

May 1, 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)
Transmission Line No. 5 Replacement Crossing Pilchuck River

Dear Mr. Dixon:

Transmission Line No. 5 is a 51-inch inside diameter, steel water transmission pipe installed in 1966 to carry potable water from Lake Chaplain reservoir to the City of Everett. Since 2004, the pipeline has been exposed by river scour. The exposed pipeline is visible from the bank during low flow. The City made an attempt using Design-Bid-Build project delivery to install a new pipe much deeper under the river. The attempt was unsuccessful due mostly to Design-Bid-Build requirements outlined in the Design-Build application.

As a result, the City has concluded that Design-Build (D-B) delivery represents the approach that best serves the public interest. D-B delivery will allow the Contractor to work directly with permitting agencies in developing a river diversion and groundwater dewatering plan.

These and other reasons supporting the use of D-B delivery are further elaborated in the attached application, and we believe 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 URS, 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 May 23, 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 Transmission Line No. 5, which delivers 25 to 40 million gallons per day (MGD) to the City of Everett and its water customers. Transmission Line No. 5 runs from Lake Chaplain reservoir into the City of Everett. On its way into the City of Everett it crosses the Pilchuck River, just east of Snohomish, WA. Recent river erosion has exposed about 40 to 50 feet of the 51-in steel pipeline. This project consists of installing a new segment of 51-in steel pipeline just downstream of the existing crossing and much deeper.

3. Projected Total Cost for the Project:

A. Project Budget

Professional Services (A/E, Legal, etc)	\$120,000
Estimated proj const cost (incl contingencies)	\$3,900,000
Equipment & furnishing cost	\$0
Off-site costs	\$0
Contract admin cost (Owner, DB consultant)	\$239,600
Contingencies (design & owner)	\$355,000
Sales Tax (8.6%)	\$335,400
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
Project Review Committee Process	May 1, 2013	May 23, 2013
Procurement Process / D-B Selection and Contract Execution	May 24, 2013	Nov 6, 2013
Design	Nov 7, 2013	June 14, 2014
Mobilization	June 17, 2014	July 1, 2014
Construction River Crossing	July 1, 2014	Sep 1, 2014
Reconnect to Existing Main	Nov 14, 2014	Nov 14, 2014
Contract Close-out	Dec 1, 2014	Dec 31, 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"), 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: Transmission Line No. 5 is a crucial part to the City of Everett's potable water supply. There currently is no backup to Transmission Line No. 5, so it is critical to insure its dependability.

Even though the pipeline replacement concept is fairly straight forward, the entire success of the project relies on the means and methods employed in the river crossing. The work to install an open trench water crossing requires extremely well planned and coordinated diversion and dewatering methodologies. These methodologies must also be in strict compliance with permitting agencies requirements and the allowable time periods for in-water work.

D-B provides the opportunity for Contractors to team with highly qualified river diversion and dewatering specialists and/or designers. The Contractor and the river diversion and dewatering specialists will be contractually bound as a single entity to coordinate design, installation and permit compliance details that will lead to a successful installation. In addition, the diversion and dewatering specialists may be in direct communication with the various permitting agencies to fully coordinate their proposals with permitting agency requirements prior to developing their

pricing and implementation of the work. With the D-B approach, there will be a single line of responsibility for determining the means and methods and executing this work.

The City did attempt to create performance specifications for river diversions to reflect the very prescriptive permitting agency requirements for use in a conventional DBB model and found this to be extremely difficult due to the subtleness associated with this complex activity. With a D-B contract using performance based specifications, the D-B entity may communicate directly with the permitting agency in preparing river diversion and groundwater monitoring plans. 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 D-B Team selection on the basis of qualifications, experience, and permit coordination, will provide a much greater opportunity for success than the conventional bid model in such a sensitive setting.

Specialized schedule: In order to install a new transmission main across the river using open trench construction, the in-water work must be done at times of lowest fish migration. In this instance, it is between July 1 and September 1. Given the limited construction window available, planning and sequencing of work is absolutely critical to ensure the ability to complete the work.

With D-B, the Contractor and river diversion and dewatering specialists will act as a single contractual entity to coordinate the work sequence so river diversion, groundwater dewatering, pipeline installation, clean-up, and commissioning phases of work are orchestrated to meet the allowable construction window. The schedule constraints and permitting requirements as known today will be a part of the D-B solicitation and selection documents to allow ample time to coordinate activities. This provides a significant schedule advantage over the DBB approach where the river diversion and groundwater dewatering specials and contractor interaction would occur later in the project. DBB also doesn't allow for early Contractor, river diversion and groundwater specialist interaction with permitting agencies.

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?*

Not applicable.

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 river diversion and groundwater dewatering design. The final alignment, both vertical and horizontal, does not require regular interaction with City of Everett users and operators. The City's interaction and feedback to the D-B contractor will be focused on assessing design and construction activities relative to the design-build 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 solely based on the lowest price. As described earlier, coordinating and implementing river diversion and groundwater dewatering are critical components in the success of this project. It is of utmost importance that a highly qualified D-B contractor team conducts this specialized work.

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 river diversion and groundwater dewatering specialists who have the freedom to innovate custom solutions that could save the City money while still meeting permitting agencies goals. Since 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.

In summary, the City desires the highest quality and efficient work 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.

