

Statement of Qualifications

SR99 Bored Tunnel Alternative Design-Build Project Construction Management Services

Washington State Department of Transportation

January 26, 2011

January 26, 2011

Mr. Pat McCormick and Review Committee
Washington State Department of Transportation
Package sent via e-mail to CSOSubmittals@wsdot.wa.gov

Re: SR99 Bored Tunnel Alternative Design-Build Project Construction Management Services

Dear Mr. McCormick and Review Committee Members:

At Project Dimensions, LLC, we are proud of our record of project controls services provided to agencies throughout the Puget Sound region and throughout the United States. By selecting Project Dimensions' staff to provide construction management services for the SR99 Bored Tunnel Alternative Design-Build Project, WSDOT will be supported in its goals to deliver a project to State of Washington taxpayers that is of the highest quality and is completed on time and within budget.

Applying our experience and understanding of design-build principles, the Project Dimensions team will support WSDOT with project controls and construction management that assist in avoiding excessive risk. We will do this through an effective program of schedule development and management, program cost control, quality control, and change mitigation.

Names of Firms that Make Up the Team

Project Dimensions is submitting as a single entity.

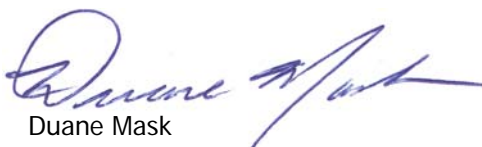
Contact Person

Michael Horan, PE, CCM, DBIA
Proposed Contract Manager
mhoran@prodims.com
(425) 829-4898

Our enclosed qualifications detail how we propose to support WSDOT. We appreciate your time and effort in review. We have organized and formatted our proposal pursuant to the Request for Qualifications and hope you will find it easy to read and find information.

We look forward to the opportunity for our proposed staff to answer any questions you may have. If you should have any questions, please do not hesitate to call Mike Horan.

Sincerely,



Duane Mask
President
Project Dimensions



Michael Horan, PE, CCM, DBIA
Vice President of Construction Management
Project Dimensions

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F.1. Standard Form 330 Part I

SF330 Part I—A-D: Contract Information, Point of Contact, Proposed Team, and Organizational Chart

SF330 Part I—E: Resumes

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SF330 Part I—G: Key Personnel Participation in Example Projects

SF330 Part I—H: Additional Information

F.2. Resumes—Please Refer to Section D.2. and Appendix F.1. SF330 Part I-E for Resumes

F.3. Firm Registrations

F.4. Submittal Information Packet

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B. Executive Summary

Scope of Services

At Project Dimensions, LLC, we are proud of our record of project controls services provided to agencies throughout the Puget Sound region and throughout the United States. We are excited at the possibility of serving WSDOT through construction management/project controls services on the SR99 Bored Tunnel Alternative Design-Build Project, as we are experienced working with many of the stakeholders that will be involved.

The WSDOT RFP requests proposals for a broad range of construction management professionals. We understand that, over time, WSDOT may select individuals to fill these roles from among many separate firms or teams, rather than from a single contract award.

Because of this, Project Dimensions is proposing a select number of key roles, based on the importance of project controls and relevant expertise of its in-house staff. We envision being part of the overall construction management team—working with WSDOT staff and other construction management professionals from a team or teams who fill all of the roles requested by WSDOT. The roles we are proposing to provide staff to fill fall into the following categories.

- Program and Schedule Development
- Program Cost Control
- Change Mitigation

What Project Dimensions Can Deliver for WSDOT

By selecting Project Dimensions' staff to provide construction management services for the SR99 Bored Tunnel Alternative Design-Build Project, WSDOT will be supported in its goals to deliver a project to State of Washington taxpayers that is of the highest quality and is completed on time and within budget.

Applying our experience and understanding of design-build principles, the Project Dimensions team will support WSDOT with project controls and construction management that assist in avoiding excessive risk. We will do this through an effective program of schedule development and management, program cost control, and change mitigation.

Program Schedule Development and Management

Project Dimensions can provide WSDOT

- a database of key program milestones that allows the team to predict project impacts and assess risk;
- a program work breakdown structure that
 - establishes management control of project elements (time and budget), and

- defines functional relationships between the project team, the design-builder, and third-party stakeholders; and
- productivity analysis that assists the owner in anticipating physical completion.

Program Cost Control

Project Dimensions can offer WSDOT

- budget and cost analysis that gives the team realistic financial forecasts to mitigate potential cost impacts;
- timely and accurate reporting of expenditures that facilitates funding oversight for project funding partners;
- reporting on plan vs. actual (earned value analysis) that mitigates excessive financial exposure.

Change Mitigation

Project Dimensions can support WSDOT with

- entitlement determination that avoids claims, helps manage contingency, and enhances financial stability.

Meeting the Challenges of Large Design-Build Infrastructure Projects

Project Dimensions’ proposed staff are experienced with large, complex design-build projects completed throughout the United States. We have identified below some of the things that can happen on these projects during preconstruction, construction, and field inspection—and how they can be mitigated.

Table 1—Design-Build Infrastructure Project Challenges and Solutions

Project Dimensions’ Project Controls Scope	Historic Problems on Large Design-Build Infrastructure Projects	Ways to Anticipate Problem and Provide Solution Options
Preconstruction—Design Development		
Input to the CM Plan (Design-Build Experience)	Owner Roles and Responsibilities Not Clearly Defined	Use Construction Management Plan to Define Management Plan the Owner Will Use, Including Roles, Responsibilities, and an Approach to Problem Resolution
BMP for Cost, Schedule, Document Management	Project Controls Plan—Methodology and Procedures are Poorly Defined	Illustrate Methodology and Procedures to Forecast Risk (Cost, Schedule, and Quality Impacts)
Schedule Evaluation (Program and Project)	Milestones Are Not Well Defined and May Not Be Achievable	Analyze Whether Adequate Resources for Productivity Required to Meet Design Delivery and Construction Milestones Understanding Contractor’s Means and

Project Dimensions' Project Controls Scope	Historic Problems on Large Design-Build Infrastructure Projects	Ways to Anticipate Problem and Provide Solution Options
		Methods—The Scheduler Has to Know as Much About the Project As the Contractor Program Schedule Defines Major Milestones, Owner Responsibilities, Agency Jurisdictions, and Stakeholder Requirements
Support Design-Build Task Force Meeting	Lack of Communications Between, Owner, Design-Build Contractor, and Third-Party Stakeholders	Foster Communication Between, Owner, Design-Build Contractor, and Third-Party Stakeholders (City of Seattle, SPU, King County Metro, Port of Seattle, and Taxpayer)
Construction Phase		
Support Delivery of the CM Plan (Design-Build Oversight)	Problems With Managing Delivery of General Conditions	Recognizing Potential Cost and Schedule Impacts in the Earliest Phases of the Project (Timely and Accurate Forecasts)
Cost Forecast—WSDOT DB Team Budgets <ul style="list-style-type: none"> ▪ Change Management ▪ Resource Management ▪ Communication With WSDOT Management 	Funding Shortfalls RFIs Go Unanswered Unexpected Financial Impacts Lack of Experienced Personnel Poorly Defined Lines of Communication Among Entire Project Team	Timely Communications, Accurate Reports Assign Personnel With a Track Record of Effective, Proactive Communication Develop Accurate Reporting Systems and Procedures Early in the Project
Schedule Development and Review <ul style="list-style-type: none"> ▪ Production Impact to DB Contractor Due to Change issues ▪ Schedule Reporting Staff Forecast ▪ As-Built Schedule vs. As-Planned –Report ▪ Schedule Cost Forecast/Aging (Budget Variance) 	Poor Materials and Equipment Procurement Planning Productivity Failure Due to Lack of Manpower, Equipment and Materials Quality, and Failure to Sequence Work Lack of Understanding of Construction Logic Contractor Overpayment	Well-Defined Procurement Schedule Well-Defined Work Relationships Between Subcontractor Disciplines Utilize Experienced Construction Management Personnel During Schedule Development Require Budget-Loaded Schedule, Define Earned Value Requirements
Field Inspection		
Design-Build Experience of Staff		
Project Backgrounds	Lack of Understanding of Tunneling and Utilization of Tunnel Boring Equipment	
Bored tunnel Experience		
Special Inspection—Third-Party Issues—Procurement		
Building—Utility Inspection		

C. Proposed Team

C.1. Firm Information

Project Dimensions, LLC is proposing staff for key construction management positions as a single firm with no subconsultants.

Background

A Certified Small Business with 10 staff in its Kirkland, Washington, office, Project Dimensions LLC was formed in June 2008 by a core group of experienced professionals who average over two decades of experience working in the construction management field throughout the Pacific Northwest since 1990.

We are committed to delivering our clients a level of service unique in the industry, based on our staff's professional judgment, and their experience on similar projects. Our services include project controls (scheduling, project estimating, document management), construction management, program management, and inspection services.

Project Dimensions' staff has worked on a broad range of projects that have gained us a wealth of knowledge in the fields of

- transportation (airport, commuter rail, light rail, and highway);
- health care and institutional facilities;
- educational facilities (including K-12 and universities);
- water and wastewater;
- environmental, and power and energy.

Our clients include city, state, and federal agencies. The staff we are proposing for the SR99 project are all considered to be experts in their fields of construction management, scheduling, cost engineering, estimating, and quality management. Several of the individuals offered have recent experience working with WSDOT in the development of the current Seattle-Tacoma International Airport Capital Improvement Program contracts.

C.2. Project Experience

SR99 Bored Tunnel Alternative Design-Build Project Bid, Seattle, WA—Joint Venture Contractors Dragados and Tutor Perini

Project Dimensions' Christian Hand provided project controls for design coordination between Joint Venture contractors Dragados and Tutor Perini, and the design team at HNTB. He produced logistical drawings for planning means and methods as well as sequencing. He kept meeting minutes, and tracked design issues between the joint venture, their subcontractors, and the design team. Mr. Hand prepared details and diagrams for the proposal.

Brightwater Wastewater Treatment Facility, Woodinville, WA—King County Department of Natural Resources

While with another firm, Terry Ferguson was responsible for cost management/quality inspection and overseeing the installation of electrical equipment in this \$2.5 billion facility that was Class 1, Division 1 and 2. This included blueprint reading essential to build a project of this magnitude that involved constructing mostly concrete treatment tanks to handle waste from King and Snohomish counties' residents. The electrical system had to be installed according to a strict set of specifications because of the potential explosive nature of the product. Grounding was critical on this project. Mr. Ferguson was also the safety inspector on this project.

520 Bridge Replacement Project and the SDOT Bridge Seismic Retrofit Program, Seattle, WA—Washington State Department of Transportation and Seattle Department of Transportation

While with another firm, Joe Snider was the senior scheduler responsible for creation of baseline schedules for multiple subcontractors for incorporation into program baseline schedule. Issues on 520 Bridge Replacement Project that had direct impact on scheduling included design, environmental permitting, pontoon construction, and geologic investigations. He coordinated with various stakeholders in order to achieve consensus regarding schedule logic and requirements. He provided preliminary scheduling for tunnel design and construction prior to feasibility studies that recommended other options. He analyzed progress and manpower analysis and provided resource input and leveling. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.

Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX—DART

While with other firms, Mike Horan was deputy project manager and a quality assurance representative and Yuri Kan was a quality assurance representative was for the \$100 million NC-1A and NC-1B tunnels and NC-2 rail line section of the project that consists of approximately 6.5 miles of rail, 3.5 miles of twin tunnels, and 3.1 miles of at-grade and elevated rail. The underground construction consisted of 6.5 miles of a 21.5-foot-diameter tunnel excavated by means of a tunnel boring machine (TBM). Additional excavations of the numerous chambers and shafts were performed with road header excavators. The project also included mixed-face tunnel excavations; portal approaches; slurry wall, soldier pile and lagging, and secant pile ground supports; 1,500 feet of cut-and-cover concrete-reinforced tunnel structures; shotcrete and reinforced concrete tunnel liners; PVC waterproofing liners with associated drainage systems; contact grouting; one underground passenger

station; and extensive mechanical and electrical installations, including sump pumps, tunnel ventilation fans, electrical substations and fire alarm systems.

[Carnation Wastewater Treatment Facility, Carnation, WA—King County](#)

While with another firm, Mike Horan was project manager and construction management oversight consultant for the \$23.8 million facility. He oversaw construction, project scheduling, cost analysis, change management, startup, and plant commissioning. He also provided constructability and technical reviews during final design of the 2.5 MGD bioreactor plant. Working with the contractor, he developed the commissioning and startup schedule. The project was constructed in accordance with USGBC LEED 2.0 specifications, received LEED Silver Certification, and was awarded the 2008 American Water Works Association Small Project of the Year.

[Sounder Commuter Rail Everett Station, Everett, WA—Central Puget Sound Regional Transit Authority \(Sound Transit\)](#)

While with other firms, Mike Horan was project and environmental manager and Michael Dyer provided cost estimating services for this multi-phase commuter rail station designed to provide a major transit hub between Snohomish and King Counties. He maintained all budgets, project controls, and earned value analysis, change management, and claims settlement. The project required two stair towers, elevators, and a 152-ft. pedestrian bridge constructed over active BNSF tracks; extensive demolition of chemical and hydrocarbon storage facilities; removal of underground storage tanks (USTs) and building structures; utility relocations; and remediation of contaminated soils. Following Ecology regulations and EPA Green Remediation (BMPs), the new 440-space parking lot now serves as an environmental cap over this designated brownfield.

[Indira Gandhi International Airport, New Delhi, India](#)

While with another firm, Steven Michelson guided the IGI Airport project from the civil/structural works to the opening of the 500,000-sm International and Domestic Terminal (T3). He coordinated cost accounts with their related scheduling activities and produced earned value reports. He resolved issues with the speed of concrete placement and directed an effort to produce a set of project phasing plans involving all aspects of the Terminal—from the high-end security systems; 14 different integrated IT systems; MEPFP; and specialty architectural areas, including the VVIP and retail areas. Michelson assisted with writing the project controls procedures manual for the program and integrated Primavera's P6 scheduling program with the 3-D design program to produce an interactive or 4-D planning and scheduling tool.

[Link Light Rail Program, Seattle, WA— Central Puget Sound Regional Transit Authority \(Sound Transit\)](#)

While with another firm, Cheryl Davidowicz was the project manager on the Sound Transit Link Light Rail program. She developed, managed, and executed all phases of the project control effort for the project. She provided management, oversight, and support for agency-wide project management and project control activities and oversaw the management of the Live Link Document Control System. Specific activities she managed included estimates, schedules, cost control, diversity, information systems, document/records management control, program reporting, contract administration, and change and budget control. Davidowicz provided support in the development, implementation, and maintenance of program/project management plans and procedures including: Sound Move Program Management Plan (SM PMP), capital projects project management plan (CP

PMP) and capital projects project control procedures (CP PCP). She reviewed weekly project status reports and participating in frequent project review meetings with program and project managers to ensure timely delivery of solutions to client, to isolate budget variances and critical delivery issues and to quickly identify and avoid potential delays or problems. Additionally, she managed and mentored on-site junior project control engineers/specialists, provided technical leadership, as well as, ensuring corporate governance and procedure compliance to work direction.

[New Cranes at Port of Seattle/Terminals 27, 28, and 30, Seattle, WA—Port of Seattle](#)

While with another firm, Terry Mr. Ferguson was senior electrical estimator/inspector, responsible for the estimating and inspection of electrical construction, video documentation, and the safety audit of the electrical contractor. He was also responsible for quality control and adherence to specs and plans. He deciphered plans and communicated problems to engineers and local power company engineers. He was responsible for inspecting and QA/QC during installation of high-voltage services and feeders for ship loading cranes and refrigeration racks for containers. Additionally, he inspected the installation of shore power for ships and electrical services to offices and accommodations for ships crews while in port. He also facilitated weekly construction meetings. This project involved moving ship loading cranes to terminal 30 and rebuilding the cruise ship terminal to allow for a container terminal to be built.

