

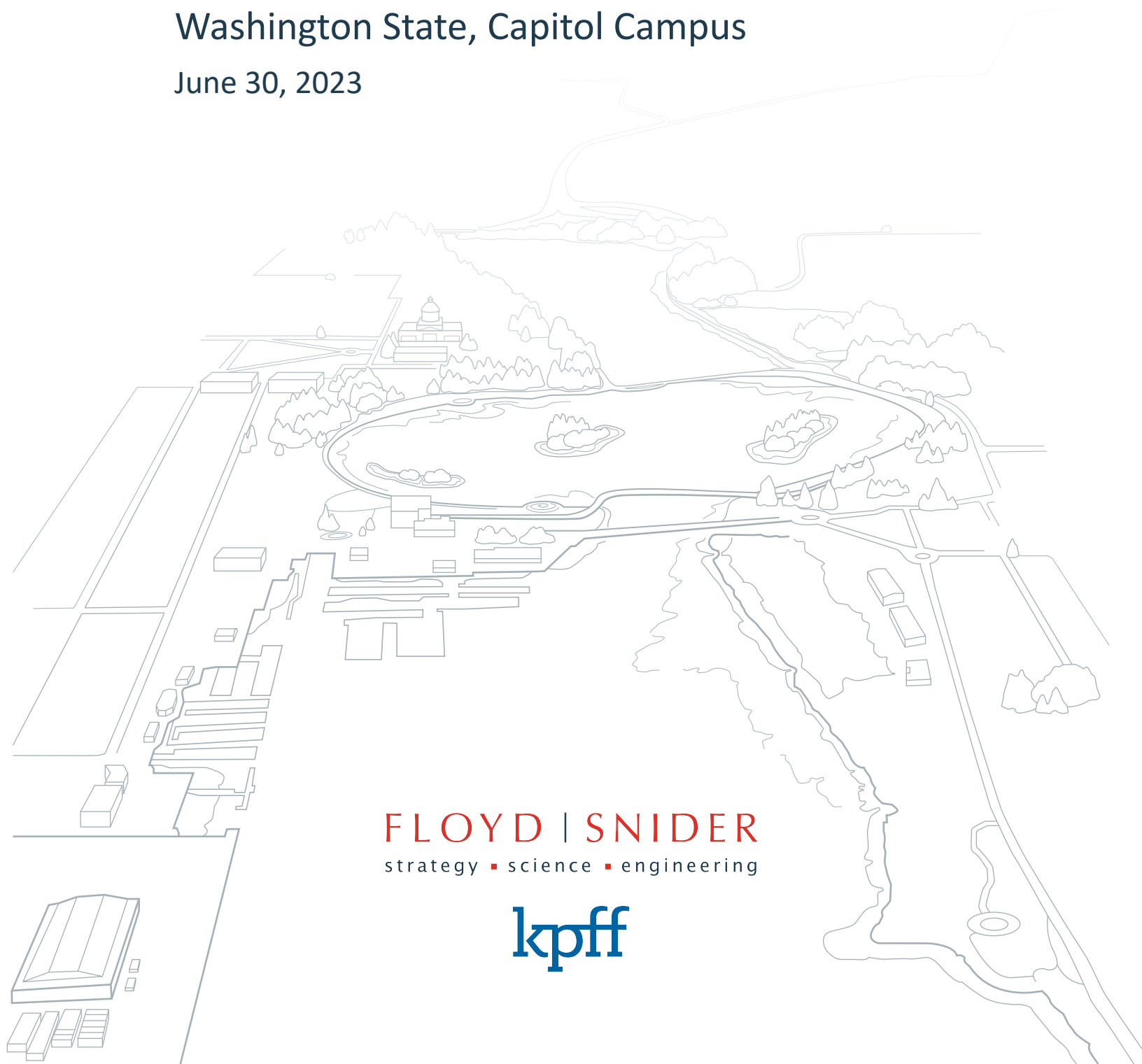


Project No. 2023-290

Deschutes Estuary Restoration

Washington State, Capitol Campus

June 30, 2023



FLOYD | SNIDER
strategy ■ science ■ engineering

kpff

June 30, 2023

John Lyons, Project Manager and Assistant Program Manager – Planning
Washington State Department of Enterprise Services
1500 Jefferson Street SE
Olympia, WA 98501

Submitted via web portal: <https://wades.app.box.com/f/2f2ed6373b06499f92ddf712598b2ace>

Dear John and Selection Committee:

This is the project we have all been waiting for— the local governments, the community, the regulatory agencies, the Squaxin Island Tribe, and this Floyd|Snider and KPFF team.

