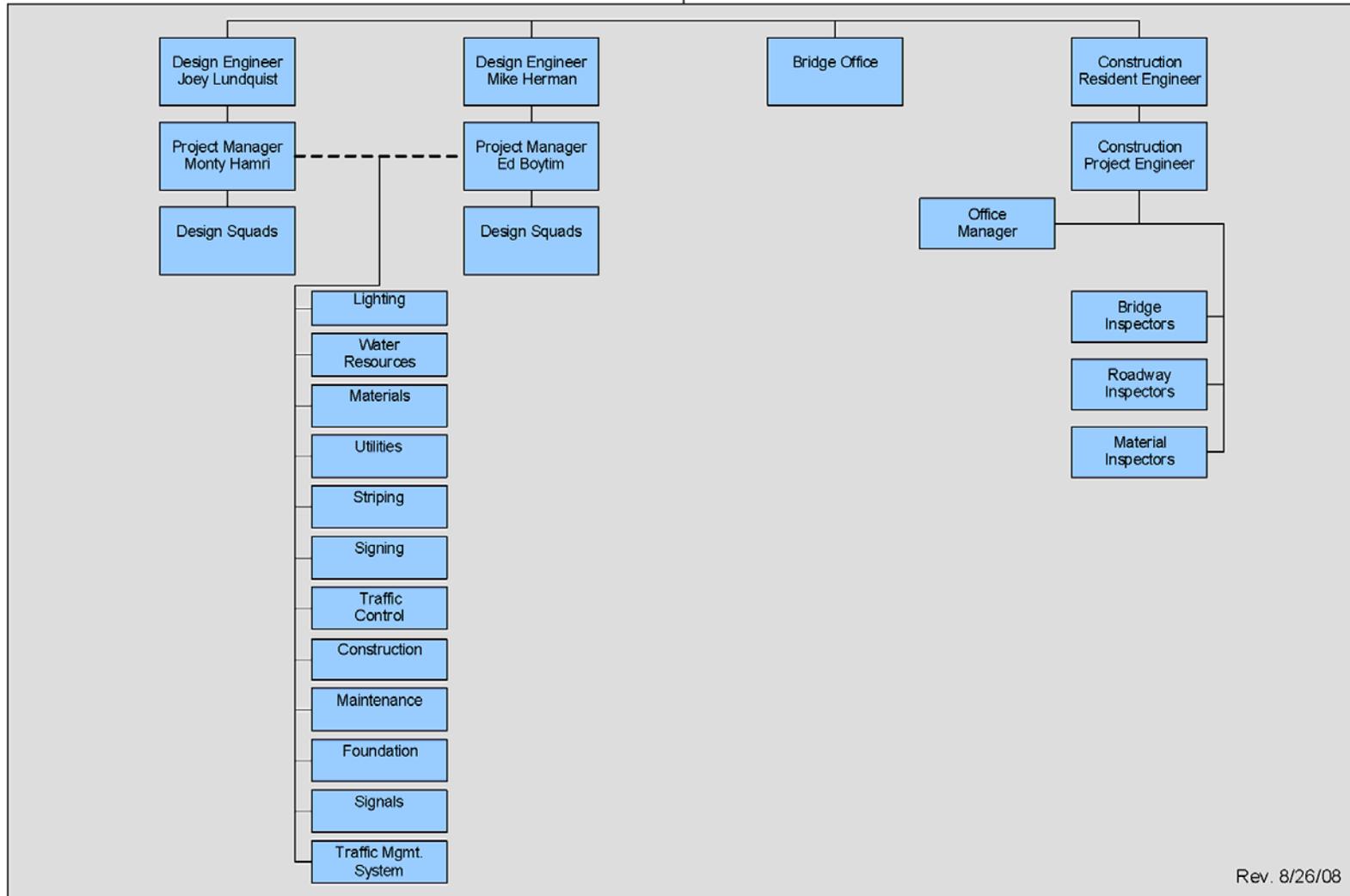
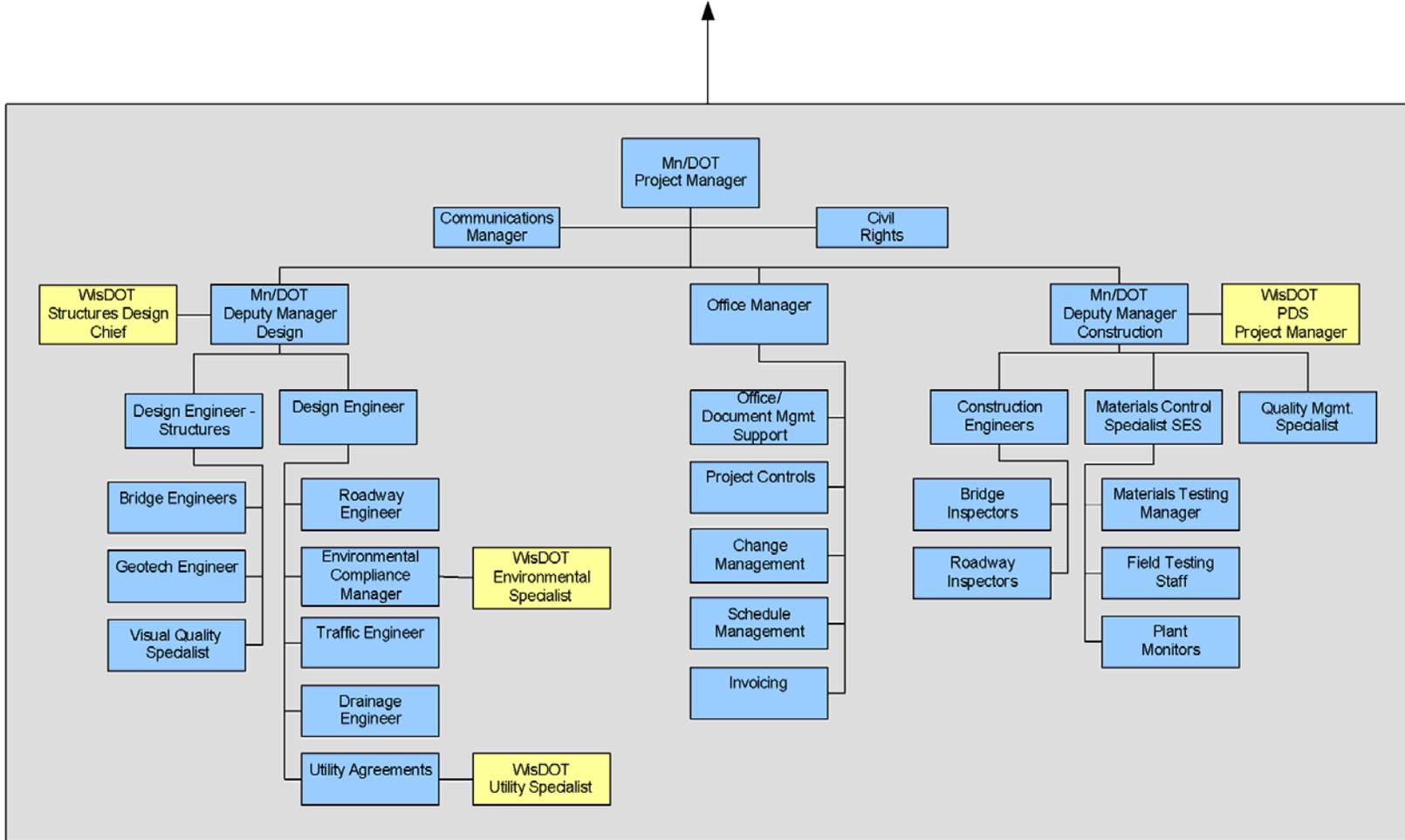


Chart E

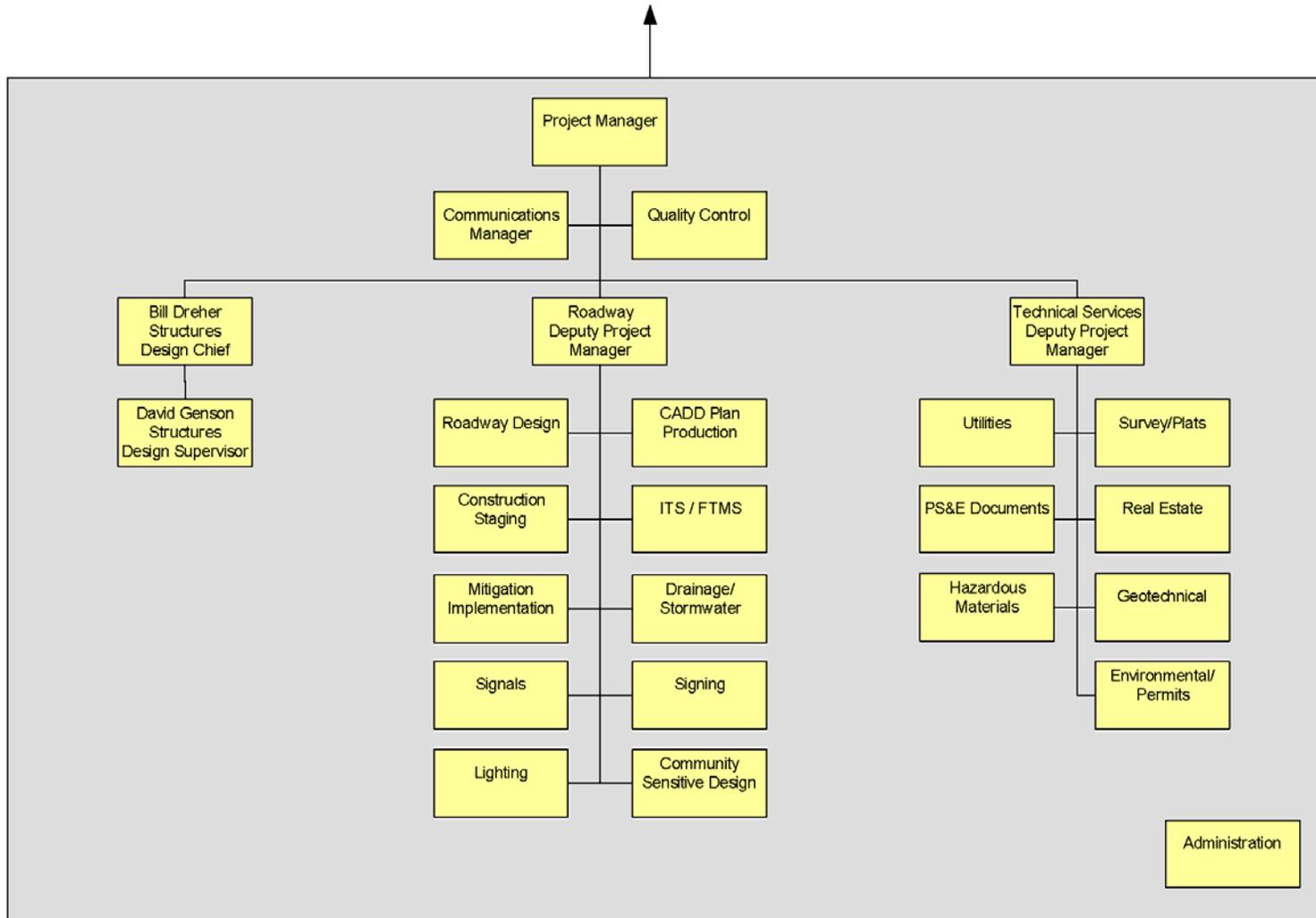
St. Croix River Crossing Project River Bridge Design/Build

LEGEND:



St. Croix River Crossing Project WisDOT Roadway Approach Design/Bid/Build

LEGEND:
WisDOT



3.2 Roles and Responsibilities

During the pre-construction project development activities, Mn/DOT and WisDOT have worked together to deliver this project. Implementing the preliminary design, a number of mitigation items and pre-final design activities have included sharing of both internal and external resources. Where there has been a lack of internal resources to deliver some portions of the project, a number of consultant teams have been hired, either jointly or individually by each agency.

Mn/DOT and WisDOT have split costs 50/50 for the preliminary design and environmental documentation of the project through the Record of Decision. The same 50/50 cost split has been used for the majority of the project mitigation items that have been completed to date. The greater part of the remaining mitigation items will also be split 50/50 between the two states.

The design and construction costs of the river bridge are proposed to be split on the same 50/50 basis. The river bridge is defined as the structure for new TH 36/STH 64 from the back of the abutment in Minnesota just west of TH 95 to the back of the abutment in Wisconsin west of Highway 35. The construction costs for the structures needed for the TH36/TH95 interchange ramps in Minnesota are the sole responsibility of Mn/DOT.

Mn/DOT and WisDOT are individually responsible for the cost of the final design and construction of the respective approach roadways in each state.

The acquisition of all right of way needed in Minnesota for the river bridge or the Minnesota approach roadway will be the responsibility of Mn/DOT. The acquisition of all right of way needed in Wisconsin for the river bridge or the Wisconsin approach roadway will be the responsibility of WisDOT.

Each state is also responsible for providing adequate staffing to support the continued development of the project.

Mn/DOT and WisDOT have project Partnership Agreements in place to share the costs of professional/technical services. Additional Partnership Agreements may be necessary and will be executed as needed.

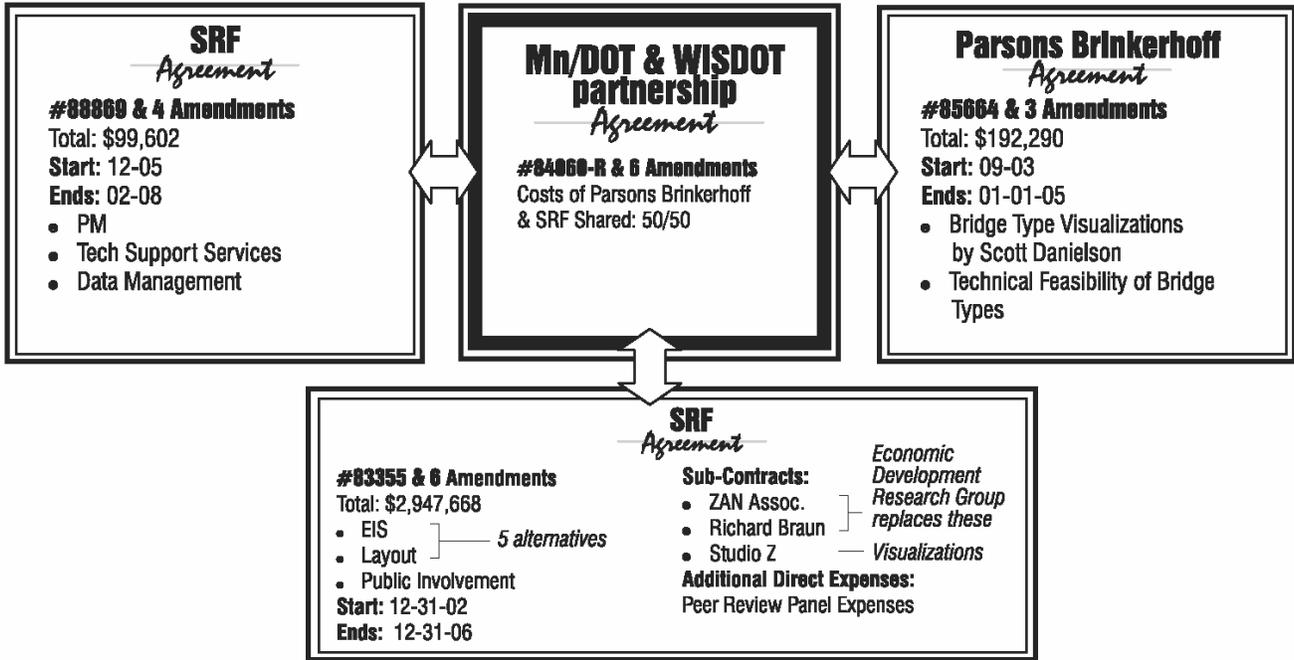
Shown below are the Partnership/Consultant Agreements Graphics for 1) Preliminary Design phase 2) Final Design Phase and 3) Mitigation Related.

St Croix River Crossing Project

Preliminary Design Phase

Partnership/Consultant Agreements

April 2008



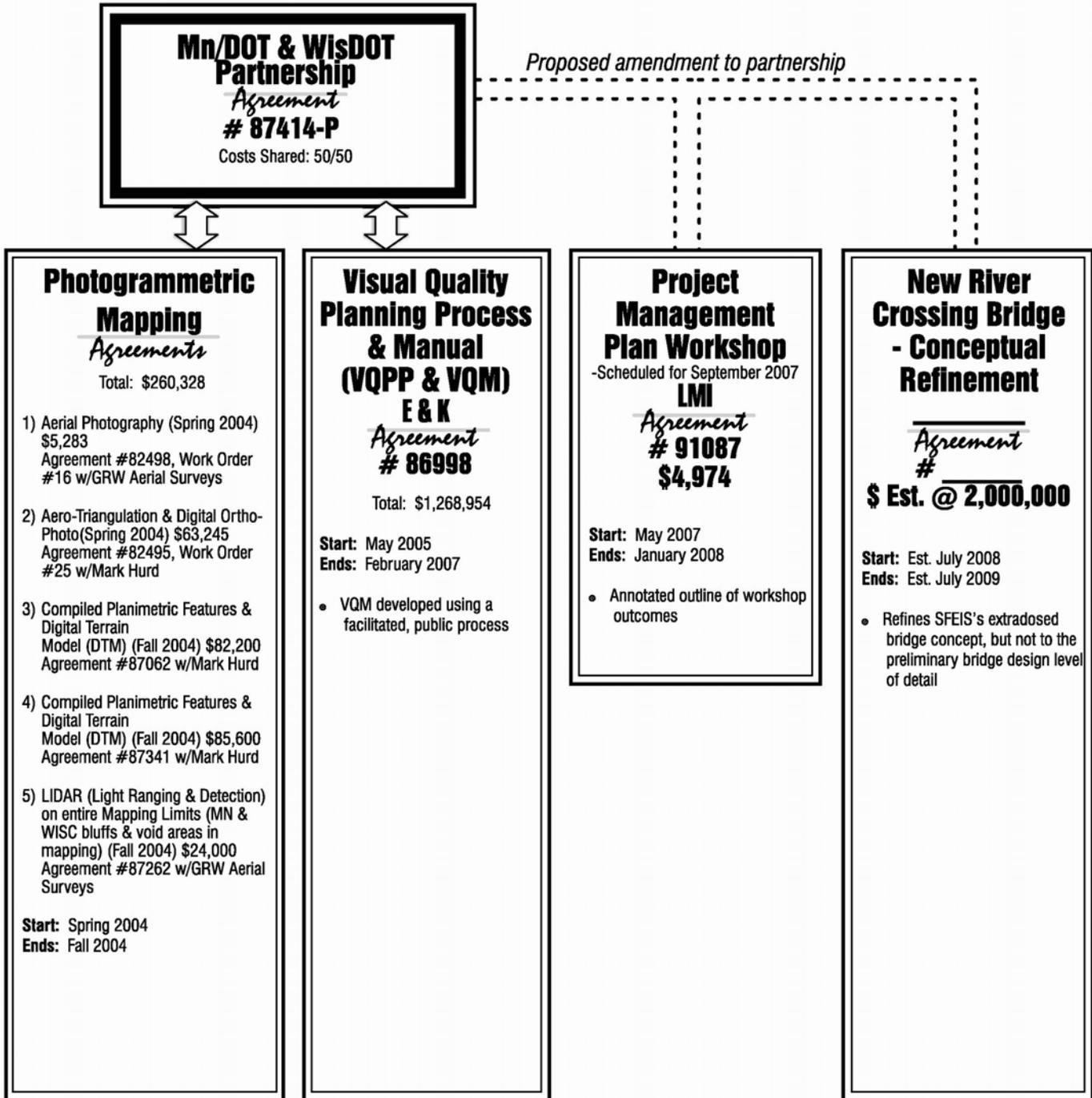
MINNESOTA	1995 Layout as Preferred Alternative	Add'l Facilitation	WISCONSIN	Archeologist	Historian	SRF Agreement
	<p># 87816</p> <ul style="list-style-type: none"> • Metric to English • Traffic/Noise/Air • Benefit/Cost Analysis <p>\$79,552 SRF hired by Mn/DOT ONLY March - June 2005</p>	<p>#87523</p> <ul style="list-style-type: none"> • Stakeholder Group meetings • By Resolve's Mike Hughes <p>\$30,000 Hired jointly by FHWA & Mn/DOT thru US Institute of Environmental Conflict Resolution Feb - Oct 2005</p>		<ul style="list-style-type: none"> • CCRG Katie Egan-Bruhy <p>\$8,800 Hired by WisDOT ONLY April - August 2004</p>	<ul style="list-style-type: none"> • Phase I & II on WI side ONLY <p>\$15,530 Mead & Hunt Hired by WisDOT ONLY April - June 2004</p>	
	Archeologist	Historian		Animation	Transit/Growth Management Workshop	
	<p>#86487</p> <ul style="list-style-type: none"> • Literature Search • Field Tests • Documentation <p>\$62,000 Two Pines Resource Group (Michelle Terrell) Hired by Mn/DOT ONLY May - June 2004</p>	<p>#86488</p> <ul style="list-style-type: none"> • Phase I & II on MN side ONLY <p>\$67,000 106 Group Hired by Mn/DOT ONLY May - June 2004</p>	<p>#87509</p> <ul style="list-style-type: none"> • Feasibility of moving Shoddy Mill <p>\$2,200 Robert Claybaugh Nov - Dec 2004</p>	<ul style="list-style-type: none"> • Drive thru of all river crossing alternatives, per VQM • VQRC Support <p>Provided by Mn/DOT's internal resources April 04 - Jan 07</p>	<p>#87424 #87426 #87425 #87427</p> <ul style="list-style-type: none"> • 4 National Expert Speakers & Presenters <p>\$20,000 December 2004</p>	

St Croix River Crossing Project

Final Design Phase

Partnership/Consultant Agreements

December 2007



St Croix River Crossing Project

Mitigation Related

Partnership/Consultant Agreements

March 2008



Stillwater Lift Bridge:

- Condition assessment
- Operations & Maintenance Manual
- Management Plan
- Repair Project P,S,E
- Landscape Project P,S,E
- SLBAC/Public Involvement

- 1) Facilitation Services:
SEH Agreement # 90618
\$272,932
Start Date: May 2007
End Date: January 2009
- 2) Historian Services:
Mead and Hunt Agreement #90617 & Amendment #1
\$285,090
Start Date: May 2007
End Date: January 2009
- 3) Bridge Engineering Services
URS Agreement #90346
\$872,849
Start Date: July 2007
End Date: July 2009

Removal of Terra Terminal Building:

- 1) **Asbestos & Regulated Waste Assessment & Oversight**
Agreement #89708 and Amendment #2 with Legend Technical Services
\$19,380 From May 2006
To July 2007
- 2) **Asbestos Abatement & Lead Paint Stabilization**
Agreement #90193 with VCI Asbestos Abatement Company, Inc.
\$99,499 From November 2006
To July 2007
- 3) **Regulated Waste Removal**
Agreement #90194 and Amendment #1 with Retrofit Recycling, Inc.
\$69,870 From November 2006
To July 2007
- 4) **Building Removal**
Contract #S06184, Let 12/15/06, Low bidder was Landwehr Construction, Inc.
\$55,410 From February 2007
To February 2007 (15 days)

MINNESOTA

Animations

- Drive thru of loop trail.