[Federal Way Transit Center, Federal Way, WA—Central Puget Sound Regional Transit Authority \(Sound Transit\)](#)

Mr. Battrick provided the owner's check estimate during constructability review and change order estimates, as requested by Sound Transit for this \$21 million project that included approximately 1,200 stalls of parking. Buses and carpools using the transit center connect to the I-5 center HOV lanes via the Federal Way HOV Direct Access project at South 317th Street, which includes a new T ramp for bus and carpool access between the HOV lanes on I-5 and downtown Federal Way.

C.3. Organizational Chart of Firms

Project Dimensions is proposing as a single entity for this contract, with no subconsultants. Please see section D.1. Organizational Chart—Key Team Members for the organization of staff members within Project Dimensions for this contract.

C.4. Roles and Responsibilities of Firms

Project Dimensions is proposing a select number of key roles, based on the importance of project controls and relevant expertise of its in-house staff.

Table 3—Roles Identified by WSDOT and Roles Proposed by Project Dimensions

WSDOT RFP Key Team Member (12/10/2010)	Boxes in Yellow From WSDOT Bored Tunnel Org. Chart (12/15/2010)	Project Dimensions' Proposed Roles
Resident Engineer	Tunnel Res. Engineer—Construction (CM)	Project Controls; Construction Managers
	Tunnel Construction (CM)	
Chief Tunnel Inspector		
Tunnel Inspectors		
Systems Integrator	CM Oversight Engineer—Systems Tunnel Systems Integrator—CM Support	
Inspectors for Other Work, Including Systems, Grouting, Instrumentation	Monitoring and Instrumentation Engineer—Construction (CM) Tunnel Systems Consultants/Mechanical (CM/PB)	
Schedule Engineer	Schedule and Reporting Engineer	Scheduling Engineers
Safety Engineer	CM Oversight Engineer—Safety	
		Cost Engineers
		Cost Estimator

C.5. Capability and Capacity to Perform

Experience, Knowledge, and Skills of Key Staff

For this contract, Project Dimensions will serve as direct support to the WSDOT's project, construction, and contract managers. We propose to provide contract and project management, project controls, scheduling and estimating, risk analysis, and overall quality control. We have selected staff based on their experience with

- managing design-build contracts,
- utilizing TBM technology,
- deep excavations,
- multiple stakeholder involvement,
- impacts to existing structures, and
- tunnel systems construction.

Project Dimensions’ staff members committed to the SR 99 Project offer an average of 27 years of related experience. You have the commitment of a firm with outstanding project control services that begin in the planning phase of a project: We support the development of the project parameters and establish the tools, policies, and procedures that maintain the controls for schedules and budgets. These help us identify and analyze risks, avoid claims, and report and communicate with all stakeholders throughout the life of the project.

As the following sections of this SOQ will document, Project Dimensions can unequivocally assure WSDOT we will deliver the appropriate personnel, credentials, and experience needed to meet the workload requirements of this project. The table below provides an overview of the Key Staff committed to this Contract, the roles in which they will serve, and project commitment.

Table 5—Capacity and Commitment of Key Staff

Key Staff Person	Role	Percent Available— Present Workload	Percent Availability During Project
Michael Horan, PE, CCM, DBIA	Construction Management Contract Manager; Resident Engineer/CM	65%	100%
Michael Dyer, CCM, CPE	Resident Engineer/Construction Manager	45%	100%
Tim McDonald	Resident Engineer/Construction Manager	100% (Finishing Project in February)	100%
Yuri Kan, PE	Tunnel Inspector	100% (Finishing Project in February)	100%
Terry Ferguson	Tunnel Inspector	65%	100%
Steven Michelson	Scheduling Engineer	70%	100%
Joe Snider	Scheduling Engineer	65%	100%
Christian Hand	Scheduling Engineer	50%	100%
Richard Pierce	Cost Engineer	60%	100%
Cheryl Davidowicz	Cost Engineer	100% (Finishing Contract in February)	100%
Scott Battrick	Cost Estimator	90%	100%

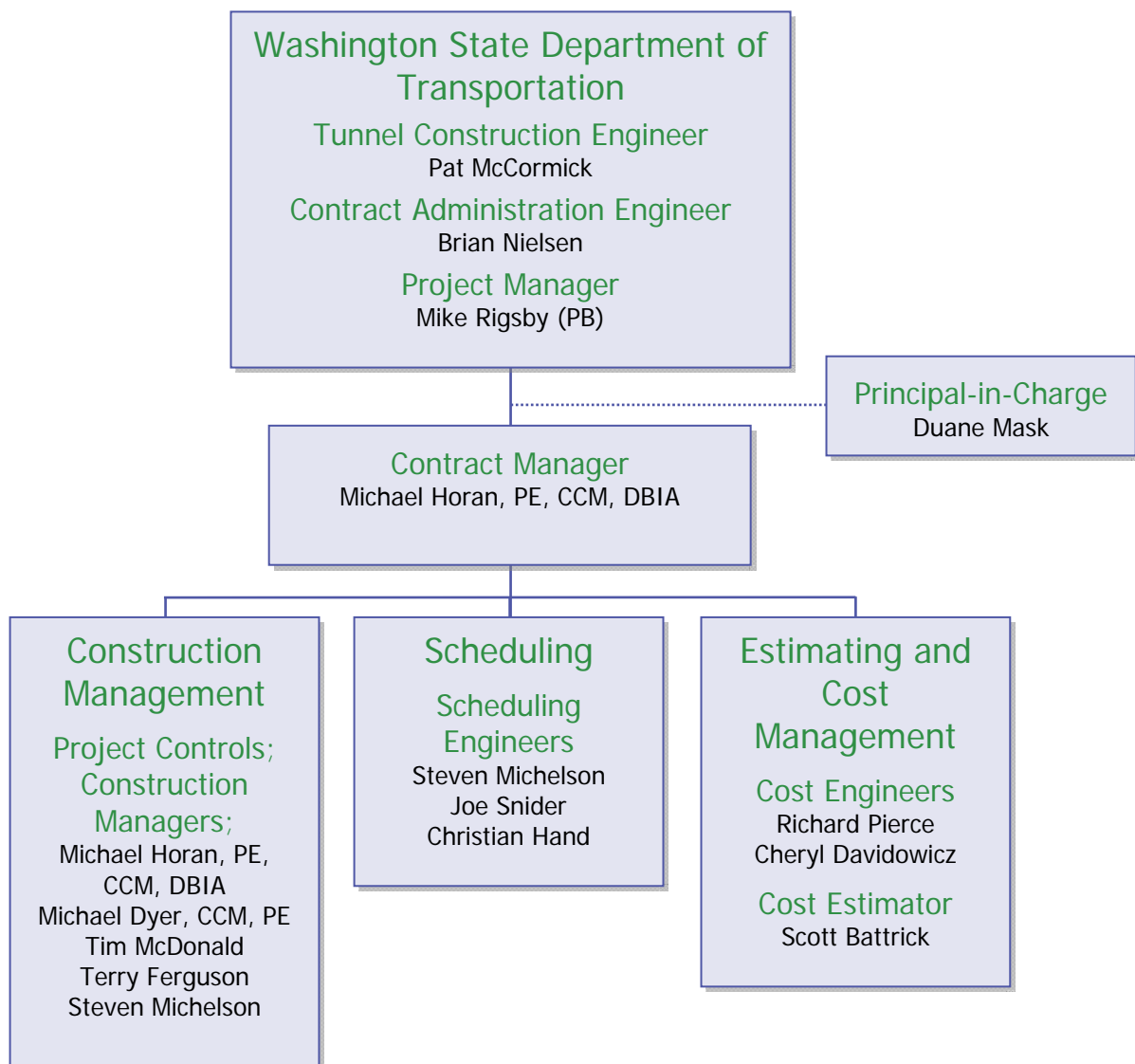
C.6. Conflicts of Interest

Project Dimensions has no current conflicts of interest to date on this project.

D. Key Team Members

D.1. Organizational Chart—Key Team Members

**Figure 1—Project Organizational Chart
SR99 Bored Tunnel Alternative Design-Build Project
Construction Management Services**



D.2. Technical Experience of Staff

Project Dimensions is proposing highly experienced individuals with technical expertise relevant to that referenced in the RFP. In the table below, their experience is shown relative to the technical issues outlined in the RFP and their experience with the scope outlined in the RFP.

Table 6—Technical Experience of Staff

Years of Experience	31	30	30	27	36	35	25	8	35	21	15
Technical Qualifications (from WSDOT RFP)	Michael Horan, PE, CCM, DBIA	Michael Dyer, CCM, CPE	Tim McDonald	Yuri Kan, PE	Terry Ferguson	Steven Michelson	Joe Snider	Christian Hand	Richard Pierce	Cheryl Davidowicz	Scott Battick
Soft ground pressurized face TBM tunnels constructed below ground water	✓		✓	✓							
TBM instrumentation and performance analysis			✓	✓							
One-pass pre-cast bolted gasketed segmental concrete lining systems	✓		✓	✓							
Hyperbaric interventions for TBM maintenance/repair			✓								
Geotechnical instrumentation for monitoring protection of existing structures	✓		✓	✓							
Deep ground improvement techniques to limit or control tunnel construction induced ground movement	✓		✓	✓							
Deep, below groundwater excavation and support of major structures and facilities	✓		✓	✓					✓		
Mitigation and repair procedures to eliminate or reduce settlement of adjacent structures buildings, and utilities	✓		✓	✓							
System Integrator that provides oversight for roadway and tunnel systems expertise and commissioning efforts	✓		✓	✓		✓	✓				
Schedule and claims analysis	✓		✓	✓	✓	✓	✓	✓	✓	✓	
Underground Safety program expertise	✓		✓	✓	✓						

Table 6—Technical Experience of Staff

Experience With Scope	Michael Horan, PE, CCM, DBIA	Michael Dyer, CCM, CPE	Tim McDonald	Yuri Kan, PE	Terry Ferguson	Steven Michelson	Joe Snider	Christian Hand	Richard Pierce	Cheryl Davidowicz	Scott Battick
Developing a phased project construction management plan	>	>	>	>	>	>	>	>	>	>	>
Participating in design-build contractor meetings	>	>	>	>	>	>	>	>	>	>	>
Reviewing and analyzing project schedule and expenditures	>	>	>	>	>	>	>	>	>	>	>
Independently reviewing design-build contractor safety program	>	>	>	>	>	>	>	>	>	>	>
Participating in partnering and team-building process	>	>	>	>	>	>	>	>	>	>	>
Providing underground field inspection; on-the-job training for underground project construction; and audit reports	>	>	>	>	>	>	>	>	>	>	>
Off-site inspection of segment fabrication	>	>	>	>	>	>	>	>	>	>	>

D.3. Resumes for Proposed Team Members

Include a listing and brief description of relevant projects for each individual, referencing the key technical elements identified herein; and including the name, title and telephone number of project owner for each listed project;

Contract Manager; Project Controls; Construction Manager— Michael Horan, PE, CCM, DBIA

Education. MS, Construction Management, University of Houston, 1984; BS, Civil Engineering, University of Houston, 1978; Environmental Management Continuing Education Program (2yr.) Yale University, New Haven, CT, 1992

Registrations. Registered Professional Engineer, State of Florida; Licensed Environmental Professional (LEP), State of Connecticut; Certified Construction Manager (CMAA); Design-Build Accredited Professional (DBIA); Certified RAILS SAFE System (2009)

Affiliations. Construction Management Association of America; Puget Sound Partnership; American Society of Civil Engineers; Design-Build Institute of America; American Council of Engineering Companies - Washington State

Background. Michael Horan has 31 years of experience providing engineering and construction management and alternative contracting methodology for public agencies, municipalities, and contractors including tunnel, transit, airport, rail transportation projects; wastewater treatment; complex industrial retrofits; power and gas system integration; and plant startups. He was directly responsible for the training and oversight of teams providing quality control/quality assurance, engineering reviews, and owner representation.

Mike's overall experience and understanding of the SR99 project requirements allows him to be flexible and responsive to WSDOT's needs. Mike has been responsible for projects involving architectural, electrical design, and mechanical services. He has worked on numerous projects involving feasibility studies, and cost benefit analysis to identify design solutions and upgrades for facilities.

Experience

Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX—DART

Project Owner/Client. Mr. Gary Thomas, P.E. Dallas Area Rapid Transit, 214-747-7433

Mr. Horan was deputy project manager and quality assurance representative for the \$100 million NC-1A and NC-1B tunnels and NC-2 rail line section of the project that consists of approximately 6.5 miles of rail, 3.5 miles of twin tunnels, and 3.1 miles of at-grade and elevated rail. The underground construction consisted of 6.5 miles of a 21.5-foot-diameter tunnel excavated by means of a tunnel boring machine (TBM). Additional excavations of the numerous chambers and shafts were performed with road header excavators. The project also included mixed-face tunnel excavations; portal approaches; slurry wall, soldier pile and lagging, and secant pile ground supports; 1,500 feet of cut-and-cover concrete-reinforced tunnel structures; shotcrete and reinforced concrete tunnel liners; PVC waterproofing liners with associated drainage systems; contact grouting; one underground passenger

station; and extensive mechanical and electrical installations, including sump pumps, tunnel ventilation fans, electrical substations and fire alarm systems.

Carnation Wastewater Treatment Facility, Carnation, WA—King County

Project Owner/Client. King County, John Fjarlie, (206) 684-1824

Mr. Horan was project manager and construction management oversight consultant for the \$23.8 million facility. He oversaw construction, project scheduling, cost analysis, change management, startup, and plant commissioning. He also provided constructability and technical reviews during final design of the 2.5 MGD bioreactor plant. Working with the contractor, he developed the commissioning and startup schedule. The project was constructed in accordance with USGBC LEED 2.0 specifications, received LEED Silver Certification, and was awarded the 2008 American Water Works Association Small Project of the Year.

Souder Commuter Rail Everett Station, Everett, WA—Central Puget Sound Regional Transit Authority (Sound Transit)

Project Owner/Client. Sound Transit, Jerry Dauhl, (206) 398-5000

Mr. Horan was project and environmental manager for this multi-phase commuter rail station designed to provide a major transit hub between Snohomish and King Counties. He maintained all budgets, project controls, and earned value analysis, change management, and claims settlement. The project required two stair towers, elevators, and a 152-ft. pedestrian bridge constructed over active BNSF tracks; extensive demolition of chemical and hydrocarbon storage facilities; removal of underground storage tanks (USTs) and building structures; utility relocations; and remediation of contaminated soils. Following Ecology regulations and EPA Green Remediation (BMPs), the new 440-space parking lot now serves as an environmental cap over this designated brownfield.

Project Controls; Construction Manager—Michael Dyer, CCM, CPE

Education. BS Construction Management, BA Business Option in Real Estate, Washington State University, 1995

Registrations. American Society of Professional Estimators Certified Professional Estimator (CPE); CMAA Certified Construction Manager, 2007; Save International Associated Value Specialist, 2008;

Experience

Souder Commuter Rail Everett Station, Mukilteo, WA—Central Puget Sound Regional Transit Authority (Sound Transit)

Mr. Dyer provided cost estimating services of the architectural finishes costs for a new commuter train station with two stories, 2 elevators and training loading platform. Updated the architectural finishes cost estimate to reflect the current bid climate and updates to the project drawings. The project cost was \$10.5 million.

Mountlake Terrace Transit Center, Mountlake Terrace, WA—Central Puget Sound Regional Transit Authority (Sound Transit)

Mr. Dyer provided cost estimating services of the architectural finishes costs for a new three-story transit structure located in the median between northbound and southbound freeway lanes. The project cost was \$25 million.

West Longview General Sewer Plan, Longview, WA—Longview Public Works Department

Mr. Dyer was the cost estimator on the value analysis team that reviewed the General Sewer Plan developed for the City of Longview. The plan deals with issues of growth in the City of Longview in an area where their existing treatment lagoons are at capacity and facing potential permit issues. Reviewed the proposed plan and offered various alternatives for review and analysis by the City of Longview. The project cost was \$40 million.

