January 2, 2013

Mr. Bob Dixon
Deputy Assistant Director
Department of Enterprise Services (DES)
Engineering and Architectural Services
PO Box 41012
Olympia, WA 98504-1012

Re: City of Everett Application for Project Approval Using Design-Build (D-B)
Reservoir 6 Roof Replacement

Dear Mr. Dixon:

Through the City's water system planning efforts, the City has determined that the roof systems on the 32-year-old potable water Reservoir 6 storage tanks must be replaced. A recent assessment of the tanks determined that the roofs are in poor condition, posing a risk of water intrusion and bird entry as well as structural integrity concerns. The preferred solution is installation of new 238-foot diameter fabricated metal domed covers for each tank.

The City has concluded that Design-Build (D-B) delivery represents the approach that best serves the public interest. Reservoir 6 is a critical component of the City's water infrastructure in protecting the health and welfare of its citizens. Construction methodologies associated with designing and installing this highly specialized roof system must be exceptionally well coordinated between the roof vendor and the installation contractor to ensure successful construction and long-term operation. Furthermore, given the limited construction window available for taking each tank off-line, early contractor involvement will be critical to establishing the sequence of work to ensure that the project can be completed within these constraints. With D-B delivery, the roof vendor and installing contractor will be a single contracting entity that can efficiently coordinate essential installation and scheduling details.

These and other reasons supporting the use of D-B delivery are further elaborated in the attached application and we believe that this project fully meets the requirements for using D-B set forth in RCW 39.10. We look forward to successfully executing this D-B project by leveraging the City project manager's past experience with successful D-B delivery, the City's experience from the recent GC/CM project at the wastewater plant, and the exceptional D-B experience of Brown and Caldwell, our consultant for the project.

Thank you for this opportunity and your consideration. We look forward to presenting our project approval application to the PRC at the January 24, 2013, meeting.

Sincerely,

Richard Hefti, P.E.
Project Manager, City of Everett

Attachment: Application to the Project Review Committee of the Capital Projects Advisory Review Board

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL

TO USE THE
DESIGN-BUILD (D-B) ALTERNATIVE
CONTRACTING PROCEDURE

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9. A Public Body that is certified to use the DB procedure and is seeking approval to use this procedure on a DB project with a total project cost of less than $10 million is not required to submit information for Questions 7 or 8.

1. Identification of Applicant:

(a) Legal name of Public Body (your organization): **City of Everett**
(b) Address: **3200 Cedar St, Everett, WA 98201**
(c) Contact Person: **Richard Hefti, P.E., MBA** Title: **Project Manager/Senior Engineer**
(d) Phone Number: **425-257-7215** Fax: **425-257-8882** E-mail: **rhefti@ci.everett.wa.us**

2. Brief Description of Proposed Project:

The City of Everett owns and operates the potable water system that serves its customers. One component of the water system is Reservoir 6, which consists of two 10-million gallon concrete cast-in-place water tanks that were constructed in 1980. A recent assessment of the tanks has concluded that the reservoir roofs need to be replaced with new watertight dome roof structures.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for professional services (A/E, Legal, etc.)	$ 163,000
Estimated project construction costs (including construction contingencies):	3,700,000
Equipment and furnishing costs	0
Offsite costs	0
Contract administration costs (owner, D-B consultant)	420,000
Contingencies (owner)	276,600
Other related project costs special inspections	50,000
Sales Tax (9.2%)	340,400
Total	**$4,950,000**

B. Funding Status

The project is being funded through the City's Water Enterprise Fund.

4. Anticipated Project Design and Construction Schedule

Task	Start Date	Due Date
Hiring of Owner's Advisor	October 2012	December 9, 2012
Project Review Committee Process	December 10, 2012	January 24, 2013
Procurement Process / D-B Selection and Contract Execution	February 4, 2013	August 30, 2013
Design and Fabrication	September 3, 2013	December 24, 2013
Mobilization and Site Work	September 3, 2013	October 4, 2013
Tank 1 Demo and Install	October 7, 2013	January 29, 2014
Tank 2 Demo and Install	January 30, 2014	May 2, 2014
Site Cleanup/Demobilization	May 5, 2014	June 6, 2014

A more detailed schedule is provided in Attachment A.

5. Why the D-B Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate.

The City of Everett evaluated various contracting approaches to design and construct this project, including Design-Bid-Build (DBB), General Contractor/ Construction Manager (GC/CM), and Design-Build (D-B). Key factors in the preference for D-B are summarized below:

5.1 If the design and construction activities, technologies, or schedule to be used are highly specialized and a D-B approach is critical in developing the construction methodology or implementing the proposed technology, (1) What are these highly specialized activities, technologies or schedule, and (2) Why is D-B critical in the development of the methodology or the implementation of the proposed technology?

Specialized design/technology: Reservoir 6 is a critical component of the City's water infrastructure in protecting the health and welfare of its citizens and needs to have a high-quality roof with a long service life. Construction around a potable water system represents higher risk because mishaps can potentially impact the entire water system. A mishap or an unsuccessful roof installation could lead to polluted water leaking into the potable water system.

Methodologies associated with designing and installing this highly specialized roof must be exceptionally well coordinated between the roof vendor and the installing contractor to ensure a successful installation. Each of the two tanks is 238 feet in diameter, requiring custom roof design, fabrication, and installation techniques.

D-B provides the opportunity for roof vendors to team with their preferred installation contractor or contractors. The roof vendor and installation contractor will be contractually bound as a single entity to coordinate design, fabrication, and installation details that will lead to a successful installation and long-term operation. In the DBB approach, there is the potential for "finger pointing" between the roof vendor and contractor if problems arise. With the D-B approach, there is a clear line of responsibility, which will minimize potential disputes.

It also is likely that there will be unforeseen conditions that will need to be addressed during design and construction, such as asbestos and associated debris disposal, the suitability of

existing surfaces and structures for new roof connections, and code revisions activated as part of modifying the structures. These conditions are difficult to precisely describe as would be required in a DBB construction contract. With a D-B contract using performance-based specifications and clear risk allocation, these unforeseen conditions can be more effectively managed. This is especially important on this project given the construction schedule constraints (identified below) and the sensitivity of construction around a public water system.

Finally, the City's decision to use D-B on this project is based, in part, on its past difficulties installing large roof systems using the DBB approach, where qualifications and experience were not considered to the same extent as they can be in a D-B procurement.

Specialized schedule: In order to reliably deliver the quantity of water required by the City only one tank can be off-line at any given time. In addition, taking either tank out of service can occur only during the period between October 1 and May 15. Given the limited construction window available, sequencing of work is absolutely critical to ensure that the City's ability to deliver adequate potable water is preserved. If the construction is delayed for any reason, the City could be left with a tank off-line for an extended period, which would jeopardize the City's ability to reliably deliver the necessary volume of water to the system.

With D-B, the roof vendor and installation contractor will act as a single contractually responsible entity to coordinate the work sequence so that the demolition, fabrication, installation, clean-up, and commissioning phases of work are orchestrated to meet the allowable construction window. The D-B approach is advantageous in that early on in the project, it brings the D-B team (roof vendor and contractor) together so that all parties are made aware of the schedule constraints as soon as possible to allow ample time to coordinate activities. This provides a significant schedule advantage over the DBB approach, where the vendor and contractor interaction would occur later in the project.

Addressing water intrusion and bird entry into the tank needs to be addressed promptly to protect water quality and public health. The longer this condition persists, the greater the public health risk and potential for "boil water" orders from the Department of Health. By using D-B to accelerate the schedule by overlapping design and construction phases, these issues will be resolved as quickly as possible.

5.2 If the project design is repetitive in nature and an incidental part of the installation or construction, why is the design repetitive and incidental to the installation or construction?

Fabricated reservoir covers are common in public water systems and while the designs are tailored to meet project needs, roof vendors often employ / modify their standardized designs for specific project situations. Thus, from the perspective of the selected "roof vendor" this type of design is "repetitive". In addition, this project will involve the design of covers for two nearly identical tanks, and is also considered "repetitive" from that perspective. The D-B approach ensures that the City will be able to hire a contractor with demonstrated success in the design and construction of similar roofing systems.

5.3 If regular interaction with and feedback from facilities users and operators during design is not critical to an effective facility design, why is regular interaction and feedback not critical?

This will be a performance-based project where facility user and operator input can be effectively obtained prior to beginning the cover design. For example, access points to the roof and the maximum allowable roof height have already been established and will govern the new cover design. Therefore, regular interaction and feedback from facilities users will not be necessary as part of this project. The City's interaction and feedback to the D-B contractor will be focused on assessing design and construction activities relative to the D-B contract requirements.

6. Public Benefit

In addition to the above information, please provide information on how use of the D-B contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- ***How this contracting method provides a substantial fiscal benefit; or***
- ***How the use of the traditional method of awarding contracts in a lump sum (the "design-bid-build method") is not practical for meeting desired quality standards or delivery schedules.***

With D-B, the City will be able to select the most qualified firm at the best value for the project rather than based solely on the lowest price. As described earlier, Reservoir 6 is a critical component of the water infrastructure in protecting the health and welfare of the City's citizens. It is of utmost importance that a highly qualified D-B contractor team conducts this specialized work.

It is expected that at least three firms will be submitting on the project. With this competitive environment, the initial capital cost should be no greater than what a DBB bid would provide. In addition, the long-term fiscal benefit to the City is enhanced by the reduced risk of problems arising from defective design and/or construction. The impact of poor construction may not be evident until years down the road, well after the contractor is offsite. Remedying such a situation would be very costly and present difficult scheduling issues. Therefore, the City believes that ensuring that a highly qualified contractor is hired for the project provides an overall fiscal benefit. The other potential benefit from a D-B type competition may come from considering the proposer's ability to provide enhanced, long-term warranties as part of the "best value" competition.