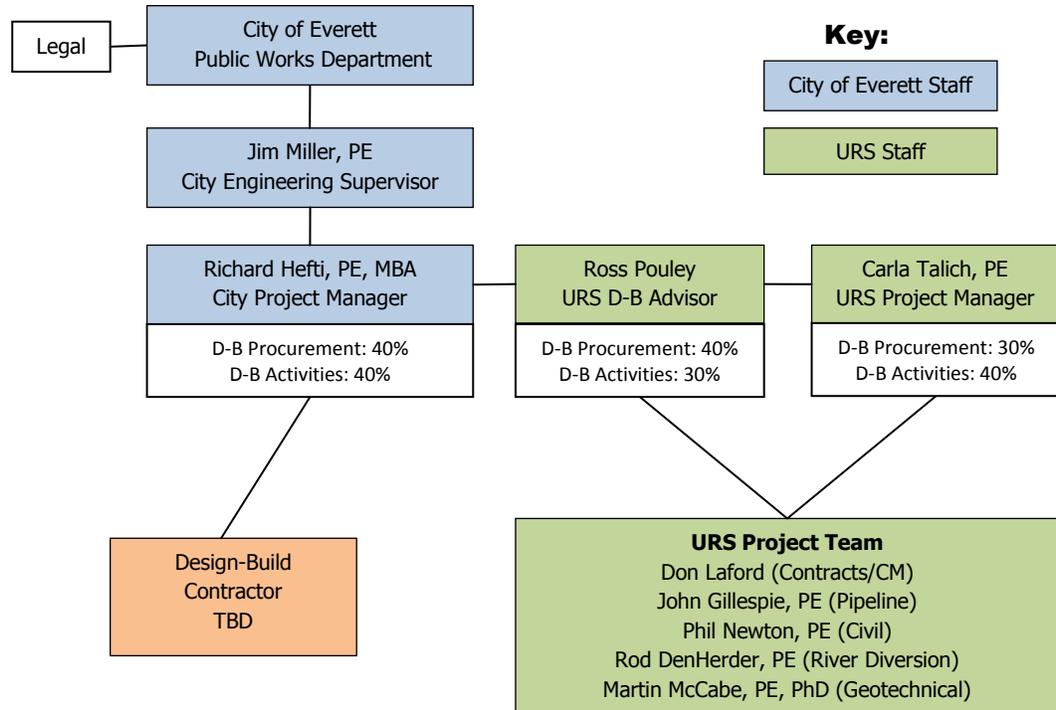
The City of Everett has been conducting and managing major construction projects for many years using in-house resources. The Public Works department has 15 licensed engineers, of which 8 have facilities construction experience. Last January, the PRC approved a D-B project for replacing roofs on two potable water reservoirs. The City is currently finalizing the RFQ documents for advertising this June. 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 C Expansion at the same facility. While the D-B approach and GC/CM approach 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. Mr. Hefti is currently the project manager for the City’s Reservoir 6 Roof Replacement D-B project.

The City has hired URS to be the Owner’s Advisor during this D-B project. Ross Pouley with URS has experience on several alternative delivery projects, including a number of D-B projects in Washington State.

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).

Jim Miller, P.E. – Engineering Supervisor

Role: General project oversight

Relevant Experience: Jim has 43 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. Mr. Miller supervised the City’s GC/CM projects for the WPCF Phase A Expansion and current Phase C Expansion. Mr. Miller 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.

Richard Hefti, P.E. – Senior Engineer

Role: City of Everett Project Manager

Relevant Experience: Richard has been with the City for 4 years and has 36 years experience in the public and private sector designing and managing public improvement projects. Richard is the project manager for the Reservoir 6 Roof Replacement DB project approved by the PRC last January, 2013. He was also 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 \$50,000,000 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 \$27,000,000 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.

Ross Pouley – D-B Advisor

Role: D-B advisor throughout the project.

Relevant Experience: Ross Pouley has 35 years of experience in the planning, design, management, and construction of complex facilities. He has over 25 years' experience as a project and construction manager. Mr. Pouley has an in-depth knowledge of Public Works contracting, Alternative Procurement and Project Delivery Strategies. He has managed work in all phases of the development process and projects ranging in size from small tenant improvements to major programs in excess of \$150 million. He is equally effective with designers and contractors due to the breadth of his background and his hands-on experience.

Carla Talich, P.E. – Project Manager

Role: Project Manager for URS for this project.

Relevant Experience: Ms. Talich has 18 years of experience as a Civil Engineer. Throughout the past 10 years, Carla has worked closely with water, stormwater, wastewater, and solid waste utilities in project design, permitting and construction. Ms. Talich has served as the URS Project Manager for the City of Everett on the 5-Line Crossing at the Pilchuck River for several years with work including pre-design, design, and permitting. Ms. Talich will continue as PM in order to provide continuity, support, and coordination of technical aspects of the project requirements in the preparation of the D-B solicitation.

Don Laford, P.E., CCM – D-B Solicitation Development/Construction Manager

Role: Solicitation Development through Construction Management

Relevant Experience: Mr. Laford has more than 50 years of experience, including pipelines, remediation projects, power plant construction, construction management, and quality control. His technical skill and project experience have contributed to his reputation as an exceptionally qualified construction professional and team leader. He has also worked in multiple roles over the years including those of design engineer, contractor, claims consultant, and owner's representative. He brings a unique and realistic perspective to all of his projects due to this background.

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 4 years. Richard is the Project Manager for the Reservoir 6 Roof Replacement project approved by the PRC last January. 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, Ross Pouley, has worked on alternative delivery projects for the past 20 years. Through this experience, he has gained significant understanding of the D-B process and has successfully executed a number of D-B projects. Mr. Pouley is committed to overseeing this project and working closely with Richard Hefti to execute the work. URS 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. He is currently overseeing the GC/CM process for WPCF Phase C Expansion, along with the Reservoir 6 Roof Replacement project.

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 (URS) contract has been funded through the City's Water Enterprise Fund. URS'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.

Jim Miller, P.E. – City of Everett

Construction Experience: Jim provided engineering oversight for all the projects listed in Attachment C.

Richard Hefti, P.E. – City of Everett

Construction Experience: With the City of Everett, Richard interacts with the City's Construction Management Group during his project's construction phase. He reviews submittals, responds to RFI's, review pay estimates and provides interpretations to Plans and Specifications. Prior to his experience with the City of Everett, Richard preformed all phases of construction management, such as, construction observation; field order, work change directive and change order preparation, pay estimate preparation, final punch lists and project closeout.

Ross Pouley – URS

Construction Experience: Ross’s projects listed in Attachment B included his direct involvement in construction management phases.

Carla Talich, P.E. – URS

Construction Experience: Ms. Talich has been involved in projects from planning through design and construction. For two years, Ms. Talich provided survey layout and construction inspection for the installation of flood control levees along the Snohomish River. After the floods of 1996 and 1997, Ms. Talich provided survey, design, and construction inspection of emergency flood control and infrastructure protection projects throughout Washington State on several rivers and creeks (Snohomish, Deschutes, Mashell, Nisqually, Chehalis, Cowlitz, Asotin, Pataha, Tahuya). Ms. Talich has worked with the City of Everett since 2004 on pipeline protection, repair, and replacement projects on the Snohomish River, Ebey Slough, and Union Slough.

Don Laford. – URS

Construction Experience: Mr. Laford has more than 50 years of experience in construction management and quality control.

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 D 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.

The City plans to provide a \$30,000 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 selected the \$30,000 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.

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.

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 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 is currently completing modifying the University of Washington D-B contract language for its current Reservoir 6 Roof Replacement project. 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 E includes a site plan and plan and profile sheet depicting the project.