Tyler Street Roadway Expansion, Tacoma, WA—Tacoma Public Works Department

Mr. Dyer was the cost estimator on the value analysis team for the roadway expansion. The project scope included the new underground utilities; replacing above ground power poles with underground electrical service; and new curb, gutter, sidewalk, bicycle lanes, and a center turn lane. The project is funded through a number of sources, including city funds, federal funds through the Surface Transportation Program and State of Washington Transportation Improvement Board. The project cost was \$5 million.

Carpenter Creek Estuary Restoration, Seattle, WA—U.S. Army Corps of Engineers, Seattle District

Mr. Dyer was the cost estimator on the value analysis team that examined various construction strategies to build a new bridge, while maintaining traffic and restoring an old creek bed channel to its original size. The project cost was 3.8 million.

Project Controls; Construction Manager—Tim McDonald

Education. BS, Civil Engineering, Washington State University, 1987; Graduate Studies in Civil Engineering, Washington State University

Background. Tim McDonald has 31 years of construction management, project management, and design experience. This includes project scoping; review and evaluation of bids, proposals and contracts; project budgeting and tracking; addressing liability and risk management issues; construction techniques; engineering alternative evaluation; and facility management. Tim's experience includes public works projects including port facilities, heavy rail systems, bridges, and highways, parking structures, commercial and municipal structures, water and wastewater treatment plants, and nuclear facilities.

Tim has managed projects from conception to completion including and contract administration and negotiations. He has developed, tracked and managed project budgets, provided estimating, utility coordination, partnering, and dispute resolution services on various projects. He has been responsible for negotiating with multiple stakeholders and has addressed project liability and risk management issues. Additionally, Tim has been involved in several value engineering and constructability studies and reviews.

Experience

SeaTac international Airport Parking Terminal Expansion, SeaTac, WA—Port of Seattle

Mr. McDonald was resident engineer for the GC/CM construction of a \$70 million, 1-million-sf, 3,000-stall parking garage expansion and ancillary facilities. The ancillary facilities included a new multi-cell water cooling tower that provided the primary cooling for the terminal complex, and a new multi-lane customer toll exit plaza, and administrative and support offices. He was also responsible for project design, construction budgets, and schedule milestones for a multiple-bid-package project. He coordinated and controlled management support personnel, day-to-day construction, design, and end-user facilitation. Tim provided interaction as the Port of Seattle's liaison with the public and governing agencies and represented the client in cost and schedule analysis, design development, contract administration, change order preparation and negotiations, and cost estimates.

Rail Reservation Track, Tacoma WA—Central Puget Sound Regional Transit Authority (Sound Transit)

Mr. McDonald was resident engineer for this \$8.9 million rebuilding of 1.6 miles of railroad line. He provided inspection and coordination of utilities for power and signalization. The work involved the installation of multiple piling systems, installation of new sanitary and storm sewers; installation of a 70-inch jacked casing; installation of a new vehicle tunnel (35 feet wide by 75 feet long) by change orders; a new 60-foot, "fracture-critical" steel bridge, storage track, switches, and siding track to the new Freight House Square Station Platform.

Freight House Square Station, Tacoma, WA—Central Puget Sound Regional Transit Authority (Sound Transit)

Mr. McDonald reviewed and coordinated design drawings, specifications, and bid documentation for the invitation to bid for a \$3.4 million new station platform, remodel of the center portion of Freight House Square Station, and inspection of the station during construction. The construction included a new pedestrian loading platform, upgrading site drainage and storm water system, and remodel of more than 3,000 sf of tenant space in the middle of an active retail facility.

Parking Garages and Pedestrian Bridges in Auburn and Kent, and Road Improvements in Kent Central Puget Sound Regional Transit Authority (Sound Transit)

Mr. McDonald was resident engineer for these five projects totaling \$25.9 million in construction value. The design-build 500-stall and 900-stall parking garages were pre-cast, post-tensioned parking garage. This included nearly 14,000 square feet of commercial retail space, integration and coordination of fire and life safety systems, and coordination and construction integration with the King County Metro Bus System passenger and driver requirements. The pedestrian bridges each connected to a new parking garage and station platform, which incorporated a new parking and pedestrian plaza.

Scheduling Engineer (TBM Tunneling)—Yuri Kan, PE

Education. MS, Mining Engineering Diploma, Moscow State Geological Academy, Moscow, Russia, 1981

Registrations. Professional Engineer, Texas; TX DOT Pre-Certified

Background. Yuri Kan is a skilled professional engineer with 27 years of field and office experience and engineering, design, multi- and inter-disciplinary design coordination and integration, construction management, start-up and testing, quality assurance, and quality control. His experience includes public works, transportation, light rail, commuter rail, tunneling, underground construction, mechanical and electrical systems installation, and telecommunications. Yuri has excellent communications skills and is a hard working optimist, enthusiast, team leader, and an effective problem solver.

Experience

Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX—DART

Project Owner/Client. Mr. Gary Thomas, DART, 214-747-7433

Mr. Kan was a quality assurance representative for the \$100 million NC-1A and NC-1B tunnels and NC-2 rail line section of the project that consists of approximately 6.5 miles of rail, 3.5 miles of twin tunnels, and 3.1 miles of at-grade and elevated rail. The underground construction consisted of 6.5 miles of a 21.5-foot-diameter tunnel excavated by means of a tunnel boring machine (TBM). Additional excavations of the numerous chambers and shafts were performed with road header excavators. The project also included mixed-face tunnel excavations; portal approaches; slurry wall, soldier pile and lagging, and secant pile ground supports; 1,500 feet of cut-and-cover concrete-reinforced tunnel structures; shotcrete and reinforced concrete tunnel liners; PVC waterproofing liners with associated drainage systems; contact grouting; one underground passenger station; and extensive mechanical and electrical installations, including sump pumps, tunnel ventilation fans, electrical substations and fire alarm systems.

Addison Airport Toll Tunnel Portion of the President George Bush Turnpike, Town of Addison and City of Carrollton, TX— North Texas Tollway Authority (NTTA)

Mr. Kan was lead technician and assistant resident engineer for this \$14.2 million project that consists of a two-lane vehicular tunnel under a general aviation airport; portal approaches; retaining wall; mechanical and electrical work; and associated construction, including underground utility installation, construction of paved roadways and parking lots, construction of the toll plaza, and relocation of power poles. Yuri redesigned and provided correction to the original design of the initial rock support as conditions and stability of the excavated rock were discovered. He designed and recommended a PVC-threaded insert driven through the waterproofing PVC membrane into the rock in the top arch of the tunnel that was hermetically attached to the waterproofing PVC membrane liner via thermal method of installation to completely seal the PVC membrane penetration. This device securely held the concrete steel reinforcement in place, and mitigated movement of the concrete steel reinforcement (rebar mat) during setting the concrete formwork and concrete pours.

Multiple “Single-Pass” Tunnel Projects, Moscow, Russia

Mr. Kan was worked on multiple projects where excavation was completed via a shield machine in unstable and soft rocks and grounds. The methodology of the excavations involved installing concrete segments and/or concrete liner immediately upon completion of each excavating cycle. There were also non-vulcanized rubber seals installed in between the concrete segments to prevent

water leakage. This "single-pass" method of tunnel excavation is implemented when there is highly unstable rock and clay, sandy clay, and alluvial soils.

Scheduling Engineer (Electrical)—Terry Ferguson

Education. Associate of Applied Science, Electrical, Spokane Community College, 1973; Liberal Arts (Two Years) North Idaho College, 1970

Registrations. Masters Electrical, Administrator, Journeyman Electrical Licenses; Washington State Teaching Certification; Wheels of Learning Program CITC Sponsored (Cert. as Instructor); Lic. CEU Instructor by State of WA, Certified Green Building Instructor (Leeds /NCCER)

Background. Terry Ferguson has 36 years of experience as an electrician and more than 18 years as an electrical inspector. He provided project/construction management services for Port of Seattle projects including oversight of electrical scopes of work. He worked on a variety of jobs where he has been responsible for providing overall inspection on all construction and subcontractor work to assure safe working operations. As an electrical inspector and an instructor, Terry is highly familiar with local electrical codes as well as the National Electric Code (NEC). Additionally, he has extensive experience in power lighting and transmission. He has built electrical systems for lighting, power, security, and fire alarms following the NEC, Washington Administrative Code (WAC), and regulations of Washington State agencies. Terry has been responsible for verifying equipment settings, alignment, and testing and energization requirements. He has worked as the senior electrical inspector or lead electrical inspector for a variety of jobs. He has worked on U.S. Air Force bases, U.S. Navy bases, international projects, and transit system bus maintenance terminal projects.

Experience

New Cranes at Port of Seattle/Terminals 27, 28, and 30, Seattle, WA—Port of Seattle

Project Owner/Client. Jerry Dowd, Port of Seattle, (206) 728-3178

As senior electrical estimator/inspector, Mr. Ferguson was responsible for the estimating and inspection of electrical construction, video documentation, and the safety audit of the electrical contractor. He was also responsible for quality control and adherence to specs and plans. He deciphered plans and communicated problems to engineers and local power company engineers. He was responsible for inspecting and QA/QC during installation of high-voltage services and feeders for ship loading cranes and refrigeration racks for containers. Additionally, he inspected the installation of shore power for ships and electrical services to offices and accommodations for ships crews while in port. He also facilitated weekly construction meetings. This project involved moving ship loading cranes to terminal 30 and rebuilding the cruise ship terminal to allow for a container terminal to be built.

Brightwater Wastewater Treatment Facility, Woodinville, WA—King County Department of Natural Resources

Project Owner/Client. Jeff Russell, RE, CDM, (206) 491-0387

Mr. Ferguson was responsible for cost management/quality inspection and overseeing the installation of electrical equipment in this \$2.5 billion facility that was Class 1, Division 1 and 2. This included blueprint reading essential to build a project of this magnitude that involved constructing mostly concrete treatment tanks to handle waste from King and Snohomish counties' residents. The

electrical system had to be installed according to a strict set of specifications because of the potential explosive nature of the product. Grounding was critical on this project. Mr. Ferguson was also the safety inspector on this project.

Udelhoven Oil Projects, Mine Point, AK—British Petroleum

Project Owner/Client. BP Office, (907) 334-1577

Mr. Ferguson was responsible for supervision and inspection of instrumentation and electrical functional checkout. He supervised eight technicians and four journeyman wiremen for a third-party inspection agency for British Petroleum Oil Company. He was responsible for the safety and code compliance of the instrumentation and electrical installations on the oil wells and BP property.

Scheduling Engineer—Steven Michelson

Education. BS, Construction, Bradley University, Northeastern Illinois, 1979 (Thesis Short of MS in Chemistry)

Affiliations. Member of American Association of Cost Engineers (AACE); OSHA 10-Hour Course, 1992; Member of American Production and Inventory Control (APICS)

Background. Steven Michelson has over 35 years of hands-on experience in program/project controls and operations management on several large capital programs including transportation, civil, nuclear, electrical, municipal, and commercial projects. Steven was the senior scheduler manager at O'Hare Intl. Airport and the Philadelphia Intl. Airport. As a senior cost engineer, he coordinated cost accounts with their related scheduling activities, produced earned value reports and met with various contractors to discuss associated results. He created cost reports that could be used by the project management teams in the execution of their project tasks.

Steven developed schedules, wrote cost controls dictionaries and project control procedures for various elements of both the project and construction management plans and implemented them to help develop and obtain approval from clients for the overall management plan on multi-billion-dollar programs. He developed WBS/OBS dictionaries, generated weekly reports for management on progress and issues resolutions, and sought counsel from key stakeholders and formulated solutions. He was also responsible for cost accounts, resource and cost budgets for negotiating, and executing purchase orders.

Experience

Indira Gandhi International Airport, New Delhi, India

Project Owner/Client. Gerald Chessman, Parsons Brinkerhoff, +97-11-4150-6162

Mr. Michelson guided the IGI Airport project from the civil/structural works to the opening of the 500,000-sm International and Domestic Terminal (T3). He coordinated cost accounts with their related scheduling activities and produced earned value reports. He resolved issues with the speed of concrete placement and directed an effort to produce a set of project phasing plans involving all aspects of the Terminal—from the high-end security systems; 14 different integrated IT systems; MEPFP; and specialty architectural areas, including the VVIP and retail areas. Michelson assisted with writing the project controls procedures manual for the program and integrated Primavera's P6

scheduling program with the 3-D design program to produce an interactive or 4-D planning and scheduling tool.

Miami International Airport, Miami, FL—Miami-Dade County

Project Owner/Client. Albert Claycomb, (305) 506-8791

Mr. Michelson was the construction manager for the \$160 million design completion of this project. He managed all project control efforts and was responsible for the coordination between the design professional, design consultants, and stakeholders from surrounding projects. Michelson managed the civil projects, the Terminal Wide Project (TWI), and the Automated People Mover Project (APM).

Mr. Michelson was the senior construction planner and scheduler for the SBM Building. He managed the construction schedule of the facility, interfaced with the construction team and the process team, and worked with planners and schedulers visiting the site from Europe. On the CRDB Building, he developed and managed the construction schedule using Primavera's P6.1 and 6.2, and coordinated the design, permitting, commissioning, and start-up schedulers. Major challenges included defining the logic, so that all of the parts of the building directly required for producing product are identified and scheduled while developing the schedule to complete the whole building.

SBM/CRDB Buildings National Enrichment Facility, Eunice, NM—Nuclear Regulatory Commission

Project Owner/Client. Howard Smith, The Hanover Company, (713) 267-2100

Mr. Michelson was the senior construction planner and scheduler for the SBM Building. He managed the construction schedule of the facility, interfaced with the construction team and the process team, and worked with planners and schedulers visiting the site from Europe. On the CRDB Building, he developed and managed the construction schedule using Primavera's P6.1 and 6.2, and coordinated the design, permitting, commissioning, and start-up schedulers. Major challenges included defining the logic, so that all of the parts of the building directly required for producing product are identified and scheduled while developing the schedule to complete the whole building.

Chicago O'Hare International Airport Modernization Program, Chicago, IL—Chicago Department of Aviation c/o DMJM Aviation Partners

Steven was a member of the front-end program management team in JV with DMJM Aviation Partners on this project. He was responsible for writing the program scheduling policies and procedures manual in conjunction with the Cost manager and the program controls manager. He managed the program baseline schedules for the construction of Levels I & II. The schedule parameters included three sub-programs centered on runway construction, along with the associated enabling projects. Level of detail was based upon final design, permits, agreements, procurement, construction, and commissioning activities. In order to construct the schedule (using Primavera's P3eC scheduling package), interfacing and coordination was required with the city's OMP staff, the airline representatives, the construction manager, master civil engineering group, and other members

Scheduling Engineer—Joe Snider

Education. BS, Construction Management, Washington State, University, 1990

Background. Joe Snider has over 25 years experience in scheduling design and construction projects. He has a solid understanding of P6 and has considerable transportation experience, including tunnel pre-construction and construction. Joe was the program scheduler for the \$1 billion Seattle-Tacoma International Airport Third Runway Project in Seattle, WA. He was responsible for schedule management for the improvement program involving expansion of facilities including runways, terminal facilities, airline facilities, and environmental mitigation. He coordinated multiple project schedules and assisted with the integration of subproject schedules into the overall Third Runway Program schedule. He also integrated various additional schedules issues including engineering, biological, environmental mitigation, archeological, transportation logistics, procurement, and permitting. Snider is very computer literate and proficient with Primavera Software, including P6, P3, Contractor, and SureTrak, and Microsoft Project software programs.

Experience

520 Bridge Replacement Project and the SDOT Bridge Seismic Retrofit Program, Seattle, WA—Washington State Department of Transportation and Seattle Department of Transportation

Project Owner/Client. John Villager, HDR, (425) 450-6200

Mr. Snider was the senior scheduler responsible for creation of baseline schedules for multiple subcontractors for incorporation into program baseline schedule. Issues on 520 Bridge Replacement Project that had direct impact on scheduling included design, environmental permitting, pontoon construction, and geologic investigations. He coordinated with various stakeholders in order to achieve consensus regarding schedule logic and requirements. He provided preliminary scheduling for tunnel design and construction prior to feasibility studies that recommended other options. He analyzed progress and manpower analysis and provided resource input and leveling. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.