Provided by Mn/DOT's internal resources
Aug 2006-July 2007

Animations

- Drive thru on lift bridge.
- Support for SLBAC & Management Plan

Provided by Mn/DOT's internal resources
July 2007-January 2009

MINNESOTA

National Register Documentation/Nomination

- 1) Nomination to the NRHP for the South Main Archeological District, which includes the Hersey Bean site. Twin Pines hired
Agreement #90615
Cost is \$14,785
Start Date: February 2007
End Date: July 2007
- 2) Nominations to the NRHP for the Bergstein Shoddy Mill & Warehouse and Log Cabin (a.k.a. Club Tara) Landscape Research Inc hired
Agreement #90616
Cost \$29,949
Start Date: February 2007
End Date: July 2007
- 3) Nominations to the NRHP for the Stillwater Overlook South. Gemini Research hired
Agreement #90614
Cost: \$8,702
Start Date: February 2007
End Date: July 2007

WISCONSIN

National Register Documentation/Nominations

- 1) Thelen Farmstead
- 2) Kriesel Farmstead

Mead and Hunt Agreement #0691-03-48 w.o.#2
\$18,250
Start Date: May 2007
End Date: November 2007

The following is an outline of the roles and responsibilities of the individual team members. There are many roles and responsibilities that may overlap as the teams will work collaboratively to reach the goals of this project. Issues will be resolved at the lowest level possible. If unresolved, the issues will be brought to the Project Team Leader. Then onto the Oversight Team with assistance from the Coordination Team and final authority from the Executive Committee.

3.2.1 EXECUTIVE COMMITTEE

- Final authority for Project decisions.
- Ensure that federal funds are being used effectively.
- Assure project is compliant with all Federal and statutory requirements.
- Maintain effective relationships among all project stakeholders.
- Maintain effective relationships with external oversight agencies.
- Assure project is completed in accordance with the commitments made in the 2006 SFEIS.
- Determination of Delivery Process for River Bridge

3.2.2 OVERSIGHT TEAM

- Ensure partnering between Mn/DOT, WisDOT, and FHWA.
- Ensure adequate funding availability to deliver the project.
- Ensure adequate resources (including staffing) availability to deliver the project.
- Manage Coordination Team.
- Refinement and tracking of goals and objectives and quality measures.
- Approving public information plan.

3.2.3 PROJECT TEAM LEADER

- Manage implementation of the design and construction of the St. Croix River Crossing Project,
- Manage implementation of the mitigation package of the St. Croix River Crossing Project,
- Manage implementation of the Stakeholder and public involvement processes for the St. Croix River Crossing Project,
- Facilitate and coordinates the implementation of the Project goals and objectives with the Oversight Team and the three Project Teams,
- Is supported with adequate staffing and budget responsibilities and appropriate employee position allocation,
- Is responsible for communication with the Oversight Team and Executive Committee; Reports to the Oversight Team,
- Prepare and submit Monthly Summary Report.
- Coordinate any change orders from Mn/DOT and WisDOT,
- Maintain project schedule with concurrence from Oversight Team,
- Coordinate homeland security issues with the three Project Teams,

- Review of public information plan,
- Prepare and submits updates to PMP.

3.2.4 COORDINATION TEAM

3.2.4.1 Financial Team

- Develop the project's Initial Finance Plan and Annual Finance Plan updates,
- Ensure that the Finance Plan and updates are in compliance with FHWA regulations and guidance,
- Participate in validations of the project's cost estimate,
- Promote integration of project risks and opportunities into the Financial Plan,
- Provide technical advise on innovative project financing alternatives,
- Submit initial and final financial plan to FHWA for acceptance.

3.2.4.2 Delivery Team

◆ Design

- Provide background and historic information to assist in the development of the project,
- Review and approve design exceptions for inclusion in the Request for Proposals,
- Review and provide technical assistance on Scope of Work and Deliverables,
- Meet and provide Project information with the Visual Quality Review Committee (VQRC),
- Provide comment and technical assistance on draft and final plan sets. DB Projects typically have Over The Shoulder (OTS) plans and Release For Construction (RFC) plans that are turned in for review.
- Review and approve preliminary geometric layouts,
- Review Public Interest Finding Letter (Special Products, Sole Source Specifications, Proprietary Items, etc...),
- Assure the Plans, Specifications, Request For Proposals, and Estimates are completed in accordance with Federal and State Requirements.
- Oversees the preparation of Design Build contract documents and procurement processes

◆ Construction

- Participate in Concurrence in Contract Award,
- Attend Preliminary Construction Meeting.
- Coordinate the completion of the inspection report:
 - Initial Construction Inspection
 - Intermediate Construction Inspection
 - In-depth Construction Inspection
 - Final Construction Inspection
- Review State Construction Engineer's Certificate of Final Acceptance.

3.2.4.3 Environmental Team

- Oversee resolution of environmental issues,
- Attend meetings with all permitting agencies, as required,

- Provide oversight in the permitting process,
- Review future environmental processes and advise project committees as needed,
- Participate in subgroups as needed,
- Ensure consistency and resolve conflicts related to VQM.

3.2.4.4 Legal Team

- Provide legal advice to Oversight Team and the Executive Team in matters pertaining to legal challenges,
- Provide advice to Oversight Team and the Executive Team in matters pertaining to precedent setting decisions

3.2.5 PUBLIC AFFAIRS TEAM

- Provide oversight and coordination of public affairs activities for the project,
- Provide day-to-day information to external customers,
- Communicate with Team Leader and the Oversight Team on issues and progress,
- Develop and implement the public information plan.

3.2.6 MITIGATION COMPLIANCE MANAGERS

- Ensure that all mitigation commitments are met on the project,
- Prepare Annual Report of mitigation commitments prepared by environmental team for Stakeholder Group,
- Provide oversight for the mitigation items,
- Attend meetings with Permitting Agencies.

3.2.7 MINNESOTA ROADWAY APPROACH DESIGN/BID/BUILD TEAM

- Inform Project Team Leader of issues and progress,
- Prepare Plans, Specification and Estimate packages,
- Ensure that the construction of the Roadway Approaches meets all of the contractual requirements,
- Ensure that all environmental commitments are being pursued,
- Coordinate inclusion of visual quality elements in accordance with the Visual Quality Manual,
- Provide day-to-day information for internal customers,
- Provide day-to-day decision making,
- Provide overall management for the Minnesota approach project,
- Provide Monthly Summary Report information to Project Team Leader
- Provide financial information to Financial Team,
- Coordinate legal issues with Legal Team,
- Provide consultant coordination/management,
- Maintain costs within project budget,
- Approve, if needed:

- Change Orders and Supplemental Agreements
 - Claims
- Approve Time Extensions, if necessary,
- Approve Suspension of work, if necessary,
- Apply and obtain necessary Permits,
- Develop Homeland Security lists of documents if necessary.

3.2.8 RIVER BRIDGE DESIGN/BUILD TEAM

- Inform Delivery Team of issues and progress,
- Manage the preparation of the Request for Proposals and obtain approvals,
- Manage the Procurement Process to select Best Value Contractor,
- Ensure that the design and construction of the Roadway Approaches meets all of the contractual requirements,
- Ensure that all environmental commitments are being pursued,
- Coordinate inclusion of visual quality elements with the Contractor in accordance with the Visual Quality Manual,
- Submit project standards exceptions request to Delivery Team,
- Review plans,
- Provide day-to-day information for internal customers,
- Provide day-to-day decision making,
- Provide overall management on the river bridge project,
- Provide Monthly Summary Report information to Project Team Leader
- Provide financial information to Financial Team,
- Coordinate legal issues with Legal Team,
- Provide consultant coordination/management,
- Review:
 - Change Orders and Supplemental Agreements
 - Claims
- Review/Approve Time Extensions, if necessary,
- Review/Approve Suspension of work, if necessary,
- Maintain costs within project budget,
- Apply and obtain necessary Permits.
- Develop Homeland Security lists of documents.

3.2.9 WISCONSIN ROADWAY APPROACH DESIGN/BID/BUILD TEAM

- Inform Delivery Team of issues and progress,
- Perform implementation,
- Submit standards exceptions request to Delivery Team,
- Design plans,
- Provide day-to-day information for internal customers,
- Provide day-to-day decision making,
- Provide overall management for the Wisconsin approach project,
- Provide Monthly Summary Report information to Project Team Leader

- Ensure that all environmental commitments are being pursued on project,
- Coordinate inclusion of visual quality elements with the Contractor in accordance with the Visual Quality Manual,
- Provide financial information to Financial Team,
- Coordinate legal issues with Legal Team,
- Provide consultant coordination/management,
- Coordinate process change with Delivery Team,
- Maintain costs within project budget,
- Review:
 - Supplemental Agreements
 - Claims
- Review/Approve Time Extensions, if necessary,
- Review/Approve Suspension of work, if necessary,
- Apply and obtain necessary Permits.
- Develop Homeland Security lists of documents.

3.3 Stewardship Agreements

3.3.1 MINNESOTA STEWARDSHIP PLAN

Pursuant to [23 U.S.C. 106 \(c\)](#), the Minnesota Department of Transportation (Mn/DOT) and the Federal Highway Administration (FHWA) agree to follow the procedures set forth in the FHWA and Mn/DOT Stewardship Plan, dated, December 2007 which is attached to and made a part of this agreement, to carry out their respective oversight responsibilities in the delivery of Federal-aid projects.

The most recent Mn/DOT & Mn/FHWA Stewardship Plan is found at <http://www.oim.dot.state.mn.us/IM30%20Stewardship%20Plan%2012-07-07.pdf>

Since the St. Croix River Crossing Project is anticipating Federal-aid funding and the use of design-build contracting, project will have full federal oversight.

3.3.2 FEDERAL CODE OF REGULATIONS (CFR) – TITLE 23 HIGHWAYS, PART 636 DESIGN-BUILD CONTRACTING

In addition to the Mn/DOT and Mn/FHWA Stewardship Plan, Mn/DOT will follow the Federal Code of Regulations (CFR) – Title 23 Highways, Part 636 Design-Build Contracting. The CFR describes the FHWA policies procedures for approving design-build project financed under title 23, United States Code. In accordance with the CFR, Mn/DOT will obtain FHWA concurrence before issuing the RFP, awarding the design-build contract, and proceeding with preliminary design work under the design-build contract.

The most recent version of the CFR 636 is found at: <http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=20d317c4273b1385bc01d56ce00b3716&rgn=div5&view=text&node=23:1.0.1.7.23&idno=23>

3.3.3 WISCONSIN STEWARDSHIP PLAN

The Wisconsin Department of Transportation and the Wisconsin/FHWA have negotiated a new oversight agreement as of April 1, 2008. The agreement can be found on the following link:

<http://roadwaystandards.dot.wi.gov/standards/fdm/05/5-5-15.pdf>

4 PROJECT PHASES

4.1 Project Schedule

An updated overall project schedule reflecting the current status of the project's activities is shown below.

It is imperative that this overall project schedule be integrated, i.e., the individual contract milestones be tied to each other, such that any delays occurring in one activity will be reflected throughout the overall project schedule, with a realistic completion date being reported.

As the project progresses into design and construction, narratives, tables, and/or graphs may accompany any updated overall project schedules, basically detailing the current schedule status, delays and potential exposures, and recovery efforts.

The following information may also be beneficial to display on the overall project schedule:

- a) Current overall project completion percentage vs. latest approved plan percentage.
- b) Completion percentages vs. latest approved plan percentages for major activities such as right-of-way, major or critical design contracts, major or critical construction contracts, and significant force accounts or task orders. A schedule status description should also be included for each of these major or critical elements.
- c) Any delays or potential exposures to milestone and final completion dates. The delays and exposures should be quantified and overall schedule impacts assessed. The reasons for the delays and exposures should be explained, and initiatives being analyzed or implemented in order to recover the schedule should be detailed.

Scoping Phase: Stakeholder Problem Solving Process

Sept 2003	Preparation of Scoping Document/Draft Amended Scoping Decision Document
Dec 2 & 3, 2003	Public Scoping Meetings – Wisconsin and Minnesota
Dec 2003 - Mar 2004	Preparation of Final Amended Scoping Decision Document (FASDD)
March 29, 2004	Publication of FASDD (submit to EQB on March 22)

Supplemental Draft Environmental Impact Statement (SDEIS) Phase: Stakeholder Problem Solving Process

Jan – June 2004	Evaluation of alternatives/ Preliminary Design/ Preparation of SDEIS
June 15 & 21, 2004	Public Informational Meetings – Wisconsin and Minnesota
Aug 16, 2004	Publication of SDEIS
Sept 21 & 22, 2004	SDEIS Public Hearings – Minnesota and Wisconsin
Oct 6, 2004	45-day comment period ends (required by Section 4(f))

Supplemental Final Environmental Impact Statement (SFEIS) Phase: Stakeholder Problem Solving Process

Nov 2004 - March 2005	Finalize Minnesota Highway 36 layout
Nov 2004 - May 2006	Section 106 Amended Memorandum of Agreement (MOA)
Nov 2004 - June 2005	Response to SDEIS Comments/ Preparation of SFEIS/ Review by DOTs/ FHWA
Dec 2004	St. Croix Transit/ Growth Workshop
January - June 2005	National Park Service Section 7(a) Evaluation
May 2005 - Jan 2007	Visual Quality Planning Process and Manual (VQPP&M) Development
July 2005 - May 2006	Cooperating Agency SFEIS Review; Revisions
June 2006	Publication of SFEIS
July 2006	30-day comment period ends
July - Dec 2006	Preparation/Publication of Record of Decision & Adequacy Determination

Municipal Consent in Minnesota:

June 2006 – Oct 2006	Memorandum of Understanding with Stillwater and Municipal Consent
June 2006 – Jan 2007	Memorandum of Understanding with Bayport and Municipal Consent
June 2006 – June 2008	Oak Park Heights Declaratory Judgment and request for Municipal Consent

Design & Mitigation Phases:

November 2006	Begin implementing mitigation items
2006-2010	Obtain Federal/State Regulatory Permits
2008-2010	Right-of-Way Acquisition
2008-2010	Final Design in MN & WI
2009-2010	Design/Build RFP & Award for new river crossing bridge

Construction Phase: (dependent upon the availability of construction funding)

Construction (3 years for construction) - No sooner than 2010
Project Complete and Open to Traffic - No sooner than 2013

4.2 Design, Right Of Way and Construction

The St. Croix River Crossing Bridge will follow Mn/DOT's Design-Build Process. The Minnesota Approach and Wisconsin Approach will be completed following a traditional Design-Bid-Build process.

Critical Parcels have been identified and will be acquired prior to construction. Critical Parcels are identified in Chapter 5 of the SFEIS.

The "Next Steps – Design, Right Of Way (ROW) and Construction Related" is shown in Appendix A.

4.3 Mitigation Schedules

Chapter 15 of the 2006 SFEIS documents the adverse environmental impacts of the Preferred Alternative that cannot be avoided.

The Preferred Alternative mitigation package includes non-design items to address impacts to the St. Croix Riverway and historic resources. The Preferred Alternative mitigation package was developed with input from federal and state government resource agencies and Stakeholder Group members.

Table 15-2 of the 2006 SFEIS provides a summary overview of the Preferred Alternative mitigation package and includes: mitigation dollar amounts to be provided by the transportation agencies (FHWA; Mn/DOT; WisDOT); the agency or agencies responsible for implementation of the mitigation item; the schedule for implementation; and the contract or agreement necessary for execution of the mitigation item.

Details regarding the implementation of these mitigation items as well as funding mechanisms and administrative oversight were documented in two agreements titled: 1) Memorandum of Understanding for the Implementation of Riverway Mitigation Items (Riverway MOU); and 2) Memorandum of Understanding for the Implementation of Growth Management Items (Growth Management MOU).

The “Next Steps – Mitigation Related” schedule is found in Appendix B

4.4 Construction Schedule

Chapter 12 of the 2006 SFEIS describes potential construction-related impacts that could result from implementation of the Preferred Alternative.

If the construction of this project is fully funded, construction activities could start as early as July 2010. But if the construction of this project were left unfunded, the construction start date would be deferred until funding is identified.

On June 16, 2008, the Minnesota Department of Transportation (Mn/DOT) released a new Draft Statewide Bridge Program at a joint hearing of the Minnesota State House and Senate Transportation Committee. This bridge program is a response to recently enacted transportation legislation in Minnesota, commonly referred to as HF 2800 chapter 152. HF 2800 requires Mn/DOT to specifically address bridges statewide that are classified by statute as Tier 1 and Tier 2 bridges by June 30th, 2018.

The Stillwater Lift Bridge, connecting Minnesota TH 36 with Wisconsin STH 64, is classified as a Tier 1 Bridge because of its existing structural condition. The Lift Bridge is also a priority because it is a fracture critical design. Construction of the long planned St. Croix River Crossing Project will enable Mn/DOT to fulfill the requirements of the HF 2800 in relation to addressing the condition of the Lift Bridge. The Draft Statewide Bridge Program released identifies construction of the Minnesota portion of the new St. Croix River Crossing Project starting in 2013.

A detailed construction schedule will be developed in the final design phase of the project.

5 PROCUREMENT AND CONTRACT MANAGEMENT

5.1 Minnesota Approach and River Bridge

The construction of the St. Croix River Bridge will likely be done under a multi-year Best Value Design-Build contract. The contract is estimated to be in excess of \$300 M for the St. Croix River Bridge and may cover three years. The size and length of the contract may present difficulties in attracting a large number of bidders. Special consideration may need to be given to market conditions in regard to prices for materials incorporated into the project in the latter years of the St. Croix River Bridge contract.

Design-build is a contracting process that brings designers and contractors together early in the detailed design portion of a project. The owner clearly defines the standards and general specifications they expect for a project, and the design-build team works together to satisfy those requirements.

For this project, commitments made in the SFEIS, including the Visual Quality Manual will be implemented in the design build process.

The procurement for the St. Croix River Bridge will follow a two-step process as identified in Minnesota State Statute 161.3410. Listed below are the procurement steps for the project:

Step 1 – Request for Qualification (RFQ)

A Request for Qualifications (RFQ) will be issued that will outline the scope of the project, short-list selection criteria, estimated cost, requirements for design and construction experience, and other factors relevant to the project. The RFQ will be advertised and interested design-build teams will respond with a Statement of Qualifications (SOQ). Prior to receiving any SOQ's, a SOQ Evaluation Plan will be developed. This Plan will outline the process and procedures to be used during the evaluation process. The plan will also provide a fair and uniform basis for the evaluation of the proposals in accordance with applicable legislation and the RFQ. Mn/DOT and WisDOT, in cooperation with the FHWA, will develop the evaluation criteria and evaluation processes for the River Crossing.

Mn/DOT and WisDOT will determine a Technical Review Committee (TRC) for the St. Croix River Crossing Project. The TRCs will meet and evaluate the SOQ's and develop a short-list of the most highly qualified design-build teams for each project. Short-listed teams will then have the opportunity to submit responses to a Request for Proposals (RFP).

Step 2 – Request for Proposals (RFP)

Only short-listed teams will have the opportunity to submit responses to a Request for Proposals (RFP). The RFP and contract documents will follow a systematic approach used on previous Mn/DOT design-build projects. A RFP will be prepared for the St. Croix River Bridge. Mn/DOT and WisDOT, in cooperation with the FHWA, will develop the RFP requirements for the St. Croix River Crossing project.

A RFP will consist of the following elements:

- Book 1 Contract Documents – Contract requirements of the project.
- Book 2 Project Specific Requirements – Detailed description of the scope of services to be provided.
- Book 3 Applicable Standards – Standards and guidelines that the design-builder must follow. Book 3 will include both Mn/DOT and WisDOT standards and order of precedence for the design-build team to follow.
- Instruction to Proposers (ITP) – Instructions on how the design-build teams respond to the RFP and how the proposal will be evaluated.
- Reference Information Documents (RID) – Information provided to the proposers to aid the design-build team in preparing their design and proposal packages.

Design-build teams will have an opportunity to respond to the RFP in accordance with the ITP. Short-listed teams will be required to submit both a Technical Proposal and a Price Proposal.

Prior to receiving any Technical Proposals, a Proposal Evaluation Plan will be developed. This Plan will outline the process and procedures to be used during the evaluation process. The plan will also provide a fair and uniform basis for the evaluation of the proposals in accordance with applicable legislation and the RFP. Mn/DOT and WisDOT, in cooperation with the FHWA, will develop the evaluation criteria and evaluation processes for the St. Croix River Bridge

The TRC will meet and evaluate the Technical Proposals in accordance with the Proposal Evaluation Plan. A Technical Score will be determined for each design-build team. The Technical Score will then be announced and the Proposal Prices will be opened in public. The Best-Value contractor will be determined in accordance with applicable legislative formulas (Price / Technical Score).

5.2 Minnesota Approach

Design and construction of the Minnesota approach will be completed through a traditional Design-Bid-Build process. Design will be completed by the Mn/DOT Metro District Waters Edge Design Office. The Project will be let according to Mn/DOT's traditional low bid process and the Contract Management will be administered through Mn/DOT's Resident Engineer's office.

For this project, commitments made in the SFEIS, including the Visual Quality Manual will be implemented in the design and construction process.

5.3 Wisconsin Approach

Design and construction of the Wisconsin approach will be completed through a traditional Design-Bid-Build process. Design will be completed by the WisDOT Northwest Region's Project Development Section.

The process for Wisconsin's Design-Bid-Build approach is delineated in WisDOT's Facility Development Manual and can be found at <http://www.dot.wisconsin.gov/library/publications/format/manuals.html>

A procurement and contract management plan will be developed formalizing how procurement decisions are to be made.

For this project, commitments made in the SFEIS, including the Visual Quality Manual will be implemented in the design and construction process.

