

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION
*To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure*

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Housing Authority of the City of Everett**
b) Mailing Address: **3107 Colby Ave., Everett, WA 98201**
c) Contact Person Name: **Jason Morrow** Title: **Director of Development**
d) Phone Number: **206-899-7288 (m)** E-mail: **jasonm@evha.org**

Also please contact attorney Jon Hongladarom, Foster Garvey P.C., 1111 Third Ave. #3000, Seattle, WA, 98101-3296, 206-447-5150, jon.hongladarom@foster.com.

1. Brief Description of Proposed Project

- a) Name of Project: **Park District**
b) County of Project Location: **Snohomish**
c) Please describe the project in no more than two short paragraphs.

The subject property totals approximately 15 acres in the Delta neighborhood of northeast Everett, formerly the site of the Everett Housing Authority's (EHA) Baker Heights Public Housing. To help meet anticipated population growth as forecasted by the City of Everett (City), EHA seeks to redevelop this land into the "Park District," a multi-phased, mixed-use, mixed-income development featuring up to 1,500 units, retail, and civic spaces. EHA is actively engaged with a team of consultants in the City's Planned-Development Overlay (PDO) process to allow this more dynamic development to occur.

The PDO will include master planning, public outreach, and SEPA & NEPA environmental impact statements (EIS). The forty-three existing structures will be demolished, select streets vacated, and infrastructure replaced. Phase 1 vertical is anticipated to be approximately 300 units.

2. Projected Total Cost for the Project:

A. Project Budget (Current estimates)

Description	Entitlement and Demo	Infrastructure	Phase 1 Vertical with 300 Units
Costs for Professional Services (A/E, Legal etc.)	4,204,267	5,445,000	32,535,000
Estimated project construction costs (including construction contingencies):	4,150,000	30,000,000	180,000,000
Equipment and furnishing costs (Pre-leasing Costs/Marketing/FFE/Other Development Costs/Tenant Improvements/OMHC)		250,000	750,000
Off-site costs (Land/Taxes & Licenses/Closing Costs/Financing Fees/Municipal Fees)	4,870,947	2,500,000	14,400,000
Contract administration costs (owner, cm etc.) (Overhead/Developer Fee)			27,600,000
Contingencies (design & owner)	495,000	5,354,250	31,992,750
Other related project costs (briefly describe) (Insurance/Bonds)	150,000	250,000	350,000

Sales Tax (included in respective budgets above)

Total	13,870,214	43,799,250	287,627,750
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Construction costs are preliminary with contingencies consistent with the phase of development and construction programming to date. First construction cost estimate by GC/CM to occur at Schematic Design 100%. Following phases anticipated by GC/CM, conditional to approval of this application.

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

Understanding the early stages of the project, EHA broadly anticipates sources of funds to consist of EHA Bonds (EHA is an S&P rated A+ government-related entity that issued \$123M Revenue/Social Bonds on August 2022), subordinate debt, and sponsor capital.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- Hiring consultants if not already hired; and
- Employing staff or hiring consultants to manage the project if not already employed or hired.

(See attached Exhibit -- EHA anticipated project design and construction schedule)

4. Why the GC/CM Contracting Procedure is Appropriate for this Project

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

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

The project has several complex issues due to existing site conditions, including the sloping site, phasing, and utility work. The project is also substantial in size, at approximately 15 acres.

Phasing:

Due to overall size, cost, and scope including residential, commercial, and public stakeholders, the project will require phasing. To ensure responsible funding, adequate staffing, and distributed absorption of housing as well as to minimize disturbance to the neighborhood, it is likely that the project will be split into 3-6 phases. This must be weighed against the need for an aggressive schedule to meet organizational goals of overall completion prior to 2030. GC/CM input will be critical to optimize the overall schedule on which building(s) to start with, and which construction types and methods will yield the most efficient cost and schedule. With more accurate cost data, the GC/CM will be able to inform Owner of cash flow requirements based on the various phasing options explored.

Scheduling:

The proper phasing of the site is critical in determining the overall schedule for the development. Splitting the site into appropriately sized pieces will yield a faster overall scheduled completion due to increased efficiencies in design, construction, and absorption of product. This will also serve to minimize the impacts of construction on the surrounding neighborhood.

Coordination:

In addition to the above items, there are multiple scopes of work which need to be coordinated with the design team, city, and other contractors. These are abatement and demolition, site utilities, and phase 1 of the vertical construction. These are broken out below to provide more detail.

Abatement, demolition, and temporary site stabilization:

The site currently spans approximately 15 acres and contains 43 structures and associated play areas. Nearby structures constructed at a similar time had significant hazardous materials when surveyed. Therefore, the structures on this site are suspected to have elevated levels of hazardous materials. Bringing on a GC/CM early will allow mitigation of the hazardous materials safely prior to demolition of the structures. Once demolition is complete, the site will need to be stabilized and safely stabilized to prevent excessive soil or water runoff in the time between demolition and construction start. Getting this completed as early as possible eliminates the existing hazards which exist on site. Additionally, it opens the possibility of a temporary use for the site between demolition and construction which would provide a benefit to the neighborhood.

Site Utilities:

The site currently has private utilities. These lines are of unknown condition and are in many cases unable to be located other than by potholing or otherwise exposing the utility lines. Additionally, the new site will require substantial improvements to handle the increased density. A GC/CM will be able to better interpret existing utility information to determine the most cost and schedule efficient plan to locate existing utilities. As the utility line conditions are unknown, GC/CM evaluation of the utilities once exposed will be necessary to determine the safest method of decommissioning. A GC/CM would be able to provide valuable cost insight for the design team to accommodate when determining pipe sizing and materials. The GC/CM would also be invaluable to be able to recommend alternate materials based on supply chain or material escalation issues to help control costs.

Phase 1 Vertical Construction:

The entirety of this scope is not fully determined and will have significant impact on the overall phasing, schedule, and coordination. Based on the expected construction start and goal for completion, this phase would likely be 250-300 housing units. This could be one large structure or multiple smaller ones. These structures may also incorporate some public services or retail uses. This scope has its own subset of items to coordinate such as shoring, building construction type, site stabilization, and storm drainage.

- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

Not applicable.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

Phasing:

A GC/CM can provide more accurate cost and logistical assessment to assist in the decisions for not only building size and construction type, but the best phasing to build the entirety of the site most efficiently. This will allow Owner to optimize the schedule and site, resulting in both a lower cost and faster overall project completion.

Utilities:

A GC/CM will provide cost and schedule inputs for this scope as well as begin work on coordination with the utility providers in order to start this work before the vertical phase. This work should be phased following demolition but before the start of new vertical construction. The GC/CM would save the project months of schedule by allowing the utility work to be completed before full project mobilization.

Street Work:

A GC/CM may utilize their relationships with the City of Everett and the Everett Fire Department to ensure that code requirements are met and are met in the best and most efficient way. A GC/CM will likely have previously developed working relationships with City and FD officials and this results in much faster feedback than plan review, saving design team time and reducing overall design schedule durations. The project will also require coordination with the City and FD to ensure safe pedestrian and/or bicycle paths along major arterials and through the site. A GC/CM will be able to provide constructability feedback for various options in order to assist the design team to choose a cost-effective design.

Shoring

This site has significant elevation differences in both the north/south and east/west directions. The site falls approximately 40 feet from west to east as well as several feet from north to south. This creates challenging conditions requiring temporary or permanent shoring. The shoring operations will factor into the phasing as well. Equipment/logistical access will likely dictate when in the overall schedule that the shoring will need to take place. A GC/CM would also provide valuable input on the type of shoring and retaining walls based on access and costs.

- If the project encompasses a complex or technical work environment, what is this environment?

The technical work is the utilities, phasing, abatement and demolition, shoring, and phase 1 vertical construction. Due to the size of the site, each of these items creates increased challenges compared to a normal project. The existing utilities are privately maintained, and records are minimal or non-existent in many cases. Similarly, GC/CM input on the phasing will be extremely beneficial to complete the scope in a cost and schedule efficient manner. The shoring will be critical to understand early in the project as it will have an impact on building design, landscaping, stormwater management, phasing, and parking.

- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

Not applicable.

- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest (*For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The GC/CM contracting procedure will provide a substantial fiscal benefit through:

- **Greater cost certainty associated with the maximum allowable construction cost.**
- **Engagement of the GC/CM early in the design process increases the likelihood of developing a realistic phasing plan, cost estimation accuracy, strategic materials selection, long lead procurement, and subcontractor buyout.**
- **Reduced claims risk.**
- **Reduced change orders.**
- **The use of GC/CM allows for early subcontractor involvement in identification and resolution of post-bid design/construction value engineering solutions. Having subcontractors at the table to identify, recommend, and inform the Owner, Design Team, and GC/CM of cost savings measures that meet design intent is a very powerful team approach that works on behalf of the public's best interest by generating less miscommunication, questions, claims, delays, and cost.**
- **Greater contractor input, concurrent with operator input, allows for the facility to be better constructed for life-cycle cost savings.**
- **Owner/Design Team working with the GC/CM to incorporate public concerns into the specifications for subcontractors' performance allows for better means to address issues such as noise, odors, parking for workers and truck routes as the project moves through design and into construction, lessening the impacts on the surrounding community.**
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

The traditional Design-Bid-Build (DBB) method is not practical for the quality/schedule needs for this project given DBB does NOT:

- Allow the Owner the opportunity to jointly develop an aesthetically pleasing, operationally functional, space-efficient building design utilizing low maintenance and reduced life cycle systems for the benefit of all.
- Allow for “fast track” construction to start while detailing structures, interiors, and systems by awarding sitework, foundations, and early purchase of long-lead items (such as major equipment).
- Allow for full and frank discussions of the cost and schedule implications of various design solutions, thereby not allowing the Owner to make informed cost-benefit tradeoff decisions.
- Enable the Owner to select a prime constructor in whom Owner has confidence to provide quality workmanship, dependable performance, fair and reasonable pricing, and efficient management as a team member.
- Provide contractor input into systems, labor and materials availability, work and trade sequencing, and construction methodologies that can reduce design and construction time and costs.
- Aid in evaluating system options and obtaining real-time cost estimates.
- Establish an environment of collaboration, as DBB can create a potentially adversarial working environment between the Owner, Design Team, and Contractor, often revolving around disputes over responsibility, quality, cost and schedule.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the GC/CM contracting procedure.

This is the second project for which EHA seeks to use the GC/CM contracting procedure. EHA has assembled a team of EHA personnel and consultants well versed in many variations of project delivery, including GC/CM. See the attached Exhibit – EHA Project Organization Chart – Park District and Exhibit – EHA Staff short biographies and Exhibit – Consultants Experience and Role.

- A **Project** organizational chart, showing all existing or planned staff and consultant roles. (See attached Exhibit – EHA Project Organization Chart – Park District)
- Staff and consultant short biographies (*not complete résumés*). (See attached Exhibit -- EHA Staff short biographies)
- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See attached Exhibit – Consultants Experience and Role)
- The qualifications of the existing or planned project manager and consultants. **The qualifications are summarized in the attached Exhibit – EHA Staff short biographies and Exhibit – Consultants Experience and Role.** If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve. **Project manager is not interim – not applicable.**
- A brief summary of the construction experience of your organization’s project management team that is relevant to the project. **The summary is contained in the attached Exhibit -- EHA Staff short biographies.**
- A description of the controls your organization will have in place to ensure that the project is adequately managed. **EHA has assembled its own experienced project team and is working with GGLO Architects and numerous other well respected project consultants and Foster Garvey, who all have expertise in putting project controls in place to position the project for timely and cost-effective completion. The processes and responsibilities for monitoring and controlling project costs, schedule and changes will be specified to maintain focus on and status of these project imperatives. As outlined in the attached Exhibit - EHA anticipated project design and construction schedule, all phases of design will be reviewed by project team and must be approved by EHA prior to moving to the next phase and eventually to the construction phase. EHA Procurement team members have extensive GC/CM experience and are**

currently handling a GC/CM procurement process on a new construction project which was previously approved by the PRC. This will provide additional recent and relevant experience.