10. **Resolution of Audit Findings on Previous Public Works Projects**
If your organization had audit findings on any 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

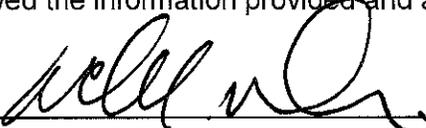
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

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: April 30, 2013

Attachment A
Project Schedule

ATTACHMENT A – PROJECT SCHEDULE



Attachment B

Additional Team Experience

Attachment B - Team Experience with Alternative Delivery Projects

Name	Experience	Org	Projects	Construction amount	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
			WPCF Phase C Expansion	\$77 million	GC/CM	EM	EM
			Reservoir 6 Roof Replacement	\$5 million	D-B	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 CM
			Reservoir 6 Roof Replacement	\$5 million	D-B	PM	PM
Ross Pouley	Over 35 years experience in providing alternative planning and delivery	URS	King County Library System Long Range Capital Plan, Seattle WA	\$170 million	D-B	Consultant PM	Consultant PM
			Souder Station Parking Garages	\$190 million	D-B	PIC PM/CM Services	PIC CM
			Bremerton Transportation Center	\$34.5 Million	D-B	PIC PM/CM Services	PIC CM
			Community Transit Merrill Creek Operating Base & Admin Center	\$19.9 Million	D-B	PICPM/CM Services	PIC CM
			Link Transit Maintenance & Operations Facility	\$7.5 Million	D-B	PIC PM/CM Services	PIC CM
			Army & Air Force Exchange Service	\$150 million	D-B	PIC PM/CM Services	PIC CM
			USPS National Construction Mgmt Support Contract	\$200 Million	D-B	PIC PM/CM Services	PIC CM
			Burien Library & City Hall – King Co. Library System	\$18 million	GC/CM	Consultant PM	Consultant PM
			King County Correctional Facility ISP & Jail Renovations	\$54 million	GC/CM	Consultant PM	Consultant PM
			Puyallup City Hall	\$35 million	GC/CM	Consultant PM	Consultant PM
Carla Talich, P.E.	18 years experience as Civil Engineer in water, stormwater, wastewater, and solid waste	URS	Seattle Public Utilities South Transfer Station	\$35M million	D-B	D-B Team	D-B Team
			WSDOT I-405/NE 6 th St to I-5 Widening Express Tolling Lanes Project	\$155 million	D-B	D-B Team	D-B Team

Attachment B - Team Experience with Alternative Delivery Projects

Name	Experience	Org	Projects	Construction amount	Project type	Role during project phases	
						Design	Const.
Don Laford	50 years experience in Construction Mgmt	URS	Bremerton Transportation Center, Bremerton, WA	\$34.5 million	D-B	Owners Rep	Owners Rep
			Commuter Retail Building, Bremerton, WA	\$3.4 Million	D-B	Owners Rep	Owners Rep
			Community Transit Operations & Maintenance Facility, Everett, WA	\$19.9 Million	D-B	Owners Rep	Owners Rep
			Charleston Transit Base Expansion, Bremerton, WA	\$5 Million	D-B-B	Owners Rep	Owners Rep
			Chesterfield Power Station, Richmond, VA	\$175 Million	D-B	CQC Rep	CQC Rep

EM – Engineering Manager, PM – Project Manager, APM – Assistant PM, CM – Construction Manager, PIP – Principal-in-Charge
 CQC – Construction Quality Control

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 various systems to control odor, safety and plant performance.	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. Significant 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 significantly 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 & UP3264)	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 & RD3309)	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 haul onto the site and compacted. 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 quantities 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-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 sidewalk, 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	Riverfront Surcharge Phase II (WO# - 3316-21)	Continuation of Proj No 9	D B B	6/22/2009	342	Working	342	\$1,791,849.82	\$1,754,339.85	N/A
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.

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
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 curb/gutter. Extensive electrical work not included in original contract to replace previously damaged telemetry wire, damaged street lighting, and other miscellaneous electrical work.
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 Chaplain, 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	River Front Surcharge Phase 3 (WO# - RD3316-31)	Continuation of Proj No 9 & 18	D B B	7/6/2010	89	Calendar	89	\$2,967,195.01	\$2,741,368.27	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.

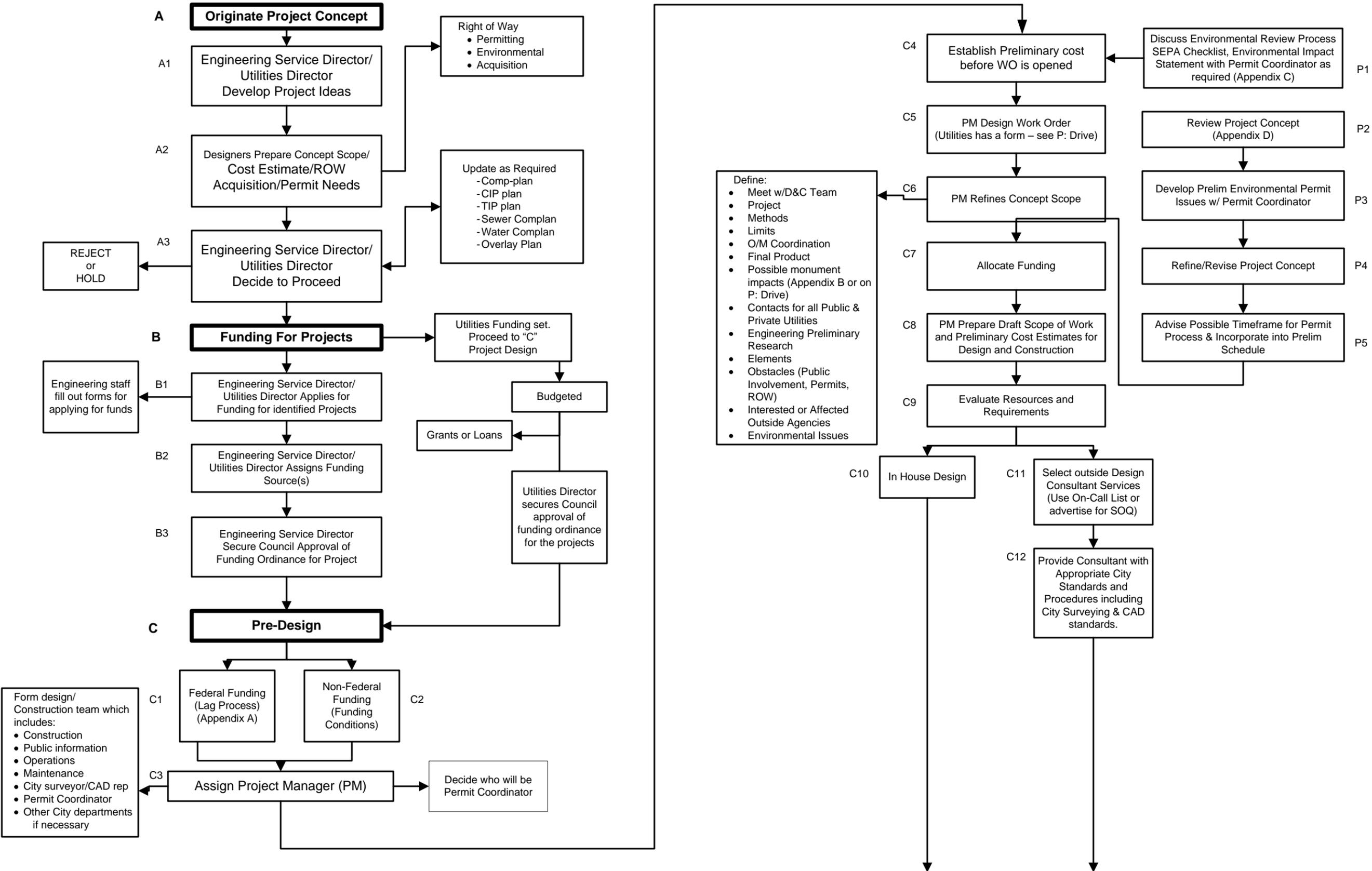
City of Everett - Construction History for Projects > \$1,000,000 Past 6 Years