The local governments will implement an innovative agreement to fund maintenance dredging so that the vibrant waterfront along downtown Olympia can coexist with the Deschutes Estuary, as it once did. The community, who has been watching this project for decades—from elementary classrooms to non-profit boardrooms, will see their input and tax dollars meaningfully contribute to the design and visual expression of place. The regulatory agencies will authorize a project that addresses chronic violations of water quality standards and restores habitat that has been severely degraded. And over the next several years, the Squaxin Island Tribe will guide and witness restoration within their ancestral landscape.

Our team is ready to tackle the complex technical and regulatory challenges of the Deschutes Estuary Restoration Project with you. This project will require careful management and exceptionally close coordination of a multidisciplinary team of experts to complete effective predesign that supports project funding, final design, and acquisition of required permits, while continuing to build stakeholder support throughout each phase. My deep understanding of this project comes from hands-on, day-to-day management for the last 5 years, which has allowed me to develop a sharp focus on the expertise that will be needed to deliver this project. Our assembled team meets those exact needs.

Floyd|Snider will serve as the overall project manager and will also lead permitting, engagement, and restoration design. Floyd|Snider is known for successful management of large, complex waterfront projects that integrate regulatory negotiations, permitting, stakeholder engagement, and funding with engineering design and construction management. We are joined by KPFF Consulting Engineers (KPFF), a trusted and consistent teaming partner that will manage the overall design process and provide leadership of the 5th Avenue Bridge and roadway design, stormwater and utility design, and survey. Core team members Environmental Science Associates (ESA), Moffatt & Nichol (M&N), and ECONorthwest (EcoNW) made significant contributions to the technical analyses and negotiations associated with the Capitol Lake – Deschutes Estuary Environmental Impact Statement (EIS). ESA is a leader in estuary restoration design and will add strong qualifications in natural resources and cultural resources to the permitting team. M&N will lead the complex numerical modeling along with the expansive dredge design effort. EcoNW will provide guidance and leadership in grant funding strategy and support negotiations toward the interlocal agreement (ILA).

We have supplemented our team with McMillen, Inc. (McMillen), a water resources design-build firm that leads the industry in dam removal design. LMN Architects (LMN) will support KPFF as the bridge architect to design a signature 5th Avenue Bridge worthy of its prominent placement at the core of this community. Clarity Engineering (Clarity) will focus on geotechnical investigation and design. Andrea Wilbur-Sigo, a member of the Squaxin Island Tribe, will support art programming.

We have significant institutional knowledge of the project within our team. We understand the complex existing conditions, the range of projected changes and how to avoid or minimize impacts associated with those changes, the design assumptions for all components across the estuary, the entire spectrum of stakeholders and their specific interests, and the landscape of funding opportunities. This institutional knowledge is invaluable—there is no substitute for the right experience coupled with the right expertise. From day one, we will be able to make valuable contributions to the project, already positioned to make informed decisions and to move into pre-design. This will be incredibly important given the amount of work that must be delivered in less than two years and that grant applications must be prepared and submitted by the end of 2023 to be competitive for needed funding in 2025. The several months it could take another team to get up to speed could result in missing precious opportunities to pursue needed funding and further reduce the time available to deliver a complex design package. The importance of institutional knowledge and the gained efficiencies are the reasons that public agencies often retain a single consulting team from planning to completion.