The D-B approach also allows for greater flexibility on behalf of the contractor to develop solutions that meet the City's specified performance criteria. As compared to a DBB approach that is more prescriptive in the materials and design, the City gets the benefit of professional vendors and installation contractors who have the freedom to innovate custom solutions that could save the City money. Because price will play a factor in the selection, they will be motivated to devise the best low-cost alternative that meets the project performance criteria.

Another consideration is that the D-B team will likely include designer/builders that are highly motivated to provide high-quality work and efficient dispute resolution as compared to a low bidding contractor-all which result in a fiscal benefit to the City.

In summary, the City desires the highest-quality roof possible at a competitive price. This objective is supported by the D-B approach by tapping into the creativity and cost optimization available when the designer and contractor are a single entity.

7. Public Body Qualifications

Please provide:

7.1 A description of your organization's qualifications to use the D-B contracting procedure.

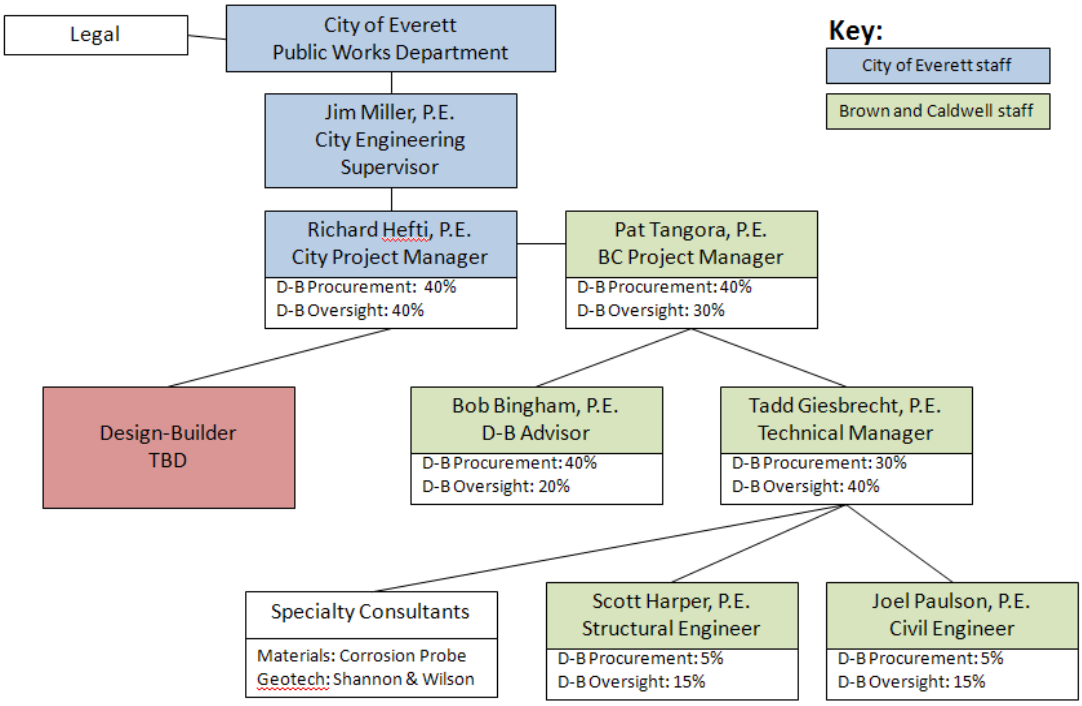
The City of Everett has been conducting and managing major construction projects for many years using in-house resources. The Public Works department has 15 licensed engineers, of whom 8 have facilities construction experience. The City has successfully completed a GC/CM project on the EWPCF Phase A Expansion and is currently engaged in a GC/CM delivery for the Phase B Expansion at the same facility. While the D-B and GC/CM approaches are quite different, the City has clearly demonstrated its ability to effectively use alternative delivery under the requirements of RCW 39.10.

The City's Project Manager, Richard Hefti, P.E., joined the City 3 years ago and brings D-B experience from being the D-B civil site design engineer on two federally funded D-B VA Hospital expansion projects.

The City has hired Brown and Caldwell to be the Owner's Advisor during this D-B project. Pat Tangora and Bob Bingham with Brown and Caldwell have experience on more than 20 alternative delivery projects, including a number of D-B projects in Washington State such as the Seattle Public Utilities Tolt and Cedar Water Treatment Facilities, Tacoma Central Treatment Plant Upgrade, Seattle Public Utilities South Transfer Station, and Thurston County Hawk's Prairie Solid Waste Transfer Station. Pat Tangora has also worked as a key member on D-B delivery team for a new water supply and treatment facility for the City of Santa Fe, New Mexico.

7.2 A project organizational chart, showing all existing or planned staff and consultant roles.

Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)



7.3 Staff and consultant short biographies that demonstrate experience with D/B contracting and projects (not complete résumés).

Richard Hefti, P.E.: Senior Engineer
Role: City of Everett Project Manager
Relevant Experience: Richard has been with the City for 3 years and has 35 years of experience in the public and private sectors designing and managing public improvement projects. Richard was the civil site design engineer for the D-B team for the new Spinal Cord Injury Treatment building at the Minneapolis, MN VA Hospital (2006). This was a $50M project with Walsh Construction of Chicago, IL as the contractor and Smith Group of Chicago, IL as the A/E. He was also the civil site design engineer for the D-B team for the VA Hospital Extended Care Facility expansion for the Des Moines, IA VA Hospital (2007). This was a $27M project with Russell Construction of Des Moines, IA as the contractor and Environmental Design Group, Ltd of West Des Moines, IA as the A/E. As part of the Russell/EDG D-B team, Richard attended a two-day workshop conducted by DBIA for the D-B team.

Jim Miller, P.E.: Engineering Supervisor
Role: General project oversight
Relevant Experience: Jim has 42 years experience in the public and private sectors as an engineering manager, designer, and construction manager. He is an expert in water resource and water supply issues, and is the Engineering Superintendent at the City of Everett. Jim supervised the City's GC/CM projects for the WPCF Phase A Expansion and current Phase C Expansion. Jim led the Local Government Caucus in the Chelan Process working with state, tribal, and other water-related interests to develop a watershed approach for cooperatively solving regional water issues. He is the former Chair of the Washington Water Utility Council (WWUC). Presently, he is the Chair of the WWUC Water Rights Committee.

Pat Tangora, P.E.: Project Manager
Role: Project Manager for Brown and Caldwell for this project.
Relevant Experience: Throughout the past 20 years, Pat has worked closely with water, wastewater, and solid waste utilities as owner's advisor to implement alternative contracting, including D-B, DBO, CM-at-risk, and service contracts. She has helped develop procurement and negotiations strategies, define technical requirements, evaluate proposals, support negotiations, and oversee performance through design, construction, and operations. Highlights of her alternative delivery experience include:

- Project manager for the Tacoma Central Treatment Plant $70M project (D-B)
- Senior consultant for the Everett Wastewater Treatment Plant $75M project (GC/CM)
- Owner's advisor for Seattle Public Utilities South Transfer Station project (D-B)
- Project manager for the Seattle Public Utilities Cedar Water Treatment Plant project (DBO)
- Senior consultant for the Seattle Public Utilities Tolt Water Treatment Plant project (DBO)

Pat's experience also includes acting as the commercial manager on the D-B delivery team for a new $190M water supply and treatment facility for the City of Santa Fe. In this role, she was responsible for contract compliance, risk management, controls, and procurement.

Bob Bingham, P.E.: D-B Advisor
Role: D-B advisor throughout project, but focusing on procurement.
Relevant Experience: Bob is a senior technical advisor for Brown and Caldwell specializing in Owner's Advisor services to municipal water, wastewater, and solid waste utilities through the Pacific Northwest. He has served as Owner's Advisor for 20 public/private partnerships for the construction of utility facilities ranging in cost from $5M to $300M. Alternative delivery projects on which he has served as project manager and/or lead advisor include:

- City of Everett WPCF Phase A Expansion (GC/CM)
- City of Tacoma Central Treatment Plant Expansion (D-B)
- City of Seattle Tolt River Treatment Plant (DBO)
- Cedar River Treatment Plant (DBO)
- City of Wilsonville Oregon Wastewater Treatment Plant (DBO).

He additionally served as an oversight consultant on the King County Brightwater Project (GC/CM, D-B, and DBB). He has implemented alternative delivery on more than 15 projects with a capital value in excess of $1.5 billion.

Tadd Giesbrecht, P.E.: Water Group Manager
Role: Technical Manager during procurement and D-B activities.
Relevant Experience: Tadd is the water group manager for Brown and Caldwell's Seattle office. Tadd has long-standing relationships with top Brown and Caldwell staff resources and will bring them to bear in specifying performance criteria in the D-B RFP. Tadd worked with Pat Tangora in representing the City of Tacoma during the Central Treatment Plant D-B project. He has also worked on a number of City of Everett design projects at both the water and wastewater treatment plants and knows City protocols. In addition, he understands Department of Health requirements for conducting potable water projects.

7.4 Provide the experience and role on previous D-B projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

(See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

Refer to Attachment B for additional team experience on alternative delivery projects.

7.5 The qualifications of the existing or planned project manager and consultants.

Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

The project manager, Richard Hefti, has worked for the City of Everett for 3 years. Prior to joining the City, Richard was the D-B civil site design engineer on two federally funded D-B VA Hospital expansion projects.

The City's owner's advisor project manager, Pat Tangora, has worked on alternative delivery projects for the past 20 years. Through this experience, she has gained significant understanding of the D-B process and has successfully executed a number of D-B projects. She is committed to overseeing this project and working closely with Richard Hefti to execute the work. Brown and Caldwell is currently under contract with the City and will begin work on project procurement immediately following project approval by the PRC.

In 2002, Jim Miller evaluated the GC/CM process for the WPCF Phase A Expansion. Mr. Miller oversaw the contractor selection process and continued to provide oversight and direction, including negotiation of the MACC.

