

January 2, 2014

Robyn Hofstad, Administrative Support
Project Review Committee
State of Washington Department of Enterprise Services (DES)
Engineering and Architectural Services
PO Box 41476
Olympia, WA 98504-1476

Re: City of Everett Application for Project Approval Using Design-Build (D-B)
Grand Avenue Park Bridge Project

Dear PRC Members:

The Grand Avenue Park Bridge Project is the lynch pin that will connect critical combined sewer overflow (CSO) improvements currently in design with existing outfalls on the shore of Puget Sound. These improvements will mitigate combined sewer flooding issues in the Northwest Everett Neighborhood, and provide a new pedestrian access from Grand Avenue Park and surrounding neighborhoods to the waterfront. This link will be accomplished with a bridge over the BNSF railroad right-of-way which will carry sewer and stormwater piping, as well as pedestrians. Time is of the essence, since completing this solution to basement flooding in the neighborhood is critical to the health and welfare of Everett's citizens.

To successfully deliver a bridge with the design, construction, and logistical challenges of the Grand Avenue Park Bridge, extremely close control and integration of all aspects of the project will be required. This integration is best suited where the team of designers and constructors are brought together under one contract. As a result, the City has concluded that a 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 the bridge crossing 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 staff's past experience with successful D-B delivery, the City's experience from the recent GC/CM project at the wastewater treatment plant, and the exceptional D-B experience of Jacobs Engineering Group, Inc., 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 23, 2014 meeting.

Sincerely,



Heather Griffin, 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 D-B procedure and is seeking approval to use this procedure on a D-B 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: **Heather Griffin, P.E.** Title: **Project Manager/Senior Engineer**
- (d) Phone Number: **425-257-7206** Fax: **425-257-8882** E-mail: **hgriffin@everettwa.gov**

2. Brief Description of Proposed Project:

This project includes designing, procuring, and constructing a bridge over the Burlington Northern Santa Fe Railroad (BNSF) and Washington State Department of Transportation (WSDOT) Rights-of-Way to convey stormwater and combined sewer overflows to existing outfalls on Port of Everett property, replacement of aging and failing combined sewer overflow (CSO) pipelines along an unstable steep slope, and the creation of a new pedestrian overpass that provides a link to public shoreline access. The stormwater and CSO pipelines will connect on the hillside at the east end of Grand Avenue Park Bridge, traverse the bridge and connect to existing outfalls on the Port of Everett property west of the bridge structure. The bridge will also include pedestrian access to connect the Everett NW Neighborhood to the waterfront, fitting in with the Port's plans to redevelop the formerly industrial area into commercial uses in a way that encourages pedestrian activities and implements an element from the City of Everett Shoreline Public Access Plan. Special facilities will be provided on the bridge for the mobility-challenged persons. The bridge will span over BNSF railroad tracks and West Marine View Drive (SR529).

3. Projected Total Cost for the Project:

A. Project Budget

| Line Item | Cost |
|--|--------------------|
| Professional Services (A/E, Legal, etc.) | \$1,020,000 |
| Estimated Project Construction (incl. contingencies) | \$4,200,000 |
| Equipment and furnishings | n/a |
| Off-site (easements, property acquisition) | \$110,000 |
| Contract Admin (Owner, D-B consultant) | \$470,000 |
| Contingencies (design & owner) | \$290,000 |
| Sales Tax (9.2%) | \$390,000 |
| Total | \$6,480,000 |

B. Funding Status

The utility bridge and pipelines will be funded through the City's Utilities Enterprise Fund. The City will seek federal funding sources for the pedestrian improvements (stairs and elevator) to the bridge.

4. Anticipated Project Design and Construction Schedule

| Task | Start Date | Due Date |
|--|-------------------|-------------------|
| Project Review Committee Process | January 2, 2014 | March 27, 2014 |
| Procurement Process / D-B Selection and Contract Execution | March 28, 2014 | November 20, 2014 |
| Design | December 5, 2014 | May 21, 2015 |
| Permit Approvals of Design | May 22, 2015 | August 27, 2015 |
| Construction | May 22, 2015 | Dec 31, 2015 |
| Contract Close-out | Jan 1, 2016 | Feb 28, 2016 |

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"), 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: Heavy civil structures need to be designed around the construction. Loads, tolerances, clearances, and type of bridge materials to be constructed are critical not only to the permitting and construction but also to the long term life and performance of a bridge. Single-span construction techniques require the utmost level of coordination between the designer, the fabricator and the constructor. Fabricators and constructors can and will add value and will correspondingly assume the risk for known aspects of the bridge installation. The work to install a structure over the railroad, over a busy state highway, and under high-voltage power transmission lines will require an extremely well-planned and coordinated approach. This approach must also be in strict compliance with permitting agencies' requirements.

Further, since the elimination of basement flooding in the Northwest Everett Neighborhood by the Sewer M project, a project which separates storm and sanitary waters into separate pipelines, is dependent on the installation of this new bridge to convey the storm and CSO pipelines to their eventual discharge point, time is of the essence. Even though the pipeline replacement concept is fairly straight forward, the timing of the project relies on the means and

methods employed in the installation of the bridge, and successfully meeting the various requirements of agencies from which approvals are required. The D-B approach offers opportunity to reduce the project schedule and provide needed relief to impacted residences.

D-B provides the opportunity for Contractors to team with highly qualified construction, bridge, and foundation specialists and their designers. The Contractor and 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 contractor may be in direct communication with the various permitting agencies and the property owners 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 execution of this work.

With a D-B contract using performance based specifications, the D-B entity may communicate directly with the permitting agencies / entities in meeting the needs of those agencies / entities. This is especially valuable given importance of the construction schedule and its impact on other needed projects and the sensitivity of construction in a very popular park (Grand Avenue Park), over a highly sensitive business operation by BNSF, and over a highway that provides access for the Navy Homeport as well as the Port of Everett. There are several geotechnical challenges that are best evaluated and addressed by a D-B team: the landslide-prone steep slopes on the eastern end of the proposed bridge and the historical fill area on the Port of Everett property.

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.

With D-B, the Contractor and specialists will act as a single contractual entity to coordinate the work sequence so all aspects of project delivery, clean-up, and commissioning phases of work are orchestrated to meet the schedule. 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 project and contractor interaction would occur later in the project, which does not allow for early Contractor interaction with permitting agencies / entities.