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
25	Water Transmission 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
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.

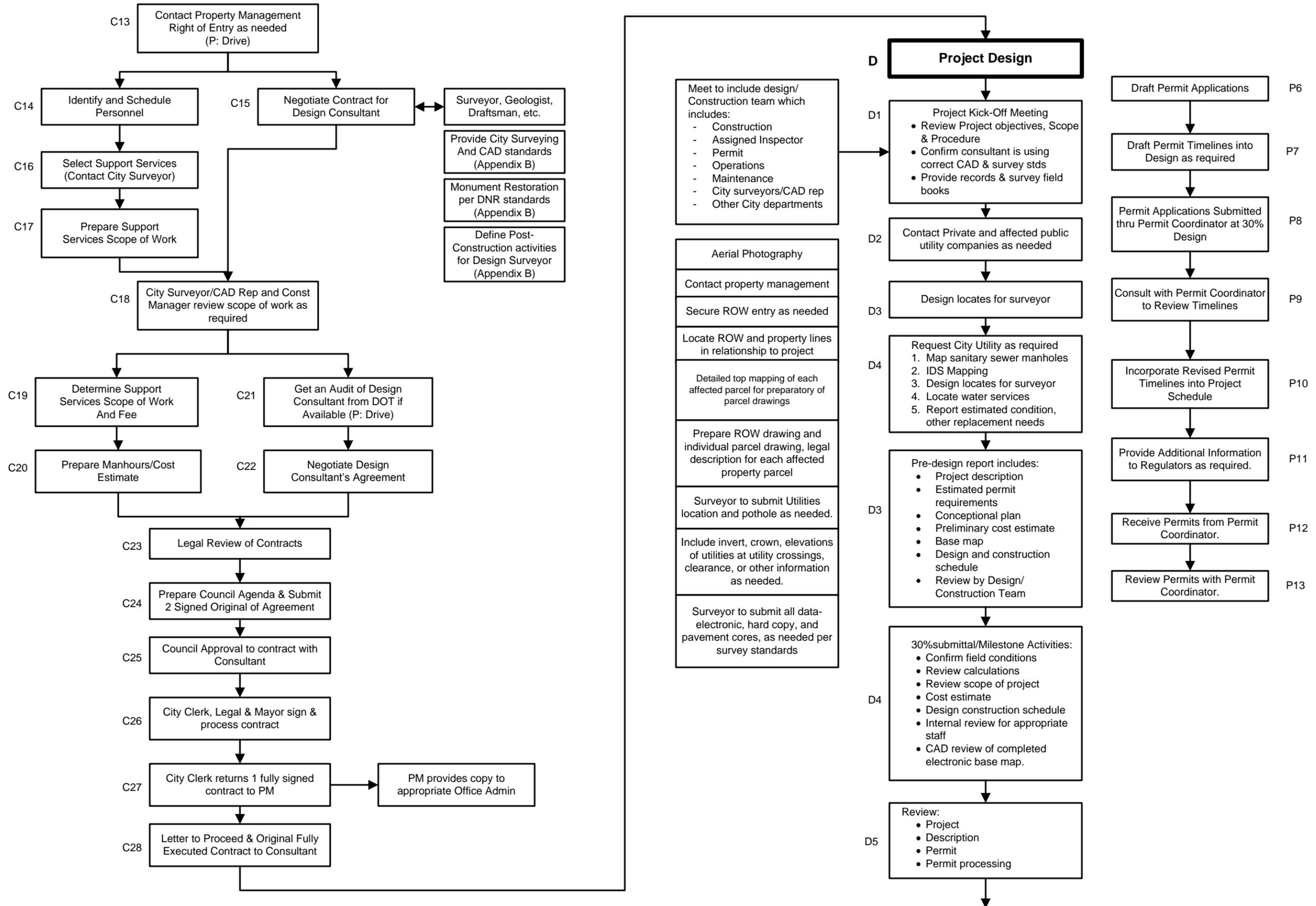