7.6 If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not applicable. Richard Hefti is a full-time City employee and the Owner's Advisor (Brown and Caldwell) contract has been funded through the City's Water Enterprise Fund. Brown and Caldwell's contract has been executed and commits the firm to working on the project through construction phase services.

7.7 A brief summary of the construction experience of your organization's project management team that is relevant to the project.

Attachment D summarizes the relevant construction projects from question 8 that involved the project management team.

7.8 A description of the controls your organization will have in place to ensure that the project is adequately managed.

The City of Everett Public Works Department developed a comprehensive manual, "Project Manager Handbook," to review the project management design/construction process for public works projects to ensure that they are adequately managed. Attachment E includes an

introduction describing the manual and a flowchart from the manual for the Project Construction process.

7.9 A brief description of your planned D-B procurement process.

Planned D-B Procurement Process
The City's selection process will be based on using a D-B contract agreement and general conditions developed in close coordination with legal counsel. The City's legal counsel has successfully used a similar form on multiple D-B projects in the public and private sectors.

Preparation of the two-stage D-B selection process will be based on the following general approach:

1. Request for Qualifications
    a. Approach
    b. Relevant experience/past performance
    c. Proposed team
    d. References

2. Request for Proposals
    a. Detailed program of requirements
    b. Performance standards for all systems
    c. Schematic design document requirements
    d. Price proposal
    e. Proposed schedule
    f. Oral presentation (optional)

The selection process, scoring criteria, selection committee make up and other details will be fully detailed in the initial RFQ and followed carefully throughout procurement.

The City plans to provide a $10,000 honorarium to each proposing short-listed team that is not ultimately selected to be the D-B contractor. The City believes this will provide for meaningful competition. The City has had preliminary discussions with roof vendors who will likely be the lead or a key member of proposing D-B teams. These vendors have indicated that honoraria are not customary in their industry. However, an honorarium would encourage wider competition such as teams led by general contractors. The City has selected the $10,000 honorarium level considering the size of the project and the City's intent to conduct a streamlined procurement process that minimizes the need for extensive submittal requirements with proposals.

Design and Construction Phase
Once the procurement process is complete and a D-B contract is in place, the design process will begin. The role of the City will be to ensure that the contractor meets the contract terms by providing project oversight during the design and construction phase. The City has planned ahead to have staff and consultant resources available to provide sufficient review and input into the following anticipated activities:

- Review of contractor design submittals
- Review of contractor certifications for prefabricated structures

- Inspection of prefabricated structures prior to delivery to site
- Review of project schedules and requests for payment
- Review of construction sequencing
- Quality assurance monitoring
- Review of contractor acceptance test protocol
- Startup/acceptance testing and commissioning reviews

7.10 Verification that your organization has already developed (or provide your plan to develop) specific D-B contract terms.

The City has coordinated with its legal counsel about this project and has arrangements for outside legal assistance during the development of the contract terms. The City's approach will be to start with a proven template contract such as from the Design Build Institute of American (DBIA), Associated General Contractors (AGC), or University of Washington (UW). After an internal review, one template contract will be recommended for legal review along with suggested revisions to tailor the contract to this particular project. Through the City's past experiences with GC/CM, we have learned the importance of starting with a known base template to streamline the development of the contract terms.

8. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)

- ***Project Number, Name, and Description***
- ***Contracting method used***
- ***Planned start and finish dates***
- ***Actual start and finish dates***
- ***Planned and actual budget amounts***
- ***Reasons for budget or schedule overruns***

Refer to Attachment C for the matrix summary.

9. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6.

At a minimum, please try to include the following:

- ***A overview site plan (indicating existing structure and new structures)***
- ***Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.***

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

Attachment F includes a site plan depicting the project. The *City of Everett Reservoir 6 Roof Inspection and Evaluation Final Report* dated October 16, 2012, by HDR provides additional project background and photos/drawings.

10. Resolution of Audit Findings on Previous Public Works Projects
If your organization had audit findings on <u>any</u> project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

There are no Audit Findings on any of the projects identified in this application.

Caution to Applicants

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the D-B contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the D-B process. You also agree that your organization will complete these surveys within the time required by CPARB

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: _____

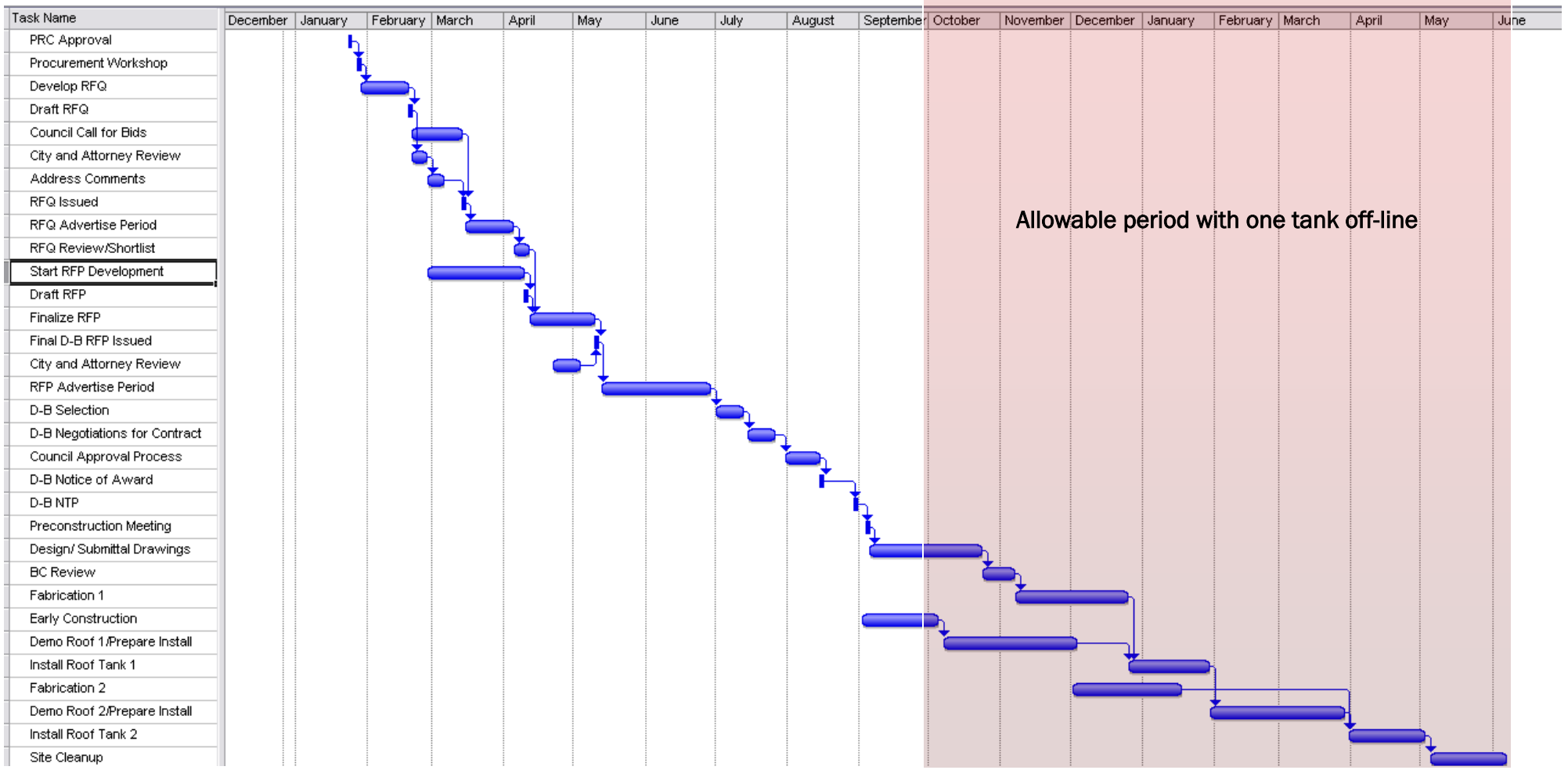
Name: (please print): Dave Davis, P.E.

Title: Public Works Director

Date: 12/26/12

Attachment A

Project Schedule


Task Name
PRC Approval
Procurement Workshop
Develop RFQ
Draft RFQ
Council Call for Bids
City and Attorney Review
Address Comments
RFQ Issued
RFQ Advertise Period
RFQ Review/Shortlist
Start RFP Development
Draft RFP
Finalize RFP
Final D-B RFP Issued
City and Attorney Review
RFP Advertise Period
D-B Selection
D-B Negotiations for Contract
Council Approval Process
D-B Notice of Award
D-B NTP
Preconstruction Meeting
Design/ Submittal Drawings
BC Review
Fabrication 1
Early Construction
Demo Roof 1/Prepare Install
Install Roof Tank 1
Fabrication 2
Demo Roof 2/Prepare Install
Install Roof Tank 2
Site Cleanup
December
January
February
March
April
May
June
July
August
September
October
November
December
January
February
March
April
May
June
Allowable period with one tank off-line