6 COST AND BUDGET

6.1 Project Cost

A Cost Estimate Review Workshop was sponsored by the FHWA during the fall of 2005. The Workshop results were included in a report titled "Cost Estimate Review dated February 2006 and is found at <http://www.dot.state.mn.us/metro/projects/stcroix/documents> That workshop documented the following project costs:

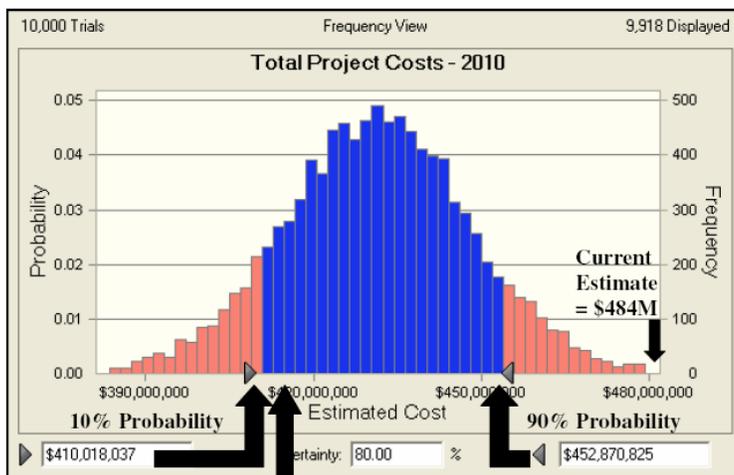
A project review team (Team) met in Minnesota to review the current estimated cost of construction for the St. Croix River Bridge, evaluate cost risks and probabilities associated with the project, and provide recommendations on reporting the estimated costs based on the results of the review. The Team provided the following cost estimate conclusions:

Description	Current Project Estimate	Team Recommended Total Project Estimate (with risk)	Delta (Team Recommendation – Current Estimate)
2004 Base	\$305 M	\$373 M	\$68 M
2010 Programming		\$484 M	

The above table demonstrates that the Team considered an additional \$68 Million should be added to the cost estimate for the project. This additional amount is made up of \$22 million of base costs for scope not included and \$46 million of additional risk the Team considered should be included in the estimate at this time. The 2010 Programming estimate includes escalation to 2010, plus "Construction Contingency and Management Reserve" that the Team recommended to be added to the Programming estimate. The risk analysis concluded that the additional risks could be somewhat mitigated as the design progresses, and properly managed through;

- o Cost effective design decisions on the river bridge (aesthetics, configuration)
- o Focus on the constructability of the river bridge
- o Contractor involvement / options

The estimate probability range from the above table is demonstrated graphically in the chart below:



Estimate Review without Risk = \$412M

6.1.1 UPDATED ESTIMATES

Since the Cost Estimate Review Workshop in 2005, the project cost has been re-calculated to incorporate recent construction cost indices and a 5 % inflation rate for future years.

The resulting project costs for an anticipated letting of July 2010 are:

Project Total: \$581,734,665

Minnesota portion: \$328,619,612

Wisconsin portion: \$253,115,053

The chart below provides a summary of projected costs (includes ROW/Design/Mitigation) for various construction years.

Year	2004	2008	2010	2012	2013	2014	2020
TH 36 - TH 5 to Osgood Ave	26,300,000	35,787,199	39,455,387	43,499,564	45,674,542	47,958,269	64,268,668
Minnesota Approach	50,600,000	68,852,938	75,910,364	83,691,176	87,875,735	92,269,522	123,649,984
River Bridge	166,100,000	226,017,253	249,184,021	274,725,384	288,461,653	302,884,735	405,894,514
Wisconsin Approach	39,200,000	53,340,616	58,808,029	64,835,852	68,077,645	71,481,527	95,792,083
Sub-total	282,200,000	383,998,006	423,357,802	466,751,976	490,089,575	514,594,054	689,605,248
25% Engineering	70,550,000	95,999,502	105,839,450	116,687,994	122,522,394	128,648,513	172,401,312
Construction Contingency (7.5%) and Management Reserve (1%)	23,987,000	32,639,831	35,985,413	39,673,918	41,657,614	43,740,495	58,616,446
Mitigation Estimate	16,552,000	16,552,000	16,552,000	16,552,000	16,552,000	16,552,000	16,552,000
Project Total	393,289,000	529,189,338	581,734,665	639,665,888	670,821,583	703,535,062	937,175,006
Minnesota Portion	221,809,250	298,837,099	328,619,612	361,454,832	379,113,774	397,655,662	530,081,988
Wisconsin Portion	171,479,750	230,352,239	253,115,053	278,211,056	291,707,809	305,879,399	407,093,018

On June 16, 2008, the Minnesota Department of Transportation (Mn/DOT) released a new Draft Statewide Bridge Program at a joint hearing of the Minnesota State House and Senate Transportation Committee. This bridge program is a response to recently enacted transportation legislation in Minnesota, commonly referred to as HF 2800 chapter 152. HF 2800 requires Mn/DOT to specifically address bridges statewide that are classified by statute as Tier 1 and Tier 2 bridges by June 30th, 2018.

The Stillwater Lift Bridge, connecting Minnesota TH 36 with Wisconsin STH 64, is classified as a Tier 1 Bridge because of its existing structural condition. The Lift Bridge is also a priority because it is a fracture critical design. Construction of the long planned St. Croix River Crossing Project will enable Mn/DOT to fulfill the requirements of the HF 2800 in relation to addressing the condition of the Lift Bridge.

The Draft Statewide Bridge Program released identifies construction of the Minnesota portion of the new St. Croix River Crossing Project starting in 2013. This date is a change

from Mn/DOT's previous plan that identified the new crossing being constructed on or after 2024. Construction of the new crossing is expected to take three years to complete.

This new bridge program was developed by Mn/DOT, in response to Minnesota's new transportation funding and requirements. The St. Croix River Crossing Project, along with other border bridges in the program, is obviously a shared responsibility with Wisconsin. Recognizing that Wisconsin has a role in Minnesota's ability to deliver this project, it should be noted that the new construction date is a starting point of our discussions with our Wisconsin partner. The 2013 construction start date is preliminary at this time; however it does demonstrate Mn/DOT's ability to fund Minnesota's share of the new river crossing in this time frame. The timing of the construction of the St Croix River Crossing Project may change depending on a number of factors; including the availability of funding from Wisconsin.

The Draft Statewide Bridge Program marks the beginning of Mn/DOT's outreach about the program through the Statewide Transportation Planning process. Additional information about the new bridge program can be found at <http://www.dot.state.mn.us/financing/bridges/index.html>.

In December of 2008, Mn/DOT completed a Total Project Cost Estimate (TPCE) for the project considering a letting date of July 2013. The TPCE included engineering, right of way, construction and a contingency component containing risk (from 2005 Cost Estimate Review Workshop) for the project as shown below:

2009 Total Project Cost Estimate: \$557,300,000
Minnesota portion: \$ 332,388,000
Wisconsin portion: \$ 224,912,000

2015 Total Project Cost Estimate (mid-point of construction): \$715,700,000
Minnesota portion: \$ 424,700,000
Wisconsin portion: \$ 291,000,000

COST ESTIMATE UPDATE

Project costs updates are planned to be completed following the concept refinement of the new River Crossing Bridge anticipated to be spring 2010 and will also incorporate recommendations from the final CRAVE report. Currently, Mn/DOT's Metro District Resource Engineer is responsible for cost estimates.

6.2 Funding Alternative Risk Assessment

A Risk Assessment Workshop was held in April 2006. A summary of results of that workshop are below. The report detailing that workshop is available at <http://www.dot.state.mn.us/metro/projects/stcroix/documents>

In summary:

Development in Wisconsin and the economic strength of the Twin Cities metropolitan area as an employment center has contributed to increasing traffic volumes on Highway 36, Highway 95, downtown Stillwater, Oak Park Heights, State Highway 64, and the Lift Bridge. The St. Croix Funding Workshop was a partnering workshop between FHWA, Mn/DOT and WisDOT that addressed options for alternative forms of project funding outside of traditional sources. The workshop’s expert speakers presented funding alternative pros and cons that facilitated risk assessment discussions. A workshop was held to reduce “wheel spinning” and to concurrently create a safe environment and mutual trust to discuss half-formed ideas. The workshop was broken into three “think tank” groups. The “think tank” topics included Public Private Partnerships (PPP), Tolls, and Innovative Debt. Each group rotated to all three “think tanks” to identify and analyze future events.

Most Intense PPP Future Events (Overall)

1. Legislative Intervention (Threat)
2. Public Perception of “Selling off Assets” (Threat)
3. More Capital than Expected (Opportunity),
3. *TIE* Underestimated Economic Development (Opportunity)

Most Intense Tolling Future Events (Overall)

1. There is a Budget Deficit (Opportunity)
2. Tolling Success (Opportunity)
3. Rising Fuel Costs (Threat)

Most Intense Innovative Debt Future Events (Overall)

1. Cost of Innovative Debt is less than Inflation (Opportunity)
2. Debt service is deducted from highway program “Opportunity cost” (Threat)
3. Acceleration of a State’s funding base (Opportunity)

Statistical analysis was completed to evaluate the intensity, scope and statistical relevancy of identified risks. Statistics concluded a generalized idea about the global group’s vision for the future of highway funding. The group’s vision included more opportunities in tolling than any other funding alternative. The “threat index” for tolling, or the relative intensity level of threats, was the lowest. Additionally, the intensity of identified opportunities compared to the intensity of identified threats within tolls was the highest. This composite calculation suggests that tolls have more intense opportunities than threats compared to other alternatives.

	PPP	Tolls	Debt
Threat Index	2.04	1.63	2.07
Opportunity Index	2.1	2.335	2.52
PTC Composite	1.03	1.43	1.21

Most of the economic “opportunities” identified suggested there was hope that current estimates and/or perceptions are wrong. For example, the opportunity that “congestion estimates were underestimated” may make the project more attractive to private investors. The largest “threat theme”, that concerned all PPP groupings was, Wisconsin or Minnesota legislative intervention. Groups conceded that legislative intervention would not only be severe for the St. Croix project, but both Wis/DOT and Mn/DOT’s highway programs could be significantly impacted. Legislative intervention could cause a halt in progress towards innovative financing on other future projects. While the inherent feasibility of rebuilding and modernizing the St. Croix Bridge is now greater than before, implementing such a project may require skillful political leadership. Possibly, no lesser than both Governors and their transportation directors may have to get solidly behind the idea of tolling and leading an effort to inform opinion leaders and the business community.

The innovative debt group identified few opportunities. By accelerating the funding base to meet transportation needs, credit assistance could make the St. Croix Bridge more feasible and produce widespread benefits that could not otherwise be possible. Similarly, regardless of whether an office refocuses its mission or restructures, its real success will occur only to the extent that state governments value the “new direction” and have the skills, knowledge, and understanding of the new direction.

According to one group, showing the effectiveness of innovative debt can enhance the momentum of ongoing cultural change and perspectives in trying new funding tools. A “threat theme” that was identified by the innovative debt group was the idea of opportunity costs. In building the St. Croix Bridge, the states will forgo the opportunity to build another project, and so on. Opportunity costs need not be assessed in monetary terms, but rather can be assessed in terms of anything that is of value, like another project. Another main “threat theme” included interest rate risk. If the interest rate increases drastically just before bondholder’s rate is locked, the expected interest payments become more expensive. Generally, interest rate risk is evaluated in relation to changes in project costs over time. When making a decision when to start construction, the higher the project’s cost escalation rate compared to the interest rate on the bond, the better justification for using an innovative funding mechanism and accelerating construction.

The Wisconsin legislatively authorized 2007-09 biennium budget requires WisDOT to enter into a financial consultant contract to identify financing mechanisms for construction of the St. Croix River Crossing. WisDOT is required to utilize federal funds provided to the state for this purpose.

The timing of the financial consultant contract is being determined by WISDOT.

6.3 Risk Management Plan

In April, 2006, FHWA, Mn/DOT and WisDOT held a Risk Assessment Workshop for the funding of the project.

Leaderships’ contribution to a Risk Assessment process at the St. Croix Innovative Funding Workshop was the first step decision makers needed to prepare and protect its citizens from a funding crisis, a reduction in public trust and confidence, environmental concerns, and political opposition. The workshop helped identify innovative funding alternatives’ weaknesses and strengths using a detailed and systematic analysis of forecasted threats and opportunities. The Risk Assessment Methodology follows a systematic process that has been developed to assist project stakeholders in assessing threats and opportunities, prioritizing risks, identifying impacts, assessing completeness and effectiveness of funding alternatives, and effectively using strategic level resources to address leadership concerns.

Future agency collaborations may be held to accomplish the identification of various “project risks” that were not identified within the Risk Assessment Workshop. A potential Risk Assessment Workshop for funding update could follow the concept refinement of the new River Crossing Bridge.

6.4 Financial Plan

CFR, Title 23, Section 106(h) requires recipients of federal financial assistance for a major project such as this St. Croix River Crossing Project to develop an annual financial plan according to the guidance at <http://www.fhwa.dot.gov/programadmin/mega/fplans.cfm>

The purpose of a Financial Plan is a comprehensive document that reflects the Project's cost estimate and revenue structure and provides a reasonable assurance that there will be sufficient financial resources available to implement and complete the project as planned. A Financial Plan provides a description of how a project will be implemented over time by

identifying project costs and the financial resources to be utilized in meeting those costs. The plan should clearly explain the assumptions about both cost and revenue upon which the plan is based.

6.4.1 INITIAL FINANCIAL PLAN CONTENT

The content of the initial plan should consist of at least five main sections: (1) Cost Estimate - in which the total cost and cost-to-complete for major project elements are presented in year of expenditure dollars, (2) Implementation Plan - in which the project schedule is presented and the cost-to-complete is presented in annual increments in year of expenditure dollars, (3) Financing and Revenues - presented by funding source as annual amounts available for project obligations, (4) Cash Flow - an annualized presentation of cash income and outgo to illustrate how periodic bills will be paid, and (5) Risk Identification and Mitigation Factors.

6.4.2 INITIAL FINANCIAL PLAN TIMING

The Initial Financial Plan will be prepared as early in the project development process as practical. The Initial Financial Plan for this project could be submitted and approved by FHWA prior to right-of-way acquisition, but in all cases, the Initial Financial Plan should be submitted and approved by FHWA before authorization of Federal-aid funding for mainline project construction. On the design-build portion of the project, the Initial Financial Plan should be approved prior to FHWA concurrence in the award of the design build contract.

6.4.3 FINANCIAL PLAN ANNUAL UPDATES

Financial plans must be updated annually by the Financial Team. The scheduled timing of the updates should be shown in the Initial Financial Plan by indication of the annual reporting date of the plan, commonly at the end of the state's Fiscal Year. These updates must reflect changes in total and remaining project cost and/or available funding. The annual update is to be submitted to FHWA for approval no more than 90 days after the effective date established in the Initial Financial Plan.

The scope of the annual update should be sufficient to identify and resolve any cost and/or funding (including cash flow) changes which have occurred since the previous submission.

A separate Financial Plan document will be developed at a future date for the St. Croix River Crossing Project.

7 PROJECT REPORTING AND TRACKING

7.1 Project Summary Reports

Summary Reports will be done in a two-tiered fashion.

1) Annual Reports:

An "Annual Project Summary Report" for the St. Croix River Crossing Project, has been developed in accordance with the Amended Section 106 Memorandum of Agreement (MOA), the Riverway Memorandum of Understanding (MOU), the 2006 Supplemental Final Environmental Impact Statement (SFEIS) and the FHWA's Record of Decision (ROD).

This "Annual Project Summary Report" will be prepared by the Mitigation Compliance Managers and describes the actions taken by FHWA, Mn/DOT, WisDOT and other agencies during the prior year to implement the project and the mitigation commitments. This report is distributed to the signatories of the MOA & MOU's and members of the Stakeholder Group. The report is also being posted on the project's website at <http://www.dot.state.mn.us/metro/projects/stcroix/status.html>

To date, Annual Project Summary Reports have been developed for 2007 – 2008 and will continue for the next twenty years time frame of the MOA.

2) Monthly Reports

Prior to this PMP, monthly reports were developed by the FHWA for tracking in the Major Projects Status Database at <http://www.fhwa.dot.gov/programadmin/mega/>

----- Click on the link labeled "Active Project Status Report" on the right hand side.

The categories of information that FHWA provided in the monthly reports included:

Project Name, Location and Contacts

Website Address

Project Description

Schedule Status, Completion Dates

Total Cost

Funding

Finance Plan Status

Project Sponsors

Following the acceptance and adoption of this PMP, the Project Team Leader will compile, on a monthly basis, a summary report of the cost, schedule and status report for all of the projects. Monthly reporting is anticipated to continue thru construction of the projects.

In general, the contents of the monthly reports will include:

1. Executive Summary - current status of the project, including any major issues that have an impact on the project's scope, budget, schedule, quality, or safety.-
2. Project Activities and Deliverables - A summary of the major project activities and deliverables that occurred over the past month.
3. Action Items/Outstanding Issues - A summary of major action items (including risks) or outstanding issues and their status.
4. Project Schedule – Update on the status (including risks) of individual projects and a look-ahead schedule of upcoming work.
5. Project Cost updates – Detailed updates on budgets, cost estimates, expenditures on projects, actual or anticipated cost growth, change orders, and other financial related items (including risks).
6. Project Quality - Summarize the QA/QC activities (including risks) during the previous month (reporting period), and (2) highlight any significant items identified as being deficient in quality.
7. Contracts. Status on each of the consultant and construction projects (including risks).
8. Permit status.

The Oversight Team will meet with the Project Team Leader to discuss the monthly status reports.

7.2 Design Phase

7.2.1 ST. CROIX RIVER BRIDGE

For the design-build project, the CPM schedule will indicate when and how design packages will be delivered to Mn/DOT and WisDOT for review and/or approval. The design-build Contractor will also be required to submit monthly progress reports that outline design packages submitted and provide a look-ahead schedule outlining the next months design submittals.

At any time during the project, hard copy and electronic versions of each accepted Released for Construction Package will be available through Mn/DOT's Document Control. An RFC log will also be kept for easy storage and retrieval of these documents.

Acceptance and review of each design package will be tracked using the Submittal Control Module of the TRACS system. This module tracks the date the design-build Contractor submitted the package for acceptance, tracks owner comments on each package and resolution of the comments by the design-build Contractor. A report on active and closed submittal can be run at any time during the project. Mn/DOT will have a document control manager to oversee the input of design submittals into TRACS and also track the progress and resolution of comments.

7.2.2 MINNESOTA AND WISCONSIN APPROACHES

For each design-bid-build project, the individual project schedule will indicate when and how the individual components of the project will be complete and the times when the partial plans will be circulated between Mn/DOT and WisDOT and internally within both DOTs. The WisDOT project schedule will be updated continually to provide accurate schedule and budget updates. Mn/DOT will use Program Project Management System (PPMS) to track progress of the plans, specifications and estimates package.

During the project, electronic versions of each complete Plans and Specifications will be available for downloading via the WisDOT and Mn/DOT websites. The websites monitors contractors who download the project documents and also tracks eligible bidders.

Acceptance and review of each design PS&E package will be tracked and processed in accordance with WisDOT procedures in Chapter 19 of the Wisconsin Department of Transportation's Facilities Development Manual and each PS&E package will be provided to MnDOT as well.

7.3 Construction Phase

7.3.1 ST. CROIX RIVER BRIDGE

The Design-Build Contractor will be required to submit monthly progress reports to the Oversight Team and Coordination Team. Each report will detail the following:

1. Safety
 - a. Summary of accidents on the project (frequency and severity) and corrective actions taken
 - b. Updates to emergency service access to project site
 - c. Updates on safety training provided
2. Labor Compliance
 - a. Total monthly labor hours for construction and maintenance and non-construction labor personnel
 - b. Disadvantaged Business Enterprise (DBE) progress and project updates
 - c. Equal Employment Opportunity (EEO) progress and project updates
 - d. Log of accepted subcontracts, a scope of their services, and value of subcontract
 - e. Updates on labor compliance unresolved issues
3. Quality Updates
 - a. Summary of quality audits performed
 - b. Listing of non-conformances and resolutions

- c. Quality Manual Updates
4. Public Information Updates
 - a. Summary of public input received and response
 - b. Summary of media contacts
5. Environmental Compliance
 - a. Summary and copies of environmental monitoring reports
 - b. Summary of non-compliance issues and resolution
 - c. Summary of agency inspections
6. Utilities
 - a. Summary of private utility impacts
 - b. Summary of public utility impacts
7. Geotechnical
 - a. Copies of vibration monitoring reports
 - b. Copies of settlement monitoring reports
8. Maintenance of Traffic
 - a. Summary of traffic switches
 - b. Summary of upcoming traffic switches
 - c. Summary of known traffic incidents within the work zone
9. Visual Quality
 - a. Summary of visual quality activities
 - b. Summary of the record of recommendations and decisions

In addition to the monthly reports compiled by the design-build contractor, summary of invoices, oversight process review documents, change order logs, and release for construction documents will be kept in Mn/DOT's document control library for review.

7.3.1.1 Executive Summary

A monthly Executive Summary will be prepared by the Project Team Leader with support from the approaches/bridge Project Managers to keep the Oversight Team and Coordination Team apprised on the current status of the project. Items included in the Executive Summary will include the status of project activities and any major issues that may impact the scope, budget, schedule or safety for the project.

The following is a list of items that should be included in the Executive Summary if appropriate to the current month covered:

- Current total project cost (forecast) vs. latest approved budget vs. baseline budget.
- Reasons for any deviations from the approved budget.
- Current overall project completion percentage vs. latest approved plan percentage.
- Current results of Performance Measures for Quality in Design and Construction
- Any delays or exposures to milestone and final completion dates. Reasons for the delays and exposures.
- Any Federal obligations and/or TIFIA disbursements occurring during the month versus planned obligations or disbursements.
- Any extraordinary contracts advertised, awarded, or completed.
- Any extraordinary scope of work changes.
- Any extraordinary items identified as having deficient quality.
- Any extraordinary safety issues.

- Any extraordinary Federal issues such as environmental compliance, Buy America, DBE affirmative action requirements, etc.

7.3.1.2 Project Activities and Deliverables

Prior to issuing the RFP, activities leading up to and including the short-listing process will be tracked through Mn/DOT PPMS system. The PPMS schedule will include all activities necessary to meet the project timelines for letting and awarding each design-build contract. After each design-build project has been awarded, the project activities will be tracked using the Critical Path Method schedule. The design-build contractor will be required to status percent completes on each activity on either a bi-weekly or monthly basis.

All deliverables for the project will be tracked through a deliverables matrix developed from the RFP requirements.