Attachment D

Extract from Project Manager Handbook

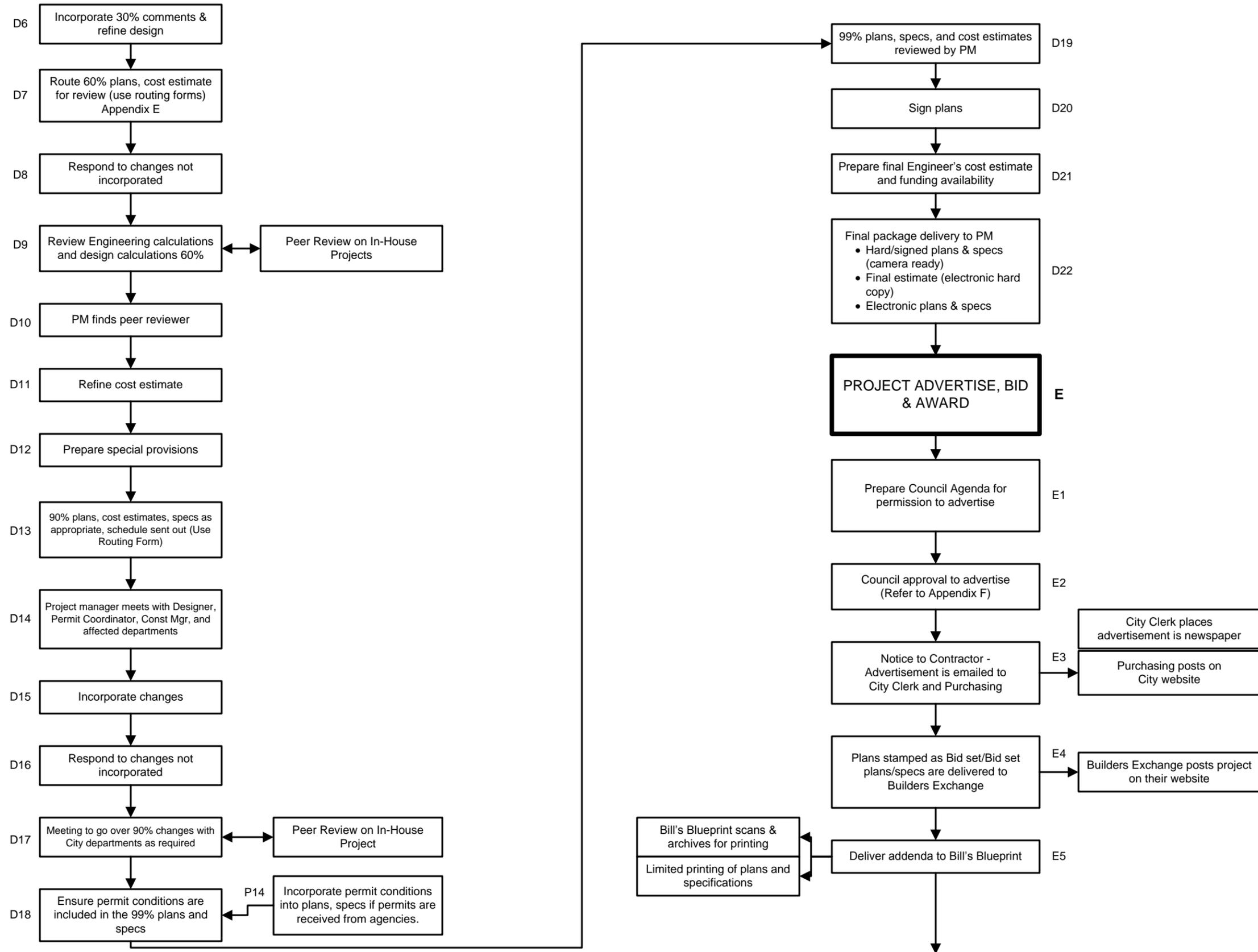
PROJECT MANAGER FLOW CHART



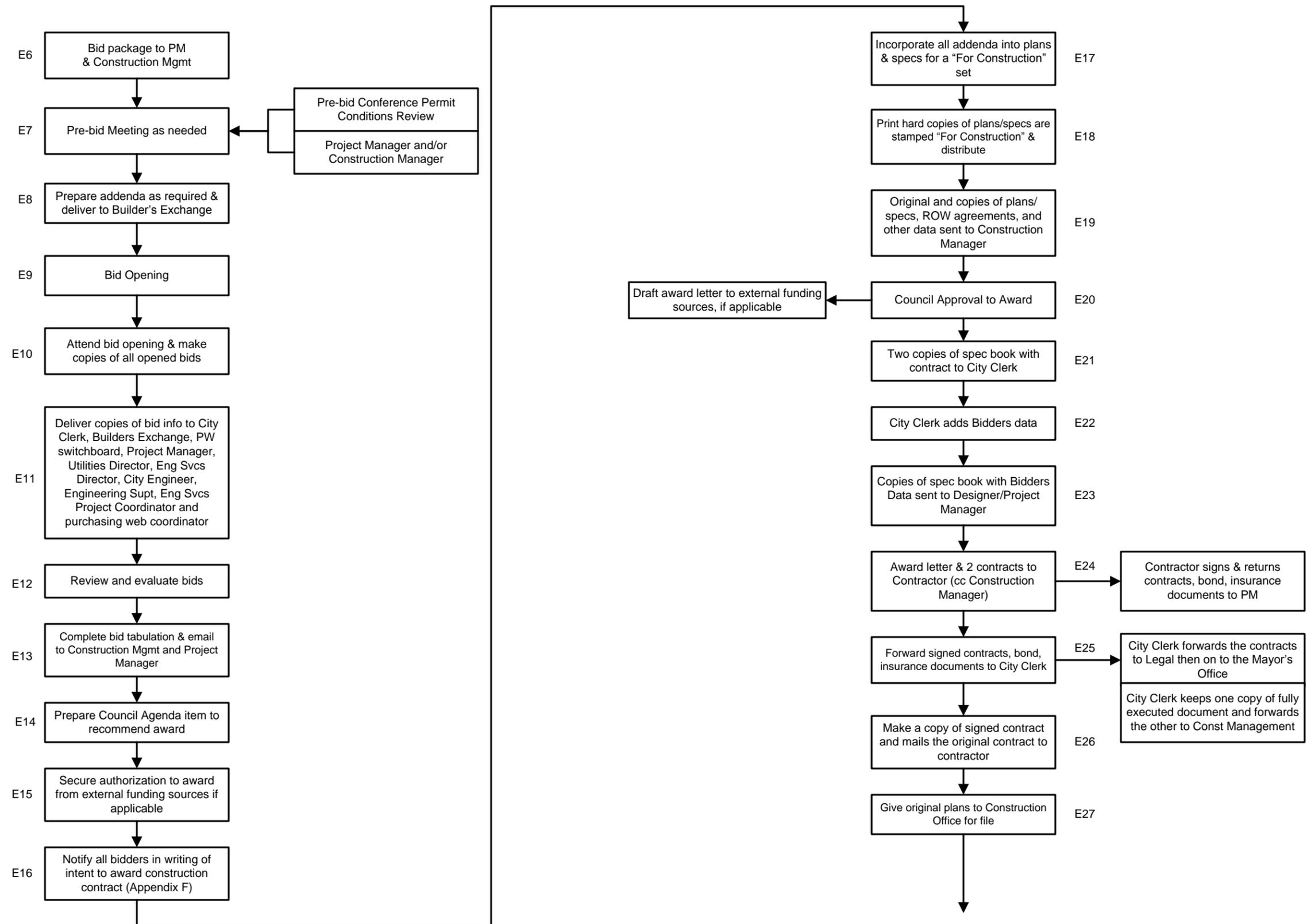
PROJECT MANAGER FLOW CHART (2)