Attachment B

Additional Team Experience

Team Experience with Alternative Delivery Projects							
Name	Experience	Org	Projects	Cost	Project type	Role during project phases	
						Design	Const.
James Miller, P.E.	42 years experience in the public and private sectors as an engineering manager, designer and construction manager	City of Everett	WPCF Phase A Expansion	$36 million	GC/CM	EM	EM
Richard Hefti, P.E.	36 years experience in the public and private sectors leading design and construction efforts	City of Everett	Spinal Cord Injury Treatment Center, Minneapolis, MN VA Hospital; Extended Care Facility Expansion, Des Moines, IA VA Hospital	$80 million	D-B	Civil Site PM	Civil Site PM
Pat Tangora, P.E.	Over 30 years experience as a consulting engineer providing alternative delivery and utility planning	Brown and Caldwell	Tacoma Central Treatment Plant Expansion	$70 million	D-B	Consultant PM	Consultant PM
			Santa Fe Buckman Direct Diversion	$190 million	D-B	Commercial Manager	Commercial Manager
			Seattle Public Utilities South Transfer Station	$50 million	D-B	Consultant PM	Consultant PM
			Seattle Public Utilities Cedar Water Treatment Plant	$78 million	DBO	Consultant PM	Consultant PM
			Seattle Public Utilities Tolt Water Treatment Plant	$70 million	DBO	Consultant PM	Consultant PM
Robert Bingham, P.E.	34 years experience in utility engineering, planning, design and Alternative Project Delivery	Brown and Caldwell	Everett WPCF Phase A Expansion	$36 million	GC/CM	Consultant PM	Consultant PM
			King County Brightwater Wastewater TP	$440 million	GC/CM &DBB	Oversight consultant	Oversight consultant
			King County Brightwater Marine Outfall	$29 million	D-B	Oversight consultant	Oversight consultant
			Tacoma Central Treatment Plant Expansion	$70 million	D-B	Consultant PM	Consultant advisor
			Seattle Public Utilities Tolt River Treatment Plant	$70 million	DBO	Consultant PM	Consultant advisor
			Seattle Cedar River Treatment Plant	$78 million	DBO	Consultant PM	Consultant PM
			Wilsonville, Oregon Wastewater Treatment Plant	$50 million	DBO	Consultant advisor	Consultant advisor
			Bellingham Post Point Wastewater Treatment Plant Expansion	$50 million	GC/CM	Consultant PM	Consultant PM
Tadd Giesbrecht, P.E.	15 years experience in water/wastewater planning and design	Brown and Caldwell (BC)	Tacoma Central Treatment Plant Expansion	$70 million	D-B	NA	Consultant (BC) PM

EM – Engineering Manager, PM – Project Manager, APM – Assistant PM, CM – Construction Manager

Attachment C

City of Everett Construction Experience

City of Everett - Construction History for Projects > $1,000,000 Past 6 Years

Project No.	Project Name	Project Description	Contracting Method	Date of Notice to Proceed	Start Contract Duration	Working or Calendar Days	Actual Contract Duration	Planned Budget Amounts	Actual Budget Amount	Reason for Budget and Schedule Overruns
1	WPCF Phase A Expansion (WO# - UP3229)	This project increased the treatment capacity of the WPCF. In addition it modified variou systems to control odor, sfety and plant perfromance.	GC/CM	3/14/2005	690	Calendar	780	$40,956,477.00	$34,641,652.00	A 90 day extension was granted because of redesign of the chlorine delivery system. Signifcant savings were realized during the subcontractor bidding. The City and GC/CM contractor maintained an excellent relationship.
2	Sewer System Replacement "H" Project (WO# - UP3206)	This project included construction of sewer mains in four areas: 1) 1275 LF of 8" and 10" sewer main in the 2000, 2100, and 2200 blocks of the Rucker / Hoyt alley. 2) 440 LF of 8" sewer main in the 2600 block of the W Marine View Dr / Grand alley. 3) 1,100 LF of 30" sewer main near Jackson Park in North Everett. 4) 1410 LF of 12" to 15" sewer main in the 2300, 2400, and 2500 blocks of the State / Highland alley.	D B B	8/21/2006	100	Working	140	$1,706,097.13	$1,756,670.51	A total of 40 day time extension was granted because of the failure of the Snohomish County PUD to relocate an electric pole that was interfering with a side sewer. $50,000. was added because of the need for the contractor to provide bypass pumping. This was a change in scope.
3	Biosolids & Backwash Solids Removal Project (WO# - UT2600-4)	This is a 3 phase project for dredging and dewatering of biosolids from the aeration ponds at the WPCF. Phase 1 began in 2002 and phase 3 ended in 2007	D B B	6/14/2002	1683	Calendar	1698	$1,945,283.00	$2,494,397.37	The Phase A expansion at the WPCF demolished the work site for the dredger. The contractor was compensated for providing electrical, and pumping dredge spoils and decanted water both ways.
4	Sewer System Replacement "F" Project, Schedule C (WO# - UP3300-3)	Replace sewer in the same location. A total of 4100 LF of sewer main ranging from 8" to 18" diameter, 14 manholes and 71 side sewers will be replaced. Sewer replacement will be done on the following streets: 3300 and 3400 blocks of Kromer, 3200 to 3700 blocks of Federal Ave, 33rd St from Kromer to Federal Ave, Charles Ave west of Federal Ave	D B B	5/29/2007	100	Working	160	$1,221,839.00	$1,927,956.95	There were significant increases in unit quantities that lead to and increase in contract price. In addition several blocks of curb gutter and sidewalks were added to the project after it was bid.
5	2007 Hot Mix Overlay (WO# - 3291)	Construction of HMA, 1 1/2in thick on selected streets & utility adjustments.	D B B	8/13/2007	60	Working	60	$1,806,186.30	$1,817,196.11	Added curb and concrete sidewalk and wheelchair ramps
6	Water Filtration Plant Hypochlorite Facility (WO# - UP3193)	Replace existing chlorine building at the WFP. Building will provide for storage and handling of chlorine disinfectant for ultimate plant capacity.	D B B	3/5/2007	325	Calendar	373	$4,151,000.00	$4,712,881.62	The major over run on this project was $158,000.00 in piles and pile driving costs.

City of Everett - Construction History for Projects > $1,000,000 Past 6 Years

Project No.	Project Name	Project Description	Contracting Method	Date of Notice to Proceed	Start Contract Duration	Working or Calendar Days	Actual Contract Duration	Planned Budget Amounts	Actual Budget Amount	Reason for Budget and Schedule Overruns
7	2008 Hot Mix Overlay (WO# - 3320)	Construction of HMA 1 1/2 in thick, on selected streets & utility adjustment.	D B B	5/2/2008	50	Working	50	$1,494,003.25	$1,612,125.50	Added pavement markings and placed HMA at the WPCF. There were several bid items that significantley overran; 25% overrun of flagging hours, overrun on concrete curb & gutter and sidewalk, overrun on temporary pavement markings.
8	Sewer System Replacement "I", Water Main Replacement "J" (WO#s - UP3263 & UP 3264)	Construction of approximately 2,000 LF of 12" water main on 16th St from Hoyt Ave to Broadway. Construction of 5,240 LF of sewer mains in North Everett. Locations include: 1) 960 LF of 8' sewer main in the 1400 and 1500 blocks of the Colby/Wetmore alley. 2) 1400 LF of 8" sewer main in the 1400, 1500, and 1600 blocks of the Wetmore/Rockefeller alley. 3) 1400 LF of 15", 18", and 24" sewer main along 16th St from Hoyt to Broadway. 4) 430 LF 8" sewer main in the 1600 block of the Rockefeller/Oakes alley. 5) 430 LF 8" sewer main in the 1600 block of the Oakes/Lombard alley. 6) 430 LF 24" sewer main in the 1600 block of the Lombard/Broadway alley.	D B B	9/24/2007	180	Working	193	$2,930,271.00	$3,464,175.83	Numerous problems occurred during construction including a heave in the road way as a result of pipe bursting. The City paid for 173' of 21" dia PVC sewer pipe only to find it damaged the road. We then had to remove and replace the pipe using conventional methods. The City also added $81,000 in concrete roadway slab that was not in the original bid. Another significant addition was the increase of gravel borrow by 7,200 tons which added $120,000. to the project cost.
9	Everett Riverfront Surcharge Project, Schedule A & B (WO# - RD3310 & RD3316)	Provide a 15' surcharge on the Riverfront site to prepare it for construcion. Much of the area had to be filled to final grade before it could be surcharged. Approximatly 3/4 million tons of material had to be haul onto the site and conpacted. Much of the material was moisture sensitive (50% fines) and needed to be place is dry weather. The bulk of the work was completed in a 90 day period. The contract was kept open so the contractor would fix any sluffing of the slopes during the winter months.	D B B	6/16/2008	507	Calendar	507	$9,034,054.56	$9,505,791.88	An under estimation of the material quatities resulted in a need for additional common borrow and additional gravel borrow. This material over run resulted in the $600,000. cost increase.
10	Sewer System Replacement "K" (Capacity Improvements), 3rd Ave SE; 108th St SE-SE Eve Mall Way (WO# - UP3271)	Construct of approximately 2,950 linear feet sewer main on 3rd Ave SE between 108th St SE and SE Everett Mall Way. This project will provide additional capacity to convey sewage from Lift Station #24 to the Central Interceptor. The need for these projects was identified in the 2005 Comprehensive Sewer Plan.	D B B	6/14/2008	270	Working	255	$4,493,949.00	$4,276,069.21	N/A
11	2009 Hot Mix Overlay (WO# - 3346)	Construction of HMA 1 1/2 in thick, on selected streets & utility adjustment.	D B B	6/22/2009	60	Working	52.5	$1,289,525.61	$1,151,956.49	N/A