7.3.1.3 Action Items / Outstanding Items

All project Reports including the Executive Summary should draw attention to, and track the progress of, extraordinary or highly sensitive issues requiring action and direction in order to resolve. In general, issues and administrative requirements that could have a considerable or adverse impact to the project's scope, budget, schedule, quality, safety, and/or compliance with Federal requirements should be included. Status, responsible person(s), and due dates should be included for each action item/outstanding issue. Action items requiring action or direction that month should be included in the monthly status meeting agenda. The action items/outstanding issues may be dropped from this section upon full implementation of the remedial action, and upon no further monitoring being anticipated.

7.3.1.4 Project Schedule

For an overall project schedule, please refer to the “Next Steps – Design and Construction Related” and “Next Steps – Mitigation Related” in the appendix of this Project Management Plan. As these “Next Steps” schedules were prepared during the development of this PMP, they should be revised, as necessary, when major milestones are reached in the project or when major changes occur in the project that would clearly affect the overall project schedule.

The project schedule will be developed by the Project Team Leader and approved by the Oversight Team.

7.3.1.5 Project Cost

- The Project Financial Plan will be used as guidance to manage overall project costs.
- Both the Minnesota Approach and St. Croix River Bridge design-build projects will be lump sum projects. Each invoice will show the percent complete for each activity progressed on the CPM schedule.
- The Wisconsin Approach project will be design-bid-build with the majority of bid items based on a unit bid price. Project Progress Reports and Requests for Payment will reflect

the amount of materials incorporated into the project versus plan quantities for the bid items.

- TRACS software is also able to provide summary reports at any time showing the total amount invoiced versus the project costs.
- To manage cash flow on the project, the CPM schedule will be used to show the in graphic form the amount paid versus the early and late finishes for the project.
- The status of project costs will be provided to the Executive Committee the Coordination Team through the monthly Executive Summary.

7.3.2 MINNESOTA AND WISCONSIN APPROACHES

Monthly progress reports will be developed by project management team and circulated to the Oversight Committee and Coordination Team. Progress reports will contain concise summaries in the most accurate and upfront manner, with financial and schedule data and bullet points summarizing key milestones reached and upcoming milestones.

Progress reports will address potential cost increases, schedule delays, or quality problems with corresponding mitigative measures. The DBE percentage will also be tracked in the reports.

The purpose of the monthly progress reports is (1) to provide Mn/DOT, WisDOT and FHWA staff with timely and accurate information on final design cost and schedule, and (2) to track overall program cost estimates.

Construction cost estimates and construction schedules will be provided as they are updated quarterly, but the main purpose of the progress report is ensure that project goals are met, including containing costs, meeting schedules, and providing a high quality project.

This information will be used to identify and address cost variance and schedule slippage while they are still correctable. A plan to correct the situation has to be developed and implemented. Program cost estimates will be used to forecast required funds and timing of the need for those funds.

The monthly status reports will be organized and contained in a data base system and hard copies will be available at all times.

7.4 Project Quality Reports

For the design-build project and for the construction projects for the Minnesota and Wisconsin approaches, a Monthly report will include a summary of Performance Measures for Quality and a summary of Quality Assurance/Quality Control (QA/QC) activities highlighting any items identified as being substantially deficient in quality. Deficient (work that does not conform to contracts) items noted should be accompanied by reasons and specifics concerning the deficiencies, and corrective actions taken or planned. In addition, the party responsible for the corrective action should be documented. Planned corrective actions should then be included as Action Items/Outstanding Issues.

7.5 Other Status Reports

It is as yet undetermined what other status reports will be beneficial, but as the project progresses, the team may include additional reports. Such reports may include contractor safety performance (as compared to the National average or other benchmark), wrap-up insurance payments and reserves, and/or DBE actual utilization versus goals. Other reports may be more appropriate to include on a semi-annual or annual basis, such as the public relations plan, value engineering and constructability review plan, environmental compliance report, and/or compliance with the Buy America requirements.

8 INTERNAL AND STAKEHOLDER COMMUNICATIONS

8.1 Internal Communications

8.1.1 PLANNING PHASE

FHWA Project Oversight Manager, Mn/DOT Metro District and WisDOT NW Region Project Managers will have anticipated biweekly conference calls to update each other on activities and decisions made by respective management.

Quarterly updates, by the Project Team Leader, will be given to the Executive committee and the Oversight team.

8.1.2 DESIGN AND CONSTRUCTION PHASES

FHWA Project Oversight Manager, Mn/DOT Metro District and WisDOT NW Region Project Managers will have a weekly conference call to update each other on activities and decisions made by respective management.

Monthly updates by the Project Team Leader will be given to the Oversight Team.

The Executive Committee will meet at least annually, with additional meetings possible on an as-needed basis.

8.1.3 POST CONSTRUCTION PHASE

FHWA Project Oversight Manager, Mn/DOT Metro District and WisDOT NW Region Project Managers will have anticipated biweekly conference calls to update each other on activities and decisions made by respective management.

8.2 External Communications

During Design Build and Construction, external communications will be coordinated through the Public Affairs Team. A communication manager will be assigned to each project with coordination with the Public Affairs Team.

8.2.1 GENERAL PUBLIC COMMUNICATIONS

Press releases will be developed by the Communication Managers from both Mn/DOT and WisDOT and approved by the Project Team Leader and the Public Affairs Team prior to simultaneous release to the media in both states.

Public Affairs Team will be the primary contact for the project. The Public Affairs Team will also handle interviews concerning projects in their respective states. With concurrence of the Public Affairs Team, respective Project Managers from the DOTs or from the Contractors may provide interviews dealing with a specific, technical matter.

For the design-build Project, the Contractor will supply a Public Information Officer (PIO) to handle the day-to-day interaction with the public (especially residents near the project) regarding project schedule and possible traffic and/or noise impacts. This PIO will work closely with Mn/DOT Communications Manager on all media requests to the project.

8.2.2 PERMITTING AGENCY COMMUNICATIONS

Mn/DOT and WisDOT Project Managers will coordinate communications with permitting agencies.

8.2.3 STAKEHOLDER COMMUNICATIONS

Beginning in June of 2003, Stakeholder Group meetings were facilitated by RESOLVE using the Stakeholder Resolution Process - Operating Agreement. The final meeting of the entire Stakeholder Group was held on July 17, 2006.

Smaller, issue based, meetings will continue with members of the Stakeholder Group. On-going involvement with committees/teams from the Stakeholder Group is shown in the chart below. Each committee/team is tied specifically to a Project Memorandum of Agreement, a Memorandum of Understanding or an area of interest previously expressed and agreed to by the participants. The Project Mitigation Compliance Managers will coordinate the meetings with the committees/teams delineated below. The meetings may include involvement by the individual Mn/DOT and WisDOT Project Managers.

8.2.3.1 DESIGN REVIEW

New St. Croix River Crossing Bridge ---Visual Quality Advisory Committee (VQAC) Meetings. The Contractor hired for the concept refinement of the new St. Croix River Crossing Bridge will be required to coordinate with the VQAC. The VQAC is made up of representatives from the Cities of Oak Park Heights, Stillwater, Bayport, Town of St. Joseph and the National Park Service. The VQAC will provide input, review, and comment on issues that may potentially impact the visual aspect of the bridge, such as: the split deck, the stopping sight distance geometrics issue, the two versus three pier column issue, etc.

Mn/DOT and WisDOT will submit the preliminary bridge plan for the new bridge structure to the SHPOs for review and concurrence. The SHPOs will have thirty (30) days from the date of receipt of the preliminary bridge plan to provide their review and concurrence. Design plans for other sections of the Project are subject to SHPO review pursuant to Stipulation IV of the Amended MOA.

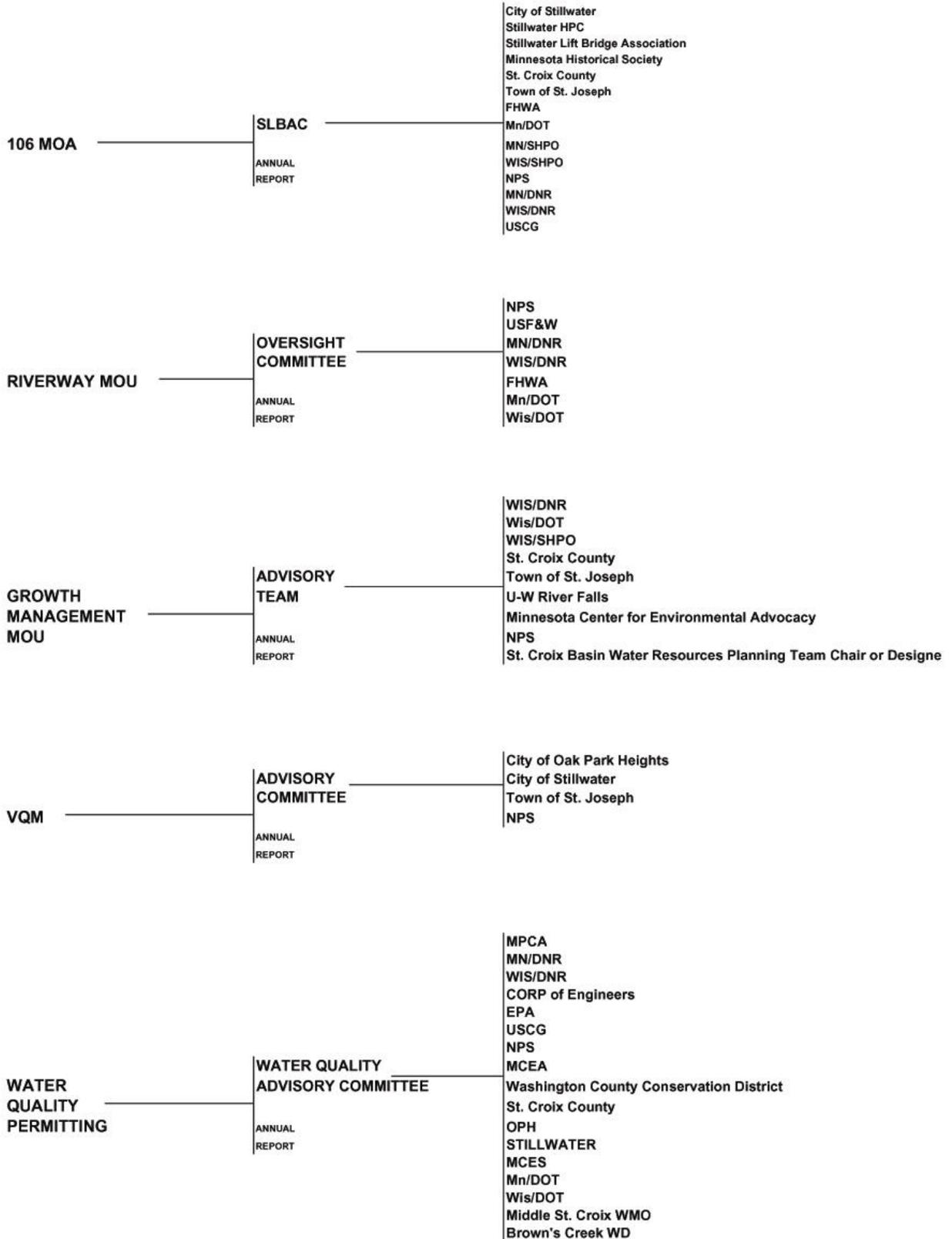
8.2.3.2 CONSTRUCTION REVIEW

Before Project construction begins, Mn/DOT and WisDOT will meet with the construction contractor to ensure that construction plans are consistent with the VQM and the Project design as approved by the SHPOs.

During construction, Mn/DOT and WisDOT will monitor Project construction and will provide a record of those monitoring activities in the Annual Report.

ST. CROIX RIVER CROSSING PROJECT

CONTINUED STAKEHOLDER INVOLVEMENT



9 PROJECT MANAGEMENT CONTROLS (Scope, Cost, Schedule, Claims, Etc.)

9.1 Project Development Risk Assessment Workshop

Prior to the risk allocation study shown below, a Project Development Risk Assessment Workshop (PDRAW) should be sponsored by FHWA. The PDRAW will analyze different risks and the responsible party utilizing a risk allocation matrix. The risks, importance, probability, responsibility, and possible mitigation methods should be discussed in a workshop setting. This setting affords a number of individuals with different viewpoints and knowledge of the project with the opportunity to provide the input and discussion that helps insure the appropriate allocation of the identified risks. Various methods to mitigate the risks should be discussed and those considered effective are incorporated into the project Design and the contract documents. Each contract should be evaluated separately.

9.2 Risk Allocation Study

A risk allocation study, considering risk allocation matrix from the PDRAW, by Mn/DOT will be performed during the RFP development of the Design Build process. Potential Risks include schedule modifications, legal challenges, proposed legislation, funding availability, insurance, etc.

9.3 Scope Management Plan

The St. Croix River Crossing Project used a unique Stakeholder process throughout the development of the Supplemental Final Environmental Impact Statement, and its accompanying Memorandums of Understanding and Agreement. This process yielded a preferred alternative package where a detailed scope has been established (see section 1.1 of this PMP for detailed description of the scope of the project). The Executive Committee must approve any significant changes (Cost, schedule, commitments in NEPA documents, etc) to that project scope.

9.4 Scheduling Software

Microsoft Project is currently being used by Mn/DOT and WisDOT to develop and monitor the current project's schedule. In addition to the approaches and River Bridge schedule, a Project schedule will be kept by Mn/DOT Metro District. Mn/DOT Metro District is currently maintaining the schedules with monthly updates available.

9.4.1 MINNESOTA APPROACH/ST. CROIX RIVER BRIDGE

For the Minnesota Approach and St. Croix River Crossing projects, the anticipated Contractor's Critical Path Method (CPM) scheduling software is Primavera. The version to be used on each project will be determined at the time the RFP is issued.

Primavera software has been used successfully on the six best-value Mn/DOT design-build projects. The software is fully compatible with Mn/DOT's project control software, TRACS.

The CPM schedule will not only be used to track the design-build team schedule, but will be used as a payment tool on the design-build project. Each activity within the CPM schedule will be both cost and resource loaded. The design-build team will be required to submit regularly scheduled schedule updates (bi-monthly or monthly). With each update, the design-build team will be required to progress the percent completes on each item. The invoice payment will be based upon the updated schedule as approved by Mn/DOT.

9.4.2 WISCONSIN APPROACH

For the Wisconsin Approach, the anticipated Contractor's Critical Path Method (CPM) scheduling software is Primavera.

9.5 Cost Tracking Software

For the over all project, the Project Team Leader will use the States' approach and Bridge information to develop a project level report.

9.5.1 MINNESOTA APPROACH/ST. CROIX RIVER BRIDGE

For the St. Croix River Bridge project, TRACS software will likely be utilized to track costs for the project. TRACS software will analyze the CPM schedule to develop cash-flow curves based on both an early and late finish to the schedule. It can also track payments made to date versus the early and late finishes to the schedule.

For the Minnesota Approach project, Mn/DOT will use its own internal programs to track payments, change orders, and overall project costs. These programs are currently FieldOps, which is used by the field engineers to issue and track payments, and CMS (Contract Management System), which is a central office program that can be used to track the costs of all active Mn/DOT projects.

9.5.2 WISCONSIN APPROACH

WisDOT's Office of Policy and Budget enters the appropriate budget data into Field Manager and/or the Contract Management System, which then transfers into Expedition and/or an Excel spreadsheet. As the contract proceeds, they will also enter the appropriate information regarding potential changes in work as soon as identified, especially those items or issues that have the potential to impact project costs. Each contract line item is tracked from contract bid to closeout, with all changes in work documented through a Trend Analysis process.

9.6 Project Metrics

The key performance measurement metrics on this project will be delivering the project

- On-time,

- Within budget,
- With the highest degree of quality,
- In a safe manner for both the individuals working on the project and for the traveling public, and
- In a manner in which the public/Stakeholder Group trusts, supports, and maintains confidence in the project.

Any performance measurement systems developed for the St. Croix River Crossing Project will be guided by policies and objectives in the strategic plans and long-range transportation plans for both MnDOT and WisDOT.

As funding is secured and final design completed, performance measurements, with appropriate targets and tolerances, will be developed to cover schedule, budget (including cost containment), quality, safety, scope control, public/Stakeholder trust and confidence.

9.7 New and Innovative Contracting Strategies

The St. Croix River Bridge will utilize design-build, best-value approach to contracting. As described in Section 5, procurement of the contract will utilize a two-step process (Request for Qualifications / Request for Proposals). Within this process, the following strategies will be used to bring new and innovative ideas to the project.

9.7.1 DESIGN-BUILD CONTRACTING

Design-build allows design-build teams to utilize innovative techniques to increase production and reduce costs. The design-build process allows the designer to work directly with the contractor, resulting in solutions and techniques that maximize the contractor's available equipment and resources.

As the RFP is developed for the project, Mn/DOT will consider new and unique contracting elements into each project. Potential contracting strategies include the consideration of a maximum price contract, shared risk contingencies, and owner control insurance.

9.7.2 ALTERNATIVE TECHNICAL CONCEPTS (ATCs)

Proposing teams will have the opportunity to submit Alternative Technical Concepts (ATC's) during the procurement phase of each design-build contract. ATCs allow design-build teams to propose modifications to the contract requirements that provide an equal or better value to the owner. The concept is similar to Value Engineering, except that the process occurs between the owner and contractor before the contract is executed.

The Request for Proposal (RFP) will detail an ATC process for design-build to follow. Proposing teams will be allowed to submit a limited number of ATC's on certain segments of the contract. Subject to Minnesota Government Data Practices Act, Mn/DOT and WisDOT will use its best efforts to keep all discussions with Proposers regarding ATCs confidential.

Mn/DOT will review each ATC and may respond to Proposers with one of the following determinations:

- a) The ATC is approved
- b) The ATC is not approved
- c) The ATC is conditionally approved subject to the Proposed meeting the conditions placed on the ATC
- d) The submittal does not qualify as an ATC but may be included in the Proposal
- e) The submittal does not qualify as an ATC and may not be included in the Proposal.

Design-Build teams must identify within their proposal which accepted or conditionally accepted ATCs they included. Design-build team will be able to utilize ATC to enhance their best value approach and capture the costs savings within their Price Proposal.

Proposers may incorporate zero, one, or more Approved ATCs as part of its Proposal (including conditionally Approved ATCs, if all conditions are met). The Proposal must clearly state which ATC's they are incorporating into their proposal and that all conditions of the ATC will be met. If Mn/DOT responded to an ATC by stating that it would be Approved if certain conditions were met, those conditions will become part of the Contract Documents. The Contract Documents will be conformed after award, but prior to execution of the Contract, to reflect the incorporated ATCs, including any associated Mn/DOT conditions.

9.7.3 INCENTIVES

Mn/DOT and WisDOT will consider the use of incentives to enhance the quality, safety, environmental compliance or other key elements of the project. Consideration of incentives will be based on available funding at the time the RFP is issued.

9.8 Value Engineering

9.8.1 VALUE ENGINEERING PROCESS

Federal, State and local highway agencies are responsible for getting the best overall project value for the taxpayer. Applying the VE process to suitable projects will help achieve this purpose. Simply stated, VE is an organized application of common sense and technical knowledge directed at finding and eliminating unnecessary costs in a project.

Value Engineering (VE) is defined as “The systematic application of recognized techniques by a multi-disciplined team to identify the function of a product or service, establish a worth for that function, generate alternatives through the use of creative thinking, and provide the needed functions to accomplish the original purpose of the project, reliably and at the lowest life-cycle cost without sacrificing safety, quality and environmental attributes of the project.”

Federal Regulation 23 CFR Part 627 requires that States apply Value Engineering to all Federal-aid highway projects on the National Highway System (NHS) with an estimated cost (i.e. environmental studies, preliminary engineering, final design, ROW, construction and state and local participation) of \$25 million or more. Projects are defined as “...a portion of a highway that a State proposes to construct, reconstruct, or improve as described in the preliminary design report or applicable environmental document. A project may consist of

several contracts or phases over several years” and applies to Design-Build projects as well. A VE study is also required for a contract or phase with an estimated cost of \$25 million or more.

The goal of a VE study is to optimize quality and achieve excellence at the lowest cost. However, some VE recommendations may add cost. Its basic objectives are to assure reliability, improve maintainability, eliminate redundancy, and minimize total ownership costs. Although it incorporates the principles of cost-effectiveness, VE in its fullest sense also establishes a formal process and review team that identifies product functions, explores and identifies alternatives, and eliminates unnecessary costs. The VE process should incorporate the following characteristics.

1. A multi-disciplinary team approach.
2. Identification and evaluation of function or service, cost, and worth.
3. The use of creative thinking to speculate on alternatives that can provide the required functions.
4. The evaluation of the best and lowest life-cycle cost alternatives.
5. The development of acceptable alternatives into fully supported recommendations.
6. The presentation/formal reporting of all VE recommendations to management for review, approval, and implementation.

Because this project meets the thresholds established to conduct a VE study, Mn/DOT and WisDOT will implement the Value Engineering Process as part of the pre-letting phase as one project study. From November 17-21, 2008, a Cost Risk Assessment and Value Engineering (CRAVE) workshop was sponsored by MnDOT to investigate, speculate, evaluate and develop recommendations and risk response strategies that could be implemented. The final report, and accepted recommendations, are pending.

Mn/DOT will also supplement the CRAVE process with ATC’s of the Design Build Contract.

9.8.2 MINNESOTA APPROACH/ST. CROIX RIVER BRIDGE

To encourage value engineering on the St. Croix River Bridge project, the contract will contain clauses for both the owner and contractor to initiate changes to the contract. The contract documents will allow for maximum flexibility for both the owner and contractor to optimize savings. The contract specifies that each change is a negotiated change and the costs will be analyzed on a case-by-case basis.

For the Minnesota Approach, the contract will include Mn/DOT’s standard Value Engineering incentive clause (Specification 1408). Contractors will be encouraged to submit value engineering proposals during the life of these contracts.

9.8.3 WISCONSIN APPROACH

As previously indicated, the St. Croix River Crossing Project is unique in that the Stakeholder process that was used in the development of the Supplemental Final Environmental Impact Statement, and accompanying Memorandums of Understanding and Agreement yielded a preferred alternative where a detailed scope has been established and may offer limited Value Engineering study opportunities.

A constructability review will be conducted internally by WisDOT staff with value analyses conducted on elements such as pavement design reports, soil reports, and hydraulics

9.9 Contractor Outreach Meetings

9.9.1 MINNESOTA APPROACH/ST. CROIX RIVER BRIDGE

The Minnesota Approach and St. Croix River Bridge Design-Build project will have extensive contractor outreach meetings during the RFP process and post award. The outreach meetings will follow similar approaches used on past Mn/DOT design-build projects.