5.2 If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

The use of D-B processes do allow for the use of greater innovation throughout the Design, Fabrication, Construction of the project which will directly affect the project. The ability of the Designer to have the structure fabricator and constructor working right alongside them in the design will simplify the designers, the fabricators, and the constructors work greatly. Coordination of often overlooked elements such as the constructability of the structure, the hauling and lifting of components, and the installation of coatings can and will improve the structure, save time, and deliver a better quality product.

5.3 If significant savings in project delivery time would be realized, explain how D-B can achieve time savings on this project.

The use of the D-B process for this project can yield time and therefore money savings for this project. In this case because efficiencies can be incorporated into key aspects of the

development of the project the probability of time savings is even greater. Specifically the concurrent review and development (by all parties) of the design in the design- build model will improve decision making, and create a more comprehensive, complete design. Secondly, having the fabricator and the constructor involved from the beginning will allow for the concurrence of schedule on long lead and specialty procurement items. This can improve the overall delivery schedule of project dramatically by avoiding sequential processes. Next the merging of the constructor into the process yields a significant opportunity to reduce the schedule by 1) bringing the construction processes into concurrency with other project elements (foundation construction while fabricating the span structure) and 2) by the integration of construction needs into the design to accommodate improved construction techniques (single lift placement, etc.) which in this case can hasten span erection and avoid stakeholder impacts.

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, permitting and schedule 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 professionals who have the freedom to innovate custom solutions for foundation design, construction phasing, and installation approaches that could save the City money while still meeting permitting agencies requirements. 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.

This project will yield many public benefits from the new pedestrian corridor in addition to mitigation of combined sewer flooding issues, replacement of older facilities, the addition of new separated stormwater facilities, and their connection to the existing shoreline outfalls. To accomplish all these benefits to the public is the goal of this project.

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. Within the past year, the PRC approved two D-B projects. One for replacing covers on two potable water reservoirs and the other for replacing a 51-inch potable water pipeline under the Pilchuck River. The City is currently evaluating proposals on the two potable water reservoirs. The Pilchuck River project is currently awaiting proposal submittals due March 2014. In addition, the City has successfully completed a GC/CM project on the Everett Water Pollution Control Facility (WPCF) 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.

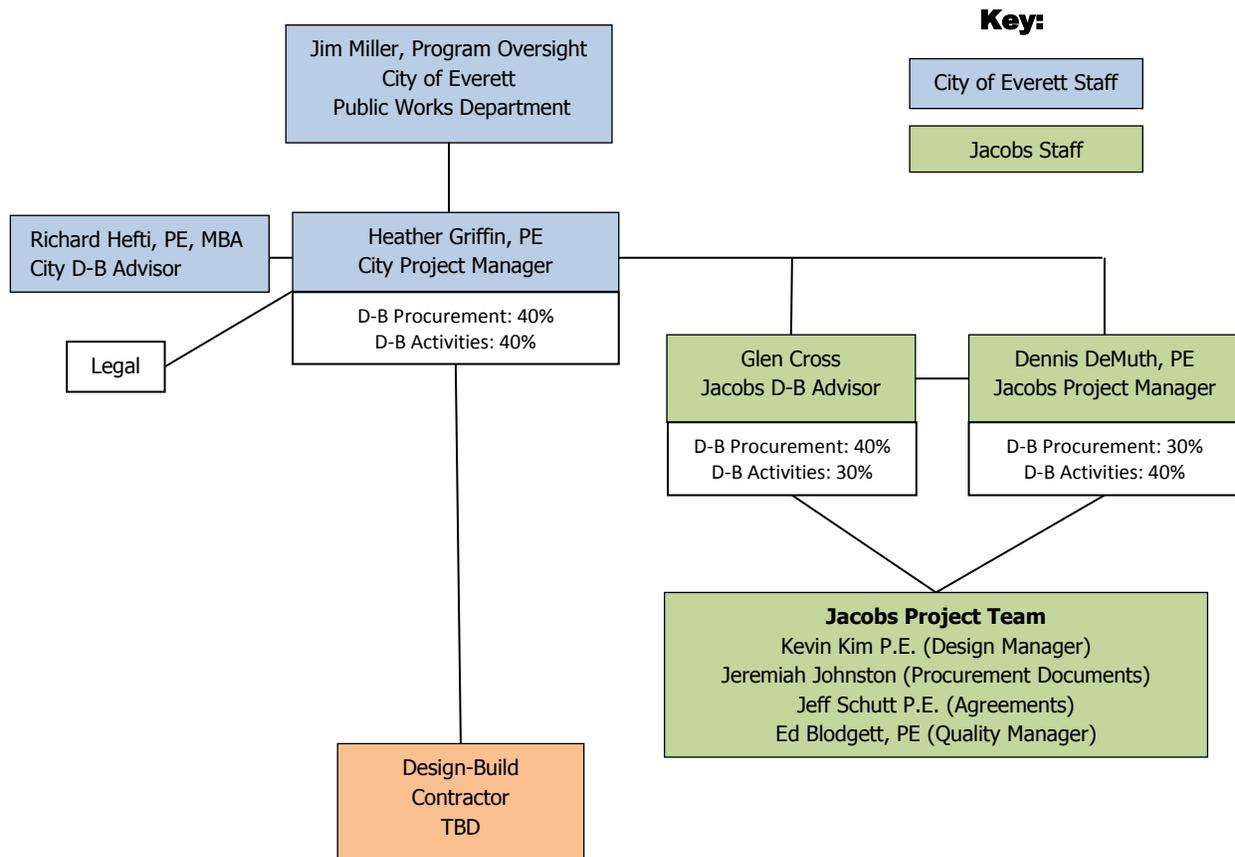
The City's Project Manager, Heather Griffin, P.E, brings a wealth of CSO and capital project management experience to the project. Heather joined the City 12 years ago and has experience delivering difficult projects on tight timelines. Serving as Ms. Griffin's internal D-B Advisor throughout the course of this project will be Richard Hefti, P.E. Richard joined the City 4 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. In addition, Richard is currently the project manager for the City's Reservoir 6 Roof Replacement and Transmission Line 5 Replacement Crossing the Pilchuck River D-B projects.

The City has hired Jacobs Engineering Group, Inc. to be the Owner's Consulting Advisor during this D-B project. Glen Cross has extensive experience on several alternative delivery projects of this kind, 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.)