City of Everett - Construction History for Projects > $1,000,000 Past 6 Years

Project No.	Project Name	Project Description	Contracting Method	Date of Notice to Proceed	Start Contract Duration	Working or Calendar Days	Actual Contract Duration	Planned Budget Amounts	Actual Budget Amount	Reason for Budget and Schedule Overruns
12	Broadway @ Beverly Blvd (WO# - 2966)	Construct to realign the intersection of Broadway and Beverly Blvd., build new sidwark, curb ramps, new traffic signal system, modular block walls, water main, and storm drainage work.	D B B	5/1/2009	100	Working	113	$1,242,434.50	$1,475,473.78	Budget overruns caused by utility delay cost, contractor remobilization costs, unknown thickness of asphalt in Broadway, and other overruns of bid item quantities. Overruns were caused by replacing a leaning modular block wall not originally scheduled for removal and to install a waterline which was added.
13	Casino Tank (WO# - 3029)	Construction of elevated 6 MG water reservoir.	D B B	7/5/2007	630	Calendar	794	$14,278,053.59	$13,798,982.42	Schedule overrun due to delivery and construction time to add 36" PRV valve required after initial construction.
14	Sewer "J" Improvements (WO# - 3270)	Construct approximately 2,620 linear feet of combined sewer force main, one manhole, and two combined sewer interceptors and the replacement of approximately 2,890 linear feet of existing gravity combined sewer pipe and eleven combined sewer manholes and other such appurtenances.	D B B	8/10/2009	120	Working	120	$2,205,110.00	$1,901,457.16	N/A
15	Sewer "F" Improvements , Sched A (WO# - 3300-1)	Construct approximately 2,400 linear feet of combined sewer pipe, manholes, side sewers, auger bore casings, and other such appurtenances.	D B B	9/8/2008	220	Working	381	$2,614,900.05	$3,008,754.99	City delay in obtaining railroad permits. City added additional pipe, water main replacement and electrical power conduits.
16	Sewer "F" Improvements , Sched B (WO# - 3302-2)	Construct approx. 7,400 linear feet of combined sewer main, including side sewers and appurtenances. Approx. 1,600 linear feet installed using pipe bursting.	D B B	8/23/2010	200	Working	280	$3,228,945.00	$3,133,253.80	Time overrun resulting from changed conditions.
17	41st St/Broadway Arterial (WO# - 3174A&B)	Construction of additional driving lanes, signal, drainage, curb, sidewalk, structural wall and pavement marking improvements.	D B B	7/5/2011	260	Working	273	$3,770,119.70	$3,717,519.20	Change Order Work allowed for a decrease in contract cost however extra days were needed to complete the extra work.
18	Clearwell #2 (WO# - 3198)	Add new separate 7 MG clearwell to WFP to increase capacity.	D B B	7/7/2007	730	Calendar	751	$17,769,888.00	$21,155,993.35	CO #2 added 7 days and CO #6 added 14 days. CO #1-6 covered cost overruns due to additional work and changed conditions.
19	West Marine View Drive (WO# - PW3387)	Construction improvements to West Marine View Drive from 16th St to 10th St including sidewalk, paving and pavement patching, traffic signal system, illumination system, traffic islands, irrigation, channelization, and signing.	D B B	10/5/2009	60	Working	79	$1,110,545.20	$1,163,093.46	Remove extra thick roadway, install landscaping root barrier and top soil, additional crushed rock, add crub/gutter. Extensive electifcal work not included in original contract to replace previously damaged telemetry wire, damaged street lighting, and other miscellaneous electrical work.

City of Everett - Construction History for Projects > $1,000,000 Past 6 Years

Project No.	Project Name	Project Description	Contracting Method	Date of Notice to Proceed	Start Contract Duration	Working or Calendar Days	Actual Contract Duration	Planned Budget Amounts	Actual Budget Amount	Reason for Budget and Schedule Overruns
20	Lake Chaplain Recovered Water Outfall Improvement (WO# - UP3347)	Construct approximately 210 LF of 24" dia steel pipe and fittings, approximately 3870 LF of 28" dia HDPE pipe with attached anchors within Lake Chaplin, and replace 3 recovery water vertical pumps, meters, and pump station building improvements.	D B B	6/28/2010	240	Working	270	$1,182,307.31	$1,173,580.24	Additional working days due to bad weather and additional work requests involving long lead time parts.
21	Water Transmission Lines 2 & 3, Phase 6 (WO# - UP3141)	Improvements include removing and replacing approximately 8000 LF of 48" dia transmission line 2 & 3 including structural steel pilings and new wetland landscaping.	D B B	5/14/2008	589	Working	622	$24,648,908.48	$25,848,228.59	Several new added bent pile configurations required additional cost and time to complete the contract.
22	Water Transmission Line 2, Phase 8B (WO# - UP3333)	Replacement of 5,100 feet of existing 48-in dia steel pipeline and appurtenances within same alignment.	D B B	6/1/2010	240	Working	196	$2,706,420.60	$2,593,267.88	N/A
23	Water Pollution Control Facility Phase B-2 - (WO# - UP3358)	Headworks structure modifications, sluice gate installation, trickling filter effluent (TFE) pipe repairs, finished effluent pump station modifications, slip lining of 2 existing submerged 54-inch reinforced concrete pipes, installation of sound enclosure over existing positive displacement blower, and fill placement and preload for future digestors.	D B B	4/18/2011	270	Calendar	378	$2,519,729.94	$2,954,949.95	Corp of Engineers permit took longer than expected to be issued. Budget and schedule overruns caused by the addition of 5 change orders, which provided for additional and modified work in asphalt patching, replacement and repair work on screw pumps, replace grit piping and 90 degree bends as well as other miscellaneous work to grit piping, provide 54-inch plug from DSO to headworks to stop flow at gate G-17, and install 2 new stainless steel 54 inch ale sluice gates.
24	East Marine View Drive Project (WO#s - PW2902, PW3204 & PW3205)	Removal and replacement of roadway curves, sidewalks, water main, storm drainage. Added walls, irrigation, landscaping and signal system.	D B B	7/23/2007	420	Working	441	$12,134,151.43	$11,668,470.69	13 CO's containing additions and deductions to various quantities resulted in increased working days.
25	Water Tranmission Line 3, Phase 7 (WO# - 3437)	Replacement of 3,820 feet of existing 48-in dia steel pipeline on new steel pilings and appurtenances within same alignment.	D B B	6/27/2011	248	Working	229	$6,174,996.00	$6,016,122.70	N/A
26	Water Transmission Line 4, Cathodic Protection Project - (WO# - 3432)	Provide electronic continuity bonding, test stations, and four deep anode ground beds for Water Transmission Line 4.	D B B	1/9/2012	150	Working	128	$1,260,726.60	$1,167,510.83	N/A
27	2011 Hot Mix Overlay (WO# - 3346)	Construction of HMA 1 1/2 in thick, on selected streets & utility adjustment.	D B B	8/19/2011	50	Working	46	$1,193,644.79	$1,151,956.49	N/A

City of Everett - Construction History for Projects > $1,000,000 Past 6 Years

Project No.	Project Name	Project Description	Contracting Method	Date of Notice to Proceed	Start Contract Duration	Working or Calendar Days	Actual Contract Duration	Planned Budget Amounts	Actual Budget Amount	Reason for Budget and Schedule Overruns
28	Hoyt Street Landscape Improvements (WO# PW3353)	Reconstruct Hoyt Ave, Wall St and California St with PCC concrete pavement, raised planters, new street lights, cement concrete sidewalk, and landscaping.	D B B	9/7/2010	85	Working	111.5	$3,717,771.00	$3,905,730.39	Modified irrigation, overran quantities for flagging, crushed rock, sewer main work, remove and replace concrete roadway.
29	Sewer "L" Improvements (WO# - 3398)	Construct approximately 8,600 LF of 12-inch to 30-inch dia. combined sewer and reconnection of over 150 existing side sewers; construction of over 25 manhole structures (48-inch to 96-inch dia.); replacement of over 1,600 LF of 8-inch drainage pipe and over 70 catch basin structures; concrete and asphalt street restoration with curb, gutter, and sidewalk reconstruction.	D B B	2/14/2011	180	Working	158	$3,224,841.20	$3,356,592.52	Overruns caused by 2 change orders. Original contract did not include concrete pavement work on 13th St, 14th St, or at 15th St and Oakes intersections. An additional amount of concrete pavement was added in the 1300 block of Oakes. Overruns also for traffic control labor and concrete sidewalk.

Attachment D

Relevant Project Management Team Construction Experience

City of Everett Relevant Project Management Team Construction Experience					
Project number	Project name	Description	Year completed	Contracting method	Actual budget amount
3122*	Combined Sewer Improvements "E"	Provide for the design and construction of combined sewer collection mains to replace approximately 3,700 lineal feet of deteriorated mains. The location of the improvements will be in alleys and streets in the north end combined sewer system. One specific location to be completed is in the alley between Nassus and Federal, from Hewitt to Pacific. Additional locations of improvements are to be determined. Construction will take place in 2003. Estimated cost $1.1M. Estimated completion 12/2003	2004	DBB	$1,027,830.67
UP 3185 *& PW 3211*	Water Main Replacement "F"	Design and construction of water main piping to replace (1) approx 1880 LF of undersized and deteriorated 6' AC piping on W View Dr from 52nd St SE to 47th St SE;(2) approx 2075 LF of deteriorated 8" AC piping on Madison St from Beverly Ln to Fleming St; and (3) approx 2724 LF of undersized and deteriorated 6' AC piping on 63rd St SE and Berkshire Dr from Evergreen Way to Beverly Blvd.	2005	DBB	$1,013,480.64
UP 3148*	Emergency Water Transmission Pipeline Repairs	In 1999 an evaluation and recommendation was completed for the Transmission line #5 crossing of Ebey Slough following reports that the line had been exposed for several years. In 2001 a dive showed that the pipeline exposure was limited to a portion of the western bank and to a 20-foot long section from the toe of the east bank towards the center of the slough with a maximum of half of the pipe being exposed.	2005	Contractor was selected based on the declaration of an emergency by the City Council	$1,117,722.00
UT2880A*	South Effluent Pump Station	Create a 32 mgd pump station using the existing chlorine contact channel as a wet well. Plans called for the use of four 500-hp pumps.	2005	DBB	$2,232,425.85
UP 3189*	North End Basement Flood Reduction "F"	Provide for design and construction of combined sewer collection mains to replace undersized, deteriorated mains between Rockefeller and McDougall and from 32nd to 36th and between Rainier and Baker from 15th to 17th.	2005	DBB	$1,724,130.00
UP 2885*	Portal #4 Modification	Renovate Portal #4 to bring it up to a new condition. Renovation will include the removal of the slide gate that controls flow to water transmission lines and replace them with butterfly valves and the addition of new 48" intertie valves between three different transmission lines.	2005	DBB	$1,036,683.83