Baker River Hydroelectric Relicense Projects, North of Cascades National Park, WA—Puget Sound Energy

Project Owner/Client. Ian Draper, PSE, (425) 327-2203

Mr. Snider was scheduler/project controls specialist, responsible for scheduling construction of headworks involving engineering, biological, environmental, archeological, transportation logistics, procurement, and permitting. He provided monthly progress updates and manpower analysis, and baseline schedule development and updates. He analyzed progress and manpower analysis and provided resource input and leveling. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.

Lake Union Streetcar Project, Seattle, WA—City of Seattle

Project Owner/Client. Chris Ludington, (206) 838-2886

Mr. Snider was responsible for creation of construction baseline schedule; constructability review and logic analysis of subcontractor baseline schedules; review of contractor baseline schedule; and monthly updates for contract and specification compliance. He analyzed schedules, anticipated

potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.

Scheduling Engineer—Christian Hand

Education. Bachelor of Science, Construction Science (Project Management Focus, Business Minor, Emphasis in Ethics and the Legal Environment of Business Environmental Design), Texas A&M University, College Station TX, 2006; Addl. Coursework in Conceptual Design/Design Management

Certifications. OSHA 30-hour Certification; First Aid/CPR; Pursuing CCM; Pursuing LEED Accreditation

Background. Hand has over eight years of project controls experience including scheduling, estimating, cost control, document control, design coordination, claims analysis and negotiation, business development, and drafting. He has worked on civil infrastructure projects as an assistant resident engineer, superintendent, project engineer, and coordinator. He is an accomplished Primavera P3-EC, P6 scheduler. He has built and maintained project master schedules in excess of 5,000 activities and managed their reporting and coordination functions. He is a thorough estimator, with experience in quantity take-offs, cost management, and value engineering. He has participated in bid reviews, scoping, spec analysis, and vetting procedures. Additionally, he is an experienced field coordinator, and he has overseen mass-excavation, utility installation, concrete road, curb, sidewalk, and asphalt placement projects.

Experience

SR99 Bored Tunnel Alternative Design-Build Project Bid, Seattle, WA—Joint Venture Contractors Dragados and Tutor Perini

Project Owner/Client. Manuel Pardo, Dragados & Tutor Perini, 425-456-8563

Mr. Hand was project controls specialist responsible for design coordination between Joint Venture contractors Dragados and Tutor Perini, and the design team at HNTB. He produced logistical drawings for planning means and methods as well as sequencing. He kept meeting minutes, and tracked design issues between the joint venture, their subcontractors, and the design team. Mr. Hand prepared details and diagrams for the proposal.

J.O.C. Street Improvements, Seattle, WA—Seattle Department of Transportation (SDOT)

Project Owner/Client. Brian Russell, SDOT, (206) 684-7623

Mr. Hand supervised work in the field and reported progress. The project included relocating storm and sewer lines; replacing gas lines; removing and reinstalling curbs gutters and sidewalks; and street overlay. He reviewed work plans and schedules with the contractors and coordinated inspections with the SDOT engineer and facilitated the swift answering of RFIs and supervised their corrections in the field. He audited the work completed to verify pay applications for SDOT. In addition, he maintained all documentation and produced all final reports.

Ten20 Tower and Aston Bellevue, Bellevue, WA—The Hanover Company

Project Owner/Client. Howard Smith, The Hanover CO, (713) 267-2100

Mr. Hand was the project engineer for the two 20-story luxury apartment buildings, responsible for performing all aspects of project controls including scheduling, estimating, RFIs, submittals, change orders, and logistic plans. He worked with the project team to develop the schedules for both buildings. Each had more than 5,000 activities and were written in P3-EC (later converted to P6). He updated the schedules weekly, and coordinated them with subcontractors, managers, and owners. He used coding tools to create custom reports that simplified printed schedules by filtering for specific activities or organized the schedule by specific scopes of work. As the project continued, his scheduling role was augmented to include direction of specific subcontractors in the field. MS Project schedules and expedite logs were created for some of these subcontractors to aid in the completion of their work.

Ashton Judiciary Square, Washington, DC—The Hanover Company

Project Owner/Client. Howard Smith, The Hanover CO, (713) 267-2100

Mr. Hand was a vital part of the field staff for this 12-story luxury apartment building project. He supervised the construction of the building envelope systems and reviewed subcontractors' work plans and organized their crews into the master schedule on P6. He reviewed all shop drawings and coordinated them with the design documents. He built detailed schedules, as needed, to clarify and direct the work more efficiently. He also scheduled all building and third-party inspections. He facilitated the correction of design problems if they could not be fixed in the field. His efforts in scheduling crews for rework, cleaning, and inspection helped the building close out 31 days early.

Cost Engineer—Richard Pierce

Education. BS, Civil Engineering, Seattle University, 1989

Certifications. Certified Erosion & Sediment Control Lead, Ecology, 2009; Certified Sanitarian, State of WA (1986), Certified RAILS SAFE System, 2009

Background. Richard Pierce has 35 years of experience, including 23 years managing construction projects, overseeing specification compliance, cost and schedule controls, environmental, health and safety requirements and quality controls. Rick has extensive regulatory and commercial experience with environmental remediation, solid waste management, wastewater treatment plant design, engineering, and operations.

He has experience with environmental remediation, solid waste management, wastewater treatment plant design engineering, constructability, and operations, and is familiar with state and federal contract and regulatory requirements. His experience in project management includes cost and schedule controls, administrative controls, client relations, and change management. As a senior cost engineer, Rick has been responsible for coordinating cost accounts with their related scheduling activities, producing earned value reports and meeting with various contractors to discuss associated results. He created cost reports that could be used by the project management teams in the execution of their project tasks.

For 17 years, Rick managed U.S. Department of Energy facilities at Hanford, Brookhaven and Oak Ridge—where he managed hazardous and radioactive waste designation, collection, treatment, and disposal systems. He provided regulatory interface, and coordinated with local, state and federal agencies.

Experience

Carnation Wastewater Treatment Facility, Carnation, WA—King County and City of Carnation

Project Owner/Client. John Fjarlie, King County, (206) 684-1824

Mr. Pierce served as office engineer on this 500,000-GPD wastewater treatment plant. The plant utilizes membrane bioreactor (MBR) technology and a conventional activated sludge process to produce Class A reclaimed water as a safe source for a wetland, or an NPDES discharge to Snoqualmie River. The project was built in accordance with national LEED® Built Green specifications. He was responsible for coordinating with King County, City of Carnation, WSDOE, and multiple contractors and sub-contractors to keep the project moving on time, within budget, and in compliance. His responsibilities included analyzing schedule information submitted by multiple contractors complimented with on site investigations for schedule analyses and reviews. He conducted Time Impact Analysis (TIA) and assisted in tracking costs incurred by multiple contractors. He was able to overcome many scheduling challenges with his ability to forecast potential schedule impacts from construction onsite communication with inspectors and crew along with critical field reports.

Risk Management Assessment, Integrated Facilities Disposition Project (IFDP), Oak Ridge, TN—Oak Ridge National Laboratory (ORNL)

Project Owner/Client. Eric B. Dangle, 865-481-6337

Mr. Pierce supported a programmatic risk management assessment that included examination of the IFDP scope at ORNL and identification of potential interferences to IFDP success. A key focus of this project was to investigate compliance with state and Federal requirements, including RCRA, CERCLA, OSHA, and CAA.

South Pine Lake Route, Sammamish, WA—City of Sammamish

Project Owner/Client. Jed Ireland, City of Sammamish Public Works, 425-295-0563

Mr. Pierce was the Resident Engineer on this \$1.5 million roadway widening and pedestrian access improvements project. The scope of work included temporary erosion control; excavation and embankment improvements; modifications to storm drainage; installation of curbs and sidewalks; and associated roadway improvements. He was directly responsible for contract specification compliance, wetland protection, public safety, records maintenance, and oversight/ communication with the contractor.

Thurston County Health Department, Olympia, WA—Washington State Department of Ecology

Project Owner/Client. Don Leaf (Retired), Thurston County Health Dept., 360-867-2626

While with Ecology, Mr. Pierce supervised the development of the Thurston County Resource Protection Section, which directed all county water quality, solid waste, and hazardous waste programs. He developed and administered the state's second household hazardous waste collection program; dealt with methane migration and the ultimate capping of the largest county landfill; developed county policy on pesticides application; led the County/Ecology action on agricultural pesticides in groundwater/drinking water; and completed three watershed studies that combined

groundwater, surface water, septic and agricultural practices, and monitoring of shellfish into recommendations for future planning.

Cost Engineer—Cheryl Davidowicz

Education. BS, Business Administration, Franklin University, Columbus, OH, 1991

Background. Cheryl Davidowicz has 21 years of experience including program and project management controls and performance management on transportation projects. She provides the Department of Energy (DOE) with project management and project control support functions; baseline validation, review, and control; estimating; planning; scheduling; project performance assessment; and project management procedure development. Cheryl developed, managed, and executed all phases of the project control effort for numerous small to mega-sized commercial and government engineering and construction environmental remediation projects. She assists in project planning processes, defining scopes, and establishing WBS and budgets on allocated projects.

Cheryl analyzes and evaluates reporting and forecasting project costs and performance against an established schedule with critical milestones. She provided support in the development, implementation, and maintenance of program/project management plans and procedures including: Sound Move Program Management Plan (SM PMP), Capital Projects Project Management Plan (CP PMP), and Capital Projects Project Control Procedures (CP PCP). She monitors and verifies monthly costs and accruals, conducting change order management and control. Additionally, Cheryl has managed, administered, analyzed, and reported on major subcontractor budgets for monthly contractual client reporting. She also tracks, analyzes, and reports on day-to-day cost and schedule activities on assigned projects on varying contract types, sizes and complexities.

Experience

Link Light Rail Program, Seattle, WA—Sound Transit

Project Owner/Client. Karen Mask, Sound Transit, (425) 785-7585

Ms. Davidowicz was the project manager on the Sound Transit Link Light Rail program. She developed, managed, and executed all phases of the project control effort for the project. She provided management, oversight, and support for agency-wide project management and project control activities and oversaw the management of the Live Link Document Control System. Specific activities she managed included estimates, schedules, cost control, diversity, information systems, document/records management control, program reporting, contract administration, and change and budget control. Davidowicz provided support in the development, implementation, and maintenance of program/project management plans and procedures including: Sound Move Program Management Plan (SM PMP), capital projects project management plan (CP PMP) and capital projects project control procedures (CP PCP). She reviewed weekly project status reports and participating in frequent project review meetings with program and project managers to ensure timely delivery of solutions to client, to isolate budget variances and critical delivery issues and to quickly identify and avoid potential delays or problems. Additionally, she managed and mentored on-site junior project control engineers/specialists, provided technical leadership, as well as, ensuring corporate governance and procedure compliance to work direction.

Environmental Management (EM) Project DOE Headquarters, Washington, DC— Department of Energy (DOE)

Project Owner/Client. Sheldon Anderson, Project Time & Cost, (303)386-5162

Ms. Davidowicz developed a Draft EM Project Management Implementation Guidance (PMIG) document. The document was shaped to clarify, at a summary level, EM project management implementation processes and expectations as well as standardize the application and implementation of project management practices across the EM complex. The main premise of the document was to consolidate DOE guides, EM guidance documents, the results of project management RPA efforts and various project management policy memorandums under a single EM umbrella document. She provided support developing an EM Contingency Implementation Guidance (CIG) document, Risk Management Guidance, and final revisions to the DOE G 413.3-8, EM Cleanup Projects guide. Additionally, Davidowicz collected EM Performance Goal data and developed a plan for future collection. She was also responsible for developing a Program Management Performance Metrics Plan.

Department of Energy Readiness in Technical Base and Facilities (RTBF), Nevada Test Site, Las Vegas, NV—National Nuclear Security Administration (NNSA)

Project Owner/Client. Sheldon Anderson, Project Time & Cost, (303)386-5162

Ms. Davidowicz developed the basis of estimates on 17 work packages in the RTBF budget and developed the final RTBF FY10 Validation Report on this project. She analyzed and evaluated reporting and forecasting project costs and performance against an established schedule with critical milestones, and monitored and verified monthly costs and accruals, conducting change order management and control.

Cost Estimator—Scott Battrick

Education. Bachelor of Science, Construction Management, Washington State University, 1992

Background. Scott Battrick has over 19 years of experience in construction cost estimating and cost management. He has developed cost estimates for many different project types—from conceptual and pre-design studies through complete plans and specifications estimates throughout the schematic development, design development, and construction documents design phases. Additionally, he is experienced as a value engineering team member developing cost information for VE alternatives as well as developing construction change order estimates. Battrick has a broad depth of estimating skills and is capable of developing conceptual to detailed cost estimates in all CSI Masterformat Divisions as well as formatting the estimates in the 12 Uniformat and Uniformat II cost categories.

Experience

Ryerson Bus Base Improvements, Seattle, WA—King County Metro

Project Owner/Client. Marcel Bodsky, Project Manager, TetraTech/KCM, (206) 443-3537

Mr. Battrick provided cost estimating services for this \$9 million project that includes the upgrade and expansion of the facility to accommodate additional buses and drivers, and a complete HVAC and bus exhaust systems replacement. He was responsible for the development of the construction cost

estimates for the design team for the various improvements to the facility. The cost estimating services covered the full scope of work from architectural and structural modifications for improved transit operations and supporting mechanical and electrical modifications. Additional special cost estimating included determining costs to provide services to temporary driver dispatch facilities for the phased construction.

Issaquah Transit Center, Issaquah, WA—King County Metro

Project Owner/Client. Sara Roberts, KPFF Engineers, (206) 622-5822

Mr. Battrick provided cost estimating services for the design phases at 60%, 90%, and 100% for this \$10 million project. He also provided bidding and change order support throughout the entire project. The transit center located on SR-900 and Newport Way Northwest includes 800-stall structured parking at the existing Issaquah Park-and-Ride lot site.

Federal Way Transit Center, Federal Way, WA—Central Puget Sound Regional Transit Authority (Sound Transit)

Project Owner/Client. Scott Perry, Harris & Associates, (206) 417-5125

Mr. Battrick provided the owner's check estimate during constructability review and change order estimates, as requested by Sound Transit for this \$21 million project that included approximately 1,200 stalls of parking. Buses and carpools using the transit center connect to the I-5 center HOV lanes via the Federal Way HOV Direct Access project at South 317th Street, which includes a new T ramp for bus and carpool access between the HOV lanes on I-5 and downtown Federal Way.

New Public Works Complex, Shelton, WA—Mason County Public Works

Mr. Battrick performed the construction cost estimates for the project that included a new administrative facility, new vehicle maintenance and operations facility, new equipment storage facility, new shop spaces and supporting civil and site work development. The cost was \$13.5 million and the size was 55,000 sf.

East Blair Waterway UTTI Expansion, Tacoma, WA— Port of Tacoma

Mr. Battrick provided cost estimating for the buildings that are part of the overall terminal development program. The buildings include shore-side operational buildings designated as administration, labor arrival, drivers, and service building; rail repair and compressor repair building; and crane maintenance and wash building. The cost is \$12 million and the project is 27,000 sf in size.

E. Approach

Technical Approach to Project Controls— Methodology for Risk Management

Identifying Potential Problems and Opportunities

Project controls with respect to design-build projects includes the processes of identifying, assessing, and mitigating as many known risks as possible associated with project execution. Typically project controls is associated with assisting the owner in controlling risk in the following areas:

- Budget Development and Financial Control
- Schedule and Time Impact
- Configuration Management
- Contingency Management
- Document Control

The primary goal of effective risk management is to keep a step ahead of potential project problems and positive opportunities. Identifying and mitigating potential problems before they happen and identifying potential opportunities with time to capitalize on them can help deliver the best possible project outcome. Since it is impossible to mitigate all problems, it is twice as important to capitalize on all the potential opportunities. In these situations, you want to incorporate actions into your plan that can optimize your ability to reap these benefits and not miss the opportunity.