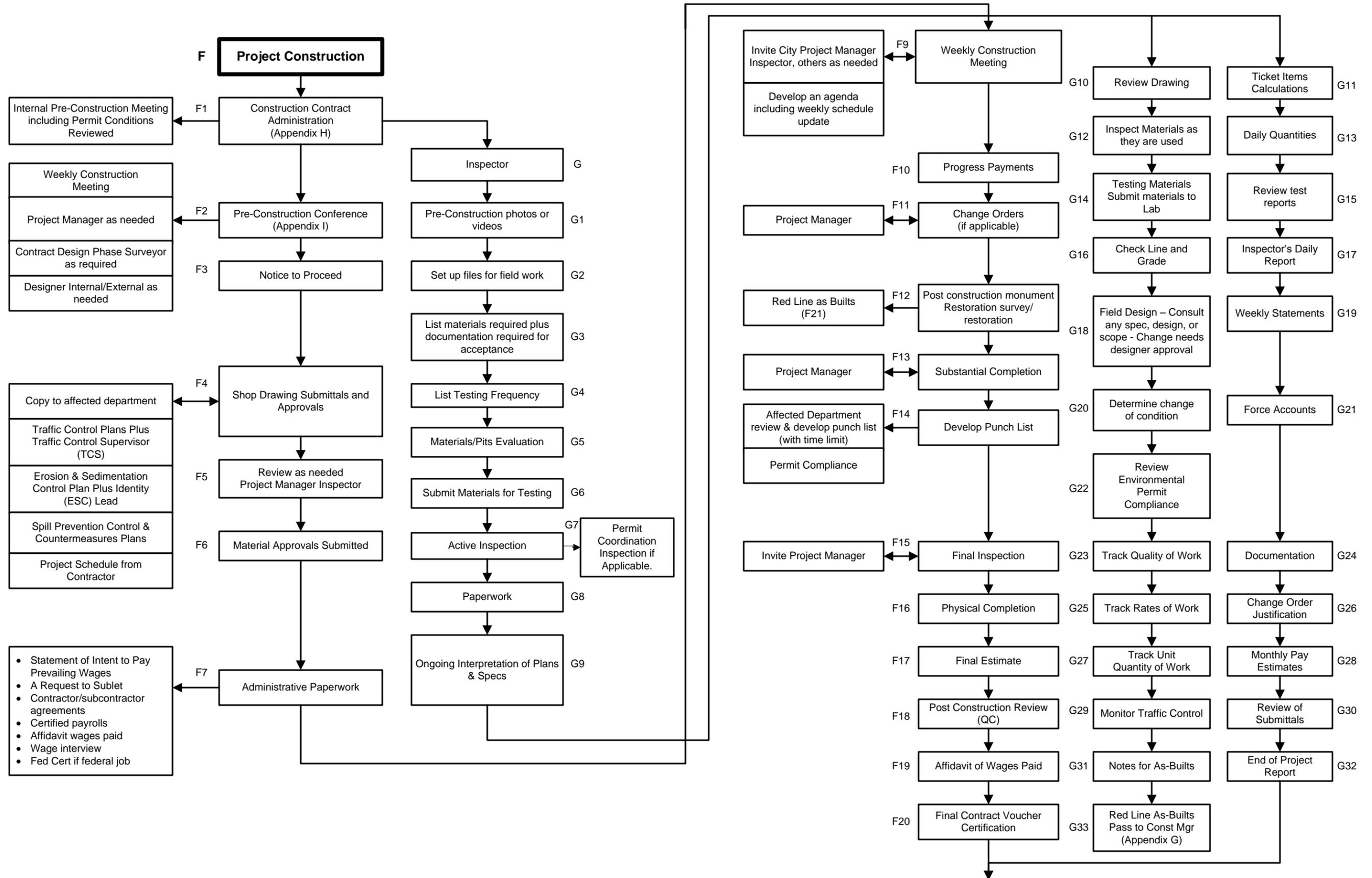
PROJECT MANAGER FLOW CHART (3)



PROJECT MANAGER FLOW CHART (4)



PROJECT MANAGER FLOW CHART (5)



PROJECT MANAGER FLOW CHART (6)