- A brief description of your planned GC/CM procurement process. **(See attached Exhibit -- EHA anticipated project design and construction schedule)**
- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms. **EHA has engaged attorney Jon Hongladarom of Foster Garvey P.C., 1111 Third Ave. #3000, Seattle, WA, to prepare specific GC/CM contract documents. Mr. Hongladarom and Foster Garvey have great experience with preparing such contract documents – to name one example only, preparing such for the Washington State Convention Center Addition Project.**

7. Public Body (your organization) Construction History: (See attached Exhibit -- EHA Construction History 2016-2022)

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

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

8. Preliminary Concepts, sketches or plans depicting the project -- (See attached Exhibit – EHA Preliminary Project Concepts/Sketches/Plans)

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

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

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

9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

No such audit findings -- not applicable.

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

EHA is in the process of revamping internal strategy to maximize SWMBE's, some key components of this strategy will be to:

- **Set aspirational, but achievable, goals for every project.**
 - **On a project such as this, 30% SWMBE would be such a target.**
- **Increase outreach internally and externally.**
 - **EHA has recently expanded the Procurement branch to increase internal outreach ability and register additional SWMBE businesses in future procurement.**
 - **EHA requires all bidders to have their own robust Inclusion Plan and encourages meeting EHA's goals.**
- **Remove barriers which limits SWMBE inclusion.**

- Equitable access barriers will be removed by increased outreach and solicitation of new firms via the increased outreach process
- Prequalification and experience barriers will be removed by reviewing firms on an individual basis instead of broadly applied institutional level requirements.
- Timely payment barriers will be removed by exploring other options to pay contractors with increased speed. One such option is a joint check.
- Bonding and insurance barriers may be removed by lowering bonding and insurance requirements based on specific scope risks and project size instead of broadly applied institutional level requirements.
- Track goals and achievements
 - EHA plans to implement a more robust tracking system to gain more accurate and faster feedback on achievement of goals. This will allow for faster response should a project not be on track to achieve EHA goals for inclusion.
- Provide administrative support and mentorship
 - Smaller firms often do not have the capability needed to meet all the administrative requirements necessary for. EHA staff can step in where needed to assist with meeting these requirements.
 - EHA staff have broad experience and can mentor SWMBE in many aspects to help them better compete.

Additionally, EHA formal solicitations take place through an e-commerce site that specializes in Housing Authority work; interested vendors can register there and join an extensive list of parties that will be notified of new solicitations.

[Housing Agency Marketplace \(internationaleprocurement.com\)](http://internationaleprocurement.com)

11. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and your project is anticipated to be over \$3M, please provide a completed *Supplement A Alternative Subcontractor Selection Application* document, **one per each desired subcontractor/subcontract package**.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question. **N/A -- not applicable currently as EHA would like GC/CM input on this decision.**
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.
EHA would like to reserve ability to complete and submit the Supplement B Alternative Subcontractor Selection Application at a future date.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited

to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

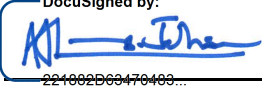
DocuSigned by:

Signature: _____ Date: 12/20/2022
Name: **Ashley Lommers-Johnson**
Title: **Executive Director, Housing Authority of the City of Everett**