Mitigating Potential Problems

Before you can mitigate a potential problem, you must first identify it. This process must begin during the predesign stage of the design-build project. Identifying each known risk associated with the total project and those that relate directly to the design and construction scope of services is an important part of preparing the project controls manual (PCM) and project execution plan (PEP). After all known potential problems have been identified, a risk mitigation plan should be prepared. One basic tenet that must apply to make this plan work is to **allocate risk to the party that can best control it**.

The project controls manager (PCM) must take the responsibility to incorporate the risk mitigation plan into the PCM. In addition, the PCM must be on a constant lookout for new problems (and opportunities), as they occur during the execution of the project. The PCM should be cognizant of methods that can be used to ensure that specific risks associated with the design-build contract are identified and mitigated.

Throughout the project, the PCM will review the data collected by the staff and report this information to WSDOT in a bi-monthly report. The report will define any variance in the program budget, schedule, and overall project configuration. More detailed reports will be developed on cost and schedule issues, as will a complete change management forecast.

Controlling Schedule Risk on the Design-Build Project

The Program Master Schedule

The senior program scheduler and cost manager have the responsibility to develop the budget-loaded program schedule in conjunction with the owner and the design-builder. The program master schedule is a database of budgets and program milestones, summary-level activities and interfaces, and commitments to the general public, other agencies, and WSDOT management.

Whole Program View Including Comprehensive Interfaces

The program master schedule is intended to provide an overview of the entire program, from a cost and time aspect, including the major projects underway during the design-build SR 99 Project and interfaces between those programs. These interfaces will be most critical as other stakeholders begin their respective projects and develop relationships with the design-build team. Interfaces will also include the community. The program summary schedule will provide the WSDOT construction manager a single summary-level document for understanding interfaces, dates, and performance, as the project is implemented.

The PCM and his or her team provide guidance relating to development, maintenance, and updating of the program master schedule. The cost management and scheduling sections of the project controls manual are intended to clarify the purpose and scope of the program master schedule and define input and responsibilities required for its production and maintenance.

Big-Picture Purpose

The purpose of program master schedule is to illustrate the "big picture," and to capture program-level interfaces (e.g., coordination of all stakeholders, etc.) and external/program milestones that might not be included in the design-builder's master schedule. The program master schedule will be produced and maintained to provide WSDOT executive management with an overview of key program budgets, milestones, project interfaces, and schedule commitments to the design-builder, stakeholders, and public through the project.

The program master scheduler will create an integrated schedule network file. Summary milestones, logic, and schedule information received from each department, the designer, and the design-build team will be input into this single schedule database.

Scheduling and Reporting Specifics

Logic ties, budgets, and interfaces will be identified and incorporated into the program master schedule database, including interfaces that may or may not be included in the master schedules developed by other parties.

Each month, the project controls team will prepare a checklist for updating the budget forecast and schedules, based on data provided by the design-build team and other stakeholders. A "comparison report," that compares progress within the project to what was planned, will be issued. The comparison report will also compare the current budgets and schedules with the previous month's. All changes will be addressed and a detailed report, distributed as directed.

Focusing on What's Important

Capitalizing on the Whole Team to Identify Potential Critical Path Impacts

The PCM can best address the solutions of potential problems by working with the team to identify difficulties they see down the road. Particular attention should be directed to those activities on the critical path, where there is little margin for error. It is here that you can most effectively use the general experience of the team members in improving the planning for your particular project.

The Importance of Identifying Potential Impacts Early On

The construction industry association, Construction Industry Institute (CII) evaluated over 1,000 projects using a variety of contracting methods. In all cases, if a project was behind schedule at the 20 percent completion point in its schedule, it was never able to recover and complete on time. Of those that were determined to be behind schedule, less than 50 percent were able to recover any of the schedule delay reported at the 20 percent point. The first 20 percent of the project duration is extremely important with respect to meeting schedule. The concept that a project can fall behind schedule and catch up later has not proven to be the case in an extremely large number of actual projects. Managing schedule risk is essential when schedule-related liquidated damages are part of the contract guarantees.

Other Areas of Importance

In addition to the critical path, a sharp project controls team will likely focus its attention when

- tasks are new to the design-builder's scope of services,
- a task is dependent on the completion of several others (especially by third-party stakeholders)
- resources to complete a task are scarce and competing with other ongoing tasks or projects, and
- tasks require several firms or other agencies for completion.

Prioritizing Potential Problems

The design-build team usually does not have the time and planning resources to examine every possible negative outcome for every individual task. As tedious as this may be, the owner's project controls team must identify the high-risk areas of the project and prioritize the potential problems. WSDOT's construction manager and the project controls team will then have a manageable number for further analysis of likely problem causes.

Learning From Experience

As Mark Twain said, "History may not repeat itself, but it rhymes." The likely causes of future problems on the SR 99 Bored Tunnel project may well indeed be the actual causes of past problems on prior projects, or at least similar to them. Again, developing a project team with a portfolio of individual talent will assure that you have at least some wizened professionals with endless stories of past foul-ups. To offer only one example: a supplier being late on delivery of some critical materials or piece of equipment is usually very common knowledge, but too many times is ignored.

Let's assume that Project Dimensions has experienced this situation before—and recognizes the early signals. We ask, "Does the contractor have alternative suppliers lined up?" "Does he have incentive clauses built into the supplier subcontracts?" "Penalty clauses?"

The key to managing potential project problems is by developing a strong project controls plan. The plan provides the team a solution-based document developed from experience and

- anticipates the occurrence of problems relating to cost and schedule, and
- has built into it steps to reduce their probability (and hopefully prevent them) and steps to limit their deleterious effects, should prevention fail.

Avoiding Contingency Becoming the Fallback Position

One of the riskiest things a design-builder can do is to move a project from the planning phase into the implementation phase without having sound configuration management in place or a contingency plan, i.e., without having fallback positions. Their project management plan can't be driven by the assumption that all problems will result in executing the fallback position; otherwise the project will never finish. However, the overall process for management cost and schedule impact must consider the number of these possible contingency events and allocate an appropriate level of discretionary time for those that may occur.

Experience and Judgment—and Investment in Prevention

Preventive actions and contingent actions—the backbone of planning for potential problems. The project team will identify prevention and contingent activities that will modify the construction budget and the start and finish times for parts of the master schedule, affect precedence relationships, and, in all probability, impact the critical path. In other words, managing the risks on the tunnel project will likely add tasks and cost resources: professional time, equipment, materials, and money. This is where experience and judgment must be incorporated.

The mere practice of the project team going through the process of identifying problems and planning preventive and contingent actions will improve their ability to respond to totally unforeseen/unforeseeable events. Their ability to recognize potential problem triggers on the horizon will improve both individually and collectively, as will the capacity to avoid being totally blindsided. The team, even when hit by the unanticipated, will be far from flatfooted about what to do. So, even if the construction management team does not experience many of the possible problems on the project, they are building skills and aptitudes that will serve them well on future projects.

Understanding the Contract

Finally, many of the issues of risk management relate directly to a design-build project center around the understanding of what is contained in the contract with the owner. It is imperative that the project team understands the requirements of each document. It is also important that the project controls team play a significant role in managing the details of the prime contract and be allowed to develop a reporting system robust enough to provide oversight throughout the design-build contract.

Support from a qualified, experienced contract administrator who is familiar with contract language is extremely vital to protecting WSDOT's position with respect to managing project risks. Project Dimensions' staff is prepared to assist the construction management team with a full cadre of project controls services. From cost analysis to tunnel inspection we have an experienced and balanced team. The staff proposed have decades of field experience working on state, county, city, and agency projects. Project Dimensions brings knowledge in developing and managing project controls services on design-build, GC/CM, CM-at-Risk and design-bid-build projects.

Appendix F.1. Standard Form 330 Part I

ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT-SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION *(City and State)*

SR99 Bored Tunnel Alternative Design-Build Project Construction Management Services, Seattle, WA

2. PUBLIC NOTICE DATE

December 10, 2010

3. SOLICITATION OR PROJECT NUMBER

N/A

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE

Michael Horan, P.E., CCM, DBIA Vice President Construction Management

5. NAME OF FIRM

Project Dimensions, LLC

6. TELEPHONE NUMBER

425-828-0500

7. FAX NUMBER

425-828-0700

8. E-MAIL ADDRESS

mhoran@prodims.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

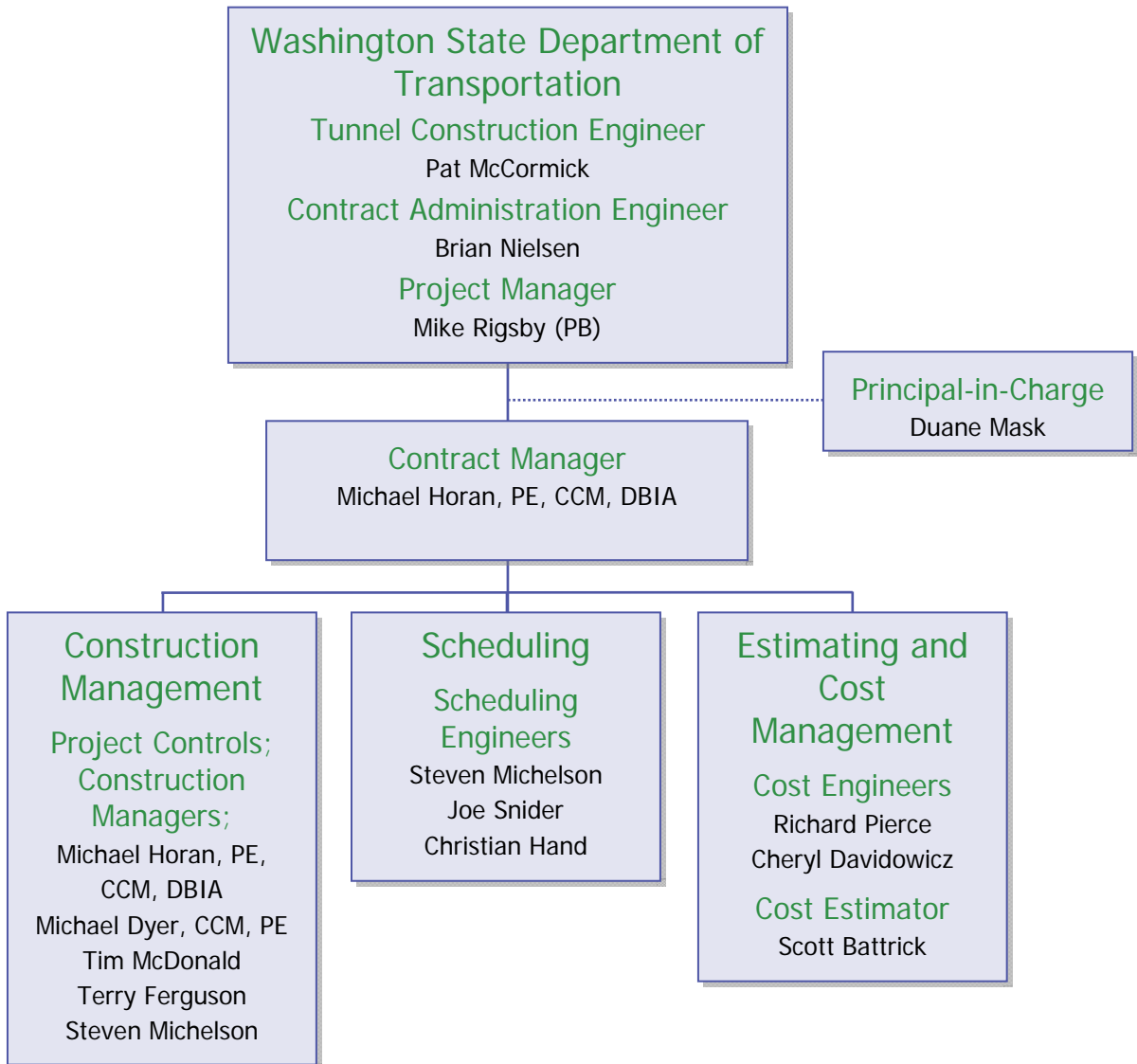
	<i>(Check)</i>			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	J-V PARTNER	SUBCON-TRACTOR			
a.	<input checked="" type="checkbox"/>			Project Dimensions, LLC <input type="checkbox"/> CHECK IF BRANCH OFFICE	520 Kirkland Way, Suite 102 Kirkland, WA 98033	Prime Consultant
b.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
c.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
d.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
e.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		
f.				<input type="checkbox"/> CHECK IF BRANCH OFFICE		

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

■ *(Attached)*

D. Project Organizational Chart

SR99 Bored Tunnel Alternative Design-Build Project Construction Management Services



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Michael Horan, PE, CCM, DBIA	13. ROLE IN THIS CONTRACT Contract Manager; Project Controls; Construction Manager	14. YEARS of EXPERIENCE	
		a. TOTAL 31	b. WITH CURRENT FIRM 1
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington			
16. EDUCATION (DEGREE AND SPECIALIZATION) MS, Construction Management, University of Houston, 1984; BS, Civil Engineering, University of Houston, 1978; Environmental Management Continuing Education Program (2yr.) Yale University, New Haven, CT, 1992		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Registered Professional Engineer, State of Florida; Licensed Environmental Professional (LEP), State of Connecticut; Certified Construction Manager (CMAA); Design-Build Accredited Professional (DBIA); Certified RAILSAFE System (2009)	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) Construction Management Association of America; Puget Sound Partnership; American Society of Civil Engineers; Design-Build Institute of America; American Council of Engineering Companies - Washington State			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX—DART	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm a. Mr. Horan was deputy project manager and quality assurance representative for the \$100 million NC-1A and NC-1B tunnels and NC-2 rail line section of the project that consists of approximately 6.5 miles of rail, 3.5 miles of twin tunnels, and 3.1 miles of at-grade and elevated rail. The underground construction consisted of 6.5 miles of a 21.5-foot-diameter tunnel excavated by means of a tunnel boring machine (TBM). Additional excavations of the numerous chambers and shafts were performed with road header excavators. The project also included mixed-face tunnel excavations; portal approaches; slurry wall, soldier pile and lagging, and secant pile ground supports; 1,500 feet of cut-and-cover concrete-reinforced tunnel structures; shotcrete and reinforced concrete tunnel liners; PVC waterproofing liners with associated drainage systems; contact grouting; one underground passenger station; and extensive mechanical and electrical installations, including sump pumps, tunnel ventilation fans, electrical substations and fire alarm systems.		
(1) TITLE AND LOCATION (City and State) Carnation Wastewater Treatment Facility, Carnation, WA—King County	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm b. Mr. Horan was project manager and construction management oversight consultant for the \$23.8 million facility. He oversaw construction, project scheduling, cost analysis, change management, startup, and plant commissioning. He also provided constructability and technical reviews during final design of the 2.5 MGD bioreactor plant. Working with the contractor, he developed the commissioning and startup schedule. The project was constructed in accordance with USGBC LEED 2.0 specifications, received LEED Silver Certification, and was awarded the 2008 American Water Works Association Small Project of the Year.		
(1) TITLE AND LOCATION (City and State) Sounder Commuter Rail Everett Station, Everett, WA—Central Puget Sound Regional Transit Authority (Sound Transit)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2010	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm c. Mr. Horan was project and environmental manager for this multi-phase commuter rail station designed to provide a major transit hub between Snohomish and King Counties. He maintained all budgets, project controls, and earned value analysis, change management, and claims settlement. The project required two stair towers, elevators, and a 152-ft. pedestrian bridge constructed over active BNSF tracks; extensive demolition of chemical and hydrocarbon storage facilities; removal of underground storage tanks (USTs) and building structures; utility relocations; and remediation of contaminated soils. Following Ecology regulations and EPA Green Remediation (BMPs), the new 440-space parking lot now serves as an environmental cap over this designated brownfield.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Michael Dyer, CCM, CPE		13. ROLE IN THIS CONTRACT Project Controls; Construction Manager		14. YEARS of EXPERIENCE	
				a. TOTAL 30	b. WITH CURRENT FIRM 1 (Contingent Hire)
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington					
16. EDUCATION (DEGREE AND SPECIALIZATION) BS Construction Management, BA Business Option in Real Estate, Washington State University, 1995			17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) American Society of Professional Estimators Certified Professional Estimator (CPE); CMAA Certified Construction Manager, 2007; Save International Associated Value Specialist, 2008;		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)					