Percentages are averaged over the project activities.



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: City of Everett Program Oversight

Relevant Experience: Jim has 43 years of 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.

Heather Griffin, P.E., – Senior Engineer

Role: City of Everett Project Manager

Relevant Experience: Heather has 19 years of local public sector engineering experience. She has been with the City of Everett for 12 years planning and managing public improvement projects in water, sewer, and stormwater. For the past 10 years Heather has been the lead on the City’s Combined Sewer Overflow (CSO) Reduction Program, a 30-year program to bring CSO’s into regulatory compliance. She was the City’s project manager for the Bond Street CSO

Control Facilities \$2 million design effort, utilizing seven disciplines and engaging both internal and external stakeholders on a tight timeline of 18-months to meet a regulatory deadline. She obtained funding for, and completed construction of, several phases of this project. Heather recently completed a joint \$10 million project with the Seattle District Corps of Engineers for a 93-acre intertidal restoration that included three bridges. In early 2013, Heather was designated as the City's representative for the Mudslide Mitigation Working Group, a consortium of agencies working together to address factors causing landslides along the Seattle to Everett rail corridor. The combined sewer outfall to be replaced was recently subjected to a landslide.

Richard Hefti, P.E., MBA – Senior Engineer

Role: City of Everett D-B Advisor

Relevant Experience: Richard has been with the City for 4 years and has 36 years of experience in the public and private sector designing and managing public improvement projects. Richard is the project manager for the Reservoir 6 Roof Replacement D-B project approved by the PRC last January, 2013 and the Transmission Line 5 Replacement Crossing Pilchuck River D-B project approved last May 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.

Dennis DeMuth, P.E. – Senior Project Manager

Role: Jacobs Utilities Lead and Project Manager

Relevant Experience: Dennis is a Senior-level Project Manager/Engineering Manager with 31 years of experience in a wide variety of projects involving planning, pre-design, design, and construction support services on municipal wastewater, stormwater, and water projects in the Pacific Northwest and elsewhere. His experience includes large-scale piping systems, pumping stations and evaluation of treatment facilities. Dennis has coordinated large design teams involving as many as nine sub-consultants and up to 21 staff from multiple offices to provide the "full-service" approach to completing a project. He is also experienced in easement and permit acquisition and in working with/presenting to a wide diversity of stakeholders to gain their support on projects. Notable multi-disciplined projects include (1) the 250-MGD CSO Elliott West Pumping/Treatment Facility for King County & Seattle, WA, worth almost \$20 million, (2) the 68-MGD York Pumping Station and Force Mains (8,600 LF of 30" and 48" parallel lines) for King County, WA, and (3) four high-head pumping stations ranging from 9 to 31 MGD and three 3- to 5-MG reservoirs for the Big Chino Water Ranch Water Delivery Project for Prescott, AZ.

Glen Cross – Senior Manager

Role: Jacobs D-B Advisor

Relevant Experience: 22 years of experience in D-B procurement, 5 years in Washington. He has 2 years with WSDOT, and 3 years with the Seattle Monorail Project. Glen is experienced in all technical aspects of the project including bridges, CSO, utilities, geotechnical, permits, and complex geometry. Glen is experienced in leading, organizing, and successfully procuring D-B projects in Utah, Nevada, Washington, New Mexico, and California. Glen is experienced in similar sized projects. He has a good understanding of risk profile and management for Washington D-B projects.

Kevin Kim P.E., S.E. – Senior Engineer

Role: Jacobs Design Manager

Relevant Experience: Kevin is a Project Manager and Structural Engineer with over 29 years of experience providing services for all aspects of bridge and structural engineering ranging from feasibility studies through construction support. Kevin has been responsible for preparing design reports and final construction documents (PS&E), performing bridge seismic evaluation and load rating analyses, and leading structural design task for design-build projects during the proposal and the final construction phase. Kevin has experience in designing a variety of structures using reinforced and prestressed concrete, steel and masonry for highway bridges, pedestrian bridges, retaining walls and facility structures. He is well acquainted with the current AASHTO specifications and WSDOT design manuals. His design-build experience includes the SR 520 Eastside Corridor and SR 520 Floating Bridge for WSDOT. In addition, he has managed the design and construction of the Mountlake Terrace Transit Center for Community Transit, which included a pedestrian bridge/walkway and elevators. Kevin's management skills are based on his desire to be actively involved in design, providing direct understanding of scope, schedule and budget status, as well as real-time identification of issues. He demonstrates a proactive approach to guiding the team and communicating with stakeholders.

Ed Blodgett, P.E. – Quality Manager

Role: Jacobs Quality Manager

Relevant Experience: Ed has 30 years of experience as a Civil Engineer. Throughout the past 10 years, Ed has worked closely with design, permitting and construction for water, stormwater and wastewater utilities. He has served as the Quality Manager of multiple D-B projects.

Jeremiah Johnston – Technical Writer

Role: Jacobs D-B Documents Manager/Technical Writer

Relevant Experience: Coordination and Compilation of Instruction to Proposers, Contracts, Technical Provisions, and Reference Documents. Jeremiah has been responsible for organization, technically editing, management, and consistency of documents.

Jeff Schutt, P.E. – Discipline Manager

Role: Jacobs Agreements Manager

Relevant Experience: Jeff has provided Utility Management and Agreement support to a number of D-B projects in Northwest Washington. His experience with BNSF, Puget Sound Energy, and various subsurface and overhead utilities will provide significant support throughout the agreement development, engineering, and procurement work.

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.*

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.*

Refer to Section 7.3 for the project team's experience.

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. Heather and her Everett team are full-time City employees, and the Owner's Advisor (Jacobs) contract has been funded through the City's Utilities Enterprise Fund.

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 oversight for all the projects listed in Attachment C.

Heather Griffin, P.E. – City of Everett

Construction Experience: Heather has acted as construction manager for her projects as needed depending on the workload and staffing in the Construction Management group. This entails reviewing submittals, responding to RFI's, holding construction meetings, reviewing pay estimates and change orders. Heather works with the City's Construction Management Group for projects that she doesn't manage herself. For this project it is anticipated that she will work closely with the City construction manager and inspector for the Broadway Bridge, another bridge over BNSF railway. That bridge should be finishing when the Grand Avenue Park Bridge is beginning construction and the City anticipates using the same construction management team for both projects.