9.9.1.1 Pre-Request for Qualifications Meeting

A pre-Request for Qualification meeting will be conducted for the design-build contract. The purpose of this meeting will be to outline the general project scope, review the RFQ with potential teams, and address any questions potential teams have regarding the proposal process.

9.9.1.2 Short-Listed Team Meetings

Design-build teams that are short-listed through the RFQ process will have the opportunity to meet regularly with Mn/DOT and WisDOT staff to discuss RFP questions, ATC's (see Section 9.6), and other project issues. Regularly occurring meeting schedule will be set up with each team. Although teams will be allowed to meet with Minnesota and Wisconsin staff, only written items contained within the RFP will be considered contractual. The design-build teams will not be allowed to rely on any verbal communication.

In addition to these meetings, potential teams will be allowed to submit written questions for clarifications. The questions and responses will be posted for all potential teams to view.

9.9.1.3 DBE Meetings

During the design build RFP process Mn/DOT's Office of Civil Rights will coordinate outreach meetings between design-build teams and DBE firms. These meetings allow DBE's to interact with design-build teams and describe potential services that the DBE's can provide.

9.9.1.4 Utility Coordination Meetings

As early as possible during the RFP process, Mn/DOT and WisDOT will coordinate a utility coordination meeting with impacted utilities and design-build teams. The purpose of this meeting is for each utility to describe the facility impacted and detail any relocation options available. It also allows the design-build teams to interact with each utility and develop contacts for addressing questions. For the Minnesota approach, Mn/DOT will follow our utility coordination process on the following website: <http://ihub.metrouilities/>

9.9.1.5 Co-housing Meetings

After the design-build contract is executed, the design-build contractor, Mn/DOT, WisDOT and FHWA will be co-housed at a facility near the project site. Co-housing will allow for daily meetings, either formal or informal, between the design-build team and the owners.

9.9.1.6 Pre-construction Meetings

The Minnesota Approach projects will conduct a standard pre-construction meeting in accordance with Mn/DOT's Contract Administration Manual. Key stakeholders will be invited to attend this meeting with Mn/DOT and the Contractor.

9.9.2 WISCONSIN APPROACH

Once a project is let for bid, WisDOT will hold a standard contractor meeting, as well as joint meetings with contractors, Mn/DOT and FHWA, as detailed in 9.8.1.

9.10 Partnering

Formal facilitated partnering will be part of the St. Croix River Bridge design-build project. The partnering process will include Mn/DOT, WisDOT, FHWA, Contractor, its Subcontractors and other stakeholders, where appropriate. The partnering relationship will be structured to draw on the strengths of each organization to identify and achieve reciprocal goals. The objectives include effective and efficient Project performance and completion on schedule, within budget and in accordance with the Contract Documents.

9.10.1 PARTNERING PARTICIPANTS

Each contract will require a full-time partnering effort involving Executive Management, Project Management, Project Task Force and others as defined below. The parties will attempt to resolve disputes through partnering between appropriate representatives of Mn/DOT, WisDOT and Contractor (including, where appropriate, any Subcontractor) at the following levels:

- (a) Project Task Force Teams
 1. Owner chief inspectors and project engineers/supervisors
 2. Contractor's and subcontractors' project supervisors and technical area supervisors
 3. Utilities and other third parties
 4. Permitting and government agencies

- (b) Project Management Team
 1. Mn/DOT/WisDOT Project Manager, deputy project managers
 2. Mn/DOT and WisDOT staff involved in the projects
 3. Utilities and other third parties
 4. Permitting and government agencies
- (c) Executive Management Team
 1. Oversight Team
 2. Coordination Team Members
 2. Project Managers
 3. Contractor and major subcontractor management

Team members at each level will be established at the initial partnering meeting. The levels listed above are meant to be broad descriptions of the required levels needed for effective issue resolution. Additional levels or specific task force teams can be added, as appropriate.

Continued Stakeholder involvement will be as described in the Supplemental SFEIS.

9.10.2 PARTNERING WORKSHOPS

9.10.2.1 Initial Partnering Meeting

The initial partnering meeting will occur early during each project. This meeting will be facilitated by the Partnering Facilitator. At this session, all representatives from each party at each level shall attend. The participants will develop the teams at each level, develop the list of goals for the Project, establish a dispute resolution ladder and process develop project goals evaluation tools, and establish project meetings schedules.

9.10.2.2 Project Goals Evaluation

The Project Goals determined at the initial partnering meeting will be evaluated on a monthly basis. This evaluation will be sent to participants at all levels in the Partnering Process. The evaluation will ask each participant to rate how effective the teams are in meeting each of the project goals. The rating system will be determined by the parties in conjunction with the Partnering Facilitator. The evaluations will be submitted, compiled and the results distributed by the Partnering Facilitator. The participants will determine whether the evaluations will be anonymous at the initial partnering meeting.

9.10.2.3 Project Task Force Team Meetings

Informal partnering sessions without the facilitator will be required frequently during the duration of the Project at the Project Task Force level. These sessions will involve members of the Project Task Force teams and/or members of the Project Management teams. These sessions can be in the form of weekly Project update meetings or field reviews by team members. The goal of these meetings should not only provide an update on the Project, but include discussions on Quality, Communication, Issue Resolution, Team and Work Relationships, and Schedule. Each meeting should review outstanding issues discussed at previous partnering sessions.

9.10.2.4 Project Management Team Meetings

Informal partnering sessions without the facilitator will be required frequently during the duration of the Project at the Project Management level. These sessions will involve members of the Project Management teams. These meetings should not only provide an update on the Project, but include discussions on Safety, Quality, Communication, Issue Resolution, Team and Work Relationships, and Schedule. Each meeting should review outstanding issues discussed at previous partnering sessions.

9.10.2.5 Executive Management Team Meetings

Formal partnering sessions at the Executive Management level without the facilitator will be held quarterly during the duration of the Project. Each meeting will review outstanding issues discussed at previous partnering sessions. Each meeting will also include a review and discussion of the quarterly project goals evaluations.

9.10.2.6 Quarterly Partnering Workshops in Minnesota

Formal facilitated partnering workshops will be used during the design build Contract and will be conducted at quarterly intervals throughout the Project and at the times of critical events (as agreed upon by each party). The workshops will include all Project Management and Executive Management Teams. The partnering workshops will include the Partnering Facilitator to guide the partnering process.

Each partnering session will review the major topics related to the Project. Topics should include: Quality, Communication, Issue Resolution, Team and Work Relationships, Schedule and any other topics that the teams feel are important to the success of the Project. Each meeting will also include a review and discussion of the monthly project goals evaluations. Any issue not resolved at the Workshop shall have an agreed-upon issue resolution timeline.

9.11 Change Order and Procedures

The Project Team Leader will review any change orders from Mn/DOT and WisDOT.

9.11.1 MINNESOTA APPROACH/ST. CROIX RIVER BRIDGE

Change Orders for the St. Croix River Bridge Project will follow the Mn/DOT Design-Build Change Order process. Both Mn/DOT and the design-build Contractor can request Change Orders at any time during the project. If it determined that a Change Order is necessary for the project, Book 1, Section 13 and Mn/DOT's Contract Administration Manual will provide the necessary process to draft and execute each Change Order. A draft of the Change Order will be provided to both WisDOT and the FHWA for review. Each Change Order and supporting documentation will be filed in the Change Order log within the Document Control System.

For the Minnesota Approach, the Mn/DOT construction project engineer will draft the change order, supplemental agreement, or work order in accordance with Mn/DOT's Contract Administration Manual. These documents will be stored at the project office. Changes to the project which result in changes to the project cost will be tracked with

Mn/DOT's FieldOps software. Copies of all documents will be provided to the FHWA upon request and will review issues and advise as appropriate.

9.11.2 WISCONSIN APPROACH

The Project Construction Leader is responsible for checking all elements of modifications and completing the WisDOT standard Approval/Justification records. Modifications shall cover all work not otherwise provided for in the contract, including quantity line item overruns and underruns.

Upon approval of an Approval Justification Record (AJR), a Work Authorization may be completed to direct and start the work.

FHWA reviews issues and advises as appropriate.

9.12 Claims Management Procedure

9.12.1 MINNESOTA APPROACH/ST. CROIX RIVER BRIDGE

Every attempt will be made to resolve issues at the lowest possible level. This will include regular meetings with project staff to review and discuss claims, partnering meetings, and the use of the dispute resolution ladder developed for each project.

Claims management for the St. Croix River Bridge will follow Book 1, Section 19 of Mn/DOT's Design-Build Template. If issues can not be resolved through the partnering and dispute resolution process, disputes will be resolved through Mn/DOT's Standard Specification 1517 (Claims for Compensation Adjustment) and any pertinent special provisions.

Claims management for the Minnesota Approach will follow Mn/DOT's Standard Specification 1517 (Claims for Compensation Adjustment) and any pertinent special provisions.

9.12.2 WISCONSIN APPROACH

Claims management for the Wisconsin Approach will follow the guidance given in WisDOT's Roadway Standard Specifications (08 Spec 105.13).

The most current version of the specifications can be found at:
<http://roadwaystandards.dot.wi.gov/standards/stndspec/index.htm>

10 DESIGN QUALITY ASSURANCE/QUALITY CONTROL

The St. Croix River Crossing Project has been developed through a unique stakeholder process to find a safe and efficient river crossing over the St. Croix. The St. Croix River is a National Wild and Scenic River, designated by the U.S. Congress because of its remarkable scenic, recreational and geologic values. The Riverway has rare and protected species such as the bald eagle, osprey and Higgin's eye mussel beds, as well as significant wetlands and other water resources. Nearby communities in both Wisconsin and Minnesota, particularly Stillwater, are known for their historic properties that mirror the heritage of the area and provide tourist attractions that are an increasingly important part of the regional economy. In 2006, the Environmental Impact Statement (EIS) process resulted in the identification of a "Preferred Alternative" package that best meets the transportation needs while balancing impacts on the natural, social and cultural environment.

Consequently, it is imperative that the states provide enhanced oversight to assure design quality assurance/quality control. All plans must meet the commitments in the SFEIS and VQM.

10.1 Minnesota Approach and River Bridge

For the Minnesota Approach – Before a set of plans is sent out for bidding, it will go through a rigorous review process. Mn/DOT staff will review the key components of the plan for constructability, biddability, cost effectiveness, and ease of maintenance. The released for construction design plans must meet the requirements of the 2006 SFEIS. These formal reviews occur at the 30%, 60%, and 90% stages of the project, or as needed. There are a number of checklists and date logs that will identify and record when and what items have been reviewed. In addition to the reviews that are performed at the District level, Central Office staff will review the plan for statewide consistency along with those items mentioned above.

Below are some of the key components of the plan that will be reviewed for Quality Assurance.

- Traffic Control
- Staging
- Detour Routes
- Bridges
- Roadway
- Erosion Control
- Retaining Walls
- Lighting
- Signing/Sign Bridges
- Pavement Marking
- Drainage
- Anticipated Construction Schedule
- TMS
- Environmental Commitments in SFEIS
- VQM

Specific guidance for Design QA/QC for the St. Croix River Bridge will be detailed in Book 2 of the Mn/DOT Requests for Proposals. The design-builder will be responsible for both Design QC and Design QA. Mn/DOT, WisDOT (if applicable) and the FHWA will have oversight of the design and will review and accept all Released for Construction (RFC) documents.

It is anticipated that Mn/DOT will provide a design quality template that the design-builder must follow as a minimum guideline. These manuals contain the quality processes and procedures Mn/DOT expects to see in the Contractor's final Quality Manual for the Project. The Contractor will enhance these manuals as necessary to provide an overall comprehensive Quality Manual for the Project.

The purpose of the quality manual is to:

- Establish comprehensive quality management processes and procedures.
- Integrate the quality goals of both the design and construction elements of the project.
- Define the minimum standards and procedures for quality management.
- Assign the responsibilities for specific quality management functions.
- Describe how the design team schedules the design efforts, including design reviews, verification and checking stages, and issue dates of design deliverables.
- Describe how changes to design inputs are identified, reviewed, and approved by authorized personnel prior to their implementation.
- Describe the method of communicating changes or revisions made in the field.
- Provide sound Design Quality Control and Quality Assurance review processes.
- Ensure the released for construction design plans meet the requirements of the contract documents, SFEIS and VQM.
- Provide quality measures and encourage continuous improvement of the design deliverable products.
- Describe the Mn/DOT and WisDOT involvement throughout the design development process.
- Integrate Local Agencies and Regulatory Agencies in the design review comment process.
- Due to the complexity of the extrados structure, Mn/DOT will require the design-build contractor to hire an independent consultant to perform a peer review of the structural elements. In addition, Mn/DOT will provide oversight staff to review and accept the calculations, specifications, and construction documents

As part of the oversight process, Mn/DOT, WisDOT and FHWA will have the opportunity to provide comments and review each design package submitted. The Contractor will coordinate over-the-shoulder reviews with Mn/DOT, WisDOT and the FHWA. Over-the-shoulder reviews are informal examinations by the Oversight Team of the design as the project progresses. The intent of these reviews is to check for concept, level of detail, design criteria and conformance to contract requirements. The primary purpose is to resolve any issues early before each design package is submitted for acceptance.

All design packages submitted to the Oversight Team for acceptance will need to show documentation that the appropriate quality control and quality assurance procedures have been followed. The Oversight Team will review each RFC package and determine if the documents submitted meet the contract requirements. Formal comments will be provided back to the design-builder, if necessary. After all comments have been resolved, the Oversight Team will accept the RFC package and the design plans will be released to the field for construction.

The Oversight Team will also conduct periodic process reviews of the design-builders QA/QC procedures and examine how the design-builder is complying with their Quality Manual.

10.2 Wisconsin Approach

Before a set of plans is sent out for bidding, it will go through a rigorous review process. Northwest Region staff will review the key components of the plan for constructability, biddability, cost effectiveness, and ease of maintenance. The released for construction design plans must meet the requirements of the 2006 SFEIS. These formal reviews occur at the 30%, 60%, and 90% stages of the project, or as needed. There are a number of checklists and date logs that will identify and record when and what items have been reviewed. In addition to the reviews that are performed at the Region level, Central Office staff will review the plan for statewide consistency along with those items mentioned above.

Below are some of the key components of the plan that will be reviewed for Quality Assurance.

- Traffic Control
- Staging
- Detour Routes
- Bridges
- Roadway
- Erosion Control
- Retaining Walls
- Lighting
- Signing/Sign Bridges
- Pavement Marking
- Drainage
- Anticipated Construction Schedule
- ITS/FTMS
- Environmental Commitments in SFEIS
- VQM

11 CONSTRUCTION QUALITY ASSURANCE / QUALITY CONTROL

The St. Croix River Crossing Project has been developed through a unique stakeholder process to find a safe and efficient river crossing over the St. Croix. The St. Croix River is a National Wild and Scenic River, designated by the U.S. Congress because of its remarkable scenic, recreational and geologic values. The Riverway has rare and protected species such as the bald eagle, osprey and Higgin's eye mussel beds, as well as significant wetlands and other water resources. Nearby communities in both Wisconsin and Minnesota, particularly Stillwater, are known for their historic properties that mirror the heritage of the area and provide tourist attractions that are an increasingly important part of the regional economy. In 2006, the Environmental Impact Statement (EIS) process resulted in the identification of a "Preferred Alternative" package that best meets the transportation needs while balancing impacts on the natural, social and cultural environment.

Consequently, it is imperative that the states provide enhanced oversight to assure construction quality assurance/quality control as documented in the SFEIS and VQM.

11.1 Minnesota Approach and River Bridge

For the Minnesota Approach, construction QA/QC will follow Mn/DOT's traditional processes. Mn/DOT will use its standard specifications, materials control schedule, and contract documents. Decisions affecting quality are assessed with respect to time and cost parameters, and case-by-case evaluations involve key members of the design-team, Project Team Leader, and FHWA.

For the St. Croix River Bridge, specification construction QA/QC guidance will be detailed in Book 2 of the Mn/DOT Requests for Proposals. It is anticipated that the design-builder will be responsible for both Design QC and Design QA. Mn/DOT, WisDOT (if applicable) and the FHWA will have oversight of the construction process.

It is anticipated that Mn/DOT will provide a construction quality template that the design-builder must follow as a minimum guideline. These manuals contain the quality processes and procedures Mn/DOT expects to see in the Contractor's final Quality Manual for the Project. The Contractor will enhance these manuals as necessary to provide an overall comprehensive Quality Manual for the Project.

The purpose of the construction quality manual is to:

- Establish comprehensive quality management processes and procedures.
- Integrate the quality goals of both the design and construction elements of the project.
- Define the minimum standards and procedures for quality management.
- Assign the responsibilities for specific quality management functions.
- Provide quality measures and encourage continuous improvement of the construction phase.

- Educate all construction staff of their role in the quality management program and ensure they understand their role is to build the project in accordance with the Released for Construction design plans and the project requirements
- Ensure all construction quality control and quality assurance staff understands their role is to determine whether the work meets the project requirements.
- Integrate all subcontractors and suppliers in the construction quality management program.
- Involve oversight staff into the entire construction process.

The Quality Manual will include written procedures for addressing any design changes identified by construction staff in the field. These procedures will outline when, who, and how the changes are addressed and the process for re-issuing revised released-for-construction drawings.

As part of the construction quality manual, the design-builder must also develop a comprehensive inspection and testing plan. The inspection and testing plan will provide a description of all incoming, in-process and final inspections and tests to be undertaken, who/when/where testing and inspection will occur, and how inspection and testing will occur.

Mn/DOT will also develop a Materials Control Schedule that will clearly define the minimum testing requirements for the Contractor's QC/QA program and define the verification testing requirements that the Oversight Team will perform.

As part of the oversight process, Mn/DOT will conduct verification testing and inspection of the work. Verification testing will be in accordance with the materials control schedule developed for the project. The verification team will also be actively involved in all field design change decisions and resolution of non-conformances identified by either the design-builder's quality staff and/or verification staff.

11.2 Wisconsin Approach

The WisDOT Construction & Materials Manual defines specific procedures and certifications for quality control, documentation and verification of materials and placement methods. The latest version of the Construction & Materials Manual can be found at <http://roadwaystandards.dot.wi.gov/standards/>

WisDOT plans to follow the standardized QMP, QC and QA audit processes to achieve this goal. There is no need to establish new technical procedures to monitor quality, because the existing processes are sufficiently robust. Decisions affecting quality are assessed with respect to time and cost parameters, and case-by-case evaluations involve every member of Wisconsin Roadway Approach Team so that direction is formulated considering, and not compromising, project goals.

12 ENVIRONMENTAL MONITORING

General requirements have been established to ensure that all environmental commitments are included in the design and construction of the project, and that a proactive approach will be used for overseeing and inspecting environmental work during construction to help guard against cost overruns and schedule delays and to ensure that commitments are met.

The SFEIS documents these requirements and environmental commitments. The Preferred Alternative mitigation package includes non-design items to address impacts to the St. Croix Riverway and historic resources. The Preferred Alternative mitigation package was developed with federal and state government resource agencies and Stakeholder Group members. Standard practice mitigation items are also identified in the mitigation package.

12.1 Mitigation Implementation

Since publication of the SDEIS in 2004, a cooperative agreement process was developed (with members of the Stakeholder Group) to further define the implementation of the Preferred Alternative mitigation items. Stakeholder members involved in this process are identified in Section 16.1.4 of the SFEIS. Through this cooperative process, changes to the Preferred Alternative mitigation package were identified, which ultimately led to a set of mitigation items to improve the protection and enhancement of the area's natural, cultural, and historic resources.

Details regarding the implementation of these mitigation items as well as funding mechanisms and administrative oversight were documented in: 1) Amended Section 106 Memorandum Of Agreement (106 MOA), 2) Memorandum of Understanding for the Implementation of Riverway Mitigation Items (Riverway MOU), 3) Memorandum of Understanding for the Implementation of Growth Management Items (Growth Management MOU) and 4) Water Quality Memorandum Of Understanding (Water Quality MOU). Signed copies of the MOA and MOU's are included as Appendices of the 2006 SFEIS.

Table 15-2 of the SFEIS provides a summary overview of the Preferred Alternative mitigation package and includes: The description of item, mitigation dollar amounts to be provided by the transportation agencies (FHWA; Mn/DOT; WisDOT); the agency or agencies responsible for implementation of the mitigation item; the schedule for implementation; and the contract or agreement necessary for execution of the mitigation item.

Graphics illustrating the timing of implementation for the Preferred Alternative mitigation package's items are included in the "Next Steps – Mitigation Related" chart in Appendix B.

To verify that the scope of environmental commitments from the NEPA document, environmental permits, and other environmental approvals are implemented, an Annual Project Summary Report for the St. Croix River Crossing Project has been and will be developed in accordance with the Amended Section 106 Memorandum of Agreement (MOA), the Riverway Memorandum of Understanding (MOU), Growth Management MOU,

Water Quality MOU, the 2006 Supplemental Final Environmental Impact Statement (SFEIS) and the FHWA’s Record of Decision (ROD).

The Annual Project Summary Reports describe the actions taken by FHWA, Mn/DOT, WisDOT and other agencies during the prior year to implement the project and the mitigation commitments. The report is distributed to the signatories of the MOA & MOU’s and members of the Stakeholder Group. Annual Project Summary Reports have been developed for 2007-2008.

The report is also available on the project’s website at <http://www.dot.state.mn.us/metro/projects/stcroix/documents.html>

The Mitigation Compliance Managers, described in section 3.2.8 of the PMP will be charged with implementing all mitigation items.

The Environmental Team, described in Section 3.2.4 of this PMP, will be charged with the oversight of environmental monitoring issues.

12.2 Permits and Approvals

Permits, approvals, or completion of other documentation prior to the start of construction of the Preferred Alternative are required by the agencies listed in Table 16-2 of the 2006 SFEIS shown below.