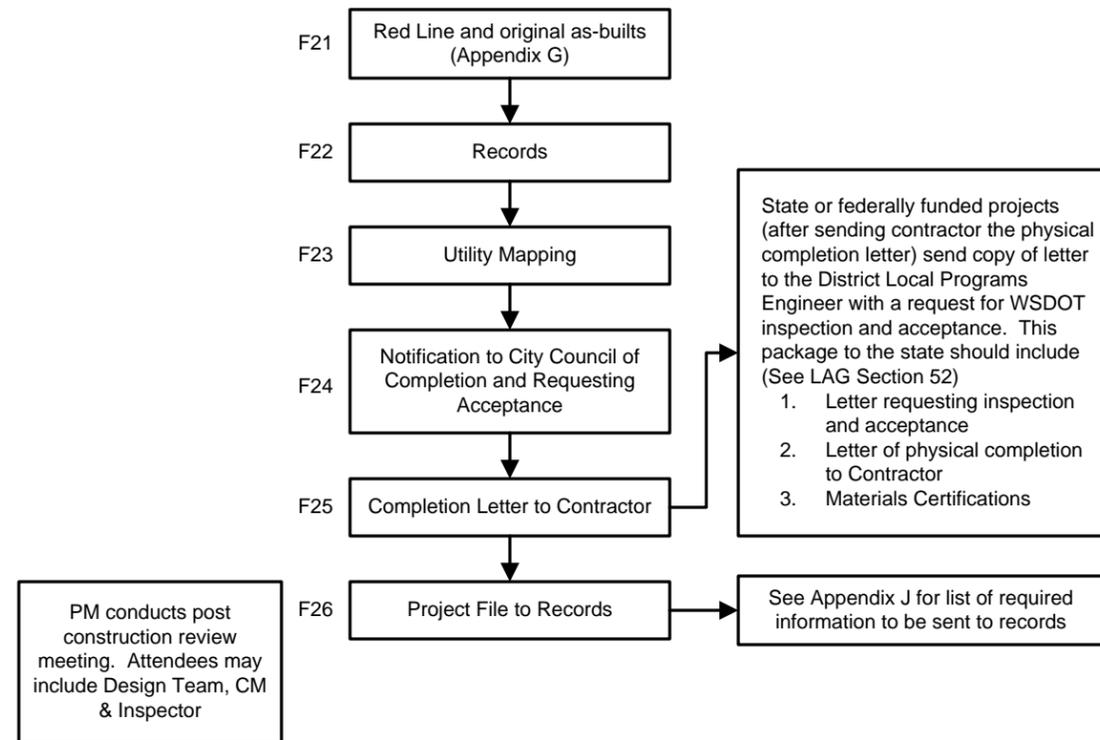
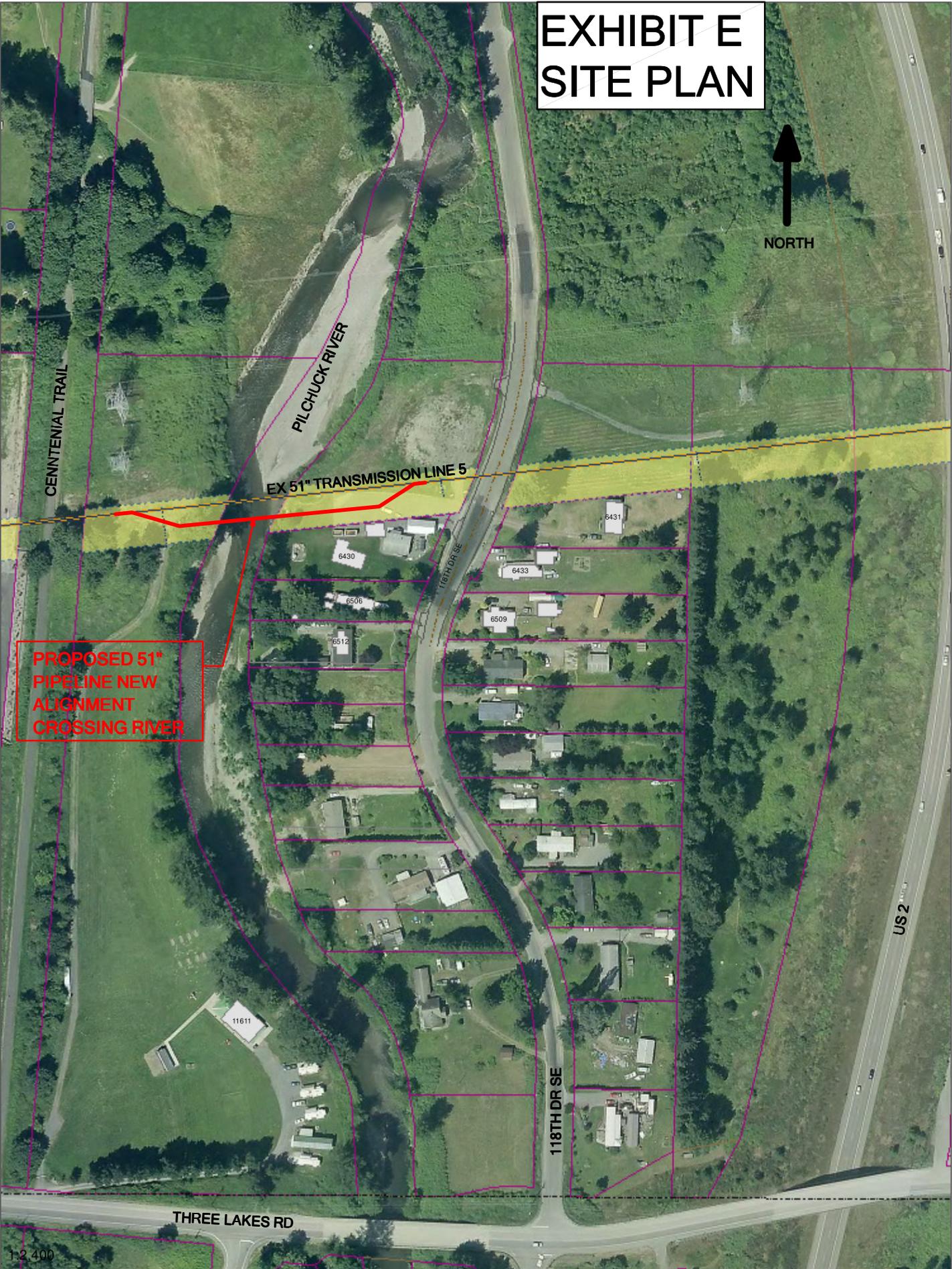
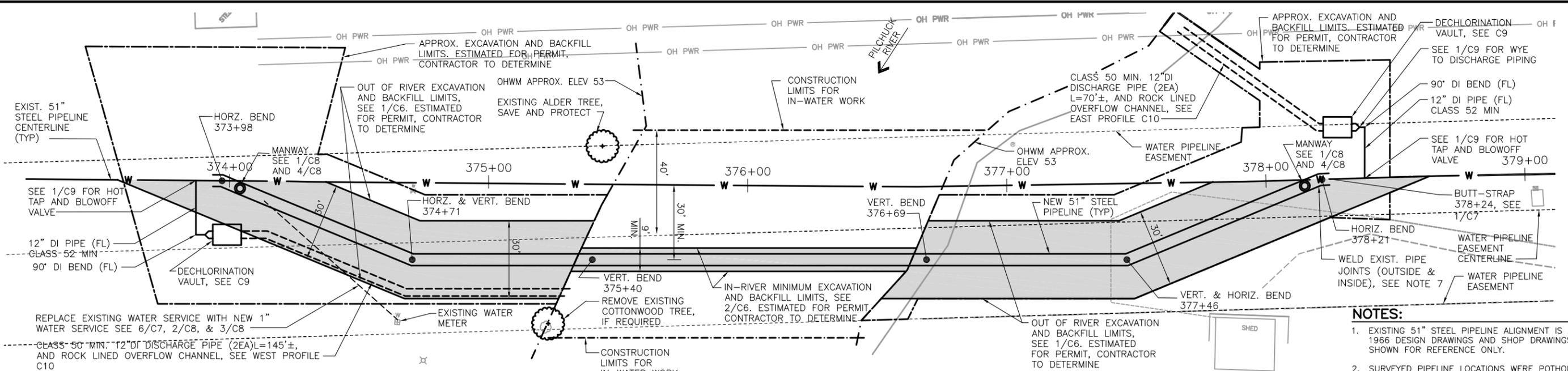