Richard Hefti, P.E., MBA – 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.

Dennis DeMuth – Jacobs

Construction Experience: Dennis has overseen design of numerous wastewater projects in the State of Washington and provided construction support services on most of them. His experience in the construction phase will be to facilitate Jacobs and City of Everett work during design and construction.

Glen Cross – Jacobs

Construction Experience: Glen's projects, listed in his resume in Attachment B, include those having his direct involvement in the construction management and D-B management. He has 22 years of experience in D-B procurement. Five projects Washington, two with WSDOT, and three with the Seattle Monorail Project. Experienced in all technical aspects of the project including bridges, utilities, geotechnical, permits, and complex geometry. His experience includes leading, organizing, and successfully procuring D-B projects in Utah, Nevada, Washington, New Mexico, and California. He has a good understanding of risk profile and management for Washington D-B projects and has experience with similar size projects.

Kevin Kim P.E., S.E. – Jacobs

Construction Experience: Kevin is a Project Manager and Structural Engineer with over 29 years of experience providing services for all aspects of bridge and structural engineering ranging from feasibility studies leading structural design task for design-build projects during the proposal and the final construction phase. In addition, he has managed the design and construction of the Mountlake Terrace Transit Center for Community Transit, which included a

pedestrian bridge/walkway and elevators. Kevin's management skills are based on his desire to be actively involved in the project, the real-time identification of issues. He demonstrates a proactive approach to guiding the team and communicating with stakeholders.

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," of the project management design/construction process to ensure that projects 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 \$45,000 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 \$45,000 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 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's has completed D-B contract language for its current Reservoir 6 Roof Replacement and the Transmission Line 5 Replacement Crossing Pilchuck River project. After an internal review with the City's D-B team, suggested revisions to tailor the contract to this particular project will be incorporated. Through the City's past experiences with GC/CM, we understand the importance of starting with a known template to streamline development of the contract.

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:

- ***An 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.***

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

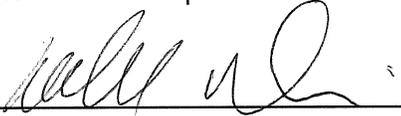
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

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: _____ 

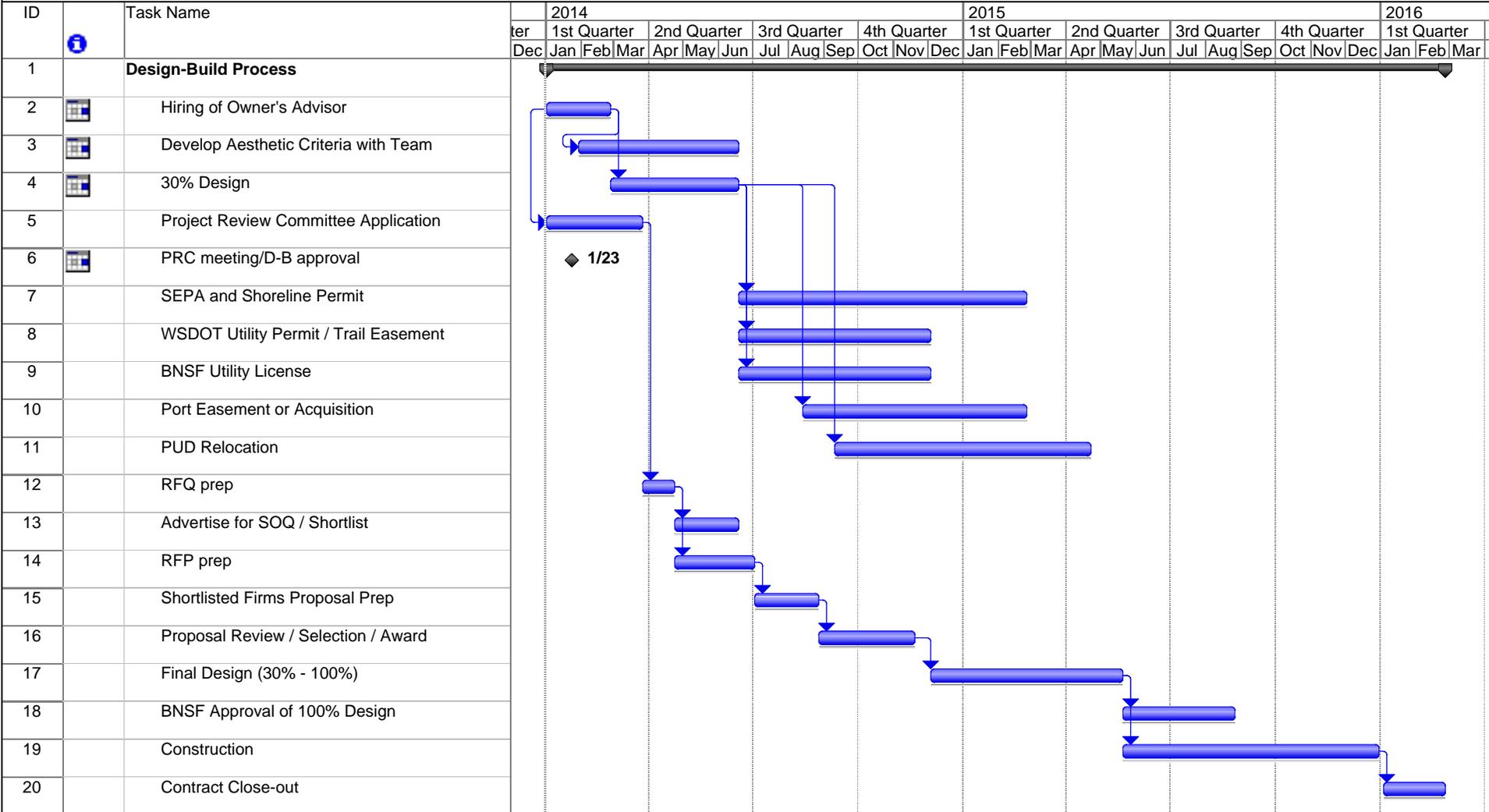
Name: (please print): Dave H. Davis, P.E.