19. RELEVANT PROJECTS

a.	(1) TITLE AND LOCATION (City and State) Sounder Commuter Rail Everett Station, Mukilteo, WA—Central Puget Sound Regional Transit Authority (Sound Transit)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2006	CONSTRUCTION (If applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Dyer provided cost estimating services of the architectural finishes costs for a new commuter train station with two stories, 2 elevators and training loading platform. Updated the architectural finishes cost estimate to reflect the current bid climate and updates to the project drawings. The project cost was \$10.5 million.		
b.	(1) TITLE AND LOCATION (City and State) Mountlake Terrace Transit Center, Mountlake Terrace, WA—Central Puget Sound Regional Transit Authority (Sound Transit)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2007	CONSTRUCTION (If applicable) 2008
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Dyer provided cost estimating services of the architectural finishes costs for a new three-story transit structure located in the median between northbound and southbound freeway lanes. The project cost was \$25 million.		
c.	(1) TITLE AND LOCATION (City and State) West Longview General Sewer Plan, Longview, WA—Longview Public Works Department	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Dyer was the cost estimator on the value analysis team that reviewed the General Sewer Plan developed for the City of Longview. The plan deals with issues of growth in the City of Longview in an area where their existing treatment lagoons are at capacity and facing potential permit issues. Reviewed the proposed plan and offered various alternatives for review and analysis by the City of Longview. The project cost was \$40 million.		
d.	(1) TITLE AND LOCATION (City and State) Tyler Street Roadway Expansion, Tacoma, WA—Tacoma Public Works Department	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Dyer was the cost estimator on the value analysis team for the roadway expansion. The project scope included the new underground utilities; replacing above ground power poles with underground electrical service; and new curb, gutter, sidewalk, bicycle lanes, and a center turn lane. The project is funded through a number of sources, including city funds, federal funds through the Surface Transportation Program and State of Washington Transportation Improvement Board. The project cost was \$5 million.		
e.	(1) TITLE AND LOCATION (City and State) Carpenter Creek Estuary Restoration, Seattle, WA—U.S. Army Corps of Engineers, Seattle District	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Dyer was the cost estimator on the value analysis team that examined various construction strategies to build a new bridge, while maintaining traffic and restoring an old creek bed channel to its original size. The project cost was 3.8 million.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Tim McDonald	13. ROLE IN THIS CONTRACT Project Controls; Construction Manager	14. YEARS of EXPERIENCE	
		a. TOTAL 30+	b. WITH CURRENT FIRM Contingent Hire
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington			
16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Civil Engineering, Washington State University, 1987 Graduate Studies in Civil Engineering, Washington State University		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Seattle-Tacoma International Airport Parking Terminal Expansion, SeaTac, WA—Port of Seattle	2006	2008
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm a. Mr. McDonald was resident engineer for the GC/CM construction of a \$70 million, 1-million-sf, 3,000-stall parking garage expansion and ancillary facilities. The ancillary facilities included a new multi-cell water cooling tower that provided the primary cooling for the terminal complex, and a new multi-lane customer toll exit plaza, and administrative and support offices. He was also responsible for project design, construction budgets, and schedule milestones for a multiple-bid-package project. He coordinated and controlled management support personnel, day-to-day construction, design, and end-user facilitation. Tim provided interaction as the Port of Seattle's liaison with the public and governing agencies and represented the client in cost and schedule analysis, design development, contract administration, change order preparation and negotiations, and cost estimates. He also integrated various additional schedules issues including engineering, biological, environmental mitigation, archeological, transportation logistics, procurement, and permitting.		
Rail Reservation Track, Tacoma WA—Central Puget Sound Regional Transit Authority (Sound Transit)	2002	2004
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm b. Mr. McDonald was resident engineer for this \$8.9 million rebuilding of 1.6 miles of railroad line. He provided inspection and coordination of utilities for power and signalization. The work involved the installation of multiple piling systems, installation of new sanitary and storm sewers; installation of a 70-inch jacked casing; installation of a new vehicle tunnel (35 feet wide by 75 feet long) by change orders; a new 60-foot, "fracture-critical" steel bridge, storage track, switches, and siding track to the new Freight House Square Station Platform.		
Freight House Square Station, Tacoma, WA—Central Puget Sound Regional Transit Authority (Sound Transit)	2002	2004
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm c. Mr. McDonald reviewed and coordinated design drawings, specifications, and bid documentation for the invitation to bid for a new \$3.4 million station platform, remodel of the center portion of Freight House Square Station, and inspection of the station during construction. Construction included a new pedestrian loading platform, upgrading site drainage and storm water system, and remodel of more than 3,000 sf of tenant space in an active retail facility.		
Parking Garages and Pedestrian Bridges in Auburn and Kent, and Road Improvements in Kent Central Puget Sound Regional Transit Authority (Sound Transit)	2003	2006
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm d. Mr. McDonald was resident engineer for these five projects totaling \$25.9 million in construction value. The design-build 500-stall and 900-stall parking garages were pre-cast, post-tensioned parking garage. This included nearly 14,000 square feet of commercial retail space, integration and coordination of fire and life safety systems, and coordination and construction integration with the King County Metro Bus System passenger and driver requirements. The pedestrian bridges each connected to a new parking garage and station platform, which incorporated a new parking and pedestrian plaza.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Yuri Kan, PE		13. ROLE IN THIS CONTRACT Scheduling Engineer (TBM Tunneling)		14. YEARS of EXPERIENCE	
				a. TOTAL 27	b. WITH CURRENT FIRM Contingent Hire
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington					
16. EDUCATION (DEGREE AND SPECIALIZATION) MS, Mining Engineering Diploma, Moscow State Geological Academy, Moscow, Russia, 1981			17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Professional Engineer, Texas TX DOT Pre-Certified		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)					

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX—DART	1996	1998-2006
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm a. Mr. Kan was a quality assurance representative for the \$100 million NC-1A and NC-1B tunnels and NC-2 rail line section of the project that consists of approximately 6.5 miles of rail, 3.5 miles of twin tunnels, and 3.1 miles of at-grade and elevated rail. The underground construction consisted of 6.5 miles of a 21.5-foot-diameter tunnel excavated by means of a tunnel boring machine (TBM). Additional excavations of the numerous chambers and shafts were performed with road header excavators. The project also included mixed-face tunnel excavations; portal approaches; slurry wall, soldier pile and lagging, and secant pile ground supports; 1,500 feet of cut-and-cover concrete-reinforced tunnel structures; shotcrete and reinforced concrete tunnel liners; PVC waterproofing liners with associated drainage systems; contact grouting; one underground passenger station; and extensive mechanical and electrical installations, including sump pumps, tunnel ventilation fans, electrical substations and fire alarm systems.		
Addison Airport Toll Tunnel Portion of the President George Bush Turnpike, Town of Addison and City of Carrollton, TX—North Texas Tollway Authority (NTTA)	2004	2006
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm b. Mr. Kan was lead technician and assistant resident engineer for this \$14.2 million project that consists of a two-lane vehicular tunnel under a general aviation airport; portal approaches; retaining wall; mechanical and electrical work; and associated construction, including underground utility installation, construction of paved roadways and parking lots, construction of the toll plaza, and relocation of power poles. Yuri redesigned and provided correction to the original design of the initial rock support as conditions and stability of the excavated rock were discovered. He designed and recommended a PVC-threaded insert driven through the waterproofing PVC membrane into the rock in the top arch of the tunnel that was hermetically attached to the waterproofing PVC membrane liner via thermal method of installation to completely seal the PVC membrane penetration. This device securely held the concrete steel reinforcement in place, and mitigated movement of the concrete steel reinforcement (rebar mat) during setting the concrete formwork and concrete pours.		
Multiple "Single-Pass" Tunnel Projects, Moscow, Russia	1980s	
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm c. Mr. Kan was worked on multiple projects where excavation was completed via a shield machine in unstable and soft rocks and grounds. The methodology of the excavations involved installing concrete segments and/or concrete liner immediately upon completion of each excavating cycle. There were also non-vulcanized rubber seals installed in between the concrete segments to prevent water leakage. This "single-pass" method of tunnel excavation is implemented when there is highly unstable rock and clay, sandy clay, and alluvial soils.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Terry Ferguson		13. ROLE IN THIS CONTRACT Scheduling Engineer (Electrical)		14. YEARS of EXPERIENCE	
				a. TOTAL 36	b. WITH CURRENT FIRM Contingent Hire
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington					
16. EDUCATION (DEGREE AND SPECIALIZATION) Associate of Applied Science, Electrical, Spokane Community College, 1973; Liberal Arts (Two Years) North Idaho College, 1970			17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Masters Electrical, Administrator, Journeyman Electrical Licenses; Washington State Teaching Certification; Wheels of Learning Program CITC Sponsored (Cert. as Instructor); Lic. CEU Instructor by State of WA, Certified Green Building Instructor (Leeds /NCCER)		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)					

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	New Cranes at Port of Seattle/Terminals 27, 28, and 30, Seattle, WA—Port of Seattle	2007	2009
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm As senior electrical estimator/inspector, Mr. Ferguson was responsible for the estimating and inspection of electrical construction, video documentation, and the safety audit of the electrical contractor. He was also responsible for quality control and adherence to specs and plans. He deciphered plans and communicated problems to engineers and local power company engineers. He was responsible for inspecting and QA/QC during installation of high-voltage services and feeders for ship loading cranes and refrigeration racks for containers. Additionally, he inspected the installation of shore power for ships and electrical services to offices and accommodations for ships crews while in port. He also facilitated weekly construction meetings. This project involved moving ship loading cranes to terminal 30 and rebuilding the cruise ship terminal to allow for a container terminal to be built.		
b.	Brightwater Wastewater Treatment Facility, Woodinville, WA—King County Department of Natural Resources	2005	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Ferguson was responsible for cost management/quality inspection and overseeing the installation of electrical equipment in this \$2.5 billion facility that was Class 1, Division 1 and 2. This included blueprint reading essential to build a project of this magnitude that involved constructing mostly concrete treatment tanks to handle waste from King and Snohomish counties' residents. The electrical system had to be installed according to a strict set of specifications because of the potential explosive nature of the product. Grounding was critical on this project. Mr. Ferguson was also the safety inspector on this project.		
c.	Udelhoven Oil Projects, Mine Point, AK—British Petroleum	2003	2004
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Ferguson was responsible for supervision and inspection of instrumentation and electrical functional checkout. He supervised eight technicians and four journeyman wiremen for a third-party inspection agency for British Petroleum Oil Company. He was responsible for the safety and code compliance of the instrumentation and electrical installations on the oil wells and BP property.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Steven Michelson	13. ROLE IN THIS CONTRACT Scheduling Engineer	14. YEARS of EXPERIENCE a. TOTAL 35		b. WITH CURRENT FIRM Contingent Hire
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington				
16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Construction, Bradley University, Northeastern Illinois, 1979 (Thesis Short of MS in Chemistry)			17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.) Member of American Association of Cost Engineers (AACE); OSHA 10-Hour Course, 1992; Member of American Production and Inventory Control (APICS)				