Paramount to successful project delivery is our robust and inclusive engagement approach with the range of interested stakeholders. I have personally developed relationships with each of these stakeholders. The EIS process demonstrated to primary stakeholders that our core team delivers high-quality, technical work that is accessible and that we can be trusted. For example, last year, the Port voted in favor of the Deschutes Estuary restoration. This was the result of a significant effort from our team, in collaboration with Ann Larson and her staff at DES. We look forward to making continued strides like this as we work with the City of Olympia on the 5th Avenue Bridge, with the Squaxin Island Tribe on the habitat island designs, with the marinas and Port on the long-term deposition and maintenance dredging scenarios, and with the community for recreation and art programming. With our team, the work will begin with a strong foundation of trust based on technical proficiency and respect.

We would be so honored to bring the same dedication and quality of work we provided during the EIS process to help you advance design, permitting, and construction of the Deschutes Estuary Restoration Project. We look forward to the opportunity to talk with you further.

Thank you for your consideration.

Sincerely,



Tessa Gardner-Brown, AICP
Associate Principal and Proposed Project Manager

Email: Tessa.Gardner-Brown@floydsnider.com

Phone: 206.292.2078



STATE OF WASHINGTON
DEPARTMENT OF ENTERPRISE SERVICES

1500 Jefferson St. SE, Olympia, WA 98501
PO Box 41476, Olympia, WA 98504-1476

Consultant Selection Contact Form

Designated Point of Contact for Statement of Qualifications
For Design Bid Build, Design Build, Progressive Design Build, GC/CM & Job Order Contracting
(JOC) Selections

Firm Name: Floyd Snider		
Point of Contact Name & Title: Tessa Gardner-Brown, Project Manager		
Email: tessa.gardner-brown@floydsnider.com	Telephone: 206.292.2078	
Address: 601 Union St, Suite 600		
City: Seattle	State: Washington	Zip: 98101

We have structured this proposal to follow the content exactly as it was requested on pages 6 and 7 of the Request for Qualifications. In addition, we hope you will consider the following key points:

1. We have assembled a team to include the specific expertise needed to address the range of challenges and opportunities associated with this complex dam removal, infrastructure design, and estuary restoration project. This team includes subject matter experts with demonstrated experience on complex projects in the Pacific Northwest that include regionally specific environmental, regulatory, and design elements.
2. Our team brings together mid-size local firms who have strong established working relationships with one other. We are fully committed to providing you with the specific professionals described in this proposal, without the substitution or dilution that frequently occurs with large national engineering conglomerates.
3. Our team has intimate knowledge of site conditions and projected future changes in the Deschutes Estuary given our leadership of the EIS and its technical analyses. This institutional knowledge is invaluable and will allow us to move into predesign efforts quickly and efficiently and to make informed decisions for all disciplines from day one.
4. Our team has trusted relationships with the Squaxin Island Tribe and Olympia stakeholders. Continued engagement and consensus building is critical to project success; you must have a team that can facilitate productive and solution-oriented processes and be responsive to unanticipated requests, while remaining on schedule, in budget, and aligned with project goals. We did this with the EIS.
5. Tessa Gardner-Brown has demonstrated her ability to navigate this multi-disciplinary project during the EIS process, working with more than 15 subject matter experts while maintaining big picture project goals. We have combined Tessa's intimate knowledge of all project elements and stakeholder relationships with a deputy PM, Scott Stainer, who has frequently served a similar role while teaming with F|S to provide design integration on multiple waterfront/transportation projects. Tessa and Scott will be supported by senior advisors in key positions to support overall project strategy and delivery. This structure combines the institutional knowledge developed during the previous phase with additional strong, multidisciplinary design expertise.