Title: Public Works Director

Date: January 2, 2014

Attachment A
Project Schedule

GRAND AVENUE PARK BRIDGE



| | | | | | | |
|---|----------|--|-----------------|--|--------------------|--|
| Project: 2013-12-31 Grand Park Bridge Date: Tue 12/31/13 | Task | | Milestone | | External Tasks | |
| | Split | | Summary | | External Milestone | |
| | Progress | | Project Summary | | Deadline | |

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 |
| | | | Transmission Line 5 Replacement | \$4 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 |
| | | | Transmission Line 5 Replacement | \$4 million | D-B | PM | PM |
| Glen Cross | 30 years experience in major public works projects, including 22 years of experience in D-B procurement. Experienced in leading, organizing, and successfully procuring DB projects in Utah, Nevada, Washington, New Mexico, and California. | Jacobs | WSDOT SR 167 DB Program | \$278 million | D-B | PM | DB Mgr |
| | | | Seattle Monorail Project | \$1.6 billion | D-B | Contracts Mgr | Contracts Mgr |
| | | | Legacy Parkway, UT | \$451 million | D-B | PIC PM/CM | DB Manager |
| | | | Manzano Bridge, USCOE, NM | \$11 million | D-B | DB Manager | PIC CM |
| | | | Nevada DB Program, NV | \$6 million | D-B | DB Manager | DB Manager |
| | | | MetroLink DB Program Development | \$1 million | D-B | PIC PM/CM | N/A |
| | | | UTA Light Rail, Salt Lake City, UT | \$46 million | D-B | PMO | PMO |
| | | | Henderson CSO Tunnel, King Co., WA | \$67 million | GC/CM | PM/CM | PM |
| Sunnydale CSO Tunnel, CA | \$51 million | GC/CM | PM/CM | PM | | | |
| Ed Blodgett | Quality Manager, 30 years of civil engineering experience | Jacobs | I-405 DB Projects (2) | \$100 million | D-B | D-B Team | D-B Team |
| | | | Seattle Monorail Project | \$1.6 billion | D-B | D-B Team | D-B Team |
| | | | Henderson CSO Tunnel, King Co., WA | \$67 million | D-B | Owners Rep | Owners Rep |
| Kevin Kim, P.E. | 29 years of experience as a bridge structural engineer, with D-B experience on bridge and other transportation projects. | Jacobs | Alaskan Way Viaduct/Seawall Replacement, Settlement Mitigation design | \$1 billion | D-B | EM | |
| | | | WSDOT SR532 Corridor, Camano Is. | \$50 million | D-B | EM | |
| | | | WSDOT SR500 Interchange, bridge, Vancouver, WA | \$20 million | D-B | EM | |
| Jeremiah Johnston | Technical writer for DB procurement documents and related contracts. | Jacobs | Nevada DB program | \$6 million | D-B | Procurement | |
| | | | MetroLink DB program | \$1 million | D-B | Procurement | |

EM – Engineering Manager, PM – Project Manager, APM – Assistant PM, CM – Construction Manager, PIC – 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. |

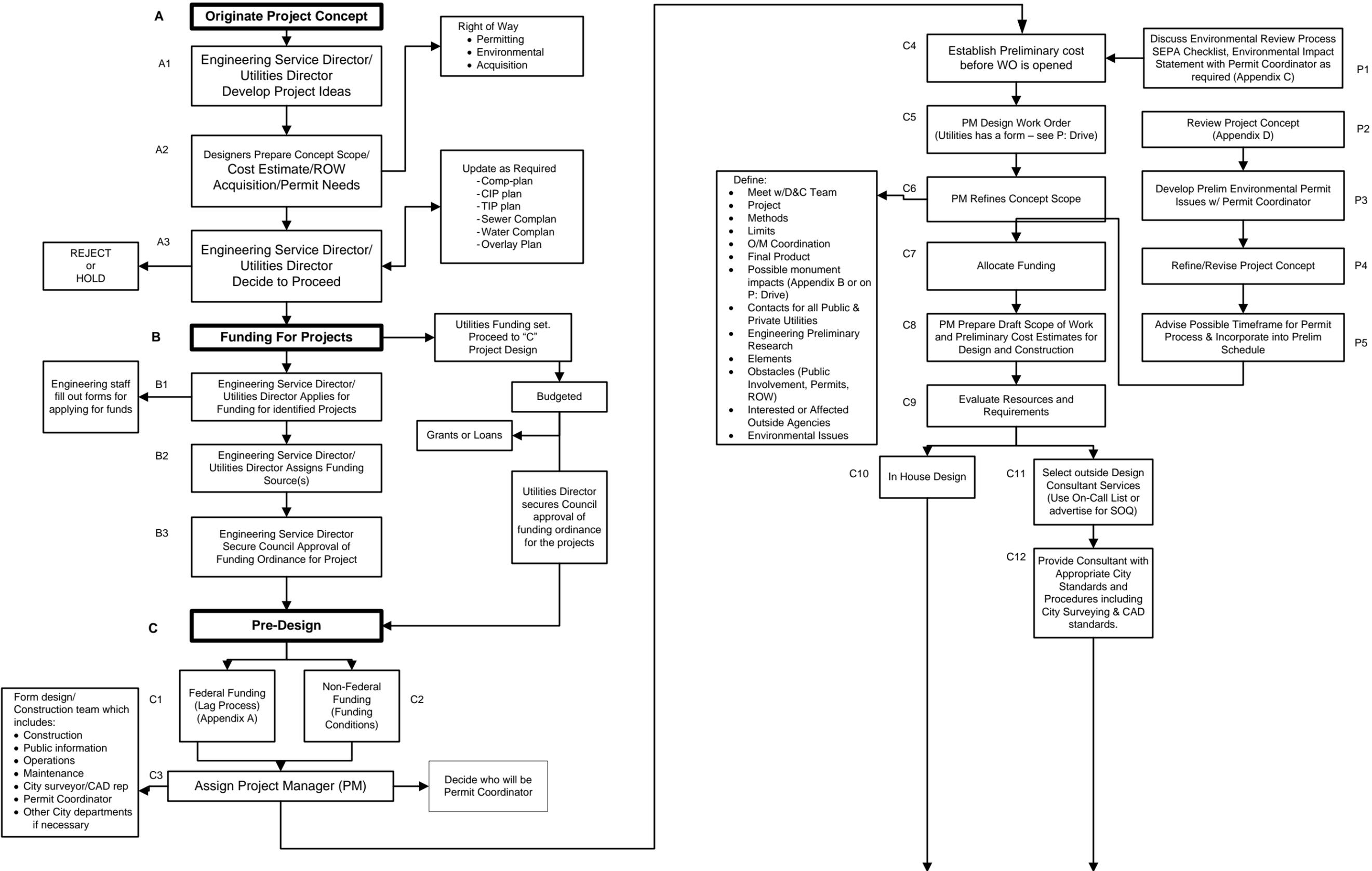
City of Everett - Construction History for Projects > \$1,000,000 Past 6 Years