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	Indira Gandhi International Airport, New Delhi, India	2005	2008
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Michelson guided the IGI Airport project from the civil/structural works to the opening of the 500,000-sm International and Domestic Terminal (T3). He coordinated cost accounts with their related scheduling activities and produced earned value reports. He resolved issues with the speed of concrete placement and directed an effort to produce a set of project phasing plans involving all aspects of the Terminal—from the high-end security systems; 14 different integrated IT systems; MEPFP; and specialty architectural areas, including the VVIP and retail areas. Michelson assisted with writing the project controls procedures manual for the program and integrated Primavera's P6 scheduling program with the 3-D design program to produce an interactive or 4-D planning and scheduling tool.		
b.	Miami International Airport, Miami, FL—Miami-Dade County	2005	2007
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Michelson was the construction manager for the \$160 million design completion of this project. He managed all project control efforts and was responsible for the coordination between the design professional, design consultants, and stakeholders from surrounding projects. Michelson managed the civil projects, the Terminal Wide Project (TWI), and the Automated People Mover Project (APM).		
c.	SBM/CRDB Buildings National Enrichment Facility, Eunice, NM—Nuclear Regulatory Commission	2008	2010
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Michelson was the senior construction planner and scheduler for the SBM Building. He managed the construction schedule of the facility, interfaced with the construction team and the process team, and worked with planners and schedulers visiting the site from Europe. On the CRDB Building, he developed and managed the construction schedule using Primavera's P6.1 and 6.2, and coordinated the design, permitting, commissioning, and start-up schedulers. Major challenges included defining the logic, so that all of the parts of the building directly required for producing product are identified and scheduled while developing the schedule to complete the whole building.		
d.	Chicago O'Hare International Airport Modernization Program, Chicago, IL—Chicago Department of Aviation c/o DMJM Aviation Partners	2004	2006
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Steven was a member of the front-end program management team in JV with DMJM Aviation Partners on this project. He was responsible for writing the program scheduling policies and procedures manual in conjunction with the Cost manager and the program controls manager. He managed the program baseline schedules for the construction of Levels I & II. The schedule parameters included three sub-programs centered on runway construction, along with the associated enabling projects. Level of detail was based upon final design, permits, agreements, procurement, construction, and commissioning activities. In order to construct the schedule (using Primavera's P3eC scheduling package), interfacing and coordination was required with the city's OMP staff, the airline representatives, the construction manager, master civil engineering group, and other members of the PMO.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Joe Snider	13. ROLE IN THIS CONTRACT Scheduling Engineer	14. YEARS of EXPERIENCE	
		a. TOTAL 25	b. WITH CURRENT FIRM 1 (Contingent Hire)
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington			
16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Construction Management, Washington State, University, 1990		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	520 Bridge Replacement Project and the SDOT Bridge Seismic Retrofit Program, Seattle, WA—Washington State Department of Transportation and Seattle Department of Transportation	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If applicable)
a.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Snider was the senior scheduler responsible for creation of baseline schedules for multiple subcontractors for incorporation into program baseline schedule. Issues on 520 Bridge Replacement Project that had direct impact on scheduling included design, environmental permitting, pontoon construction, and geologic investigations. He coordinated with various stakeholders in order to achieve consensus regarding schedule logic and requirements. He provided preliminary scheduling for tunnel design and construction prior to feasibility studies that recommended other options. He analyzed progress and manpower analysis and provided resource input and leveling. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.		
	Baker River Hydroelectric Relicense Projects, North of Cascades National Park, WA—Puget Sound Energy	PROFESSIONAL SERVICES 2007	CONSTRUCTION (If applicable)
b.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Snider was scheduler/project controls specialist, responsible for scheduling construction of headworks involving engineering, biological, environmental, archeological, transportation logistics, procurement, and permitting. He provided monthly progress updates and manpower analysis, and baseline schedule development and updates. He analyzed progress and manpower analysis and provided resource input and leveling. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.		
	Lake Union Streetcar Project, Seattle, WA—City of Seattle	PROFESSIONAL SERVICES 2007	CONSTRUCTION (If applicable)
c.	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Snider was responsible for creation of construction baseline schedule; constructability review and logic analysis of subcontractor baseline schedules; review of contractor baseline schedule; and monthly updates for contract and specification compliance. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Christian Hand	13. ROLE IN THIS CONTRACT Scheduling Engineer	14. YEARS of EXPERIENCE	
		a. TOTAL 8	b. WITH CURRENT FIRM 1
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington			
16. EDUCATION (DEGREE AND SPECIALIZATION) Bachelor of Science, Construction Science (Project Management Focus, Business Minor, Emphasis in Ethics and the Legal Environment of Business Environmental Design), Texas A&M University, College Station TX, 2006; Addl. Coursework in Conceptual Design/Design Management		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) OSHA 30-hour Certification First Aid/CPR Pursuing CCM Pursuing LEED Certification	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	SR99 Bored Tunnel Alternative Design-Build Project Bid, Seattle, WA—Joint Venture Contractors Dragados and Tutor Perini	2010	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Hand was project controls specialist responsible for design coordination between Joint Venture contractors Dragados and Tutor Perini, and the design team at HNTB. He produced logistical drawings for planning means and methods as well as sequencing. He kept meeting minutes, and tracked design issues between the joint venture, their subcontractors, and the design team. Mr. Hand prepared details and diagrams for the proposal.		
b.	J.O.C. Street Improvements, Seattle, WA—Seattle Department of Transportation (SDOT)	2007	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Hand supervised work in the field and reported progress. The project included relocating storm and sewer lines; replacing gas lines; removing and reinstalling curbs gutters and sidewalks; and street overlay. He reviewed work plans and schedules with the contractors and coordinated inspections with the SDOT engineer and facilitated the swift answering of RFIs and supervised their corrections in the field. He audited the work completed to verify pay applications for SDOT. In addition, he maintained all documentation and produced all final reports.		
c.	Ten20 Tower and Aston Bellevue, Bellevue, WA—The Hanover Company	2006	2008
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Hand was the project engineer for the two 20-story luxury apartment buildings, responsible for performing all aspects of project controls including scheduling, estimating, RFIs, submittals, change orders, and logistic plans. He worked with the project team to develop the schedules for both buildings. Each had more than 5,000 activities and were written in P3-EC (later converted to P6). He updated the schedules weekly, and coordinated them with subcontractors, managers, and owners. He used coding tools to create custom reports that simplified printed schedules by filtering for specific activities or organized the schedule by specific scopes of work. As the project continued, his scheduling role was augmented to include direction of specific subcontractors in the field. MS Project schedules and expedite logs were created for some of these subcontractors to aid in the completion of their work.		
d.	Ashton Judiciary Square, Washington, DC—The Hanover Company	2008	2009
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Hand was a vital part of the field staff for this 12-story luxury apartment building project. He supervised the construction of the building envelope systems and reviewed subcontractors' work plans and organized their crews into the master schedule on P6. He reviewed all shop drawings and coordinated them with the design documents. He built detailed schedules, as needed, to clarify and direct the work more efficiently. He also scheduled all building and third-party inspections. He facilitated the correction of design problems if they could not be fixed in the field. His efforts in scheduling crews for rework, cleaning, and inspection helped the building close out 31 days early.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Richard Pierce	13. ROLE IN THIS CONTRACT Cost Engineer	14. YEARS of EXPERIENCE	
		a. TOTAL 35	b. WITH CURRENT FIRM Contingent Hire
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington			
16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Civil Engineering, Seattle University, 1989		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Certified Erosion & Sediment Control Lead, Ecology, 2009; Certified Sanitarian, State of WA (1986), Certified RAILS SAFE System, 2009	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	Carnation Wastewater Treatment Facility, Carnation, WA—King County and City of Carnation	2006	2008
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Pierce served as office engineer on this 500,000-GPD wastewater treatment plant, The plant utilizes membrane bioreactor (MBR) technology and a conventional activated sludge process to produce Class A reclaimed water as a safe source for a wetland, or an NPDES discharge to Snoqualmie River. The project was built in accordance with national LEED® Built Green specifications. He was responsible for coordinating with King County, City of Carnation, WSDOE, and multiple contractors and sub-contractors to keep the project moving on time, within budget, and in compliance. His responsibilities included analyzing schedule information submitted by multiple contractors complimented with on site investigations for schedule analyses and reviews. He conducted Time Impact Analysis (TIA) and assisted in tracking costs incurred by multiple contractors. He was able to overcome many scheduling challenges with his ability to forecast potential schedule impacts from construction onsite communication with inspectors and crew along with critical field reports.		
b.	Risk Management Assessment, Integrated Facilities Disposition Project (IFDP), Oak Ridge, TN—Oak Ridge National Laboratory (ORNL)	2010	
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Pierce supported a programmatic risk management assessment that included examination of the IFDP scope at ORNL and identification of potential interferences to IFDP success. A key focus of this project was to investigate compliance with state and Federal requirements, including RCRA, CERCLA, OSHA, and CAA.		
c.	South Pine Lake Route, Sammamish, WA—City of Sammamish	2008	2008
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Pierce was the Resident Engineer on this \$1.5 million roadway widening and pedestrian access improvements project. The scope of work included temporary erosion control; excavation and embankment improvements; modifications to storm drainage; installation of curbs and sidewalks; and associated roadway improvements. He was directly responsible for contract specification compliance, wetland protection, public safety, records maintenance, and oversight/ communication with the contractor.		
d.	Thurston County Health Department, Olympia, WA—Washington State Department of Ecology	1985	1995
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm While with Ecology, Mr. Pierce supervised the development of the Thurston County Resource Protection Section, which directed all county water quality, solid waste, and hazardous waste programs. He developed and administered the state's second household hazardous waste collection program; dealt with methane migration and the ultimate capping of the largest county landfill; developed county policy on pesticides application; led the County/Ecology action on agricultural pesticides in groundwater/drinking water; and completed three watershed studies that combined groundwater, surface water, septic and agricultural practices, and monitoring of shellfish into recommendations for future planning.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Cheryl Davidowicz	13. ROLE IN THIS CONTRACT Cost Engineer	14. YEARS of EXPERIENCE	
		a. TOTAL 21	b. WITH CURRENT FIRM Contingent Hire
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington			
16. EDUCATION (DEGREE AND SPECIALIZATION) BS, Business Administration, Franklin University, Columbus, OH, 1991		17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)	
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
Link Light Rail Program, Seattle, WA—Sound Transit	1998	2005
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm a. Ms. Davidowicz was the project manager on the Sound Transit Link Light Rail program. She developed, managed, and executed all phases of the project control effort for the project. She provided management, oversight, and support for agency-wide project management and project control activities and oversaw the management of the Live Link Document Control System. Specific activities she managed included estimates, schedules, cost control, diversity, information systems, document/records management control, program reporting, contract administration, and change and budget control. Davidowicz provided support in the development, implementation, and maintenance of program/project management plans and procedures including: Sound Move Program Management Plan (SM PMP), capital projects project management plan (CP PMP) and capital projects project control procedures (CP PCP). She reviewed weekly project status reports and participating in frequent project review meetings with program and project managers to ensure timely delivery of solutions to client, to isolate budget variances and critical delivery issues and to quickly identify and avoid potential delays or problems. Additionally, she managed and mentored on-site junior project control engineers/specialists, provided technical leadership, as well as, ensuring corporate governance and procedure compliance to work direction.		
Environmental Management (EM) Project DOE Headquarters, Washington, DC—Department of Energy (DOE)	2008	2009
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE b. Ms. Davidowicz developed a Draft EM Project Management Implementation Guidance (PMIG) document. The document was shaped to clarify, at a summary level, EM project management implementation processes and expectations as well as standardize the application and implementation of project management practices across the EM complex. The main premise of the document was to consolidate DOE guides, EM guidance documents, the results of project management RPA efforts and various project management policy memorandums under a single EM umbrella document. She provided support developing an EM Contingency Implementation Guidance (CIG) document, Risk Management Guidance, and final revisions to the DOE G 413.3-8, EM Cleanup Projects guide. Additionally, Davidowicz collected EM Performance Goal data and developed a plan for future collection. She was also responsible for developing a Program Management Performance Metrics Plan.		
Department of Energy Readiness in Technical Base and Facilities (RTBF), Nevada Test Site, Las Vegas, NV—National Nuclear Security Administration (NNSA)	2009	2010
(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm c. Ms. Davidowicz developed the basis of estimates on 17 work packages in the RTBF budget and developed the final RTBF FY10 Validation Report on this project. She analyzed and evaluated reporting and forecasting project costs and performance against an established schedule with critical milestones, and monitored and verified monthly costs and accruals, conducting change order management and control.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Scott Battrick		13. ROLE IN THIS CONTRACT Cost Estimator		14. YEARS of EXPERIENCE	
				a. TOTAL 19	b. WITH CURRENT FIRM 3
15. FIRM NAME AND LOCATION (City and State) Project Dimensions, LLC, Kirkland, Washington					
16. EDUCATION (DEGREE AND SPECIALIZATION) Bachelor of Science, Construction Management, Washington State University, 1992			17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE)		
18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)					

19. RELEVANT PROJECTS

	(1) TITLE AND LOCATION (City and State)	(2) YEAR COMPLETED	
		PROFESSIONAL SERVICES	CONSTRUCTION (If applicable)
a.	Ryerson Bus Base Improvements, Seattle, WA—King County Metro	2007	2009
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Battrick provided cost estimating services for this \$9 million project that includes the upgrade and expansion of the facility to accommodate additional buses and drivers, and a complete HVAC and bus exhaust systems replacement. He was responsible for the development of the construction cost estimates for the design team for the various improvements to the facility. The cost estimating services covered the full scope of work from architectural and structural modifications for improved transit operations and supporting mechanical and electrical modifications. Additional special cost estimating included determining costs to provide services to temporary driver dispatch facilities for the phased construction.		
b.	Issaquah Transit Center, Issaquah, WA—King County Metro	2005	2008
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Battrick provided cost estimating services for the design phases at 60%, 90%, and 100% for this \$10 million project. He also provided bidding and change order support throughout the entire project. The transit center located on SR-900 and Newport Way Northwest includes 800-stall structured parking at the existing Issaquah Park-and-Ride lot site.		
c.	Federal Way Transit Center, Federal Way, WA—Central Puget Sound Regional Transit Authority (Sound Transit)	2004	2005
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Battrick provided the owner's check estimate during constructability review and change order estimates, as requested by Sound Transit for this \$21 million project that included approximately 1,200 stalls of parking. Buses and carpools using the transit center connect to the I-5 center HOV lanes via the Federal Way HOV Direct Access project at South 317th Street, which includes a new T ramp for bus and carpool access between the HOV lanes on I-5 and downtown Federal Way.		
d.	New Public Works Complex, Shelton, WA—Mason County Public Works	2006	2007
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Battrick performed the construction cost estimates for the project that included a new administrative facility, new vehicle maintenance and operations facility, new equipment storage facility, new shop spaces and supporting civil and site work development. The cost was \$13.5 million and the size was 55,000 sf.		
e.	East Blair Waterway UTTI Expansion, Tacoma, WA— Port of Tacoma	2007	2012
	(3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Mr. Battrick provided cost estimating for the buildings that are part of the overall terminal development program. The buildings include shore-side operational buildings designated as administration, labor arrival, drivers, and service building; rail repair and compressor repair building; and crane maintenance and wash building. The cost is \$12 million and the project is 27,000 sf in size.		

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 1
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21. TITLE AND LOCATION (City and State) SR99 Bored Tunnel Alternative Design-Build Project Bid, Seattle, WA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2010	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Joint Venture Contractors Dragados and Tutor Perini	b. POINT OF CONTACT NAME Manuel Pardo	c. POINT OF CONTACT TELEPHONE NUMBER 425.456.8569
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

Project Dimensions' Christian Hand provided project controls for design coordination between Joint Venture contractors Dragados and Tutor Perini, and the design team at HNTB. He produced logistical drawings for planning means and methods as well as sequencing. He kept meeting minutes, and tracked design issues between the joint venture, their subcontractors, and the design team. Mr. Hand prepared details and diagrams for the proposal.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Project Dimensions	(2) FIRM LOCATION (City and State) Kirkland, Washington	(3) ROLE Project Controls
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 2
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21. TITLE AND LOCATION (City and State) Brightwater Wastewater Treatment Facility, Woodinville, WA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER King County Department of Natural Resources	b. POINT OF CONTACT NAME Jeff Russell, RE CDM	c. POINT OF CONTACT TELEPHONE NUMBER 206-491-0387
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with another firm, Terry Ferguson was responsible for cost management/quality inspection and overseeing the installation of electrical equipment in this \$2.5 billion facility that was Class 1, Division 1 and 2. This included blueprint reading essential to build a project of this magnitude that involved constructing mostly concrete treatment tanks to handle waste from King and Snohomish counties' residents. The electrical system had to be installed according to a strict set of specifications because of the potential explosive nature of the product. Grounding was critical on this project. Mr. Ferguson was also the safety inspector on this project.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 3
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21. TITLE AND LOCATION (City and State) 520 Bridge Replacement Project and the SDOT Bridge Seismic Retrofit Program, Seattle, WA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2011	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Washington State Department of Transportation and Seattle Department of Transportation	b. POINT OF CONTACT NAME John Villager, HDR	c. POINT OF CONTACT TELEPHONE NUMBER (425) 450-6200
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with another firm, Joe Snider was the senior scheduler responsible for creation of baseline schedules for multiple subcontractors for incorporation into program baseline schedule. Issues on 520 Bridge Replacement Project that had direct impact on scheduling included design, environmental permitting, pontoon construction, and geologic investigations. He coordinated with various stakeholders in order to achieve consensus regarding schedule logic and requirements. He provided preliminary scheduling for tunnel design and construction prior to feasibility studies that recommended other options. He analyzed progress and manpower analysis and provided resource input and leveling. He analyzed schedules, anticipated potential delays, and developed associated solutions. His responsibilities also included presenting schedule information to various stakeholders.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 4
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21. TITLE AND LOCATION (City and State) Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Dallas Area Rapid Transit	b. POINT OF CONTACT NAME Gary Thomas – Executive Director	c. POINT OF CONTACT TELEPHONE NUMBER 214-747-7433
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with other firms, Mike Horan was deputy project manager and a quality assurance representative and Yuri Kan was a quality assurance representative was for the \$380 million NC-1A and NC-1B tunnels and NC-2 rail line section of the project that consists of approximately 6.5 miles of rail, 3.5 miles of twin tunnels, and 3.1 miles of at-grade and elevated rail. The underground construction consisted of 6.5 miles of a 21.5-foot-diameter tunnel excavated by means of a tunnel boring machine (TBM). Additional excavations of the numerous chambers and shafts were performed with road header excavators. The project also included mixed-face tunnel excavations; portal approaches; slurry wall, soldier pile and lagging, and secant pile ground supports; 1,500 feet of cut-and-cover concrete-reinforced tunnel structures; shotcrete and reinforced concrete tunnel liners; PVC waterproofing liners with associated drainage systems; contact grouting; one underground passenger station; and extensive mechanical and electrical installations, including sump pumps, tunnel ventilation fans, electrical substations and fire alarm systems.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 5
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21. TITLE AND LOCATION (City and State) Carnation Wastewater Treatment Facility, Carnation, WA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER King County	b. POINT OF CONTACT NAME John Fjarlie	c. POINT OF CONTACT TELEPHONE NUMBER (206) 684-1824
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with another firm, Mike Horan was project manager and construction management oversight consultant for the \$23.8 million facility. He oversaw construction, project scheduling, cost analysis, change management, startup, and plant commissioning. He also provided constructability and technical reviews during final design of the 2.5 MGD bioreactor plant. Working with the contractor, he developed the commissioning and startup schedule. The project was constructed in accordance with USGBC LEED 2.0 specifications, received LEED Silver Certification, and was awarded the 2008 American Water Works Association Small Project of the Year.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

6

21. TITLE AND LOCATION (City and State)

Sounder Commuter Rail Everett Station, Everett, WA

22. YEAR COMPLETED

PROFESSIONAL SERVICES

2010

CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER

Central Puget Sound Regional Transit Authority (Sound Transit)

b. POINT OF CONTACT NAME

Jerry Dauhl

c. POINT OF CONTACT TELEPHONE NUMBER

(206) 398-5000

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with other firms, Mike Horan was project and environmental manager and Michael Dyer provided cost estimating services for this multi-phase commuter rail station designed to provide a major transit hub between Snohomish and King Counties. He maintained all budgets, project controls, and earned value analysis, change management, and claims settlement. The project required two stair towers, elevators, and a 152-ft. pedestrian bridge constructed over active BNSF tracks; extensive demolition of chemical and hydrocarbon storage facilities; removal of underground storage tanks (USTs) and building structures; utility relocations; and remediation of contaminated soils. Following Ecology regulations and EPA Green Remediation (BMPs), the new 440-space parking lot now serves as an environmental cap over this designated brownfield.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 7
---	--