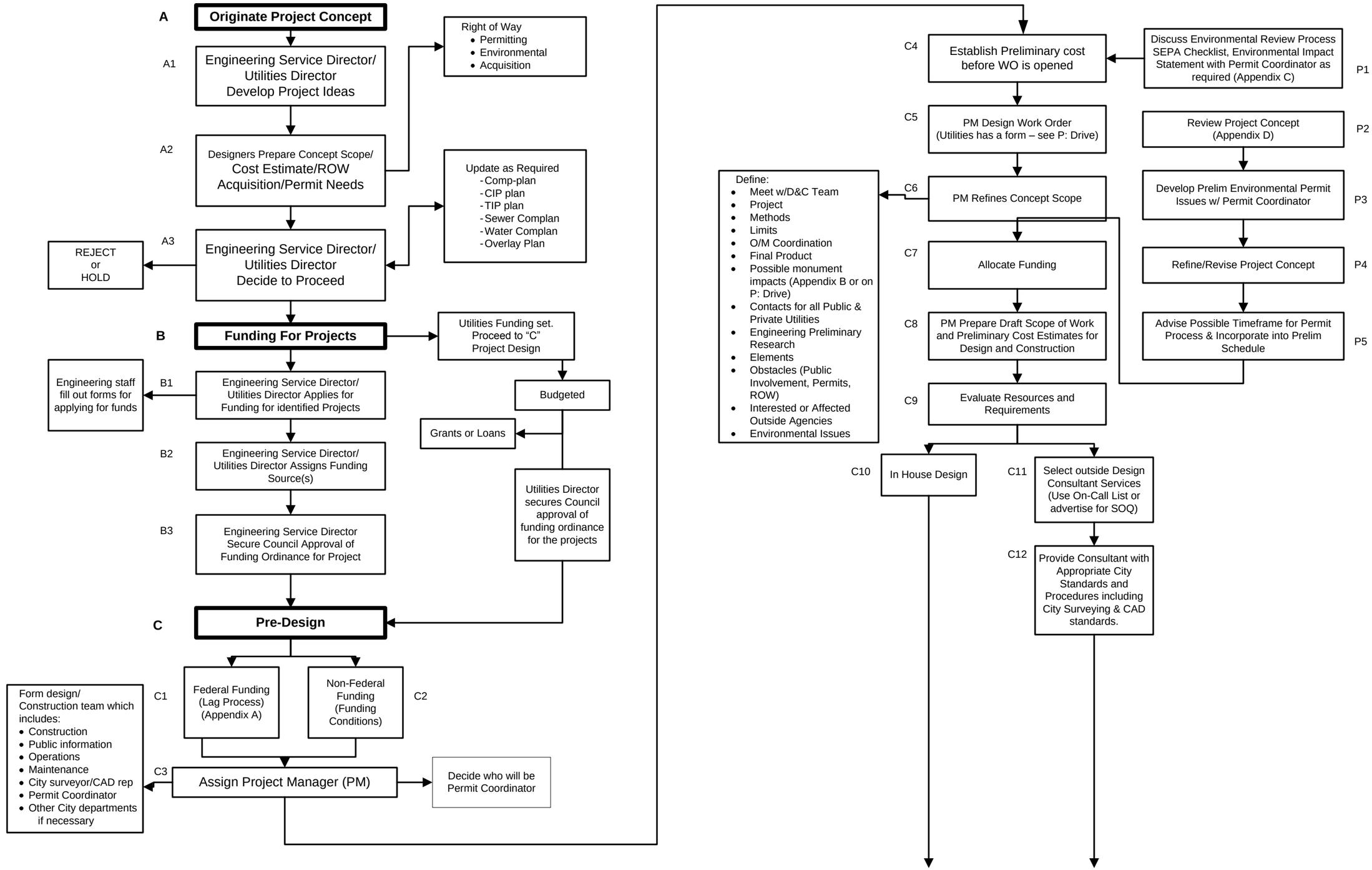
City of Everett Relevant Project Management Team Construction Experience					
Project number	Project name	Description	Year completed	Contracting method	Actual budget amount
UP2993-20*	WPCF Maintenance Building	The project provided a new maintenance shop with additional office space for the maintenance staff.	2005	DBB	$2,271,495.38
3183*	Water Transmission Line #2 Replacement, Phase 8-A	The work under this phase (Phase 8A) will consist of replacing approximately 2500 ft of 48- inch diameter steel pipe (pipeline 2) located in COE ROW between Hwy 9 and S Lake Stevens Rd. Transmission Line 2 is buried and is reaching the end of its useful life.	2005	DBB	$1,386,293.66
UP 3229*	WPCF Phase A Expansion	The project increased the treatment capacity of the WPCF. In addition it modified various systems to control odor, safety and plant performance.	2007	GC/CM	$34,641,652.00
UP 3206*	Sewer System Replacement "H" Project	This project included construction of sewer mains in four areas: 1) 1275 LF of 8" and 10" sewer main in the 2000, 2100, and 2200 blocks of the Rucker/Hoyt alley. 2) 440 LF of 8" sewer main in the 2600 block of the W Marine View Dr/Grand alley. 3) 1100 LF of 30" sewer main near Jackson Park in North Everett. 4) 1410 LF of 12" to 15" sewer main in the 2300, 2400, and 2500 blocks of the State/Highland alley.	2007	DBB	$1,756,670.51
UT 2600-4*	Biosolids & Backwash Solids Removal Project	This is a 3-phase project for dredging and dewatering of biosolids from the aeration ponds at the WPCF. Phase 1 began in 2002 and phase 3 ended in 2007.	2007	DBB	$2,494,397.37
UP 3300-3*	Sewer System Replacement "F" Project, Schedule C	Replace sewer in the same location. A total of 4100 LF of sewer main ranging from 8" to 18" diameter, 14 manholes and 71 side sewers will be replaced. Sewer replacement will be done on the following streets: 3300 and 3400 blocks of Kromer, 3200 to 3700 blocks of Federal Ave, 33rd St from Kromer to Federal Ave, Charles Ave west of Federal Ave.	2008	DBB	$1,932,760.69
UP 3193*.	Water Filtration Plant Hypochlorite Facility	Replace existing chlorine building at the WFP. Building will provide for storage and handling of chlorine disinfectant for ultimate plant capacity.	2008	DBB	$4,343,858.88

City of Everett Relevant Project Management Team Construction Experience					
Project number	Project name	Description	Year completed	Contracting method	Actual budget amount
UP 3263* & UP 3264*	Sewer System Replacement "I", Water Main Replacement "J"	Construction of approximately 2,000 LF of 12" water main on 16th St from Hoyt Ave to Broadway. Construction of 5,240 LF of sewer mains in North Everett. Locations include: 1) 960 LF of 8' sewer main in the 1400 and 1500 blocks of the Colby/Wetmore alley. 2) 1400 LF of 8" sewer main in the 1400,1500, and 1600 blocks of the Wetmore/Rockefeller alley. 3) 1400 LF of 15", 18", and 24" sewer main along 16th St from Hoyt to Broadway. 4) 430 LF of 8" sewer main in the 1600 block of the Rockefeller/Oakes alley. 5) 430 LF of 8" sewer main in the 1600 block of the Oakes/Lombard alley. 6) 430 LF of 24" sewer main in the 1600 block of the Lombard/Broadway alley.	2009	DBB	$3,486,754.67
RD 3310* & RD 3316*	Everett Riverfront Surcharge Project, Schedule A & B	Provide a 15' surcharge on the Riverfront site to prepare it for construction. Much of the area had to be filled to final grade before it could be surcharged. Approximately 3/4 million tons of material had to be hauled onto the site and compacted. Much of the material was moisture sensitive (S0% fines) and needed to be placed in dry weather. The bulk of the work was completed in a 90 day period. The contract was kept open so the contractor would fix any sloughing of the slopes during the winter months.	2009	DBB	$9,631,354.56
UP 3271*	Sewer System Replacement "K" (Capacity Improvements), 3rd Ave SE; 108th St SE, SE Everett Mall Way	Construction of approximately 2,950 linear feet of sewer main on 3rd Ave SE between 108th St SE and SE Everett Mall Way. This project will provide additional capacity to convey sewage from Lift Station #24 to the Central Interceptor. The need for these projects was identified in the 2005 Comprehensive Sewer Plan.	2009	DBB	$4,276,069.21