| 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. |

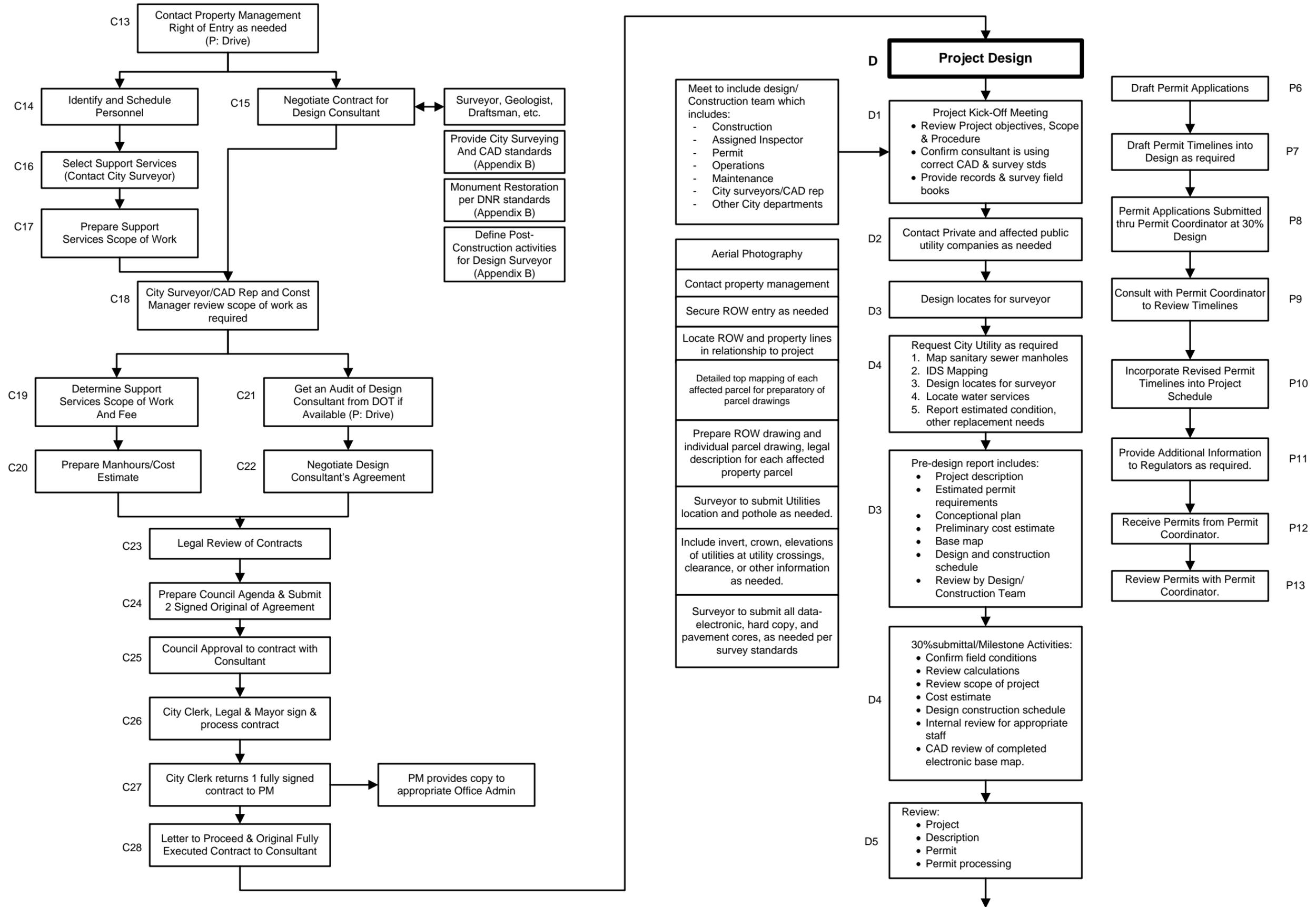
Attachment D

Extract from Project Manager Handbook