Floyd|Snider is a Seattle-based, multi-disciplinary engineering and environmental consulting firm providing comprehensive services to a range of public and private clients throughout the Pacific Northwest. Floyd|Snider has delivered hundreds of shoreline redevelopment and restoration projects and has managed or served in key roles on many transformational waterfront projects. Floyd|Snider offers leading-edge engineering design, environmental planning and permitting, scientific and historical expertise, and strategic project management to achieve permanent solutions to environmental challenges. Floyd|Snider is a women-owned business with 50 environmental and civil engineers, planners, scientists, geologists, facilitators, and project managers. Floyd|Snider maintains strong relationships with local governments, tribes, and agencies through a commitment to technical proficiency, resourceful problem-solving, integrity in complex negotiations, and strategic implementation. **Building on our success in delivery of the EIS, Floyd|Snider will serve as the Project Manager, will lead permitting and stakeholder engagement, and will oversee restoration design. Floyd|Snider has teamed and co-managed complex regional projects with KPFF for more than 20 years.**

KPFF has been providing civil and structural engineering throughout the Pacific Northwest and nationally for 60 years, with added surveying services to support clients and their projects over the last 25 years. KPFF is focused in the Pacific Northwest and has more than 400 staff in four Puget Sound offices. KPFF brings the capacity of a larger firm with the attention to detail and customer service of a smaller firm. This project will be staffed by engineers with careers focused on waterfront redevelopment and rehabilitation, bridge and transportation design, alternative project delivery, and complex multi-disciplinary projects. This expertise includes KPFF's local Lacey office, with a 35-person staff who bring a 20-year history with both the DES and the City of Olympia. KPFF's experience also includes more than 60 bridge structural engineers in the Puget Sound Region. The KPFF team brings exceptional experience on projects focused on sustainability along the shoreline, including estuaries, fish passages, and stormwater improvements. **KPFF will serve as the overall Design Lead, also leading upland, 5th Avenue Bridge, and utilities design, and advising on alternative project delivery.**

Firm/Primary Role	Description
<p>ESA</p> <hr/> <p>Restoration Design, Landscape Architecture, Natural & Cultural Resources Expertise for Permitting</p>	<p>ESA is an employee-owned firm that partners with clients and communities to drive sustainable, resilient, and equitable solutions that shape a better world. ESA offers specialized expertise across the full spectrum of disciplines required to plan, design, construct, and maintain public infrastructure projects. With over 160 engineers, scientists, planners, landscape architects and technicians in the Pacific Northwest, ESA provides high quality expertise in park and open space design; river, stream, wetland, and estuary restoration; restoration design for aquatic and terrestrial habitats following dam removal; wetland, fisheries, and wildlife biology; mitigation planning; cultural resources; local, state, and federal permitting; and regulatory compliance.</p>
<p>Moffatt & Nichol</p> <hr/> <p>Numerical Modeling & Dredging Design</p>	<p>M&N brings more than 75 years of experience developing practical solutions on waterfront and port infrastructure projects in the Pacific Northwest and around the world. M&N provides coastal engineering expertise and dredging and marine structural design services to the growing U.S. commercial waterfront and is a leading provider of water project planning and design services, ranking #1 on the 2022 Engineering News-Record list of top Marine and Port Facilities firms. M&N’s Washington professionals have a thorough knowledge of Budd Inlet and Puget Sound through more than 20 years of working with state ports, cities, counties, and agencies.</p>
<p>McMillen</p> <hr/> <p>Dam Removal Design & Constructability Support</p>	<p>Over 15 years ago, McMillen designed their first dam removal project in the Pacific Northwest. Today they are leading efforts to remove or decommission eight dams in the Western U.S. Through this process, McMillen has successfully mitigated the many risks associated with complex dam removal projects, including one of the biggest challenges—sediment management. As the Design-Build Lead for the Searsville Dam Modification and Restoration project, and as the Owner’s Engineer for the Klamath River Dam Removals Project (the largest dam removal project in history), McMillen brings to the project an unparalleled depth and breadth of experience in dam removal design, logistics, preconstruction services, cost estimating, and support during construction.</p>
<p>EcoNW</p> <hr/> <p>Grant Funding Lead & Interlocal Agreement Coordination</p>	<p>EcoNW specializes in economics, finance, and planning. EcoNW has used applied microeconomics to understand and effectively communicate the benefits, costs, and tradeoffs associated with a wide range of policy and project decisions, and to strategically move projects from conception to implementation with funding and finance planning support. EcoNW staff have advanced degrees in economics, planning, and public policy, with topical expertise in urban systems, natural resource management, and equitable policy design.</p>
<p>LMN</p> <hr/> <p>5th Ave Bridge Architecture</p>	<p>Recipient of the 2016 National AIA Architecture Firm Award, LMN is a Seattle-based design practice engaged in the design of civic infrastructure, with expertise in designing and delivering inspiring places to enhance the civic realm. LMN’s work exists at the intersection of place-based experience, responsible design, and radical pragmatism, yielding transformative projects that nurture communities. LMN combines their experience designing pedestrian bridges with expertise in designing places of cultural significance.</p>
<p>Clarity</p> <hr/> <p>Geotechnical Lead</p>	<p>Clarity is a woman-owned enterprise specializing in teaming with multidisciplinary firms to deliver projects for public agencies. Clarity has a combined 40 years of experience in bridge projects, providing design recommendations for pile bridge foundations for regional counties, seismic bridge retrofits for SDOT, and bridge abutment design for WSDOT. Experience relevant to this project includes bridge foundation and abutment wall design recommendations, seismic hazards evaluation, waterfront slope stability, and evaluation of geotechnical construction alternatives.</p>
<p>Andrea Wilbur-Sigo</p> <hr/> <p>Art Programming</p>	<p>Andrea Wilbur-Sigo is a member of the Squaxin Island Tribe and of the Steh-Chass family. Andrea is the first known native woman carver of many generations of carvers. She brings experience in the Coast Salish artforms, including welcome figures, house posts, story posts, and panels.</p>