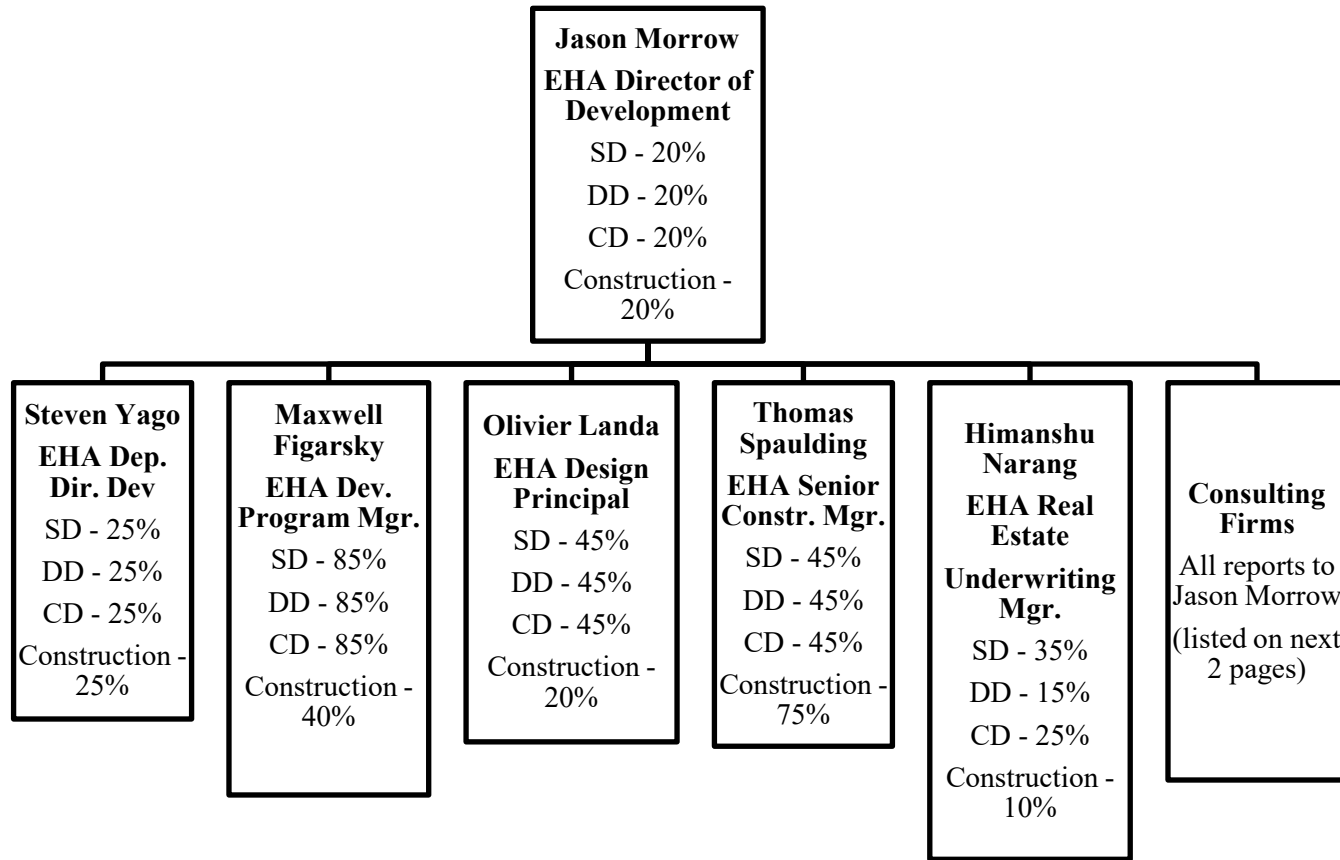


Exhibit -- EHA anticipated project design and construction schedule

ID	Task Mode	Task Name	Duration	Start	Finish	2022		2023		2024		2025		2026		2027		2028
						H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1	H2	H1
1	➤	Entitlements (Planned Development Overlay)	406 days	Wed 6/1/22	Wed 12/20/23													
2	➤	EIS	271 days	Sun 12/4/22	Fri 12/15/23													
3	➤	Demolition	130 days	Mon 5/1/23	Fri 10/27/23													
4	➤	Phase-1 Building and Infrastructure Design	523 days	Thu 12/21/23	Mon 12/22/25													
5	➤	Phase-1 Construction	523 days	Tue 12/23/25	Thu 12/23/27													

Project: PD CPARB Presentation Date: Fri 12/16/22	Task		Inactive Summary		External Tasks	
	Split		Manual Task		External Milestone	
	Milestone		Duration-only		Deadline	
	Summary		Manual Summary Rollup		Progress	
	Project Summary		Manual Summary		Manual Progress	
	Inactive Task		Start-only			
	Inactive Milestone		Finish-only			

Exhibit -- EHA Project Organization Chart – Park District



Demolition and Abatement Team Personnel Allocation

Jonathan Hall GGLO (Architectural)	Scott Shreffler GGLO (Architectural)
<hr/> SD - N/A DD - N/A CD - 10% Construction 10%	<hr/> SD - N/A DD - N/A CD - 90% Construction 90%

Design Team Personnel Allocation:

Robert C. Metcalfe GeoEngineers, Inc. (Geotechnical)	Colton W. McInelly GeoEngineers, Inc. (Geotechnical)
<hr/> SD - 0% DD - 0% CD - 50% Construction - 50%	<hr/> SD - 0% DD - 0% CD - 50% Construction - 50%

PDO Phase 1 Architecture Personnel Allocation (Excluding Consultants)

Jonathan Hall GGLO (Architectural)	Scott Schreffler GGLO (Architectural)	Project Designer (TBD) GGLO (Architectural)	Technical Lead (TBD) GGLO (Architectural)	Architectural Designer(s) (TBD) GGLO (Architectural)
<hr/> SD - 10% DD - 10% CD - 5% Construction - 5%	<hr/> SD - 15% DD - 15% CD - 15% Construction - 15%	<hr/> SD - 35% DD - 20% CD - 5% Construction 2%	<hr/> SD - 10% DD - 10% CD - 15% Construction - 2%	<hr/> SD - 30% DD - 50% CD - 60% Construction - 76%

Design Team Personnel Allocation:

Alberto Cisneros KPFF Consulting Engineers (Civil)
SD - 5% DD - 10% CD - 10% Construction - 5%

Sam Johnson KPFF Consulting Engineers (Civil)
SD - 15% DD - 20% CD - 20% Construction - 10%

Dave Rodgers MIG (Civil)
SD - 25% DD 15% CD - 10% Construction - 5%

Mark Davies MIG (Civil)
SD - 40% DD - 30% CD - 30% Construction - 10%

Nathaniel Riedy MIG (Civil)
SD - 20% DD - 30% CD - 40% Construction - 10%

Mary Keilhauer MIG (Civil)
SD - 20% DD - 45% CD - 45% Construction - 2%

Jeff Zunker MIG (Civil)
SD - 20% DD - 20% CD - 20% Construction 10%

Exhibit -- EHA Staff short biographies

Jason Morrow, EHA Director of Development

Jason has been the EHA Director of Development since May of 2020. He is charged with executing the agency's strategic plan to develop 1,500+ units and approximately \$1 Billion of affordable and workforce housing. His strategic responsibilities include pipeline development strategy formation, staff recruitment and engagement management, reporting and board communications, transaction management, capital market sourcing and deal structuring, internal infrastructure and capacity building, contract management and project delivery execution, and budget and schedule controls.

Jason has been involved in development and construction projects for decades. He has served as:

Director of Construction, Pacific Northwest Region for Greystar, prior to joining EHA. At Greystar, Jason held division leadership in the development and construction of urban core mid-rise and high-rise multifamily pipeline (budgets: \$70 million to \$270 million). His responsibilities included regional budget control development and management, capital partner engagement and deal management, consultant and contractor engagement and execution oversight.

A Principal of Footprint Real Estate Group, where his managerial functions related to townhome and condominium/multifamily development projects included managing acquisition, debt and equity financing, due diligence, design development, LEED compliance, entitlements, self-perform construction management, marketing, asset management, and sales brokerage responsibilities (budgets: \$2 million to \$65 million).

Project Manager, Construction Mid-Rise Group for AvalonBay Communities, Inc., on many urban infill and renovation/reposition projects (budgets of \$4 million to \$52 million), where his project management responsibilities included contract management, design development, budget development and control, consultant management, value engineering, scheduling, regulatory permitting, conflict resolution, apartment acceptance/handover, and construction delivery coordination.

Steven Yago, EHA Deputy Director of Development

Steven has been with the EHA since 2014 in several different positions. He was initially hired as an Asset Manager to complete acquisitions of 11 – Project Based Rental Assistance projects and lead the process integration of PBRA and Low-Income Housing Tax Credit (LIHTC) program into EHA operations. Then, he took the position of EHA's Director of Housing Management and Director of Acquisitions and Asset Management to restructure housing operations and develop performance metrics and was responsible for placing in service of approximately 650 units in three LIHTC syndications, refinanced two PBRA projects and acquired two apartment buildings. Most recently, as Deputy Director of Development, Steven syndicated a \$44 Million 105 unit 4% LIHTC project with Federal Housing Administration (FHA) financing.