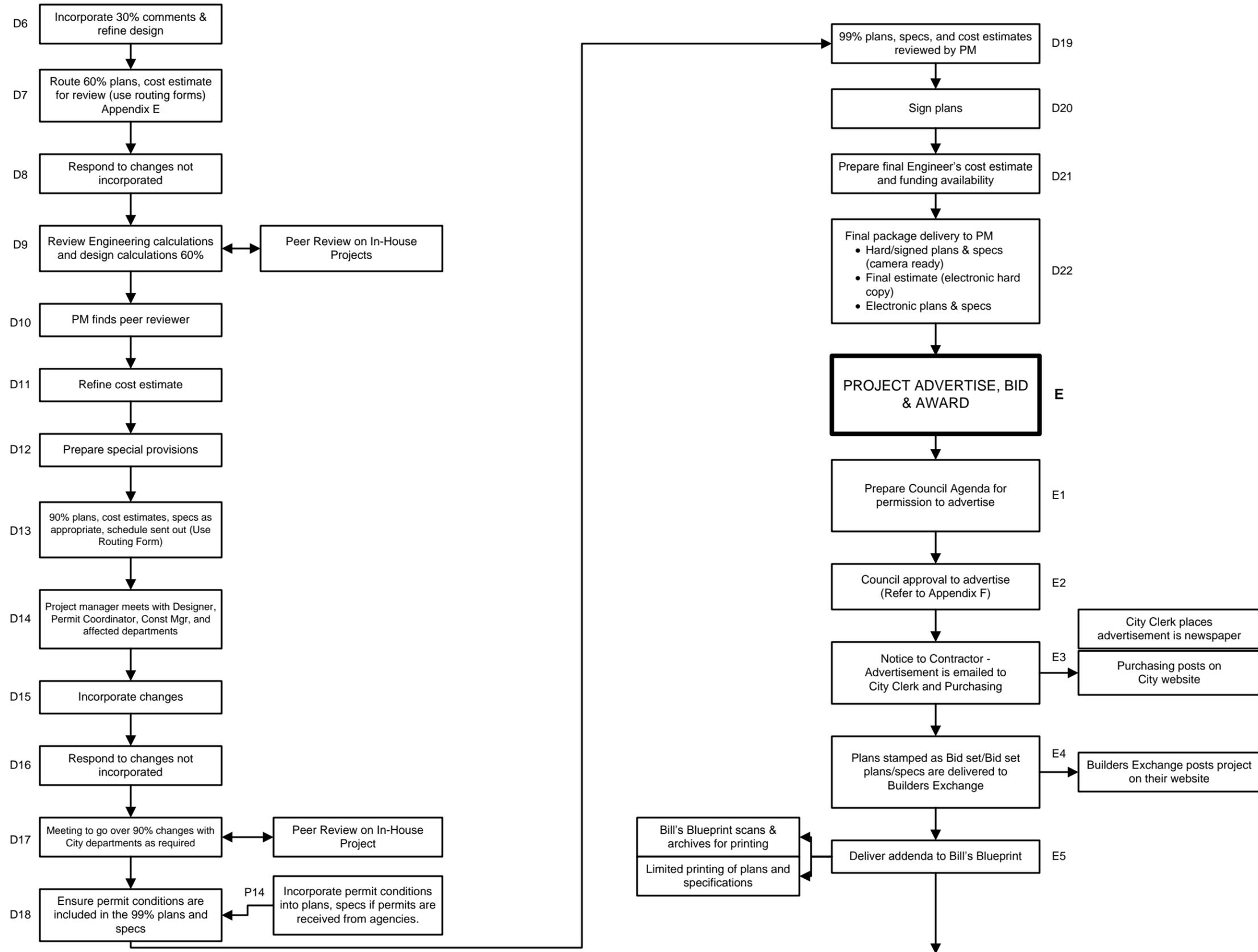
PROJECT MANAGER FLOW CHART



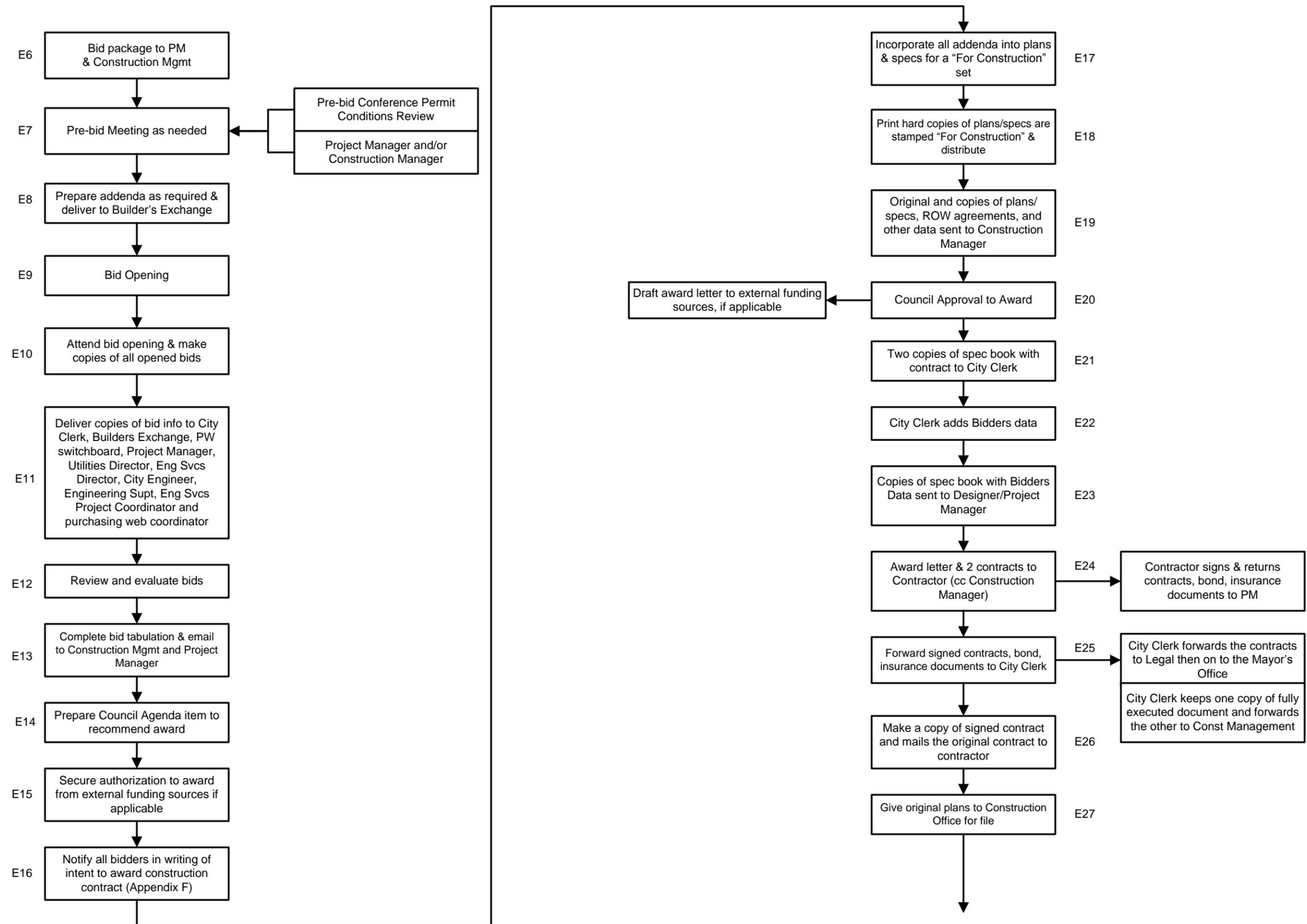
PROJECT MANAGER FLOW CHART (2)