**TABLE 16-2
AGENCY PERMITS, APPROVALS, AND OTHER REQUIRED DOCUMENTS**

FEDERAL	
Advisory Council on Historic Preservation	<ul style="list-style-type: none"> Section 106 of the National Historic Preservation Act – Amended Memorandum of Agreement (refer to Appendix G of this SFEIS)
Federal Highway Administration	<ul style="list-style-type: none"> Supplemental EIS (Draft and Final) Section 4(f) Evaluations – Department of Transportation Act of 1966 (Draft and Final) Section 106 of the National Historic Preservation Act – Amended Memorandum of Agreement Supplemental EIS Record of Decision
National Park Service	<ul style="list-style-type: none"> Section 7(a) of the Wild and Scenic Rivers Act – Evaluation (refer to Appendix F of this SFEIS)
U.S. Army Corps of Engineers	<ul style="list-style-type: none"> Section 404 of the Clean Water Act - Permit (fill in U.S. waters) Section 10 of the Rivers and Harbors Act – Permit (all structures other than new river crossing) Section 106 of the National Historic Preservation Act – Amended Memorandum of Agreement
U.S. Coast Guard	<ul style="list-style-type: none"> Section 9 of the Rivers and Harbors Act - Permit (navigable waters) Section 401 of the Clean Water Act – Water Quality Certification (construction/operation of new river crossing)
U.S. Fish and Wildlife Service	<ul style="list-style-type: none"> Biological Opinion (refer to Appendix C of this SFEIS)
STATE	
MN Department of Transportation	<ul style="list-style-type: none"> Amended Scoping Decision Document Supplemental EIS (Draft and Final) and Section 4(f) Evaluations – Department of Transportation Act of 1966 (Draft and Final) Supplemental EIS Adequacy Determination Noise Standards Exemption Wetland Conservation Act (WCA)
WIS Department of Transportation	<ul style="list-style-type: none"> Supplemental EIS (Draft and Final) and Section 4(f) Evaluations – Department of Transportation Act of 1966 (Draft and Final)
MN Department of Natural Resources	<ul style="list-style-type: none"> Public Waters Permit

	<ul style="list-style-type: none"> • Mussel Relocation Permit • Special Permit to Remove an Osprey Nest • Water Appropriation Permit (if needed)
MN Pollution Control Agency	<ul style="list-style-type: none"> • Noise Standards Exemption • Apply for Section 401 of the Clean Water Act -Water Quality Certification • National Pollutant Discharge Elimination System/State Disposal System Permit (NPDES/SDS)
WIS Department of Natural Resources	<ul style="list-style-type: none"> • Section 401 of Clean Water Act Water Quality Certification/Project Concurrence Letter (through WisDOT – WisDNR Cooperative Agreement liaison process) • Scientific Collector Permit (for surveys, species relocations, etc.) • Authorization for Taking Endangered/Threatened Species (required jeopardy determination) • Air Quality Construction Permit (if needed)
MN State Historic Preservation Office	<ul style="list-style-type: none"> • Section 106 of the National Historic Preservation Act – Amended Memorandum of Agreement
WIS State Historic Preservation Office	<ul style="list-style-type: none"> • Section 106 of the National Historic Preservation Act – Amended Memorandum of Agreement
REGIONAL	
Twin Cities Metropolitan Council	<ul style="list-style-type: none"> • Controlled Access Approval
LOCAL	
Washington County	<ul style="list-style-type: none"> • County Right-of-Way Permit
City of Oak Park Heights	<ul style="list-style-type: none"> • Municipal Consent
City of Stillwater	<ul style="list-style-type: none"> • Municipal Consent
City of Bayport	<ul style="list-style-type: none"> • Municipal Consent
Local Watershed District (Brown’s Creek)	<ul style="list-style-type: none"> • Permits/Coordination of Grading and Drainage Plans/Dewatering
Local Watershed Management Organization (Middle St. Croix WMO)	<ul style="list-style-type: none"> • Coordination of Grading and Drainage Plans/Dewatering/ Floodplain Management
St. Croix County	<ul style="list-style-type: none"> • Coordination of State Trunk Highway changes and local road alterations
Town of St. Joseph	<ul style="list-style-type: none"> • Coordination of State Trunk Highway changes and local road alterations

To supplement Table 16-2, an Agency Permit Matrix and Permit Time Line has been developed to show the additional permit/approval requirements, contact person, and additional information for each permit. The Permit Matrix and Permit Time Line are found in the appendices.

13 RIGHT OF WAY

As part of the 1995 project, Right of Way was acquired in both States but parcels still remain to be acquired.

Potential acquisitions and relocations were minimized by designing the Preferred Alternative within the existing state- and locally-owned right-of-way limits to the extent possible and are described in Chapter 5 of the SFEIS. Where additional right-of-way acquisition was unavoidable, the Preferred Alternative was designed to be as efficient as possible, minimizing the need to acquire right-of-way. All right-of-way acquisition and relocation will be in accordance with the Uniform Relocation and Real Property Acquisition Act of 1970, as amended by the Surface Transportation and Uniform Relocation Assistance Act of 1987 and 49 CFR, Part 24, effective April 1989 (revised January 2005).

Those who will be displaced from their housing are entitled to reimbursements for certain expenses such as moving costs, replacement housing costs, appraisal fees and relocation assistance services. Replacement housing units must be “decent, safe and sanitary” and must be functionally equivalent to the present dwelling with respect to the number of rooms and living space, location and general improvements. Although an adequate supply of comparable replacement housing sites can generally be found, an administrative process called Last Resort Housing is available to address situations where the supply of replacement sites is inadequate. Last Resort Housing guarantees that comparable housing will be provided before the owner is required to move.

Right of Way acquisition of the remaining parcels is expected to take up to 2 years.

13.1 Minnesota Approach

Mn/DOT’s Relocation Assistance Program has been developed following the guidelines established in federal regulations. Mn/DOT will ensure that comparable replacement residential dwellings will be available within a reasonable period prior to displacement or provided in accordance with the provisions of Last Resort Housing.

Three homes are being acquired in Minnesota. Currently there is adequate housing of a similar price range in the Stillwater and Oak Park Heights area to provide replacement housing for those Minnesota residents displaced by the project.

One commercial business will be displaced by the Preferred Alternative in Minnesota (see SFEIS Table 5-2a). The relocation of this business will be conducted in accordance with Mn/DOT policy for business relocation.

13.2 Wisconsin Approach

Three homes will be acquired in Wisconsin with construction of the Preferred Alternative. Currently there is adequate housing of a similar price range in the Town of St. Joseph,

Houlton, and North Hudson area to provide replacement housing for those Wisconsin residents displaced by the project.

WisDOT will assure that each displaced household is relocated into comparable housing that is decent, safe, and sanitary, and is affordable within the financial means of the household. If the available housing inventory is not sufficient, additional measures will be taken to assure that comparable housing is provided. If applicable, the provisions of Last Resort Housing will be applied. Relocation resources are available to all displaced persons without discrimination.

One commercial business in Wisconsin will be displaced by the Preferred Alternative (see SFEIS Table 5-2b). The relocation of this business will be conducted in accordance with Wisconsin Statutes Section 32.185-32.27 and Chapter Comm. 202 of the Wisconsin Administrative Code.

14 SAFETY AND SECURITY

14.1 Minnesota Approach and River Bridge

The Minnesota Approach and St. Croix River Crossing projects will each have comprehensive safety management plans.

14.1.1 OVERSIGHT STAFF AND VISITORS TO THE PROJECTS

- Each individual entering each construction project will either have to pass the safety training requirements for the project or be escorted by someone on the project that has passed safety training required.
- A designated Mn/DOT safety representative will be assigned to each project. This person will be responsible for coordinating internal training, coordination with Mn/DOT's safety officers, coordinating with the contractor safety officers, and coordinating with other safety officers from other key stakeholders.
- All individuals near construction equipment will be required to wear personal protective equipment in accordance with Mn/DOT policies.

14.1.2 CONTRACTOR SAFETY REQUIREMENTS

Guidance for Safety and Security for the Minnesota Approach and the St. Croix River Bridge will be designated within the contract documents.

The contractors will be required to develop a written project-specific Safety Management Plans that describes the processes to be followed. At a minimum, the Contractor's Safety Management Plan will include the following:

- Be consistent with the Project insurance requirements.
- Describe the participation of safety personnel in all work activities.
- Delineate administrative responsibilities for implementing the Safety Program.
- Identify responsibilities and accountability.
- Identify full-time dedicated safety professionals or managers covering all production shifts.
- Describe the process of conducting safety orientation for all employees. The description of the safety orientation process shall include the following:
 - A description of the extent and nature of the Project
 - A description of any hazards that can typically be expected during the course of Work that is specific to the job assignment
 - Required work practices, job conduct, and injury-reporting procedures
 - Any other general information to acquaint the employee with special work and safety requirements at the Work Site
- Describe the Contractor's drug policy, including the policy at the work site and any pre-job site and post-incident drug testing to satisfy Project insurance requirements.
- Describe employee-training requirements.

- Describe safety inspection procedures of work areas, materials, and equipment to ensure compliance with the Safety Program; methods of record keeping; and correction of deficiencies.
- Describe emergency response procedures, including response capabilities, evacuation and egress, responsibilities for reporting and investigating incidents, exposures, contingency plans, and the maintenance of safety-related logs.
- Describe incident reporting procedures.
- Describe the Contractor's Work Site control policy and plans for maintaining site cleanup, on-site first aid facilities or medical clinic, and safe access.
- Identify public safety requirements (e.g., fencing, signs, and barricades).
- Describe the Contractor's hazard communication program.
- Describe the process of including representatives from the Contractor and all major Subcontractors, as well as Mn/DOT personnel working on the Project.
- Describe the Contractor's method of tracking open safety issues.
- Describe hazard analysis, tracking, reduction of risk, logs, and mapping procedures.
- Describe the Contractor's management and auditing of the Safety Management Plan.
- Describe personal protective equipment (PPE) requirements and policy.
- On site safety meetings.

14.2 Wisconsin Approach

Guidance for Safety and Security for the Wisconsin Approach is specified in WisDOT Construction and Materials Manual, 2-2-150. The current guidance can be found at <http://roadwaystandards.dot.wi.gov/standards>

Wisconsin Standard Specification 107 requires the contractor to comply with all federal, state, and local laws governing safety, health, and sanitation, and to provide necessary safety devices, protective equipment, and safeguards. The contractor shall also take all action reasonably needed to protect the life and health of employees on the job and the safety of the public.

Wisconsin Statute 101.11 requires every employer to furnish safe employment and provide a safe place of employment for employees and frequenters. The employer shall furnish and require the use of safety devices, protective devices and safeguards; shall adopt and use methods and processes reasonably adequate to render the employment and the place of employment safe; and shall do everything reasonably necessary to protect the life, health, safety, and welfare of employees and frequenters. A frequenter is anyone who is not an employee of the contractor or not a trespasser.

14.3 Homeland Security

It is anticipated that certain aspects of the St. Croix River Crossing need to be protected due to Homeland Security concerns. Mn/DOT and WisDOT will require contractors to provide adequate security to protect the project site during construction. This will include restricting access to visitors (invited and uninvited) at security checkpoints, identifying measures to

protect the project site from waterway incidents, and the development of a Threat and Vulnerability Assessment of the proposed structure. This assessment will identify main load carrying components that are vulnerable to an attack or natural event. Based upon the elements identified, the project will be designed to either increase redundancy or provide sufficient strength or ductility to resist failure.

Prior to the project being awarded, the project Managers within Mn/DOT, WisDOT and the FHWA will develop a list of documents that will be classified as Confidential Homeland Security Documents. This group of individuals will also develop a list of individuals that will have the access to these documents during the duration of the project and develop procedures on how to process, store, and handle these documents.

15 TRAFFIC MANAGEMENT

Although a detailed staging plan, considering full construction funding being available, is noted in the 2006 SFEIS and described below within this section, the design-builder for the Minnesota projects, and the contractor for the Wisconsin projects will have flexibility to modify the staging so as long as they adhere to the contract documents, environmental permits, and other regulatory issues.

Traffic impacts are described in the 2006 SFEIS within Chapter 12 as potential construction-related impacts that could result from implementation of the Preferred Alternative.

Standard traffic control measures will be used to protect both motorists and construction workers in accordance with the Minnesota Manual on Uniform Traffic Control Devices and the Wisconsin Supplement to the Federal Manual on Uniform Traffic Control Devices.

Informational signing, including changeable message signs, may be used to advise drivers of access changes and other shifts in road or lane alignment as construction progresses. Whenever possible, motorists will be advised of upcoming construction activities that may affect their travel plans through the use of various informational media.

Lane restrictions, closures and traffic rerouting will be communicated with local emergency services (e.g., police, fire, ambulance) to maintain emergency services throughout the project area during construction.

15.1 Minnesota Approach

Minnesota TH 36 (TH 5 to Osgood Avenue)

Construction of the Preferred Alternative from the western project construction limits through the Osgood Avenue intersection could be constructed in four stages. No improvements will be constructed between TH 5 and Washington Avenue/Norell Avenue. Where traffic is switched from the east- and westbound TH 36 lanes, only one lane of through traffic would be provided in both directions for TH 36 traffic.

The construction of the TH 36 improvements would begin concurrently with the river bridge construction. Temporary erosion control devices and Best Management Practices (BMPs), which may include construction of permanent stormwater treatment ponds, would be built prior to construction of each stage.

Minnesota TH 36 – Stage 1

Temporary pavement for traffic bypasses between east- and westbound TH 36, for access to properties adjacent to the frontage roads and between the TH 36 mainline and frontage roads, would be constructed as needed. When the south frontage road is reconstructed between Oakgreen Avenue and Osgood Avenue, eastbound TH 36 traffic will be shifted to the westbound TH 36 lanes; westbound TH 36 will be limited to one lane of traffic. South frontage road traffic would then be shifted to the eastbound TH 36 lanes during

reconstruction of the south frontage road. Access to businesses and residences along the south frontage road will be maintained.

Other activities in Stage 1 include:

- Construction of the new Oakgreen Avenue/Greeley Street between the pulled-back north and south frontage road locations, including construction of the new permanent signals at the north frontage road/Greeley Street intersection and the south frontage road/Oakgreen Avenue intersection and construction of a temporary signal at TH 36 and Oakgreen/Greeley;
- Construction of the south frontage road from Oakgreen Avenue to the east on the existing south frontage road location and construction of the north frontage road from the western project construction limits through Greeley Street on the existing north frontage road location;
- Construction of utilities (e.g., sanitary sewer; water main) east of Osgood Avenue;
- Construction of storm sewer within the project limits; and,
- Construction of the south frontage road from Oakgreen Avenue to Osgood Avenue.

Minnesota TH 36 – Stage 2

During Stage 2 of TH 36 reconstruction, south frontage road traffic will be switched back to the south frontage road, leaving the westbound TH 36 lanes with both east- and westbound TH 36 traffic. During reconstruction of Osgood Avenue, traffic will be switched to the opposite lanes that are being constructed to keep Osgood Avenue open (e.g., north and southbound Osgood Avenue traffic would use the west lanes while the east lanes are being reconstructed).

The following summarizes the construction activities to be completed with Stage 2.

- Construction of a temporary signal at the TH 36/Osgood Avenue intersection;
- Construction of the eastbound TH 36 lanes from the western project construction limits to the east to match the TH 36/95 interchange construction staging; and
- Construction of the east half of Osgood Avenue followed by construction of the west half of Osgood Avenue.

Minnesota TH 36 – Stage 3

During Stage 3 of the TH 36 reconstruction, all TH 36 traffic will be switched to the eastbound TH 36 lanes, and the north frontage road traffic will be switched to the westbound TH 36 lanes. Access to businesses and residences along the north frontage road would be maintained and the north frontage road would be reconstructed from Greeley Street to Osgood Avenue.

Minnesota TH 36 – Stage 4

During the final stage of TH 36 reconstruction, the north frontage road traffic will be switched back to the north frontage road. Westbound TH 36 traffic will remain on the eastbound TH 36 lanes while the westbound TH 36 lanes are reconstructed from the western project terminus to the east to match the TH 36/95 construction staging. Permanent signals

on TH 36 at both Oakgreen Avenue/Greeley Street and Osgood Avenue will be constructed. Once the westbound lanes are completed, westbound TH 36 traffic will be switched back to the westbound TH 36 lanes.

15.2 St. Croix River Bridge

Minnesota TH 36/95 Interchange Area and the St. Croix River Crossing

TH 36 east of Osgood Avenue, the TH 36/95 interchange area, and the St. Croix River crossing for the Preferred Alternative could be constructed in the five stages.

Access to residential or commercial buildings would be maintained during construction of the Preferred Alternative; however, at times, temporary provisions may need to be implemented to maintain access. Temporary erosion control devices and BMPs, which may include construction of permanent stormwater treatment ponds, would be built concurrent or prior to construction of each stage.

Minnesota TH 36/95 Interchange Area – Stage 1

As much of the Preferred Alternative river crossing and bridge ramps (Ramps C and D) as feasible would be constructed in Stage 1. Existing traffic patterns on TH 36 and TH 95 would be maintained during Stage 1. Other activities during Stage 1 for the Preferred Alternative include construction of temporary bypasses, construction on TH 36, TH 95, and portions of the TH 36/95 interchange.

Minnesota TH 36/95 Interchange Area – Stage 2

Traffic during construction of Stage 2 would be shifted to temporary bypasses. Westbound TH 36 would be shifted to a temporary bypass and eastbound TH 36 would be shifted to the westbound TH 36 lanes. TH 95 traffic would be shifted to the temporary bypasses from the existing roadway. Activities associated with Stage 2 for the Preferred Alternative include construction on TH 36 and TH 95, construction of the south frontage road, construction of access roads to TH 95, and construction of a portion of the Beach Road overpass.

Minnesota TH 36/95 Interchange Area – Stage 3

All TH 36 traffic in Stage 3 would remain on the existing TH 36 westbound lanes. A detour would be used along the south frontage road, Beach Road, Stagecoach Trail, and 56th Street (CSAH 21) from Osgood Avenue to TH 95 for northbound TH 95 to TH 36 traffic and for TH 36 to southbound TH 95. Activities in Stage 3 would include removal of existing overpass bridges, construction of temporary bypasses and on TH 36, completion of a portion of the TH 36/95 interchange ramps, and construction of stormwater ponds on TH 95 following removal of the existing 56th Street “slip ramp.” The existing Beach Road overpass would be closed and removed during Stage 3 to construct a portion of the TH 36 mainline and “Ramp A” of the TH 36/95 interchange.

Following the completion of the temporary bypass construction and TH 36 construction in Phase 3, traffic would be shifted to eastbound TH 36 lanes through the new TH 36/95 interchange and utilize the Preferred Alternative River crossing bridge. TH 95 traffic would continue to use the south frontage road detour described above to access TH 36 at Osgood Avenue.

Minnesota TH 36/95 Interchange Area – Stage 4

The railroad grading for the realigned Union Pacific tracks would begin in Stage 4. The following roadway construction activities in Stage 4 would include construction on TH 36 and TH 95, completion of the south frontage road, completion of the northwest TH 36/95 interchange ramp, construction of a portion of the Beach Road overpass, and construction of the Lookout Trail cul-de-sac and one-way southbound road from southbound TH 95. Following completion of the westbound TH 36 lanes and the northwest interchange ramp, these roadways could be opened to traffic.

Minnesota TH 36/95 Interchange Area – Stage 5

TH 36, the TH 36/95 interchange, and TH 95 south of the interchange would be fully open to traffic at this point. The final construction stage for the project would involve construction work on TH 95 north of the interchange, including completion of entrances to the Sunnyside Marina and Condominiums, the Stillwater Municipal Barge Facility property, the MCES wastewater treatment plant entrance, and Dahl Tech driveway.

15.3 Wisconsin Approach

STH 64, STH 35/64, and the STH 64/35/CTH E interchange in Wisconsin for the project could be completed in three stages. These three stages would be constructed independent of the five construction stages described for work in Minnesota. Temporary erosion control devices and BMPs, which may include construction of permanent stormwater treatment ponds, would be built concurrent or prior to construction of each stage. Following is a summary for each construction phase for the project in Wisconsin.

Wisconsin Approach – Stage 1

During Stage 1 of construction in Wisconsin, westbound STH 35/64 traffic would be shifted to the eastbound lanes east of 150th Avenue and the eastern project terminus to the point where STH 35/64 merges from a four-lane roadway to a two-lane roadway. One lane of traffic would be maintained in each direction. The activities associated with Stage 1 include construction of new STH 64 and STH 35/64, construction of the STH 35 overpass, construction of new STH 35 and relocated CTH E, construction of a portion of the STH 64/35/CTH E interchange, and construction of the local road between existing CTH E and new STH 35 across from Houlton Elementary School. Gaps would be left where the new roadways intersect with existing roads to maintain traffic on the existing roads.

Wisconsin Approach – Stage 2

STH 35 traffic would be detoured in Stage 2 along the new, relocated STH 35 to the new local road, to CTH E near Houlton Elementary School, and west to the existing STH 35 roadway. Eastbound STH 35/64 would be switched to the new westbound STH 35/64 lanes near 150th Avenue and would tie in via a temporary connection to the existing STH 35/64 roadway northeast of Houlton. CTH E traffic would now use the new, relocated CTH E through the interchange with STH 64. Construction activities associated with Stage 2 in Wisconsin would include:

- Construction of the remaining section of STH 35 north of the intersection with the new relocated STH 35;

- Construction of the STH 64 mainline gap left at CTH E and the remaining sections of the north interchange ramps; and
- Construction of the eastbound STH 35/64 lanes from the existing STH 35/64 alignment to the eastern project terminus near 150th Avenue.

Wisconsin Approach – Stage 3

The final stage of construction in Wisconsin would include activities northeast of Houlton as well as reconfiguring CTH E to connect to State Street along the Wisconsin bluff. The entire Wisconsin portion from the river crossing to the existing STH 35/64 roadway would be complete and open to traffic. Westbound STH 35/64 traffic would be shifted to the new eastbound STH 35/64 lanes near Andersen Scout Camp Road and back to the westbound lanes south of the old STH 35/64 roadway. The connection of the westbound STH 35/64 lanes near the old STH 35/64 roadway would be completed at this point. The connection between the old STH 35/64 roadway and north frontage road would also be completed. Final activities associated with Stage 3 would include construction of the south frontage road (old STH 35/64) at the entrance to the Settler’s Glen development and the connection to 20th Street.

15.4 Incident Management

Incident Management Plans, for each project in Minnesota, will be developed by the contractor and Mn/DOT during the design/build process, normally prior to start of construction.

In Wisconsin, the Incident Management Plan will be developed by the project manager during the final design process.

16 PROJECT COMMUNICATIONS/INFORMATION

The project’s Public Affairs Team will develop a detailed “Final Design and Construction” public information plan, with approval by the Oversight Team and coordination with the Project Team Leader, during the design phase of the project.

This Project has and will generate a considerable amount of local, state, regional, and national interest. A carefully planned and executed Communications Plan will ensure that citizens affected by reconstruction of the St. Croix River Crossing Project are informed about the project and have a voice in the decision-making process. Guidance for the communication plan will come from MnDOT Design/Build Book 2 and WisDOT FDM Chapter 6.