EXHIBIT E SITE PLAN

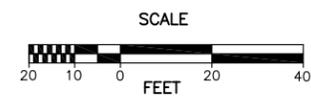


**PROPOSED 51"
PIPELINE NEW
ALIGNMENT
CROSSING RIVER**



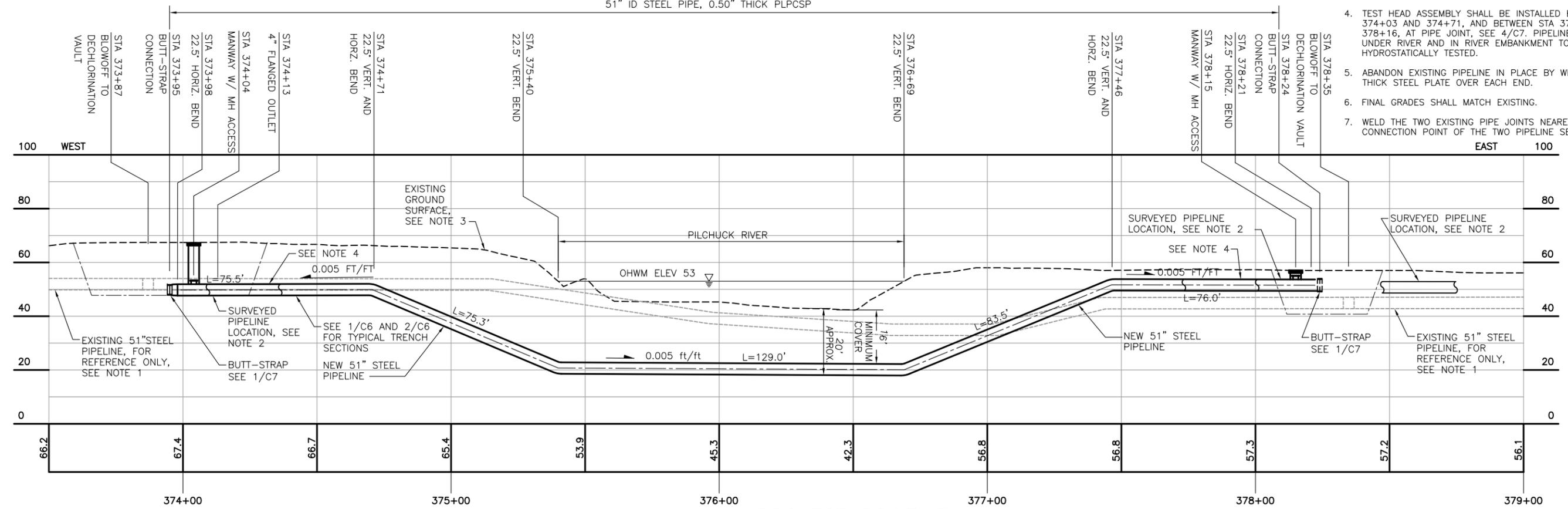
PROJECT PLAN

SCALE: 1"=20'



- NOTES:**
- EXISTING 51" STEEL PIPELINE ALIGNMENT IS AS SHOWN ON 1966 DESIGN DRAWINGS AND SHOP DRAWINGS AND IS SHOWN FOR REFERENCE ONLY.
 - SURVEYED PIPELINE LOCATIONS WERE POTHOLED IN APRIL 2008 AND ACTUAL ALIGNMENT IS KNOWN ONLY AT THESE LOCATIONS. CONTRACTOR SHALL VERIFY DEPTH, DIAMETER AND ALIGNMENT OF EXISTING PIPELINE.
 - EXISTING GROUND SURFACE PROFILE IS PROVIDED FOR REFERENCE ONLY. THE RIVER BED AND BANKS HAVE CHANGED DUE TO, BUT NOT LIMITED TO, ACTIVE RIVER MIGRATION AND 2012 FIELD WORK.
 - TEST HEAD ASSEMBLY SHALL BE INSTALLED BETWEEN STA 374+03 AND 374+71, AND BETWEEN STA 377+46 AND 378+16, AT PIPE JOINT, SEE 4/C7. PIPELINE SECTION UNDER RIVER AND IN RIVER EMBANKMENT TO BE HYDROSTATICALLY TESTED.
 - ABANDON EXISTING PIPELINE IN PLACE BY WELDING A 3/8" THICK STEEL PLATE OVER EACH END.
 - FINAL GRADES SHALL MATCH EXISTING.
 - WELD THE TWO EXISTING PIPE JOINTS NEAREST THE CONNECTION POINT OF THE TWO PIPELINE SECTIONS.

51" ID STEEL PIPE, 0.50" THICK PLPCSP



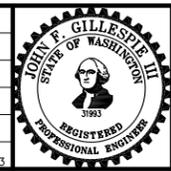
PROJECT PROFILE

SCALE: HORZ: 1"=20'
VERT: 1"=20'

Constructed By: _____ Date: _____
 Control: DNR 7152, DNR 7153
 C.O.E. Field Bk/Pg: 738-39
 Surveyed By: PERIET ENGINEERING Date: SEPT. 2010
 Inspector: _____
 File Name: \\seagis\cadd\PROJECT\Everett\Water Transm\Pipelines\33759029\RO7 - Copy\C1.dwg Mar. 15, 2013 - 8:47am
 XREF: EVERETT PILCHUCK BASE (SP).DWG
 XR: CONSTRUCTION BASE.DWG

NO.	DATE	APRVD	REVISION
BID	04/05/13	CONST	
PLANS ISSUED FOR:			
ACTION:	DATE	APRVD	ACTION: DATE APRVD

Designed By: J. GILLESPIE
 Checked By: C. TALICH
 Drawn By: C. WORRELL
 W.D. No.: UP-3251
 Plot Date: 3/15/2013
 Milestone & Date: BID ISSUE 04/05/13



**CITY OF EVERETT
PUBLIC WORKS
DEPARTMENT**

**5 LINE REPLACEMENT - PILCHUCK RIVER
OPEN TRENCH INSTALLATION
CONSTRUCTION PROJECT**

URS
1501 4th Avenue, Ste. 1400
Seattle, WA 98101-1616
Telephone (206) 438-2700

PIPELINE PLAN AND PROFILE

Drawing No. **C1**
 Sheet No. **7**
 Of Total **19**

ONE INCH
AT FULL SIZE, IF NOT ONE
INCH SCALE ACCORDINGLY