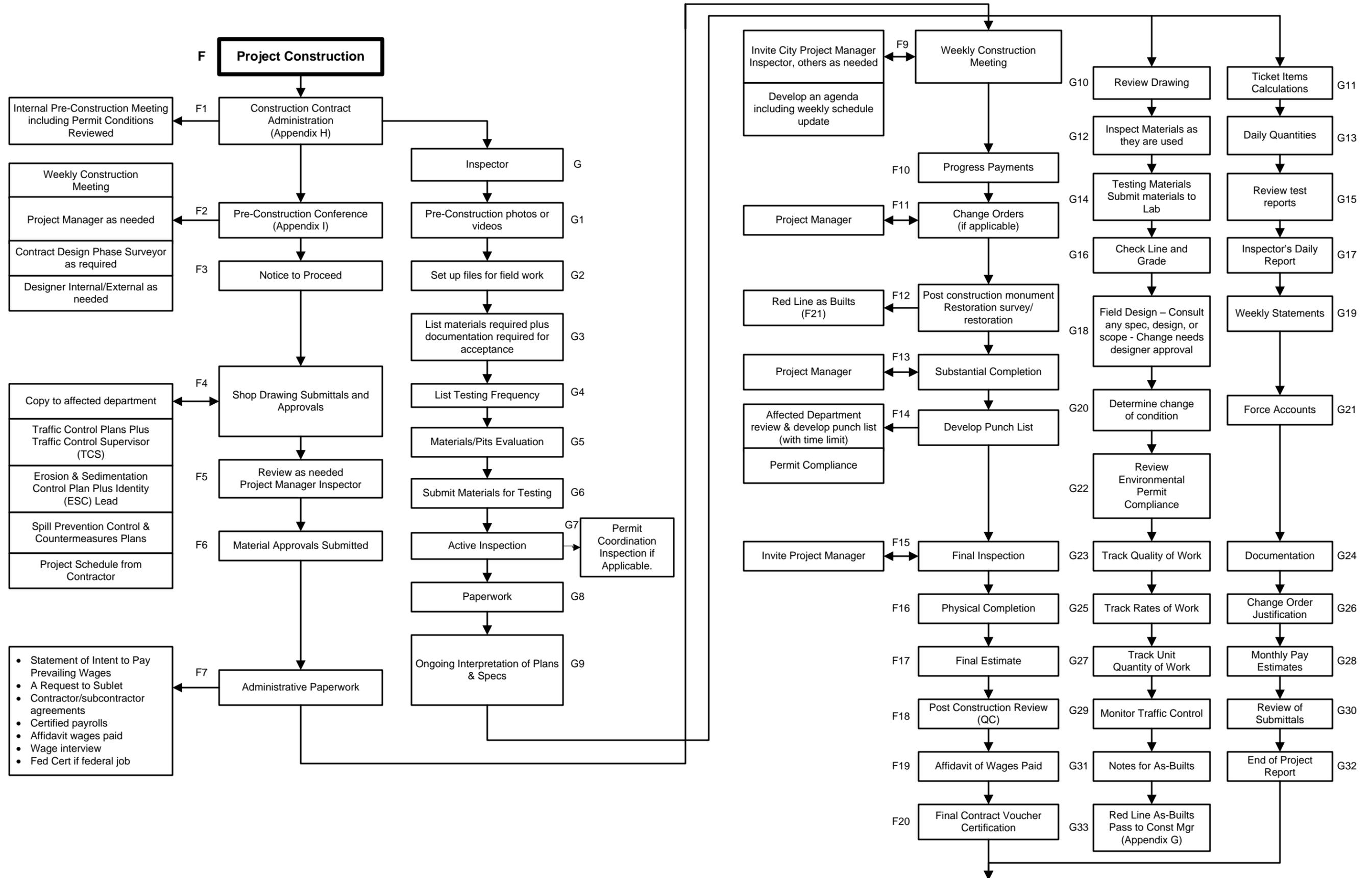
PROJECT MANAGER FLOW CHART (3)



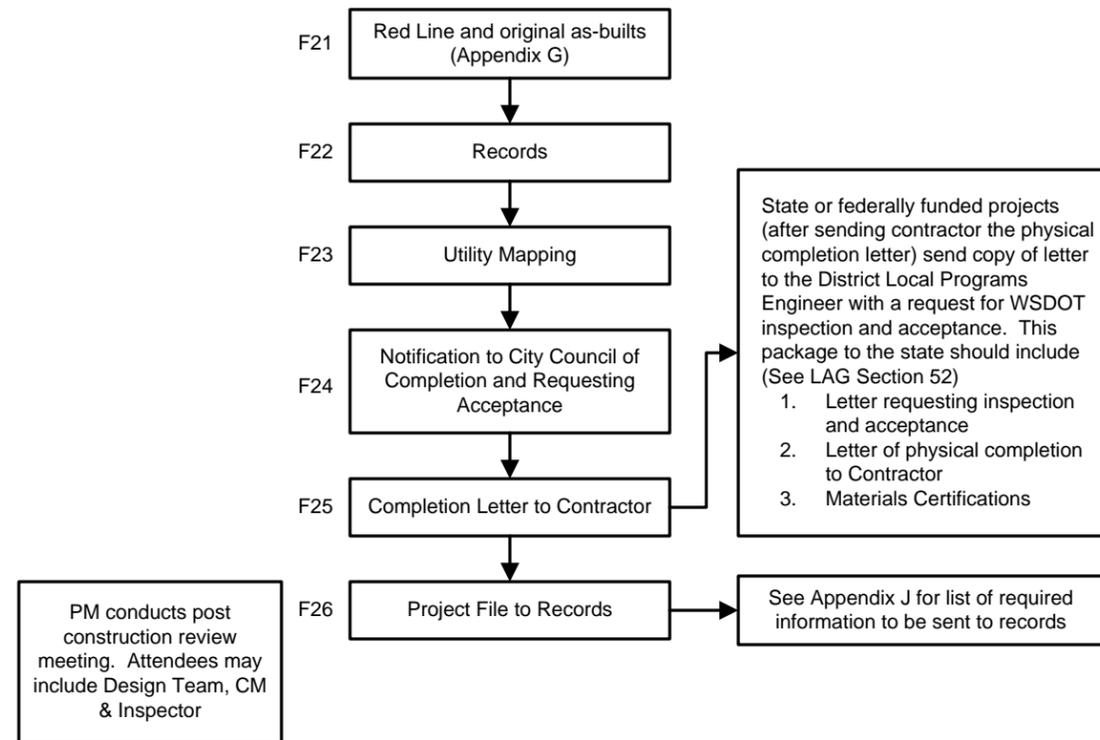
PROJECT MANAGER FLOW CHART (4)



PROJECT MANAGER FLOW CHART (5)



PROJECT MANAGER FLOW CHART (6)



Attachment E

Site Plan



Utility/Pedestrian Bridge Concept