Floyd|Snider and KPFF have assembled a multi-disciplinary team of experts with demonstrated experience in restoration design, civil and infrastructure design, permitting and engagement, and alternative project delivery. Tessa has appointed senior colleagues to provide hands-on management of the work product and to support decision-making in each project category. This coordination rolls up to Tessa and Scott, who will manage the entire team to ensure that project, client, and stakeholder goals are maintained and reflected in quality work products that meet key milestones, as outlined in the schedule on pages 14 and 15 of this proposal.



Tessa Gardner-Brown, AICP – 80%
Project Manager & Stakeholder Coordination Lead

Scott Stainer, PE – 80%
Deputy Project Manager & Comprehensive Design Coordinator

Legend

█ Floyd Snider*	█ McMillen
█ KPFF	█ LMN Architects
█ Moffatt & Nichol*	█ Clarity Engineering
█ ESA*	█ Tribal Artist
█ EcoNorthwest*	

* Member of Capitol Lake – Deschutes Estuary EIS Team

Restoration Design Team		Civil/Infrastructure Design Team		Permitting & Engagement Team	
Kate Snider, PE – 50%		Mark Steepy, PE – 50%		Erin Murray – 50%	
Design Manager: Restoration		Design Manager: Civil & Infrastructure		Design-Permitting Liaison & Environmental Permitting Lead	
Younes Nouri, PE, PhD, P.Eng	Sky Miller, PE	Aaron Olson, PE	Nathan Anderson, PE	Jeff Barna, PWS	Chris Lockwood, RPA
Numerical Modeling Lead	Restoration Design Lead	5 th Avenue Bridge Design Lead	Roadway Design Lead	Natural Resources Lead	Cultural Resources Lead
Bill Gerken, PE	Steve Roelof, PLA	Erik Nielsen, PE, ENV SP	Stephen Van Dyck, AIA, LEED AP	Kristen Legg	Sarah Reich
Dredge Design Lead	Restoration Ecologist & Landscape Architect	Stormwater & Utilities Design Lead	5 th Avenue Bridge Architect	Community Engagement Lead	Grant Funding Lead
Paul Schlenger, CFP	Kevin Jensen, PE, PMP	Jereme Chapman, PLS	Matt Gibson, PE, PhD	Andrea Wilbur-Sigo	
Fisheries Biologist	Dam Removal Design Lead	Survey Lead	Geotechnical Lead	Art Programming	
Don Oates, PE, DBIA					
Alternative Project Delivery Advisor					

Note:
The percentage of time that design leads and other leads are anticipated to be available to the project for this contract is 40% and 20%, respectively. Time allocation for the Management Team is shown within the org chart.