21. TITLE AND LOCATION (City and State) Indira Gandhi International Airport (IGIA), New Delhi, India	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER IGIA	b. POINT OF CONTACT NAME Gerald Chessman – Consultant to Parsons Brinkerhoff -	c. POINT OF CONTACT TELEPHONE NUMBER +97-11-4150-6162
---------------------------------	--	---

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with another firm, Steven Michelson guided the IGI Airport project from the civil/structural works to the opening of the 500,000-sm International and Domestic Terminal (T3). He coordinated cost accounts with their related scheduling activities and produced earned value reports. He resolved issues with the speed of concrete placement and directed an effort to produce a set of project phasing plans involving all aspects of the Terminal—from the high-end security systems; 14 different integrated IT systems; MEPFP; and specialty architectural areas, including the VVIP and retail areas. Michelson assisted with writing the project controls procedures manual for the program and integrated Primavera's P6 scheduling program with the 3-D design program to produce an interactive or 4-D planning and scheduling tool.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 8
---	--

21. TITLE AND LOCATION (City and State) Link Light Rail Program, Seattle, WA—Sound Transit	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2005	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Central Puget Sound Regional Transit Authority (Sound Transit)	b. POINT OF CONTACT NAME Sound Transit, Karen Mask	c. POINT OF CONTACT TELEPHONE NUMBER (425) 785-7585
--	---	--

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with another firm, Cheryl Davidowicz was the project manager on the Sound Transit Link Light Rail program. She developed, managed, and executed all phases of the project control effort for the project. She provided management, oversight, and support for agency-wide project management and project control activities and oversaw the management of the Live Link Document Control System. Specific activities she managed included estimates, schedules, cost control, diversity, information systems, document/records management control, program reporting, contract administration, and change and budget control. Davidowicz provided support in the development, implementation, and maintenance of program/project management plans and procedures including: Sound Move Program Management Plan (SM PMP), capital projects project management plan (CP PMP) and capital projects project control procedures (CP PCP). She reviewed weekly project status reports and participating in frequent project review meetings with program and project managers to ensure timely delivery of solutions to client, to isolate budget variances and critical delivery issues and to quickly identify and avoid potential delays or problems. Additionally, she managed and mentored on-site junior project control engineers/specialists, provided technical leadership, as well as, ensuring corporate governance and procedure compliance to work direction.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

20. EXAMPLE PROJECT KEY NUMBER

9

21. TITLE AND LOCATION (City and State)

New Cranes at Port of Seattle/Terminals 27, 28, and 30, Seattle, WA

22. YEAR COMPLETED

PROFESSIONAL SERVICES

2007

CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER

Port of Seattle

b. POINT OF CONTACT NAME

Jerry Dowd

c. POINT OF CONTACT TELEPHONE NUMBER

(206) 728-3178

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

While with another firm, Terry Mr. Ferguson was senior electrical estimator/inspector, responsible for the estimating and inspection of electrical construction, video documentation, and the safety audit of the electrical contractor. He was also responsible for quality control and adherence to specs and plans. He deciphered plans and communicated problems to engineers and local power company engineers. He was responsible for inspecting and QA/QC during installation of high-voltage services and feeders for ship loading cranes and refrigeration racks for containers. Additionally, he inspected the installation of shore power for ships and electrical services to offices and accommodations for ships crews while in port. He also facilitated weekly construction meetings. This project involved moving ship loading cranes to terminal 30 and rebuilding the cruise ship terminal to allow for a container terminal to be built.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>	20. EXAMPLE PROJECT KEY NUMBER 10
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21. TITLE AND LOCATION (City and State) Federal Way Transit Center, Federal Way, WA	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2004	CONSTRUCTION (If applicable)

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Central Puget Sound Regional Transit Authority (Sound Transit)	b. POINT OF CONTACT NAME Scott Perry, Harris & Associates	c. POINT OF CONTACT TELEPHONE NUMBER (206) 417-5125
--	--	--

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)

Mr. Battrick provided the owner's check estimate during constructability review and change order estimates, as requested by Sound Transit for this \$21 million project that included approximately 1,200 stalls of parking. Buses and carpools using the transit center connect to the I-5 center HOV lanes via the Federal Way HOV Direct Access project at South 317th Street, which includes a new T ramp for bus and carpool access between the HOV lanes on I-5 and downtown Federal Way.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
b.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)									
		1	2	3	4	5	6	7	8	9	10
Michael Horan, PE, CCM, DBIA	Contract Manager; Project Controls; Construction Manager				■	■	■				
Michael Dyer, CCM, CPE	Project Controls; Construction Manager						■				
Tim McDonald	Project Controls; Construction Manager										
Yuri Kan, PE	Project Controls; Construction Manager				■						
Terry Ferguson	Project Controls; Construction Manager		■							■	■
Steven Michelson	Scheduling Engineer							■	■		
Joe Snider	Scheduling Engineer			■							
Christian Hand	Scheduling Engineer	■									
Richard Pierce	Cost Engineer					■					
Cheryl Davidowicz	Cost Engineer								■		
Scott Battrick	Cost Estimator										■

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	SR99 Bored Tunnel Alternative Design-Build Project Bid, Seattle, WA—Joint Venture Contractors Dragados and Tutor Perini	6	Sounder Commuter Rail Everett Station, Everett, WA—Central Puget Sound Regional Transit Authority (Sound Transit)
2	Brightwater Wastewater Treatment Facility, Woodinville, WA—King County Department of Natural Resources	7	Indira Gandhi International Airport, New Delhi, India
3	520 Bridge Replacement Project and the SDOT Bridge Seismic Retrofit Program, Seattle, WA—Washington State Department of Transportation and Seattle Department of Transportation	8	Link Light Rail Program, Seattle, WA— Central Puget Sound Regional Transit Authority (Sound Transit)
4	Dallas Area Rapid Transit (DART) Light Rail Phase I, Dallas, TX—DART	9	New Cranes at Port of Seattle/Terminals 27, 28, and 30, Seattle, WA—Port of Seattle
5	Carnation Wastewater Treatment Facility, Carnation, WA—King County	10	Federal Way Transit Center, Federal Way, WA—Central Puget Sound Regional Transit Authority (Sound Transit)

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

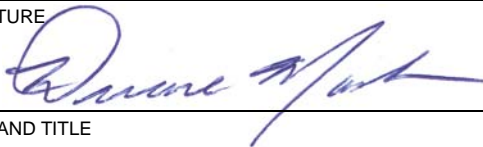
Please refer to the main body of this submittal, which includes the following sections:

- B. Executive Summary
- C. Proposed Team
- D. Key Team Members
- E. Approach

I. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

31. SIGNATURE



32. DATE

January 26, 2011

33. NAME AND TITLE

Duane Mask, President

Appendix F.2. Resumes

Please Refer to Section D.2. and Appendix F.1. SF330 Part I-E for Resumes

Appendix F.3. Firm Registrations



STATE OF
WASHINGTON

MASTER LICENSE SERVICE

PO Box 9034 • Olympia, WA 98507-9034 • (360) 664-1400

REGISTRATIONS AND LICENSES

Unified Business ID #: 602 813 349
Business ID #: 1

Expires: 03-31-2011

PROJECT DIMENSIONS LLC
10655 NE 4TH STREET STE 801
BELLEVUE WA 98004

Domestic Limited Liability Company
Renewed by Authority of Secretary of State



The licensee named above has been issued the business registrations or licenses listed. By accepting this document the licensee certifies the information provided on the application for these licenses was complete, true, and accurate to the best of his or her knowledge, and that business will be conducted in compliance with all applicable Washington state, county, and city regulations.

Elizabette A. Luce
Director, Department of Licensing

City of Seattle Customer #: 728356



State of Washington UBI #: 602813349

Tax period: Quarterly*

Tax Reporting: Separate

BUSINESS LICENSE

EXPIRATION DATE

12/31/2011

2011

* Tax returns due: Jan 31 Apr 30 Jul 31 Oct 31
IF you have not received a blank return within 20 days of a due date, contact the Revenue and Consumer Affairs office.

PROJECT DIMENSIONS
520 KIRKLAND WAY STE 102
KIRKLAND, WA 98033-6256

Not Transferable

Post Conspicuously



THE CITY OF SEATTLE

REVENUE AND CONSUMER AFFAIRS

700 5th Avenue Suite 4250
P.O. BOX 34214
Seattle WA 98124-4214
(206) 684-8484 Fax (206) 684-5170
email rca.bizlict@seattle.gov
www.seattle.gov/rca/

Business License

Expiration Date: 12/31/2011

BUSINESS MAILING ADDRESS:

728356 000 11



PROJECT DIMENSIONS LLC
PROJECT DIMENSIONS
520 KIRKLAND WAY STE 102
KIRKLAND WA 98033-6256

4676 / 18-31-335



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Appendix F.4. Submittal Information Packet

Submittal Information Form

Project Name or Roster Category	SR99 Bored Tunnel Alternative Design-Build Project Construction Management Services
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Prime

Firm Name Project Dimensions, LLC		Number of Employees 10	
Address 520 Kirkland Way, Suite 102			
City Kirkland	State WA	Zip Code 98033	County King
Phone (425) 828-0500	Fax (425) 828-0700	Company Web Site http://www.prodims.com	
Fed Tax ID Number 26-2662494	Unified Business ID Number 602813349	D/M/WBE Certification Number N/A	
Year Firm Established 2008	SIC Code (Name) 8711 Engineering Services 8741 Management Services 8742 Management Consulting Services 8748 Business Consulting Services 4953 Refuse Systems	NAICS Code (Name) 236220 Construction management, commercial and institutional building 237110 Construction management, water and sewage treatment 237310 Construction management, highway, road, street and bridge 237990 Construction management, dam, marine structure, mass transit, outdoor recreation facility, tunnel 541310 Architectural Services 541330 Engineering Services 541618 Other Management Consulting Services	
Contact Person Mike Horan		Email mhoran@prodims.com	

Firm Type

Sole Proprietor
 Partnership
 C-Corp.
 Limited Partnership
 Subchapter S Corp.
 Limited Liability Company

Annual Gross Receipts

\$0 to \$1 Million
 \$1 Million to \$5 Million
 \$5 Million to \$10 Million
 \$10 Million to \$15 Million
 Over \$15 Million

Firm's Areas of Expertise Construction Project Administration and Management Construction Inspection Scheduling Development and Analysis Cost Estimating
--

Note:

Firm Name: Please ensure that the firm name listed is the same firm name that is legally assigned to the federal tax ID number. Please do not use: DBA's – Doing Business As; combination names when two firms are working together; derivatives of your legal name; acronyms; etc.

Unified Business Identifier (UBI) Number: If your firm does not have a UBI number for Washington State, please put pending in the box. You will be required to acquire a UBI number if you are awarded the Contract.

Appendix F.5. Past Performance

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name: <i>PROJECT DIMENSIONS</i>
Consultant's Project Manager: <i>DENNIS TESCHLOG</i>
Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.) <i>FY09 RENOVATION AND EXPANSION OF 3 CHILD DEVELOPMENT CENTERS, FORT LEWIS, WA</i>

Type of Work:

Roadway Design
 Plans Specs & Estimates
 Transportation Study
 Right-of-Way
 Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub	Start Date	End Date	Dollar Amount of Services
	<i>3 MAY 2010</i>	<i>1 SEP 2010</i>	<i>\$ 1,400,000</i>

Performance Evaluation

Rating Criteria	Score
Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	1 - Low to 10 - High

- | | |
|--|-----------|
| 1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related? | <i>10</i> |
| 2. Did the firm complete the project within the total budgeted amount? | <i>10</i> |
| 3. Did the firm complete the project within the contract schedule(s)? | <i>10</i> |
| 4. Did the firm meet all of your technical standards and quality expectations? | <i>10</i> |
| 5. Was the firm's communication, both oral and written, clear and concise? | <i>10</i> |
| 6. Was the firm's project management system effective? | <i>10</i> |

Total Score
(Total the score by adding the scores for criterias 1 through 6.)

60


Average Score
(Average the score by dividing the total score by the total number of criteria that was rated.)

10

Evaluator Information:

Firm/Company Name: <i>US ARMY CORPS OF ENGINEERS, SEATTLE DISTRICT</i>		
Evaluator's Name: <i>WIN WANG</i>	Evaluator's Title: <i>PROJECT MANAGER</i>	
Firm/Company Address: <i>4735 EAST MARGINAL WAY SOUTH, SEATTLE, WA 98134-2385</i>		
Phone: <i>206-764-3171</i>	Fax: <i>206-764-6518</i>	Date: <i>25 JAN 2011</i>

Distribution: Original: Return to Consultant being evaluated; and
 Copy: Fax to WSDOT at 360-705-6838


 WIN WANG

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name: Project Dimensions

Consultant's Project Manager: Dennis Teschlog

Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)
Dental Clinic / Dispensary Renovation at Naval Base Kitsap

Type of Work:

Roadway Design Plans Specs & Estimates Transportation Study Right-of-Way Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub	Start Date	End Date	Dollar Amount of Services
	<u>9/26/08</u>	<u>10/30/09</u>	<u>\$15,449</u>

Performance Evaluation	
Rating Criteria	Score
Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	1 - Low to 10 - High
1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related?	<u>10</u>
2. Did the firm complete the project within the total budgeted amount?	<u>10</u>
3. Did the firm complete the project within the contract schedule(s)?	<u>10</u>
4. Did the firm meet all of your technical standards and quality expectations?	<u>10</u>
5. Was the firm's communication, both oral and written, clear and concise?	<u>10</u>
6. Was the firm's project management system effective?	<u>10</u>
Total Score (Total the score by adding the scores for criterias 1 through 6.)	<u>60</u>
Average Score (Average the score by dividing the total score by the total number of criteria that was rated.)	<u>10</u>

Evaluator Information:

Firm/Company Name: Reid Middleton

Evaluator's Name: Robert Galteland Evaluator's Title: President

Firm/Company Address: 728 134th St SW

Phone: 425-741-3800 Fax: 425-741-3900 Date: 1/23/11

Distribution: Original: Return to Consultant being evaluated; and
 Copy: Fax to WSDOT at 360-705-6838

**Washington State
Department of Transportation**

**Performance Evaluation
Completed by Reference**

Consultant Name: PROJECT DIMENSIONS

Consultant's Project Manager: DENNIS TESCHLOG

Project Name to be Evaluated on: (Work must have been completed within the last 3 years or is currently being performed.)
NAVFAC NW FACILITIES PLANNING & INDUSTRIAL ENGINEERING N44508D3014

Type of Work:
 Roadway Design
 Plans Specs & Estimates
 Transportation Study
 Right-of-Way
 Other

Contract Information: (Work must have been completed within the last 3 years or is currently being performed.)

<input type="checkbox"/> Prime <input checked="" type="checkbox"/> Sub	Start Date	End Date	Dollar Amount of Services
	<u>OCT 2008</u>	<u>ONGOING</u>	<u>\$126,944⁸⁵</u>

Performance Evaluation

Rating Criteria Please rate each criteria on a scale of 1 to 10. 1 being low and 10 being high.	Score 1 - Low to 10 - High
--	-------------------------------

- | | |
|--|-----------|
| 1. Was the firm cooperative and responsive during any negotiations whether they were budget related or work element related? | <u>10</u> |
| 2. Did the firm complete the project within the total budgeted amount? | <u>10</u> |
| 3. Did the firm complete the project within the contract schedule(s)? | <u>10</u> |
| 4. Did the firm meet all of your technical standards and quality expectations? | <u>10</u> |
| 5. Was the firm's communication, both oral and written, clear and concise? | <u>9</u> |
| 6. Was the firm's project management system effective? | <u>10</u> |

Total Score
(Total the score by adding the scores for criterias 1 through 6.)

59

Average Score
(Average the score by dividing the total score by the total number of criteria that was rated.)

9.83

Evaluator Information:

Firm/Company Name: Pinnacle Consulting Group Inc.

Evaluator's Name: Frank Coleman Evaluator's Title: President

Firm/Company Address: 114 AVE C, Snohomish, WA, 98290

Phone: 360 563-6511 Fax: 360-563-1041 Date: 1/24/2011

Distribution: Original: Return to Consultant being evaluated; and
 Copy: Fax to WSDOT at 360-705-6838