Maxwell Figarsky, EHA Development Program Manager

Maxwell holds a Master in Regional Planning and Certificate in Urban Policy from University at Albany, State University of New York, Albany, NY, and has gone through NAHRO (National Association of Housing and Redevelopment Officials) training in Procurement and

Contract Management. He has been with EHA since 2017 and been promoted several times, most recently serving as a Housing Development Associate from 2019-2021, until becoming Development Program Manager. His accomplishments at EHA include being on the team that managed the financial closing of a 105-unit affordable housing complex funded with an FHA 221(d)4 mortgage, 4% tax credit, bonds, and HOME funds. The project required two NEPA approvals (Part 50 & 58). Maxwell also assisted in construction administration and service contract execution for the same project. He has also assisted in construction administration and lead contracting process for several building services.

Olivier Landa, EHA Design Principal

Olivier holds a Master of Architecture degree from the University of Washington. He left the Olson Kundig firm to join EHA as Design Principal in 2021. Olivier had been with Olson Kundig for eleven years, where he became a Senior Project Manager and Member of the Leadership Team. His project experience includes work on both private and public projects, such as the Saint Mark's Cathedral Addition/Renovation and the Habitat For Humanity, Roxbury Street Housing project in Seattle, Washington

Thomas Spaulding, EHA Senior Construction Manager

He will organize and assist with General Contractor/GC-CM procurement, project delivery management, design constructability and value engineering, construction administration oversight, construction scheduling, contract negotiation, and preconstruction and construction execution. Thomas has a degree in Construction Management from Washington State University and is a seasoned project and construction manager with 12 years of experience working with Ryan Companies, Greystar, Spaulding Constructing Consulting and AvalonBay. He has delivered projects ranging from \$33 Million through \$138 Million. Such deliveries include The Ascent at SLU, The Marlowe at SLU, The Waverly at SLU, Uptown Flats in Queen Anne, and AVA on Capitol Hill. Thomas has substantial experience with GC/CM project delivery, having been involved with more than a half dozen such projects while with Greystar and Ryan Companies.

Matthew Rudow, EHA Senior Manager of Procurement

Matt Rudow joined the Everett Housing Authority in 2022. He holds a law degree from the University of Washington and is a member of the Washington State Bar Association. Prior to joining EHA, Matt worked on government contracts with the North Sound Behavioral Health Organization in Mount Vernon to help establish and deliver behavioral health services to needy residents of the north Puget Sound. Before enrolling in law school, he performed a year of volunteer service rebuilding homes in New England with the AmeriCorps VISTA program.

Exhibit -- Consultants Experience and Role

GGLO, Inc					Role during Project phases		
Name:	Summary of Experience:	Project Names:	Project size:	Project type:	Planning:	Design:	Construction:
Jon Hall, AIA	24 years in practice, licensed architect since 1998	King County Housing Authority: Greenbridge & Seola Park Tacoma Housing Authority: Hillside Terrace Mt Baker Housing Association: Via7	\$1-50+Mil	GC/CM	Principal-in-Charge of Project	Principal-in-Charge of Project	Principal-in-Charge of Project
Scott Schreffler, AIA	24 years in practice, licensed civil engineer since 2012	Cocoon House Hopeworks Station North Baker Heights Redevelopment Discovery West	\$1-50+Mil	GC/CM	Project Architect; Project Manager	Project Architect; Project Manager	Project Manager; Supervisory Architect

GeoEngineers, Inc.					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Robert C. Metcalfe, P.E., L.E.G.	27 years in practice, licensed geotechnical engineer and engineering geologist	University of Washington Bothell/Cascadia Community College	\$300 mil.	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
		Bellevue College Science Building	\$27 mil.	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
		Seattle Housing Authority Hoa Mai Gardens	\$40 mil.	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
Colton W. McInelly, P.E.	6 years in practice, licensed geotechnical engineer	University of Washington Bothell/Cascadia Community College	\$300 mil.	GC/CM	Project Manager	Project Manager	Project Manager
		Bellevue College Science Building	\$27 mil.	GC/CM	Project Manager	Project Manager	Project Manager

Moore Iacofano Goltsman, Inc. (MIG)					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Mark Davies, P.E. DBIA, LEED AP	28 years in practice, licensed professional civil engineer	Othello Station Redevelopment, Seattle Housing Authority	\$25 mil	GC/CM	Project Manager	Project Manager	Project Manager
		Yesler Terrace Redevelopment, Seattle Housing Authority	\$100 Mil	Multi phase traditional bid	Project Engineer	Project Manager	Project Manager
		Waste Management, Woodinville Fleet upgrade to natural gas	\$30 Mil	Design Build	Project Manager/Lead Civil	Project Manager/Lead Civil	Project Manager
		SR 520 Montlake Interchange and Lid	\$1.2B	Design/Build	Civil Engineer	Civil Engineer	Civil Engineer
		PAWS	\$20-\$30 Mil	Multi phase traditional bid	Project Manager	Project Manager/Principal Engineer	Principal Engineer

Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type	Planning:	Design:	Construction:
Dave Rodgers, PE LEED AP	30 years in practice, licensed professional civil engineer	Holly Park Redevelopment, Seattle Housing Authority	\$35 mil	GC/CM	Civil Engineer	Civil Engineer	Civil Engineer
		Othello Station Redevelopment, Seattle Housing Authority	\$25 M	GC/CM	Civil Engineer	Civil Engineer	Principal/Civil Engineer
		Ranier Vista Redevelopment, Seattle Housing Authority	\$100 Mil	GC/CM	Civil Engineer	Civil Engineer	Civil Engineer
		Haring Redevelopment, University of Washington	\$45M	Progressive Design/Build	Principal/Lead Civil	Principal/Lead Civil	Principal/Lead Civil
		High Point Redevelopment, Seattle Housing Authority	\$70 Mil	GC/CM	Civil Engineer	Civil Engineer	Civil Engineer
		Camp Piggott Redevelopment, Snohomish County	\$10M	GC/CM	Project Manager/Civil Engineer	Project Manager/Civil Engineer	Project Manager/Civil Engineer
		Kincaid Hall Renovation, University of Washington	\$25M	Progressive Design/Build	Principal and Project Manager	Principal and Project Manager	Principal and Project Manager