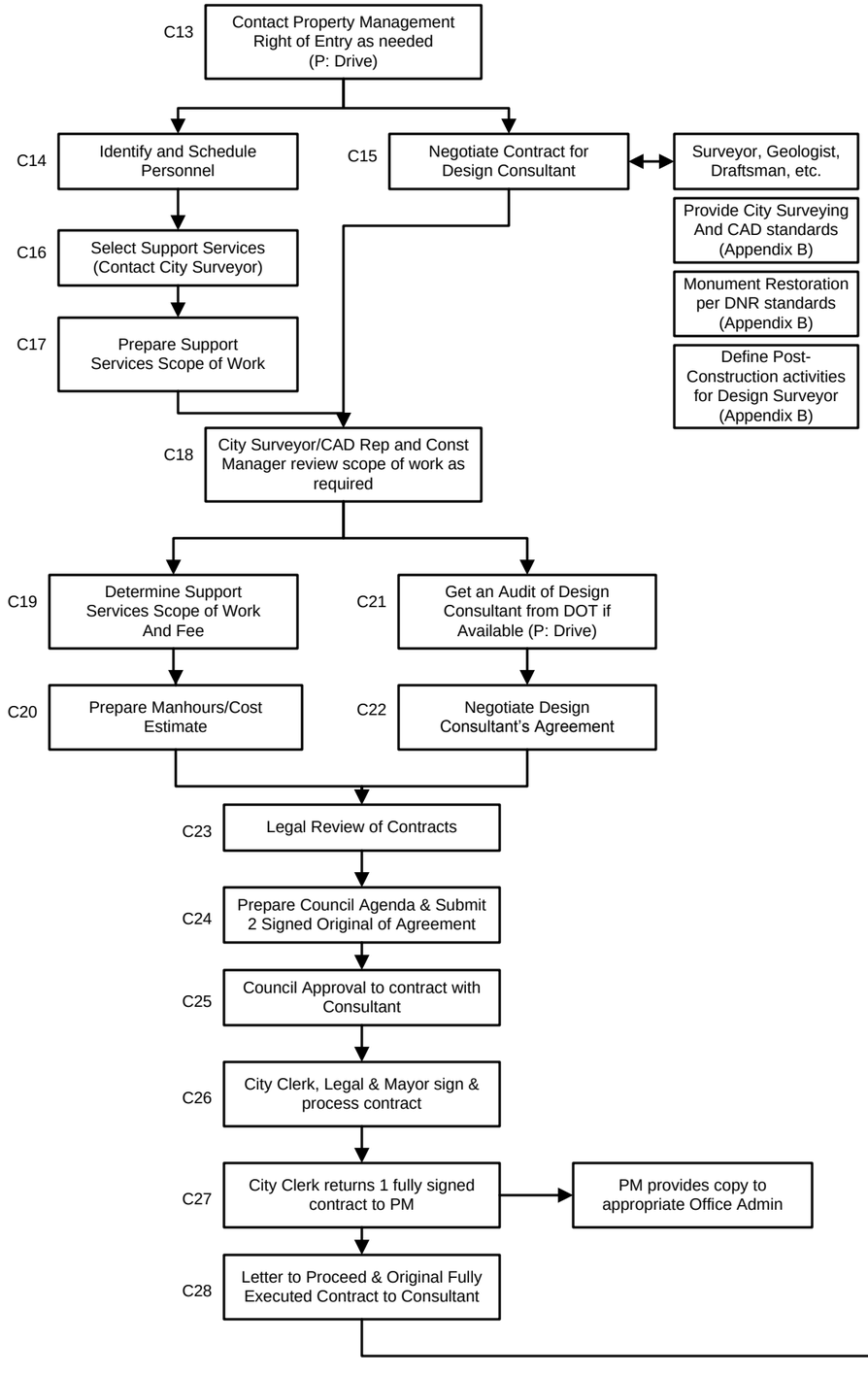
Attachment E

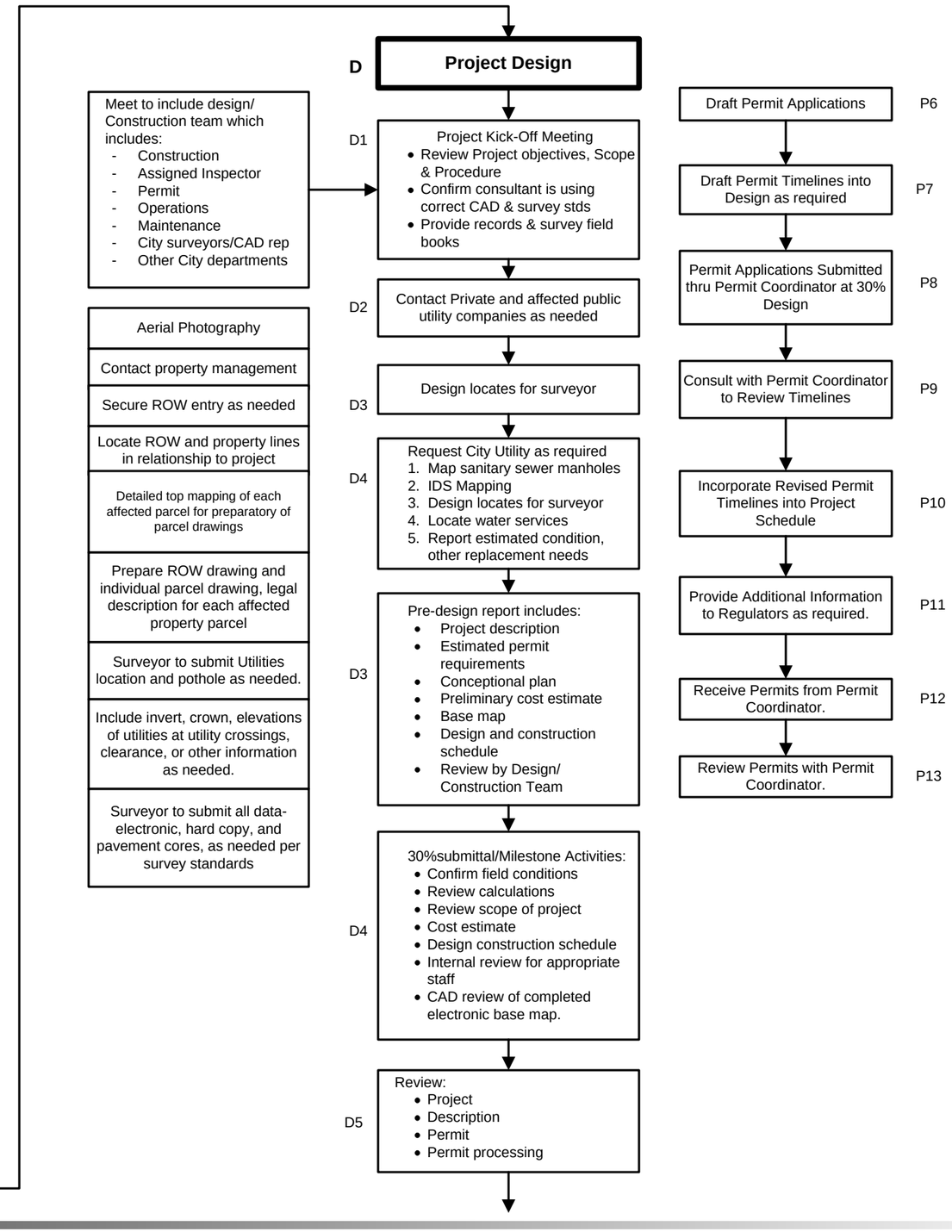
Extract from Project Manager Handbook

PROJECT MANAGER FLOW CHART



PROJECT MANAGER FLOW CHART (2)





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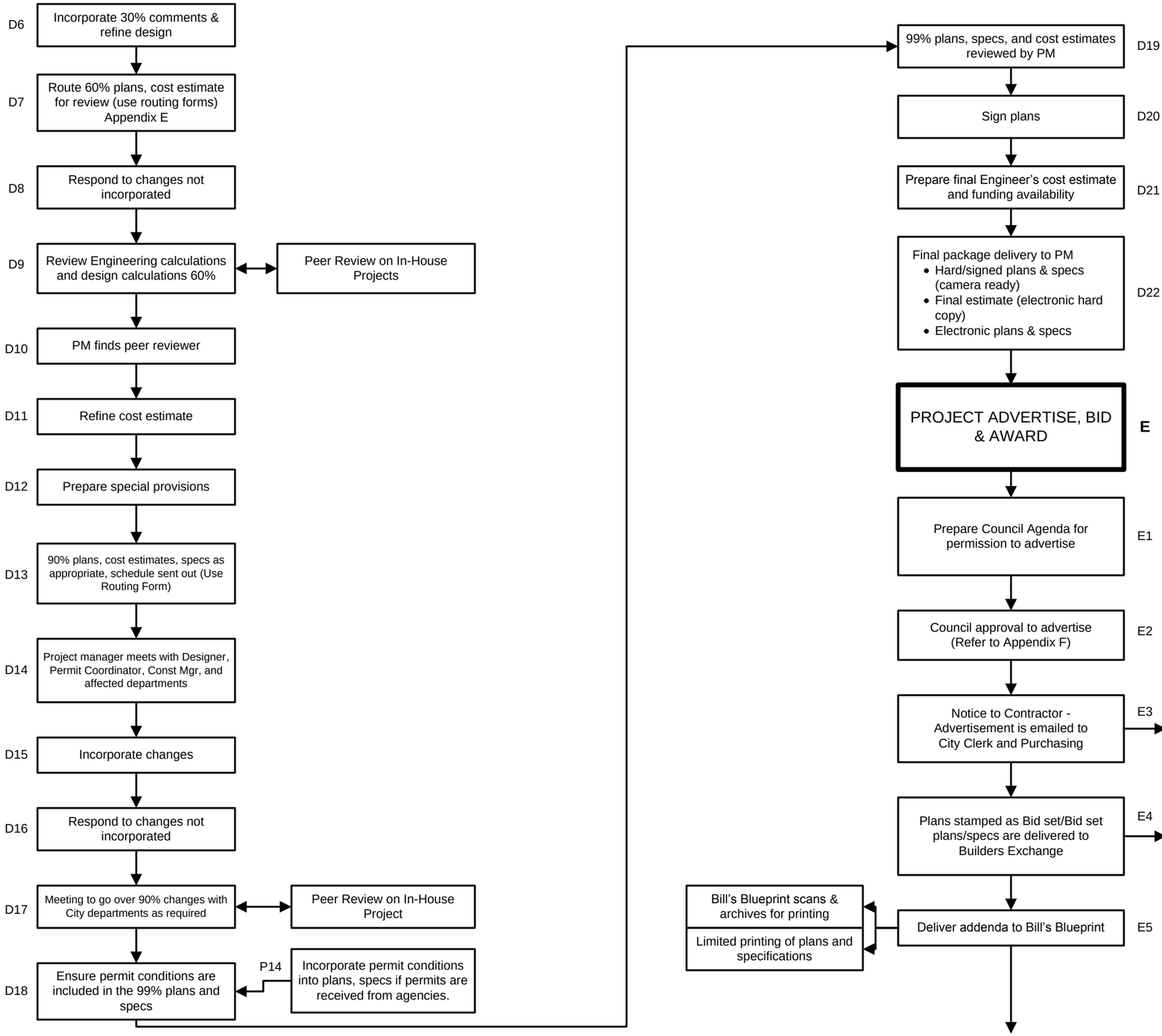