MANAGEMENT TEAM



Tessa Gardner-Brown, AICP— Floyd|Snider

Project Manager & Stakeholder Coordination Lead

BA, Env. Policy & Planning, Western Washington Univ.

Experience: 14 years

Tessa has served in key roles on some of the most significant waterfront projects in the Puget Sound region. Recently, as Project Manager for the Capitol Lake – Deschutes Estuary EIS, she led a multi-disciplinary team to deliver all facets of the project on time and under budget. Over the 5-year duration, she strategized the approach to complex technical analyses; led all stakeholder briefings including those with the community, agencies, and Governor’s Office; created a process to merge science and stakeholder input into decision-making and to generate a legally defensible outcome; and negotiated an agreement with local governments to allow the estuary to coexist with downstream uses, increasing support from the Port of Olympia, marinas, and legislators. Tessa’s deep understanding of the project will support the team in effectively navigating this project phase. She will collaborate closely with a team of senior, experienced industry experts. **Other Relevant Projects:** Tessa served as the Senior Environmental Planner for the Elliott Bay Seawall Project during environmental review, design and permitting, and construction of more than 1 mile of downtown Seattle waterfront (2012–2015, GCCM) and in a similar role, in all of these phases, for the expansive SR 520 Bridge Replacement Project (2010–2012, DB).



Scott Stainer, PE—KPFF

Deputy Project Manager & Comprehensive Design Coordinator

BS, Civil Eng., Seattle Univ.

Experience: 22 years

Scott focuses on projects in the in-water and shoreline zone. He has led multiple shoreline restoration, dredge design, and habitat projects in the Pacific Northwest. He joins that background with roadway and bridge experience on design build projects such as the SR 520 Floating Bridge and the Yakima River bridge on I-90. This unique background allows him to effectively manage across disciplines on projects with significant in-water, shoreline, roadway, and bridge elements. Scott regularly coordinates across design and the permitting elements of complex, multifaceted shoreline projects. He has recent experience delivering a critical GCCM project for Vigor Shipyards (2017–2023), supporting Kate Snider as deputy project manager and design lead. With recent completion of this habitat project in addition to projects for the Ports of Everett and Seattle, he is well positioned to provide support to DES. **Other Relevant Projects:** Scott serves as design lead for Duwamish River Salmon Habitat Restoration (2022–present) and has a similar role on Oregon State University Research Facility Dock & Float (2022–2023, DB) and Muckleshoot Indian Tribe Fishing Facility (2015–2019, GCCM). He served as stormwater lead for SR 520 Floating Bridge and Landings (2012–2016, DB) and SR 522 Stage 3 Roadway Improvements (2014–2017, DBB).



Kate Snider, PE—Floyd|Snider

Design Manager: Restoration

BS, Civil Eng., Cornell Univ.; MLA, Landscape Arch., Cornell Univ.

Experience: 40 years

As Design Manager for estuary restoration, Kate will ensure quality and consistency of modeling and design for dredging, dam removal, and habitat restoration. Kate is a professional civil engineer whose extensive career has been focused on restoration of waterfront properties and ecosystems throughout the Pacific Northwest. Kate fills lead roles to coordinate all design, construction, and regulatory components of waterfront and in-water work. In May 2023, Kate led a Floyd|Snider – KPFF Team to successfully complete a 6-year, \$35M project converting industrial upland property at Vigor Shipyards on the Duwamish River to estuary salmon habitat, including dredging 51,000 CY of material for beneficial reuse placement to create new intertidal and marsh habitat, as well as integrated upgrades to shipyard infrastructure and new pier and moorage structures (2001–2023, GCCM). **Other Relevant Projects:** Project Manager/Restoration Design Lead on the Duwamish River Salmon Habitat Restoration (2021–present); Project Strategist/Public Engagement Lead on the Thea Foss Waterway Superfund Sediment Cleanup and Restoration (2000–2023); and Manager of Construction Permitting/Environmental for the SR 520 Floating Bridge Replacement (2011–2018).