		Camp Riverside Girl Scout Camp, Carnation WA	\$15M	GC/CM	Project Manager/Civil Engineer	Project Manager/Civil Engineer	Project Manager/Civil Engineer
		SR 520 Montlake Interchange and Lid	\$1.2B	Design/Build	Civil Engineer	Civil Engineer	Principal and Civil Engineer
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project Type	Planning:	Design:	Construction:
Nathaniel Riedy, PE	12 years in practice, licensed professional civil engineer	Sunnydale Redevelopment, San Francisco	\$50 mil	Multi phase traditional bid	Civil Engineer	Project Manager	Project Manager
		Lake City Village, Seattle WA	\$10 mil	GC/CM	Civil Engineer	Civil Engineer	Civil Engineer
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project Type	Planning:	Design:	Construction:
Mary Keilhauer, EIT	4 years in practice	Everett Mall Phase 1	\$10 mil	GC/CM	Civil Engineer	Civil Engineer	Civil Engineer
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project Type	Planning:	Design:	Construction:
Jeff Zunker, SR CAD Technician	28 years in practice	Yesler Terrace Redevelopment, Seattle Housing Authority	\$100 Mil	Multi phase traditional bid	CAD Tech	CAD Tech	CAD Tech

		SR 520 Montlake Interchange and Lid	\$1.2B	Design/Build	CAD Tech	Cad Tech	Cad Tech
		Ranier Vista Redevelopment, Seattle Housing Authority	\$100 Mil	GC/CM	CAD Tech	CAD Tech	CAD Tech
		High Point Redevelopment, Seattle Housing Authority	\$70 Mil	GC/CM	CAD Tech	CAD Tech	CAD Tech

KPFF Consulting Engineers					Role during Project phases		
Name:	Summary of Experience:	Project Names:	Project size:	Project type:	Planning:	Design:	Construction:
Alberto G. Cisneros, P.E.	32 years in practice, licensed civil engineer since 1995	King County Housing Authority: Greenbridge & Seola Park Tacoma Housing Authority: Hillside Terrace Mt Baker Housing Association: Via7	\$1-50+Mil	GC/CM	Civil Project Engineer; Civil project manager	Civil Project Engineer; Civil Project Manager	Civil Project Engineer; Civil Project Manager

Pacific Rim Environmental, Inc.					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Jeff Lewis Principal-in-Charge, Abatement Oversight	35 years of Environmental Consulting	KCHA – Parklake 1 - 587 units and Parklake 2 – 187 units Bremerton Housing Authority Westmark Tacoma Housing Authority – Hillside Terrace Seattle Housing Authority – Yesler Terrance	\$1-30mil	GC/CM	Principal-in-charge;	Principal-in-charge;	Principal-in-charge; Abatement Oversight
Paul Hanway Senior Project Designer	36 Years of Abatement Oversight and Environmental Consulting	Seattle Housing Authority – Yesler Terrance Blocks 2, 3, 4, 8 Seattle Housing Authority – Lictonwood Apartments Fire Damaged	\$1-30 mil	GC/CM	AHERA Project Designer; Sr. Project manager	AHERA. Project Designer; Sr. Project manager	AHERA Project Designer; Sr. Project Manager

Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Kyle Lewis Project Manager	12 years of Environmental Consulting	Bremerton Housing Authority Westmark Tacoma Housing Authority – Hillside Terrace Seattle Housing Authority – Yesler Terrance	\$1-30mil	GC/CM	Project Manager AHERA Building Inspector	Review Constructability	On-site, Regulatory Project Manager for Hazardous Materials AHERA Building Inspector

Exhibit – EHA Construction History 2016-2022

	Everett Housing Legacy LLLP¹	Colby Office²	Evergreen Cottages³	Wiggums Park Place, LLLP⁴	Everett Senior Housing Portfolio I⁵
Contracting method used	Sealed bid	Sealed bid	Sealed bid	Sealed bid	Sealed bid
Planned start date	April, 2021	May, 2020	March, 2020	August, 2017	February, 2016
Planned finish date	December, 2022	November, 2020	June, 2020	September, 2018	November, 2016
Actual start date	April, 2021	May, 2020	March, 2020	August, 2017	February, 2016
Actual finish date	In construction. Anticipated January 2023	March, 2021	June, 2020	November, 2018	November, 2016
Planned budget amounts	\$29,902,277 (construction budget)	\$1,523,056 (construction budget)	\$539,084 (construction budget)	\$6,956,847 (construction budget)	\$7,825,211 (construction budget)
Actual budget amounts	In construction; anticipated to be in budget	\$1,607,679 (construction actual)	\$514,132 (construction actual)	\$8,093,677 (construction actual)	\$7,825,211 (construction actual)
Reasons for budget or schedule overruns	Contractor encountered higher than anticipated difficulties in procuring materials and labor which resulted in schedule delays	Covid delays, unforeseen conditions, betterments	n/a	Unforeseen conditions, design oversights, betterments	n/a

¹ Madrona Square; New construction of four buildings comprising of 105-units, including 41 1-bedroom, 54 2-bedroom, and ten 3-bedroom units. The site also includes EHA offices and an early learning facility run by the Everett Public Schools.

² Colby Office Renovations, Interior Renovations, Asbestos Removal & Elevator Install

³ Evergreen Cottages Renovations, Complete exterior renovations on all five 1-story structures

⁴ Wiggums Park Place; Complete interior & exterior renovations of 16 2-story multi-family buildings totalling 80-units, and a leasing office

⁵ Lake Woods II, Meadows I, Meadows II, Meadows III; Lake Woods II and Meadows I/II/III; Complete interior & exterior renovations of three 4-story buildings and one 3-story building totaling 203 units