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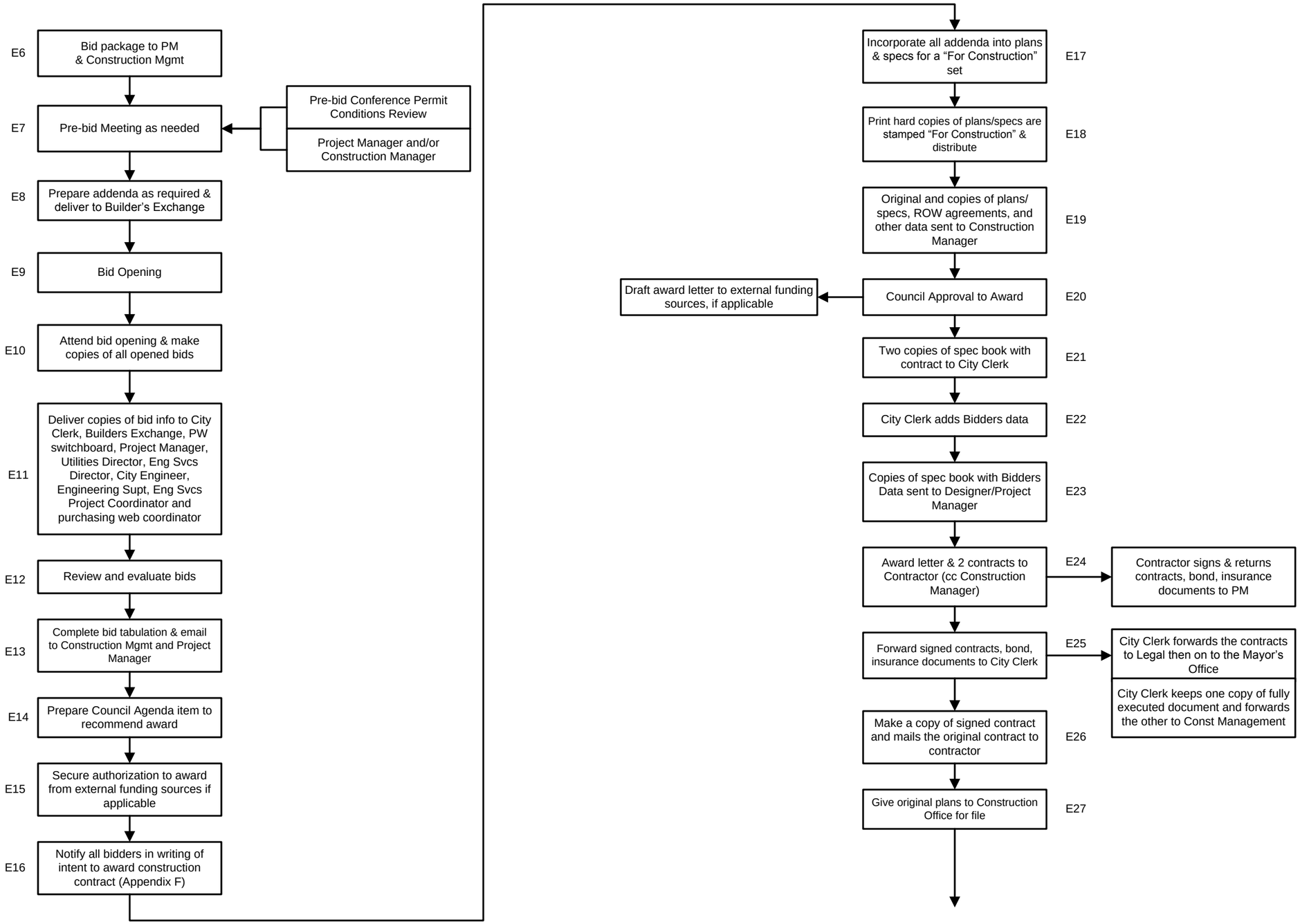

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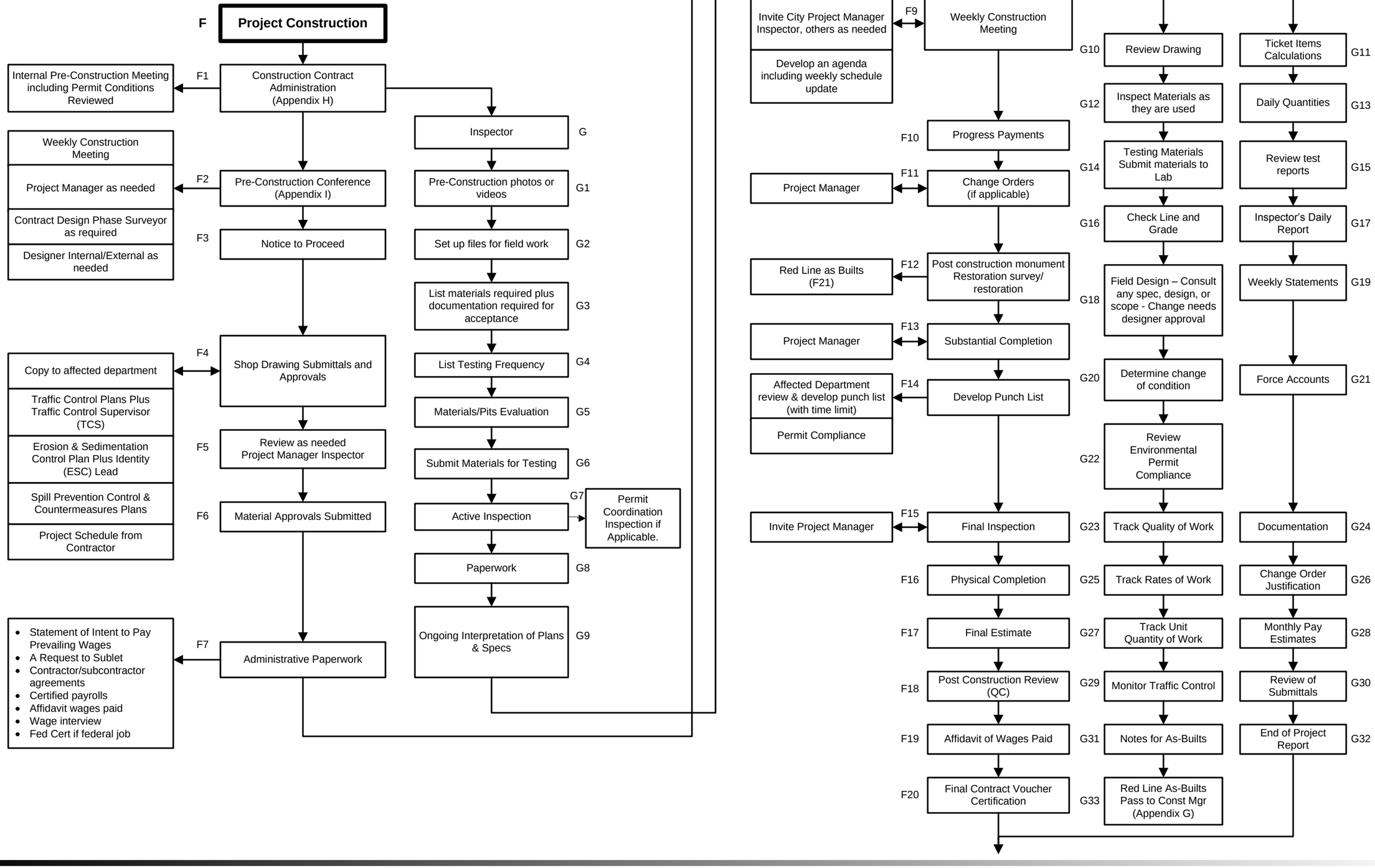
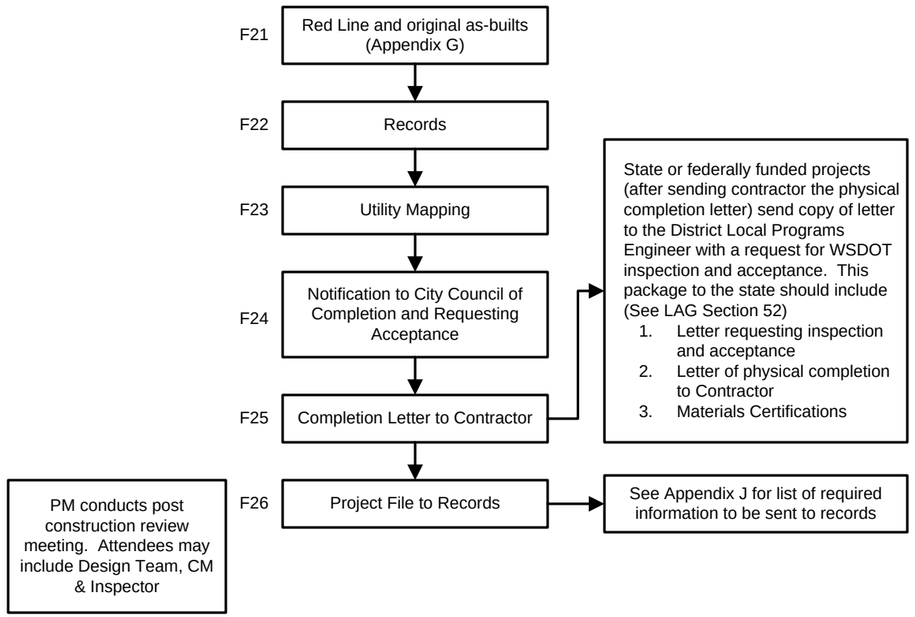


PROJECT MANAGER FLOW CHART (6)



Attachment F

Site Plan

Reservoir 6 Location

Photo of "Reservoir 6 Location" from the *City of Everett Reservoir 6 Roof Inspection and Evaluation Final Report* dated October 16, 2012 by HDR.

Reservoir 6 site plan inset detail below.

Reservoir 6 Site Plan

Photo 1: Reservoir North Tank Exterior View

"Photo 1: Reservoir North Tank Exterior View" from the *City of Everett Reservoir 6 Roof Inspection and Evaluation Final Report* dated October 16, 2012 by HDR.