To be effective on all projects, three broad categories of information shall be communicated and coordinated between Mn/DOT and WisDOT:

- The **Vision** of the Project – answers to questions such as why the Project is needed, what Work will be done, how the Project will benefit customers, how the Project fits into the community, and how the Project fits into the States’ broader transportation plans.

- The Project's **Progress** – ongoing messages to keep people informed about how the Project is moving forward, whether it's on schedule and on budget, what disruptions or improvements are coming in the near future, and what beneficial innovations are being used.
- **Coping** during the Project – information that helps people deal with inconveniences caused by the Project, such as details about detours, blocked driveways, traffic restoration projects, and, construction and noise impacts on local residents and businesses. This shall include describing informational resources that will be available to the public.

Public involvement and communications activities for the project will accomplish the following primary objectives:

- Help ensure accuracy, continuity, and continuous flow of information between the Project Team (MnDOT and WisDOT) and the public
- Coordinate and amplify the communication and public involvement efforts of the Community-Sensitive Design and Traffic Mitigation tasks
- Ensure that all stakeholders are included in information dissemination
- Monitor public sentiment regarding the project to identify key issues and concerns that might otherwise be overlooked

A website has been established and will be maintained throughout the project. The site is located at www.dot.state.mn.us/metro/projects/stcroix/index.htm

Project information, updates and documents will be available to the general public through the web site.

Project webcams have been used as a real time communications tool that allows the public, via the project website, to easily monitor the construction of the bridge. One or more webcams are set-up at fixed locations with various views of the bridge site. Users are able to digitally zoom into the areas of interest. Webcam photos are taken at 15-minute intervals, 24 hours a day, and archived so users can go back and see how things have progressed over time. At the end of the construction period a time-lapse film of the bridge construction can be produced.

Additional tools such as newsletters, brochures, project reports, business briefings and media appearances have and will continue to be used as appropriate.

As specified in the project's Section 106 Amended MOA, Mn/DOT will develop a plan to ensure access to the Stillwater Commercial Historic District during Project construction. The plan will be developed in consultation with MnSHPO, the City of Stillwater, and the Stillwater Area Chamber of Commerce. The plan will consider the sequencing of Project construction, the location of construction staging areas, street closures, parking changes and the traffic flow during construction. Mn/DOT and WisDOT will provide signage and public notice for efficient access to the Stillwater Commercial Historic District during construction.

17 CIVIL RIGHTS PROGRAM

The Disadvantaged Business Enterprise (DBE) Program's goal is to increase participation of firms owned by disadvantaged individuals in all federal aid and state transportation facility contracts.

The program started with the Surface Transportation Assistance Act of 1982. The act set a national goal of placing at least 10% of federal highway and transit funds with persons who qualify as disadvantaged small business operators. A subsequent act in 1987 included women.

The civil rights requirements for each contract will adhere to the civil rights program of the state DOT that is administering the contract including On -the-Job Training and Indian Employment Preference.

The Civil Rights/Disadvantaged Business Enterprise (DBE) Teams will be responsible to provide oversight for the DBE items for the design/build and design/bid/build teams, ensure that all DBE participation goals are being pursued on the project, and prepare information regarding DBE participation for the project annual report.

17.1 Minnesota Approach and River Bridge

Mn/DOT is currently re-evaluating the current EEO/DBE process it uses on its design-build projects. Any changes to the current program will be reviewed and approved by the FHWA prior to implementation. The Minnesota Approach and St. Croix River Bridge Projects will follow the most current EEO/DBE process at the time these projects are advertised.

It is anticipated that the revised EEO/DBE process will incorporate successful outreach programs that have been used on previous Mn/DOT design-build projects. As described in Section 9 of this PMP, Mn/DOT's Office of Civil Rights will coordinate outreach meetings between design-build teams and DBE firms during the RFP process. These meetings allow DBE's to interact with design-build teams and describe potential services that the DBE's can provide.

17.2 Wisconsin Approach

The Wisconsin Approach will follow the most current EEO/DBE process at the time these projects are advertised. The Wisconsin Department of Transportation has drafted for public comment its set of proposed DBE goals. The most current EEO/DBE information is available at <http://www.dot.wisconsin.gov/business/engrserv/dbe-main.htm>

18 CLOSEOUT PLAN

Closeout plans for the St. Croix River Bridge will follow the guidance of MN/DOT Construction Administration Manual and meet the requirements of Book 1 of the design build contract.

Closeout plans, for the Minnesota approach, will follow the requirements of the Mn/DOT's contract administration manual.

Closeout plans for the Wisconsin Approach will follow the guidance of the Wisconsin Construction and Materials Manual, sections 2-25 and 2-30.

18.1 Lessons Learned Reports

For the design-build project, lessons learned reports will be generated for both the procurement and post-procurement processes. Lessons learned will be generated by Mn/DOT and circulated to the FHWA and WisDOT for review. Final versions of the lessons learned reports will be distributed via hard-copy to the FHWA, Mn/DOT and WisDOT. Electronic versions of the lessons learned reports will be posted to Mn/DOT's Design Build web site.

18.2 Mitigation Execution

The Preferred Alternative mitigation package was developed with input from federal and state government resource agencies and Stakeholder Group members. Standard practice mitigation items are also identified in the mitigation package.

The Preferred Alternative Mitigation Package is described in Chapter 15 and outlined in Table 15-2 of the SFEIS. Table 15-2 provides a summary overview of the Preferred Alternative mitigation package and includes: mitigation dollar amounts to be provided by the transportation agencies (FHWA; Mn/DOT; WisDOT); the agency or agencies responsible for implementation of the mitigation item; the schedule for implementation; and the contract or agreement necessary for execution of the mitigation item.

Mitigation items will be implemented according to the "Next Steps-Mitigation Related" schedule attached as Appendix B. Timing of implementation of the mitigation items is dependant upon Construction funding availability and will occur before, during and after construction.

The Environmental Team and the Mitigation Managers are responsible for the completion of preferred alternative mitigation package. Progress on mitigation implementation will be included in the project's Annual Report.

18.3 Maintenance/Operations of River Bridge

The contractor of the River Bridge will develop and deliver to the transportation agencies an “Owners Manual” detailing maintenance and operations unique to the extradosed bridge. Mn/DOT and WisDOT will develop a maintenance agreement for the crossing prior to the completion of construction.

18.4 Warranty Monitoring

The design-build project will contain a warranty clause. Warranty monitoring will be the responsibility of the Minnesota Department of Transportation, Metro Division. Mn/DOT, WisDOT and the contractor will conduct a walkthrough of the project site at least one time per year prior to the expiration of the warranty period.

In addition, Mn/DOT and WisDOT can identify warranty work at any time during the warranty period. The design-builder will also be allowed to monitor the site at any time during the warranty period using non-destructive testing.

On each walkthrough, Mn/DOT will produce a punch list of items requiring Warranty Work.

For corrective action work, Book 1, Section 21 of the design-build contract will define procedures that both Mn/DOT and the Contractor must follow. This section will outline when and how corrective action work must apply and identify the threshold limits for each warranty item.

19 PROJECT DOCUMENTATION

19.1 Project Level Documentation

At the end of the project, a final report will be prepared by the Project Team Leader to document final project data and lessons learned.

The Project Reports will be distributed to FHWA in both Minnesota and Wisconsin and to Mn/DOT and WisDOT.

19.2 Approaches/Bridge Level Documentation

At the end of the project, a final report will be prepared by the individual Project Managers to document final project data and lessons learned.

A project webcam may be used during the construction period to monitor and document the construction of the river bridge. Archived continuous photos of the bridge site allow for good photo documentation of the project site for the full duration of the project. Remote monitoring of the bridge site by project managers and other interests are also possible.

19.2.1 ST. CROIX RIVER BRIDGE

Project records during the project will be kept in a document control system managed by Mn/DOT. The document control system as indicated in previous sections of this PMP will likely be TRACS. TRACS has the capability to store all document electronically for easy retrieval. In addition, TRACS has modules that will allow Mn/DOT to easily monitor daily reports, materials inspections, change orders, request for information, request for change proposals, and has a comprehensive cost and schedule module. Mn/DOT, FHWA, and WisDOT will have access to the TRACS system.

Mn/DOT will require the Escrow of Proposal Documents (EPD) on each of these design build projects. The requirements for EPD's will be outlined in Book 1, Section 22.

The design-build contractor will be required to maintain a complete set of all books, records, and documents prepared in the state of Minnesota. The design-build contractor will be required to maintain these records for a period of seven years after the date the project is accepted, and then return the records to Mn/DOT. The retention of contractor records will be outlined in Book 1, Section 22.

Following conclusions of the project, Mn/DOT Metro District will store all hard copy records for the project as directed by the Minnesota Attorney General.

19.2.2 MINNESOTA APPROACH

Project files for the Minnesota Approach will be stored in accordance with standard Mn/DOT design-bid-build practices. Design and project development files will be stored within the Metro District headquarters. Letting and bid documents will be stored at Mn/DOT's Central

Office within the Office of Technical Support. Construction records will be retained within the Mn/DOT Resident Office in accordance with the resident office's internal documentation procedures and in accordance with Mn/DOT's Contract Administration Manual. All records will be retained for a minimum of seven (7) years after the completion of the project(s).

19.2.3 WISCONSIN APPROACH

WisDOT is currently finalizing plans to have an Electronic Central Files system which will meet all requirements of the Administrative 12 Rule for Electronic Records. Upon implementation of the system, this PMP will be updated to provide guidance on policy and procedures to be used for this project.

20 ADDITIONAL INFORMATION

To be added as warranted

Filename: S:\design\036\8214\114\project management plan fhwa\final pmp\st croix PMP 1-15-09

21 APPENDICES

21.1 Next Steps – Design/Construction Related

21.2 Next Steps-Mitigation Related

REFERENCES

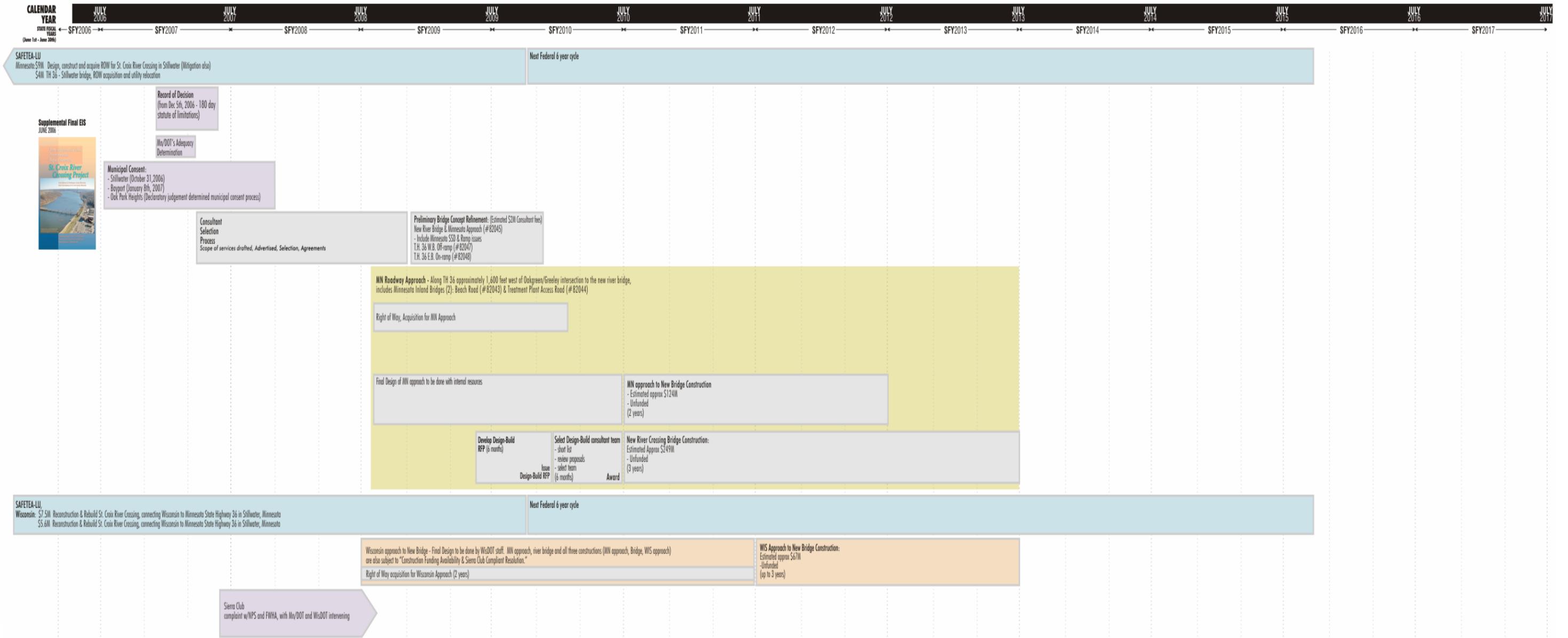
The following documents are incorporated by reference:

- A. St. Croix Cost Estimate Workshop Report February 2006
- B. St. Croix Risk Assessment Report August 2006
- C. 2006 Supplemental Final Environmental Impact Statement (SFEIS) June 2006
 - 1. USFWS Biological Opinion SFEIS – Appendix C
 - 2. Final Section 4(f) Evaluation SFEIS – Appendix E
 - 3. NPS Draft Section 7(a) Evaluation SFEIS – Appendix F
 - 4. Section 106 – MOA SFEIS – Appendix G
 - 5. Riverway Mitigation MOU SFEIS – Appendix H
 - 6. Growth Management MOU SFEIS – Appendix I
 - 7. Water Quality MOU SFEIS – Appendix J
 - 8. Xcel Energy MOU SFEIS – Appendix K
- D. Visual Quality Manual January 2007

St. Croix River Crossing Project

Next Steps - Design, Right of Way and Construction Related

using Design-Bid-Build for the Minnesota Roadway Approach, using Design-Build process for the new river bridge and Design-Bid-Build process in Wisconsin for July 2010 Letting



ST.CROIX RIVER CROSSING PROJECT TH 36/ STH 64
NEXT STEPS-MITIGATION RELATED

ID	ID	Task Name	Duration	Start	Finish	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018		
						H1	H2	H1	H2													
1	1																					
2	2	SAFETEA-LU: Design, construct & acquire ROW for St Croix River crossing in Stillwater	1305 days	Fri 10/1/04	Wed 9/30/09																	
3	3	PRE-CONSTRUCTION PHASE	1540 days	Fri 8/6/04	Wed 6/30/10																	
4	4	CONSTRUCTION PHASE	805 days	Thu 7/1/10	Wed 7/31/13																	
5	5	POST-CONSTRUCTION PHASE (FOR 20 YEARS FROM 5/15/06)	1305 days	Thu 8/1/13	Wed 8/1/18																	
6	6	Supplemental Final Environmental Impact Statement (SFEIS)	404 days	Fri 8/6/04	Wed 5/17/06																	
7	7	RECORD OF DECISION (12-5-2006, June 3, 2007 is the 180 days statute of limitation)	139 days	Tue 12/5/06	Sun 6/3/07																	
8	8	ANNUAL PROJECT SUMMARY REPORT (FOR 20 YEARS FROM 5/15/06)	2892 days	Thu 2/1/07	Thu 3/1/18																	
21	21	WETLAND REPLACEMENT	1262 days	Wed 9/30/09	Thu 7/31/14																	
22	22	Final wetland compensation plan	131 days	Wed 9/30/09	Wed 3/31/10																	
23	23	Wetland restoration banking or replacement	1131 days	Thu 4/1/10	Thu 7/31/14																	
24	24	ZEBRA MUSSEL DECONTAMINATION	802 days	Tue 7/6/10	Wed 7/31/13																	
25	25	Barges, work boats & equipment will be decontaminated per protocol described in biological opinion	802 days	Tue 7/6/10	Wed 7/31/13																	
26	26	MUSSEL RELOCATION	85 days	Tue 7/6/10	Mon 11/1/10																	
27	27	Field Survey	30 days	Tue 7/6/10	Mon 8/16/10																	
28	28	Identify relocation site	30 days	Tue 7/6/10	Mon 8/16/10																	
29	29	Relocate from work barge docking area per protocol	55 days	Tue 8/17/10	Mon 11/1/10																	
30	30	Dotted blazing star relocation	85 days	Tue 7/6/10	Mon 11/1/10																	
31	31	Field survey	30 days	Tue 7/6/10	Mon 8/16/10																	
32	32	Possible relocation to protected area or seed new plants	50 days	Tue 8/17/10	Mon 11/1/10																	
33	33	EROSION CONTROL & TURF ESTABLISHMENT	870 days	Thu 4/1/10	Wed 7/31/13																	
34	34	Turf establishment plan	132 days	Thu 4/1/10	Fri 10/1/10																	
35	35	Erosion control plan	132 days	Thu 4/1/10	Fri 10/1/10																	
36	36	Implement erosion control measures	738 days	Mon 10/4/10	Wed 7/31/13																	
37	37	Implement turf establishment measures	738 days	Mon 10/4/10	Wed 7/31/13																	
38	38	REMOVAL OF XCEL BARGE UNLOADING FACILITY & MOORING CELLS	1067 days	Thu 7/1/10	Fri 8/1/14																	
39	39	Use existing facility for staged construction	805 days	Thu 7/1/10	Wed 7/31/13																	
40	40	Removal of Xcel barge unloader & mooring cells	262 days	Thu 8/1/13	Fri 8/1/14																	
41	41	MITIGATION FOR DAMAGES TO BLUFFLANDS- Land Protection - Purchase/protect bluffslands, fee title, development rights or easements	112 days	Fri 1/22/10	Mon 6/28/10																	
42	42	Joint power agreement with MnDOT & WisDNR for \$2,000,000	112 days	Fri 1/22/10	Mon 6/28/10																	
43	43	Joint power agreement with MnDOT & St. Croix Co. for \$2,500,000	112 days	Fri 1/22/10	Mon 6/28/10																	
44	44	BLUFFLAND RESTORATION (WISDOT & SIGN OWNER)	285 days	Mon 7/1/13	Fri 8/1/14																	
45	45	Removal of the Buckhorn Sign	23 days	Mon 7/1/13	Wed 7/31/13																	
46	46	Restoration of Wasc. Approach Lift Bridge per Visual Quality Manual	262 days	Thu 8/1/13	Fri 8/1/14																	
47	47	REMOVAL OF TERRA TERMINAL BUILDING	2345 days	Fri 8/6/04	Wed 7/31/13																	
48	48	Identified as a construction staging site	464 days	Fri 8/6/04	Wed 5/17/06																	
49	49	Removal of terra terminal building	219 days	Thu 5/18/06	Tue 3/20/07																	
50	50	Building pad removed & site restored	40 days	Fri 7/30/10	Thu 9/23/10																	
51	51	Potential use as construction site	805 days	Thu 7/1/10	Wed 7/31/13																	
52	52	KOLLINER PARK	67 days	Tue 4/30/13	Wed 7/31/13																	
53	53	Removal of non historic man-made elements & allow reversion to a natural state	67 days	Tue 4/30/13	Wed 7/31/13																	
54	54	RIVERWAY INTERPRETATION	66 days	Wed 5/1/13	Wed 7/31/13																	
55	55	\$300,000 joint powers agreement with MnDOT & NPS (lead agency) Implementation of riverway interpretation	66 days	Wed 5/1/13	Wed 7/31/13																	
56	56	PUBLIC BOAT ACCESS	1882 days	Wed 5/17/06	Wed 7/31/13																	
57	57	Site study for boat access location & environmental study by MnDNR	1078 days	Wed 5/17/06	Thu 7/1/10																	
58	58	\$1,200,000 interagency agreement with MnDOT & MnDNR	66 days	Wed 5/1/13	Wed 7/31/13																	
59	59	LOOP TRAIL SYSTEM	1132 days	Thu 4/1/10	Fri 8/1/14																	
60	60	Final design of loop trail system	132 days	Thu 4/1/10	Fri 10/1/10																	
61	61	Construction of loop trail system	735 days	Thu 10/7/10	Wed 7/31/13																	
62	62	Construction & completion of Loop Trail on approaches to Lift Bridge & on Lift Bridge	262 days	Thu 8/1/13	Fri 8/1/14																	
63	63	RECREATION, EDUCATION & RIVERWAY RESTORATION: ARCHEOLOGICAL SURVEY; HISTORICAL RESEARCH; RESTROOM FACILITIES	66 days	Wed 5/1/13	Wed 7/31/13																	
64	64	\$250,000 Joint Power Agreement with MnDOT & NPS	66 days	Wed 5/1/13	Wed 7/31/13																	
65	65	COVENANTS ON EXCESS PROPERTY	522 days	Thu 8/1/13	Fri 7/31/15																	
66	66	Draft Covenant Language, Disposition of excess properties with covenants	522 days	Thu 8/1/13	Fri 7/31/15																	
67	67	SPILL RESPONSE PLAN	66 days	Wed 5/1/13	Wed 7/31/13																	
68	68	\$100,000 Joint Power Agreement with MnDOT & NPS	66 days	Wed 5/1/13	Wed 7/31/13																	
69	69	ESTABLISH A ST CROIX PROJECT GROWTH MANAGEMENT FUND (Water Res. plan, Local Gov. plan, Green Space Prot.)	328 days	Wed 4/1/09	Wed 6/30/10																	
70	70	Wis DNR establish growth management advisory team	262 days	Wed 4/1/09	Thu 4/1/10																	
71	71	\$400,000 joint powers agreement with MnDOT & WisDNR	65 days	Thu 4/1/10	Wed 6/30/10																	
72	72	\$2,250,000 joint powers agreement with MnDOT & St Croix County	65 days	Thu 4/1/10	Wed 6/30/10																	
73	73	\$50,000 joint powers agreement with MnDOT & UW-River Falls	65 days	Thu 4/1/10	Wed 6/30/10																	
74	74	TRANSIT FEASIBILITY STUDY	846 days	Mon 12/13/04	Fri 3/7/08																	
75	75	Inter-Agency Agreement between MnDOT & Met Council	846 days	Mon 12/13/04	Fri 3/7/08																	
76	76	VISUAL QUALITY MANUAL, SECTION II	2404 days	Wed 5/17/06	Fri 7/31/15																	
77	77	Overall project design w/Controlling vision	164 days	Wed 5/17/06	Mon 1/1/07																	
78	78	Implement overall vision-roadway & bridge	805 days	Thu 7/1/10	Wed 7/31/13																	
79	79	Implement overall vision-landscaping	522 days	Thu 8/1/13	Fri 7/31/15																	
80	80	STILLWATER LIFT BRIDGE, SECTION III	2108 days	Tue 12/5/06	Wed 12/31/14																	
81	81	Stillwater Lift Bridge Advisory Committee (SLBAC)	2000 days	Tue 12/5/06	Fri 8/1/14																	
82	82	Condition Assessment for Operations & Maintenance Manual	357 days	Tue 12/5/06	Tue 4/15/08																	
83	83	Lift Bridge Management Plan	120 days	Wed 4/16/08	Tue 9/30/08																	
84	84	Minnesota legislation for endowment fund, setting up endowment fund, depositing \$3M into endowment fund	1738 days	Tue 12/5/06	Wed 7/31/13																	
85	85	\$7M Capital Improvement Repair Project	262 days	Thu 8/1/13	Fri 8/1/14																	