GCCM = General Contractor/Construction Manager, DB = Design-Build, DBB = Design-Bid-Build, PDB = Progressive Design-Build



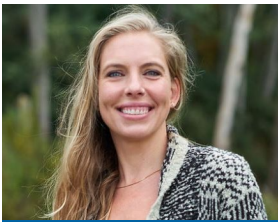
**Design Manager:
Civil & Infrastructure**

BS, Civil Eng., Univ. of Washington

Experience: 30 years

Mark Steepy, PE—KPFF

Mark is a design professional in civil engineering planning, pre-design, plans, specifications, and estimates (PS&E) and construction administration. Mark’s relevant experience includes 12 years as KPFF’s Principal-in-Charge for the statewide DES on-call contract, as well as project-specific DES contracts at various facilities. Under these contracts, Mark has led, managed, or supported hundreds of projects at state facilities across Washington, including the Capital Campus, with work ranging from pre-design to permitting, PS&E, and construction. Mark also manages work on behalf of the City of Olympia and Port of Olympia, as well as development projects where both entities provide review. In these roles, he has developed excellent working and personal relationships with agency staff, which makes him well-positioned to lead the civil/infrastructure work and allows for focused discussions during planning and design to ensure code compliance and project goals are achieved. **Other Relevant Projects:** Mark has served as the Principal in Charge or Project Manager on the City of Olympia Waste Resource Facility (2019–2023); DES On-call Contracts (2015–2025); WSDOT Olympic Region Maintenance and Administration Facility (2018–2022); and multiple development projects in Olympia (2000–2023).



**Design-Permitting
Liaison &
Environmental
Permitting Lead**

BA, Natural Resource Mgmt., Western Washington Univ.

Experience: 20 years

Erin Murray—Floyd|Snider

Erin will serve as the primary communication bridge between the permitting and design teams, ensuring that information is relayed in a consolidated, consistent, and unified manner. Erin will ensure that environmental information related to critical natural and cultural resources or other elements are considered by design teams so that impacts can be avoided or minimized and will similarly convey design decisions and construction means and methods to the environmental team so permit applications are current and consistent. Erin has served in a similar role on other complex waterfront redevelopment projects. For the expansive dock replacement and habitat project at the Port of Vancouver Terminal 1 (2021–present, DBB), Erin tracked impact types and calculations across several in-water work windows and aided in demonstrating to the agencies that the project resulted in a long-term improvement to habitat. For the Port of Tacoma Pier 4 Reconfiguration Project (2013–2016, DBB), Erin served as the liaison across teams for a significant dredging and wharf rebuild, which also included a USEPA time-critical removal action for contaminated sediments found during construction. **Other Relevant Projects:** Erin served a similar role on the Vigor Shipyards Habitat Restoration Project (2019–present, GCCM).

Key Personnel	Value Added Experience
<p>Younes Nouri, PE, PhD, P.Eng—M&N Numerical Model. Lead</p> <p>PhD, Coastal Eng., Johns Hopkins Univ.; MASc, Coastal Engineering, Univ. of Ottawa; BS, Civil Eng., Univ. of Tehran, Iran</p>	<p>Younes specializes in numerical modeling and engineering analysis of estuarine and coastal processes, including waves, riverine flows and tidal currents, tsunamis, and sediment transport. He led numerical modeling for the Capitol Lake – Deschutes Estuary EIS to support most of the technical analyses. This work built upon strategic coordination with USGS, given their earlier modeling of the system, and was strengthened by his unique qualifications. Younes brings extensive experience communicating complex processes to agency representatives and non-technical stakeholders. Relevant Projects: Capitol Lake – Deschutes Estuary (2018–2022); Coos Bay Numerical Modeling (2016–present); Portland Harbor Cleanup Modeling (2020).</p>
<p>Sky Miller, PE—ESA Restoration Design Lead</p> <p>MS, Civil Eng., and BS, Civil Eng., Washington State Univ.</p>	<p>Sky has been the engineer-of-record for over \$100M in river/estuary restoration flood mitigation and agricultural resilience projects. He has designed and helped construct over 100 fish passage, dam removal, and levee breaching projects. Sky works collaboratively to solve complex environmental problems in public, political, legal, and controversial work environments. Relevant Projects: Blue Heron Slough Estuary Restoration (2021–2023); Zis a Ba Estuary Restoration Phases 1 and 2 (2017–2022).</p>