Exhibit – EHA Preliminary Project Concepts/Sketches/Plans

Comparative Plans

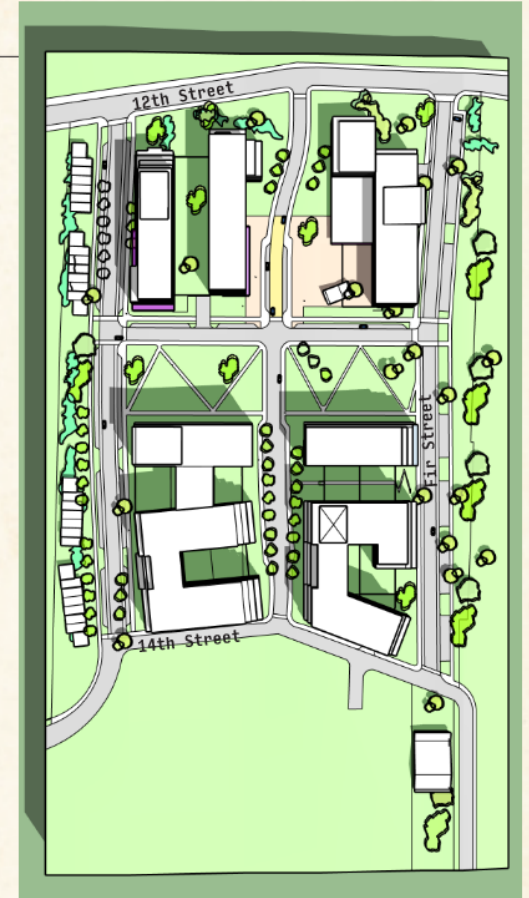
Alternative 1



Alternative 2



Alternative 3



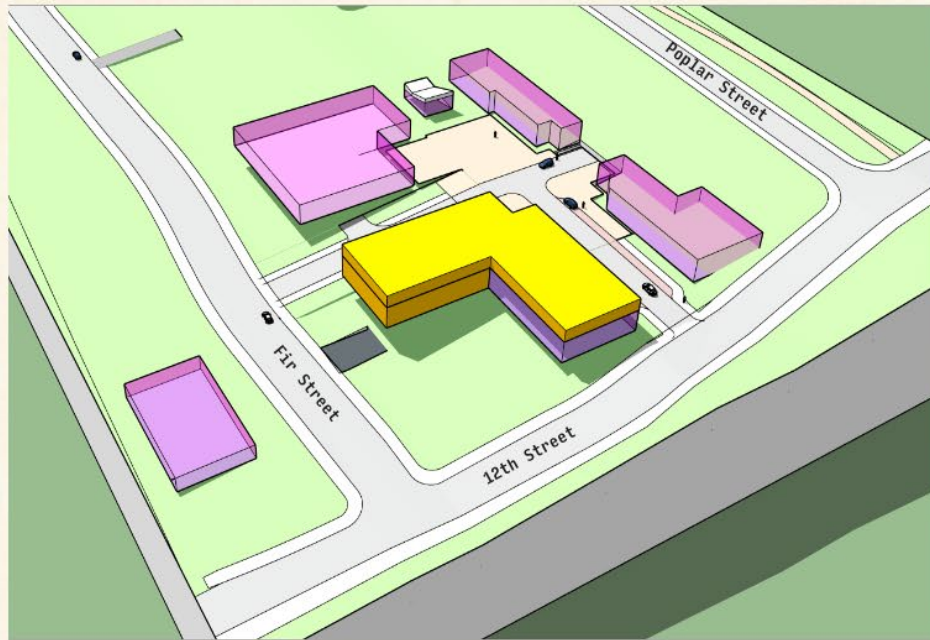
ALTERNATIVE 1 PLAN DIAGRAM



PLAN VIEW

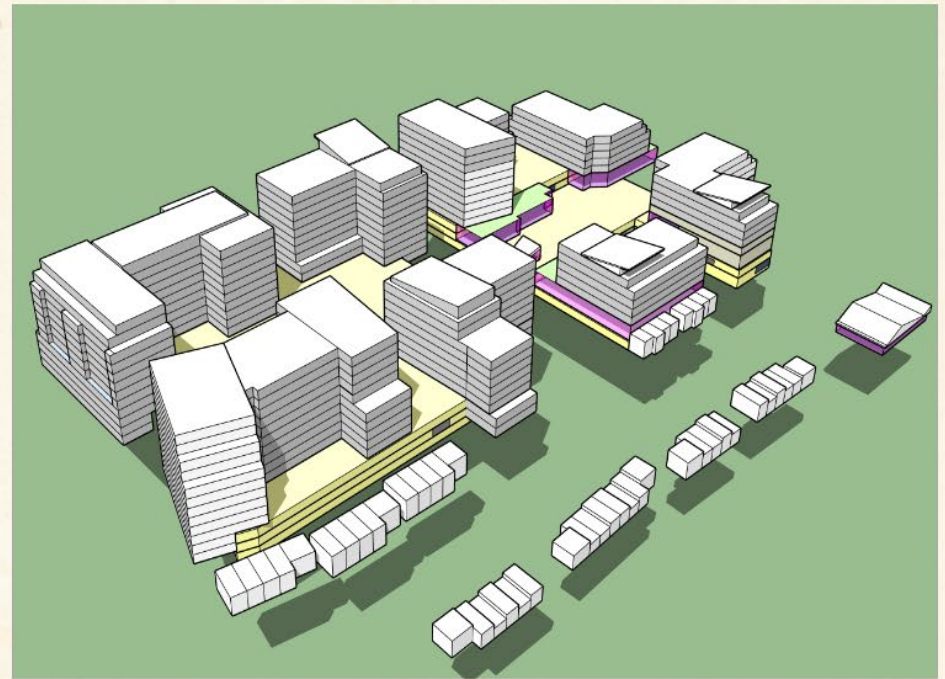
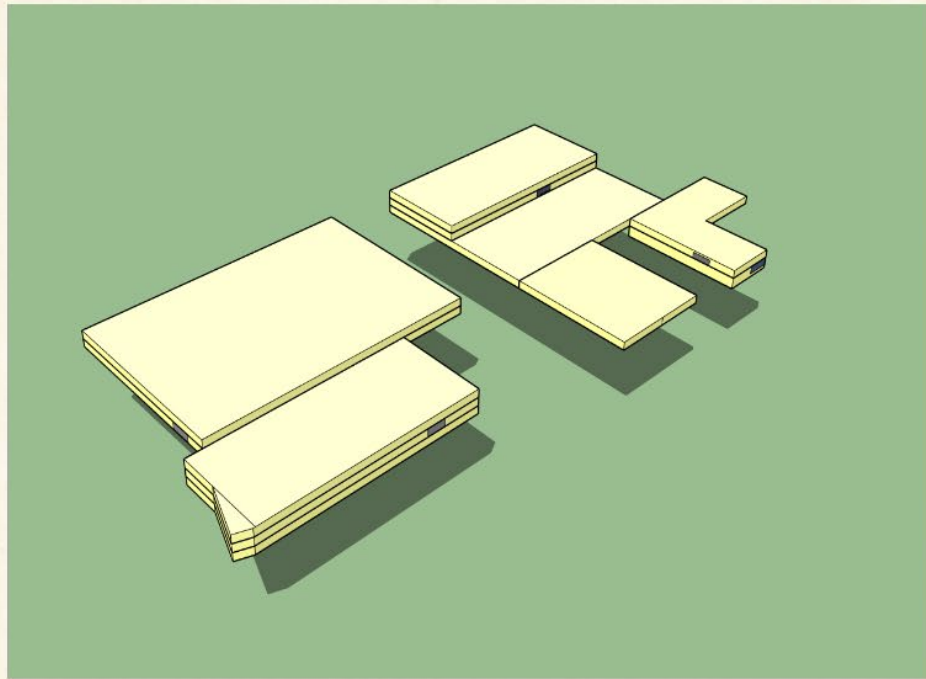
NOTE: Street alignments and widths are diagrammatic, and consider total width of street, bicycle lanes, parking, bumpouts and crosswalk extensions, and landscape bands and street trees as may be appropriate, and vary according to the purpose of the street. 4