AGENCY PERMITS MATRIX

PERMIT/APPROVAL	AGENCY	AGENCY CONTACT	PERMIT/APPROVAL REQUIREMENTS	APPLICATION TYPE	ADDITIONAL INFORMATION
FEDERAL					
Section 404 of Clean Water Act	U.S. Army Corps of Engineers	St. Paul District Permit Staff Dan Seemon 651-290-5380 daniel.j.seemon@usace.army.mil	<ul style="list-style-type: none"> - Project will require Individual Permit (> 5 acres of impacts) - Wetland impact summary - Sequencing discussion (avoidance, minimize, mitigation) - Mitigation plan - Type and amount of fill material - A post-Rapanos Jurisdictional determination is needed for the entire St. Croix River Crossing Project. - Names and addresses of adjacent property owners 	Minnesota Local/State/Federal Application Form for Water/Wetlands	<ul style="list-style-type: none"> - 120 days to 6 months for review, public comment period, and receipt of permit. - Corps will stipulate how long permit is valid. - Section 401 water quality certification is part of Section 404 permit. - Could be submitted prior to completion of final design; to be coordinated with Corps and what they require. - Wetland delineations typically good for 3 years. New delineation or field verification may be required depending upon when permit is submitted following delineation in EIS. Coordinate with Corps. - Applicable wetland mitigation guidelines and regulations in effect at time when final wetland compensation plan is developed will be assessed. Approximately 7 acres of new wetland at mitigation site along Oakgreen Avenue. Wetland mitigation banking site in William O'Brien State Park (Minnesota). Pechacek-Gilberston Site to be used for Wisconsin banking site.
Section 10 of Rivers and Harbors Act	U.S. Army Corps of Engineers	St. Paul District Permit Staff (see contact information for Dan Seemon above)	<ul style="list-style-type: none"> 1) Corps can authorize a Coast Guard approved bridge under the nationwide permit program. Would require having received Section 9 permit from Coast Guard. 2) Section 10 individual permit authorization. 3) Section 10 authorization cited in Section 404 permit. 		Nationwide permits have exceptions on use. Additional coordination required to determine how nationwide permit applies to National Scenic Riverways.
Section 9 of Rivers and Harbors Act	U.S. Coast Guard	Eighth Coast Guard District - St. Louis Roger Wiebusch 314-539-3900 rwiebusch@cgstl.uscg.mil	<ul style="list-style-type: none"> - Letter of application for permit - Proposed clearances and elevations - Construction activity (scheduled construction commencement date, maintenance of traffic during construction, anticipated completion date, type and source of project funding) - Environmental documentation (copy of SFEIS) - State and local authorizations (identify in permit application only, not required as a condition for permit with the exception of the 401 water quality certification. - Names and addresses of adjacent property owners within 1/2 mile radius to the proposed bridge site - Underlying studies, reports, and other information: estimated cost of proposed project; estimated total value of yearly commercial shipping on the waterway affected by the bridge - Bridge plans/plan sheets - When considering an application for a bridge permit, the Coast Guard may require fenders to provide navigation safety. In permit application, must consider the possible need for a fendering system that would promote safer navigation through the bridge and protect the bridge structure. - Additional project information (identified in Chapter 2 of Bridge Permit Application Guide) 		<ul style="list-style-type: none"> - Construction must start within 5 years of granting permit. - Construction must be completed within 8 years after receiving permit. - Can amend permit if construction is not started within 5 years. Would require FHWA recertification of EIS, MOA, etc. - Plans for cofferdams, falsework, test piles, work dikes, etc. should be submitted to Coast Guard District Commander for approval prior to construction. A Coast Guard bridge permit normally includes a condition stating that the plans for cofferdams, falsework, or any other temporary structures that are to be placed in the water to facilitate the bridge construction, must be submitted to and approved by the District Commander before the start of construction. - Average Section 9 permitting process is 6-9 months depending upon complexity of project, level of controversy, and completeness of application. - When permit is issued, Coast Guard will prescribe the required navigational lighting. - When permit is issued, Coast Guard will prescribe the required navigational lighting.
Section 401 of Clean Water Act - Water Quality Certification (for construction/operation of bridge)			See requirements for Section 401 under MPCA and WisDNR		Required as part of Section 404 and Section 9 permits. Section 9 permit application to note status of Section 401 water quality certification. Section 401 must address bridge. Can apply for Section 9 Permit and release public notice without having water quality certification. Section 9 permit, however, cannot be issued until water quality certifying agency has issued or waived water quality certification.
Notice of proposed construction or alteration (Form 7460-1)	Federal Aviation Administration	Form 7460-1 submitted to FAA Southwest Regional Office (see contact information to right) Robert Huber, FAA Minneapolis Airports District Office, Airports District Office Manager, local contact (612-713-4357)	<ul style="list-style-type: none"> - Site elevation and structure height - Type of structure (includes cranes during construction) - Description of location and proposal - Latitude and longitude of structure (NAD 83 datum preferred) - USGS 7.5 min. quadrangle map with precise location of structure 		<ul style="list-style-type: none"> - All Form 7460-1 notifications are processed through FAA Southwest Regional Office (Express Processing Center, Federal Aviation Administration, Southwest Regional Office, Air Traffic Airspace Branch, ASW-520, 2601 Meacham Blvd., Fort Worth, TX 76137-4298, Phone: (817) 222-5520). Can now be submitted online (see web address below). - Required for any construction or alteration of more than 200 feet in height above the ground level at its site. - To be submitted at least 30 days prior to the date of proposed construction. (NOTE: FAA has told WisDOT on other projects that notification can be submitted 6 months prior to construction.) - FAA will stipulate expiration date in their determination. - FAA will stipulate if Form 7460-2 (Notice of Actual Construction or Alteration) is to be submitted prior to construction. - Required for any construction or alteration of more than 200 feet in height above the ground level at its site. - Website for FAA Obstruction Evaluation/Airport Airspace Analysis (OE/AAA): https://www.oaaaa.faa.gov/oaaaaEXT/portal.jsp
Biological Opinion	U.S. Fish Wildlife Service	USFWS Twin Cities Field Office Tony Sullins 612-725-3548x201 tony_sullins@fws.gov Nick Rowse 612-725-3548 x 210 nick_rowse@fws.gov	<ul style="list-style-type: none"> - No USFWS incidental take permit required. - Incidental takes are covered under Biological Opinion. Refer to Terms and Conditions section of Biological Opinion. 		<ul style="list-style-type: none"> - There is no sunset provision explicitly stated in Biological Opinion. - If 5 or 6 years out from issuance of Biological Opinion before mussel relocation and construction, then Biological Opinion will need to be updated. Requires Biological Assessment by Mn/DOT and WisDOT to be updated, including any new information, and re-submitted to USFWS for re-issuance/extension of Biological Opinion. Will require coordination with USFWS.
Final Section 7(a) Evaluation	National Park Service	Lower St. Croix NSR Tom Bradley - Supervisor 715-483-3284x824 tom_bradley@nps.gov	Section 7(a) Evaluation reviewed with public notice for Corps Section 10/404 permit application. As long as there are no substantial changes, draft Section 7(a) Evaluation will stand.		<ul style="list-style-type: none"> - Draft Section 7(a) Evaluation in SFEIS becomes Final Section 7(a) Evaluation with Corps permitting process - See bottom of page 49 of draft Section 7(a) Evaluation in Appendix F of SFEIS.

AGENCY PERMITS MATRIX

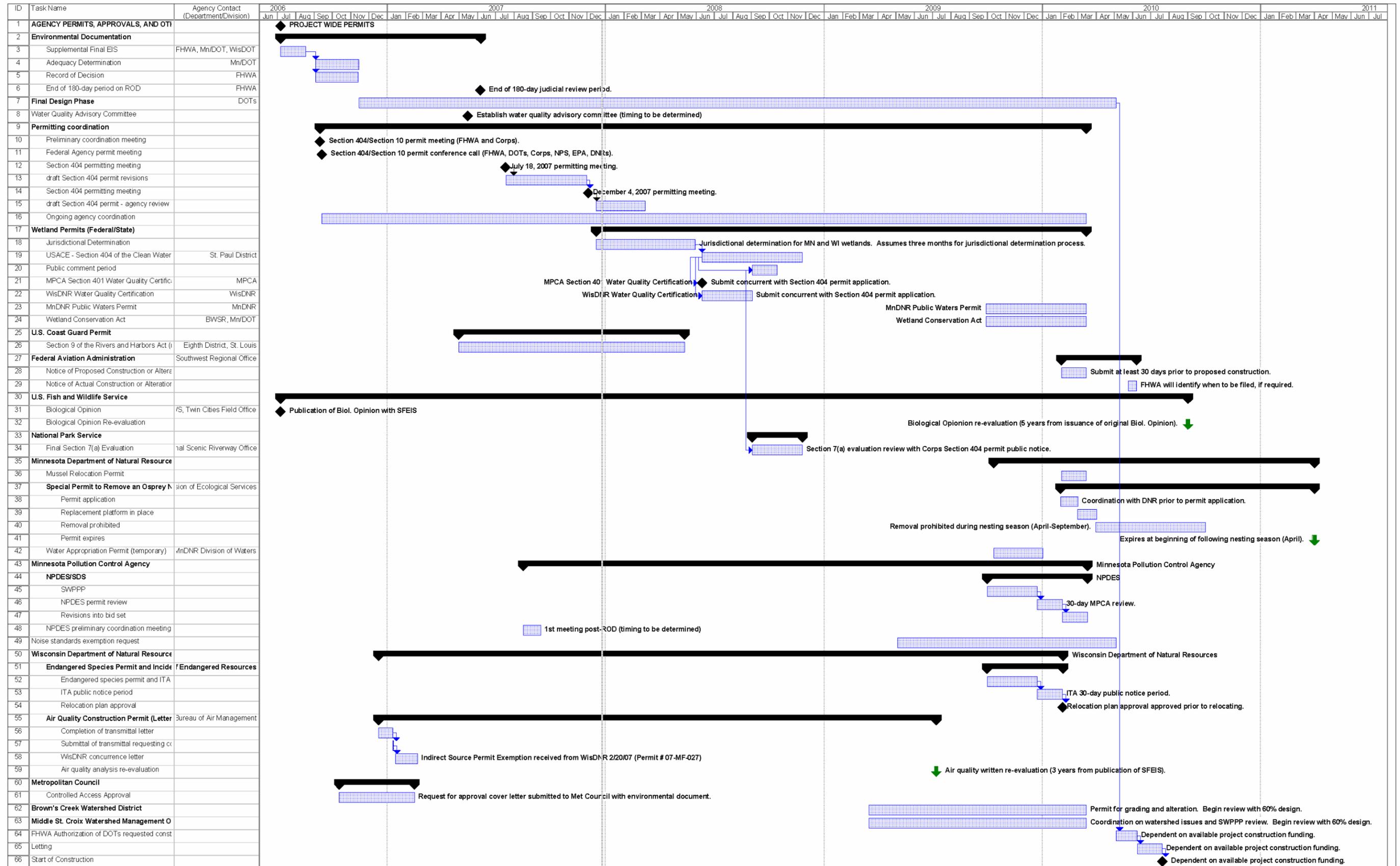
PERMIT/APPROVAL STATE (MINNESOTA)	AGENCY	AGENCY CONTACT	PERMIT/APPROVAL REQUIREMENTS	APPLICATION TYPE	ADDITIONAL INFORMATION
Section 401 of Clean Water Act	MPCA	Lawrence Zdon (651-297-8219, lawrence.zdon@pca.state.mn.us) is PCA contact for general Section 401 questions.	- Combined with Section 404 permit application. - Supporting information/data demonstrating compliance with water quality standards, guidelines, and policies (wetland impact evaluation; non degradation policy/sequencing) - Supporting information/data for certification available from EIS and Preliminary Drainage Report	Minnesota Local/State/Federal Application Form for Water/Wetlands	- Federal law allows for up to 1 year for review. Water quality certification waived if not received within 1 year. - Application submitted to USACE. Public notice handled with Section 404 permit. - MPCA criteria for issuing Section 401 water quality certification described on MPCA Website (http://www.pca.state.mn.us/water/401.html)
NPDES/SDS	MPCA	Municipal Div. - Stormwater Section Brian Gove 651-296-7036 Brian.Gove@pca.state.mn.us	- NPDES Permit Application. Includes SWPPP, project information, acres to be disturbed, receiving waters, dates of construction, etc. - Storm Water Pollution Prevention Plan (SWPPP). SWPPP assumes all water quality modeling has been approved. - Plan set - Complete set of erosion control plans		- Permit application and SWPPP to be submitted at least 30 days before construction begins - Construction can not begin until permit has been issued - SWPPP may be submitted to MPCA for review prior to final plan set (e.g., 90% design) - No sunset provision in permit. Permit terminates with Notice of Termination to MPCA.
Noise Standards Exemption Request	MPCA	MPCA contact - Anne Clafin 651-282-6672 anne.clafin@pca.state.mn.us Mn/DOT contact - Peter Wasko 651-234-7681 Peter.Wasko@dot.mn.state.us	- Noise exemption request report (includes application, supporting data, and noise exemption worksheets) - No new analysis required. Data from EIS and Technical Memoranda. - Internal Mn/DOT coordination with Pete Wasko and Mel Roseen.		- Not required for construction of project. - Final draft of noise exemption request has been completed. - Mn/DOT to submit noise standards exemption application during final design process.
Public Waters Permit	MnDNR	Water Permits Unit Molly Shodeen - Area Hydrologist 651-772-7915 Molly.Shodeen@dnr.state.mn.us	- Permit Application - Sequencing requirements - Wetland impact and mitigation summary	Minnesota Local/State/Federal Application Form for Water/Wetlands	- DNR permit can only be applied for within 5 years of construction. - Can be on a combined application for USACE Section 404 Permit, Section 401 Permit, and Local Government Unit WCA approval. - DNR will require an individual public waters permit. Coordinate with DNR for determination. - DNR can combine Public Waters Permit and Water Appropriations Permit; coordinate with Area Hydrologist.
Water Appropriation Permit (temporary for construction dewatering)	MnDNR	Water Permits Unit Molly Shodeen - Area Hydrologist 651-772-7915 Molly.Shodeen@dnr.state.mn.us	- Estimated pumping rate, volume to be appropriated, receiving water body - Start and end of pumping date - Map of project area showing pumping and discharge sites.		- Total amount appropriated must not exceed 50 million gallons. - May be combined with MnDNR Public Waters Permit as long as temporary dewatering is mentioned in Public Waters Permit; coordinate with MnDNR - Temporary permits can not exceed one year from start of pumping - Provide to area hydrologist at least 5 days before start of pumping.
Mussel Relocation Permit	MnDNR	Division of Ecological Services Richard Baker 651-259-5073 Richard.Baker@dnr.state.mn.us	- Letter application (project description, location, species and number of individuals that would be taken, description of project alternatives, locations, and designs that would avoid or minimize takings) - Permit requirements include: project location; mussel relocation plan; survey work (if available, or plans for additional surveys); monitoring plans; qualifications of sub-contractor.		- Permit review takes approximately one (1) month. - No sunset provision to permit. - Relocation must be within reasonable timeframe of proposed construction.
Special Permit to Remove Osprey Nest	MnDNR	Division of Ecological Services Lori Naumann 651-259-5122 Lori.Naumann@dnr.state.mn.us	Submittal of request on letterhead, including location of nest and detailed explanation for removal.		- Removal not allowed during nesting season (April-September). - Review time for request is approximately 1 week. - Permit expires at the beginning of the following nesting season. - Replacement nesting platform in place prior to nesting season.
Wetland Conservation Act (WCA)	Minnesota Board of Soil and Water Resources (BWSR)	Lynda Peterson 612-201-9806 lynda.peterson@bwsr.state.mn.us	- Can be a combined permit application with Corps Section 404 permit or completed separately. - Impact summary - Sequencing discussion (avoidance, minimize, mitigation) - Mitigation plan	Minnesota Local/State/Federal Application Form for Water/Wetlands	- Mitigation of unavoidable wetland impacts at 2:1 ratio by creating new wetlands or creating other types of replacement land. The 2:1 replacement ratio will require approximately 15 acres of mitigation (1/2 of which must be new wetlands) preferably within the St. Croix River watershed. - BWSR preference to wait until closer to construction. Approval valid for 3 years. - Application to be submitted as separate from Section 404 permit process
STATE (WISCONSIN)					
Section 401 of Clean Water Act (water quality certification)	WDNR	WDNR-West Central Region Tom Lovejoy 715-839-3747 Tom.Lovejoy@Wisconsin.gov	- No permits are needed for in-water disturbance (piers, shoreline disturbance, etc.) provided WDNR is consulted and concurs with proposed project plans (including mitigation measures, final design and construction details). - Provided when final plans are submitted to WDNR. - Description of wetland impacts, sequencing, and mitigation plan.	To be included with Minnesota Local/State/Federal Application Form for Water/Wetlands	- WDNR review and approval to follow procedures as described in WisDOT/WDNR Cooperative Agreement. - Processing can take up to 60 working days (3 months) - Water quality certification will include provision for review of erosion control implementation plan (ECIP). ECIP provided to WDNR at least two weeks (14 days) before pre-construction conference coordination meeting. - Off-site (banking) ratios are determined by the type of loss, the drainage area/floristic province, and the wetland type at the bank site. 0.13 ac wetland impacts identified in SFEIS for Wisconsin. Banking site near River Falls to be used for wetland mitigation. Strategy has been approved by WDNR.
Endangered and Threatened Species Permit and Incidental Take Authorization	WDNR	Lisie Kitchel - WDNR Environmental Reviewer 608-266-5248 Lisie.Kitchel@Wisconsin.gov	- Information from relocation plan for mussels and dotted blazing star (if present) incorporated into permit application.		- Required to take, transport or possess any species on the Wisconsin Endangered and Threatened Species List (dotted blazing star, Higgins Pearly Eye mussel) - Responsibility of WisDOT to obtain permit. - Incidental Take Authorization requires a 30-day public notice period. - Relocation plans must be approved prior to relocating. - State endangered species review process for mussels may be streamlined if USFWS consultation process coordinates with WDNR and state listed mussel species are considered.
Air Quality Construction Permit (Letter of Concurrence)	WDNR	WisDOT contact - Jay Waldschmidt 608-267-9806 jay.waldschmidt@dot.wi.state.us WDNR contact - Bureau of Air Management Central Office Mike Friedlander 608-267-0806 friedm@Wisconsin.gov	- Transmittal letter and air quality analysis that proves CO levels will be below 75% of the NAAQS for the 1-hour and 8-hour conditions in the construction year and construction year + 10 years time periods.		- WDNR will rerun analysis to insure accuracy. - Provide modeling inputs in transmittal to WDNR. - Data available from SFEIS. Chapter 8 (page 8-10) notes that modeling is below 75% of NAAQS. - Written re-evaluation required if more than 3 years lapse without a major action to determine if air quality discussions and analyses from SFEIS are still applicable. NOTE: WDNR COMPLETED REVIEW (DNR AIR PERMIT #07-MF-027). LETTER RECEIVED FROM WDNR ON 2/20/07. NO AIR POLLUTION CONTROL PERMIT REQUIRED.

AGENCY PERMITS MATRIX

PERMIT/APPROVAL LOCAL	AGENCY	AGENCY CONTACT	PERMIT/APPROVAL REQUIREMENTS	APPLICATION TYPE	ADDITIONAL INFORMATION
Controlled Access Approval	Metropolitan Council	Ann Braden 651-602-1705 ann.braden@metc.state.mn.us Connie Kozlak 651-602-1720 connie.kozlak@metc.state.mn.us	- Letter request on Mn/DOT letterhead from area engineer to Connie Kozlak (Met Council) after ROD. - Include copy of ROD and CD copy of SFEIS with letter request.		- Anticipated 90 day timeframe for completion.
Brown's Creek Watershed District	Brown's Creek Watershed District	Karen Kill, Administrator BCWD Administrator 651-275-1136 x 26 karen.kill@mnwcd.org	- Permit Application for grading and alteration - Preliminary local authorization - Plan set (site plans, erosion control, etc) - Water quality/quantity modeling (Preliminary Drainage Report)		- Permit Application to be submitted 28 days prior to regular board meeting - Managers to act within 45 days of receipt of application - SWMM models would need to be run for 1.5-year, 24-hr event - P8 models would need to be analyzed for TSS, Total Nitrogen, Heavy Metals, and Total Phosphorus concentrations at receiving bodies (ppb). Data is available from Preliminary Water Resources Design models. - Permit valid for 1 year, though district board may extend at its discretion
Middle St. Croix Watershed Management Organization	Middle St. Croix Watershed Management Organization	Melissa Lewis MSCWMO Administrator 651-275-1136 x 22 melissa.lewis@mscwmo.org	- Coordination on watershed issues with local government units. - Water quality/quantity modeling (Preliminary Drainage Report)		WMO's Stormwater Management Plan performance standards include: - show no increase in runoff from pre-development conditions - runoff controls designed to retain first 1/2-inch of runoff from imp areas - Preliminary drainage design meets all WMO requirements except volume control

NOTES:
 - Permit application typically includes general project information such as: contact information, project description, location, land use, timeline, etc.
 - WisDOT has a storm water management plan in place. MS4 (Municipal Separate Storm Sewer System) will not apply to Town of St. Joseph because population is below threshold.
 - The St. Croix River Crossing Project is located outside of Mn/DOT's MS4 urbanized area. Non-degradation requirements are met with drainage design achieving 19 percent phosphorus and associated sediment removal.
 - Overall timeframe for permitting is based on full Federal construction funding received by Mn/DOT and WisDOT.

PERMIT TIMELINE



Project: StCroix Permits
Date: Wed 12/26/07

Task: [Pattern] Split [Pattern] Progress [Pattern] Milestone [Pattern] Summary [Pattern] Project Summary [Pattern] External Tasks [Pattern] External Milestone [Pattern] Deadline [Pattern]