ALTERNATIVE 1 ALLOCATION OF RETAIL, CIVIC AND OFFICE USES



- Retail and Civic Uses
- Office Uses

ALTERNATIVE 1 PARKING AND BUILDING RELATIONSHIPS



ALTERNATIVE 2 PLAN DIAGRAM



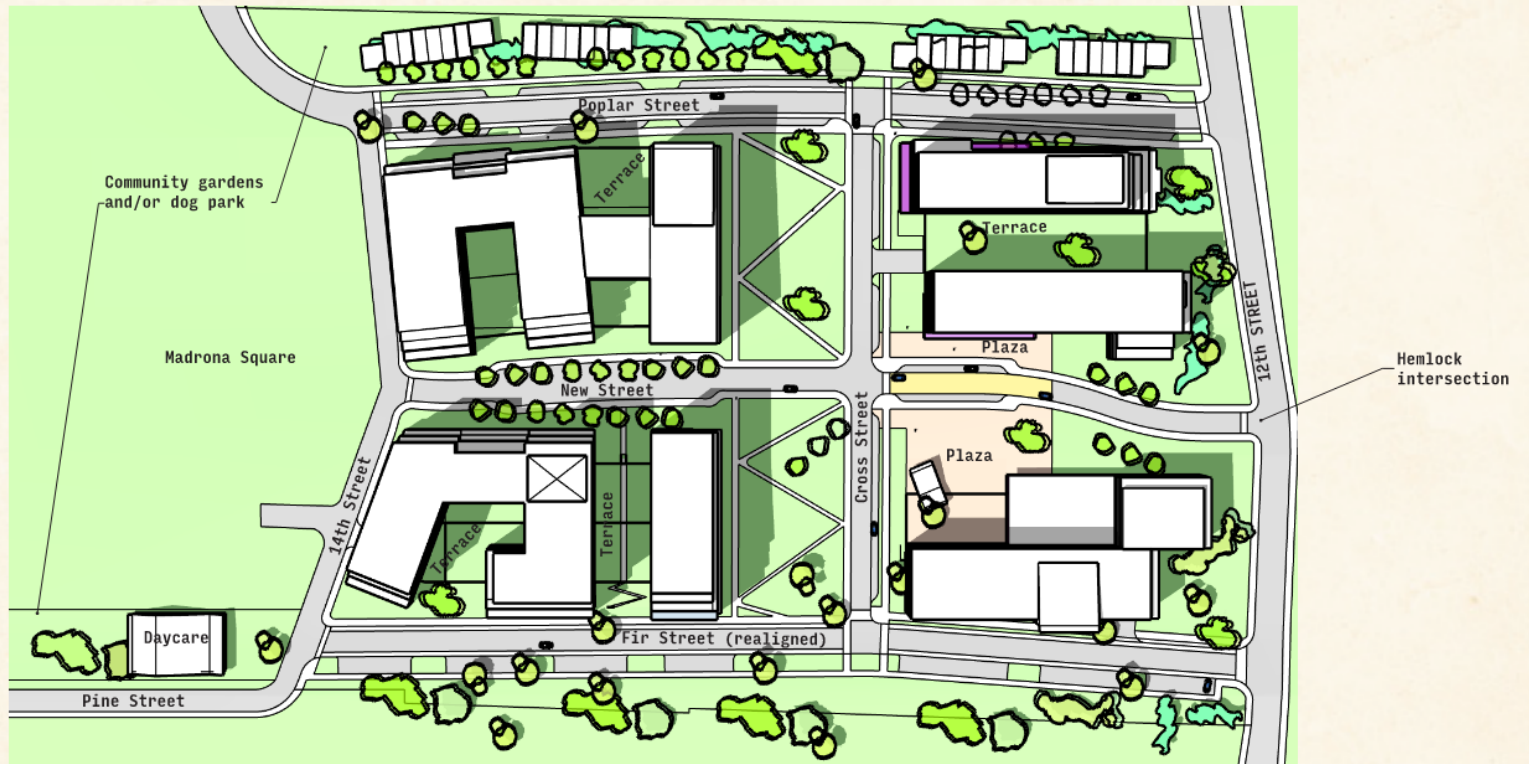
Shared path in green edge with community gardens and/or dog park

NOTE: Street alignments and widths are diagrammatic, and consider total width of street, bicycle lanes, parking, bumpouts and crosswalk extensions, and landscape bands and street trees as may be appropriate, and vary according to the purpose of the street.



PLAN VIEW

ALTERNATIVE 3 PLAN DIAGRAM



PLAN VIEW

NOTE: Street alignments and widths are diagrammatic, and consider total width of street, bicycle lanes, parking, bumpouts and crosswalk extensions, and landscape bands and street trees as may be appropriate, and vary according to the purpose of the street. 22