Key Personnel	Value Added Experience
<p>Bill Gerken, PE—M&N Dredge Design Lead</p> <p>BS, Ocean Eng., Texas A&M Univ.</p>	<p>Bill has extensive experience in all project phases from concept to ribbon cutting. This includes extensive focus on clean and contaminated sediment dredging and capping, coastal and marine design, coastal processes, plans and specifications, cost estimating, and construction oversight. Relevant Projects: Port of Bellingham Shipping Terminal Maintenance Dredging (2021–present); Oregon International Port of Coos Bay Federal Navigation Channel Modifications (2018–2021).</p>
<p>Steve Roelof, PLA— ESA Restoration Ecologist & Landscape Architect</p> <p>MLA/BLA Landscape Arch., and BS, Env. Studies/Bio., Univ. of Oregon</p>	<p>Steve leads complex public park, open-space, and restoration projects. He is experienced in park and open space planning and design, facilitating public involvement, native planting design, habitat enhancement, and working with multidisciplinary teams. His work has included all aspects of the design process, from site analysis to development of master plans and construction documents. Steve has led several large-scale tidal revegetation projects and collaborates with water resource engineers and hydraulic modeling specialists. Relevant Projects: Saltwater State Park/McSorley Creek Estuary Restoration Project (2021–present); Port Gamble Recreation and Restoration (2021–2022); Capitol Lake – Deschutes Estuary EIS (2018–2022).</p>
<p>Paul Schlenger, CFP— ESA Fisheries Biologist</p> <p>MS, Fisheries, Univ. of Washington; BA, Env. Sciences, Univ. of Virginia</p>	<p>Paul has served as lead ecologist for multiple estuary and marine nearshore restoration projects, including site alternatives; ecological benefits and sustainability analyses; tribal, stakeholder, and community outreach; and restoration design plans. Paul applies his knowledge of ecosystem processes to design the desired habitats for target species. Paul has worked throughout Budd Inlet and South Puget Sound on restoration planning and design and serves on the Salmon Recovery Funding Board grant review panel. Relevant Projects: Meadowdale Beach Park Estuary Restoration (2018–2019); West Bay Park Restoration and Park Master Plan (2017–2019).</p>
<p>Kevin Jensen, PE, PMP—McMillen Dam Removal Design Lead</p> <p>BS, Env. Resources Eng., Humboldt State Univ.</p>	<p>Kevin has played a key design role in eight large dam removals in the Western U.S. and brings a deep understanding of river hydraulics, sediment transport, and the complex interactions of riverine systems. He provides valuable insights into risk mitigation, construction sequencing, constructability design, and environmental compliance. Kevin’s experience on dam removal and restoration projects will bring an ideal combination of skillsets. Relevant Projects: Searsville Dam Modification and Restoration (2020–present); Potter Valley Dam Decommissioning (2016–present); Klamath River Dam Removals (2019–present); Rindge Dam Removal (2023–present).</p>
<p>Aaron Olson, PE— KPFF 5th Avenue Bridge Design Lead</p> <p>MS/BS, Civil Eng., Univ. of Washington</p>	<p>Aaron has extensive experience designing bridges with water crossings and/or fish passage structures, making him very familiar with the goals and conditions of this type of work. Aaron’s bridge design work typically includes feasibility studies, concept design, and preparation of final plans, specifications, and cost estimates in accordance with WSDOT, FHWA, AASHTO, and other applicable design standards. Relevant Projects: Kilisut Harbor Causeway Removal and Restoration (2015–2021); WSDOT, I-5, and SR 11 Padden Creek Fish Passage (2020–2022).</p>
<p>Nathan Anderson, PE—KPFF Roadway Design Lead</p> <p>BS, Civil Eng., Purdue Univ.</p>	<p>Nathan brings recent relevant roadway work experience with similar sized cities, such as City of Kenmore, Federal Way, Gig Harbor, and Shoreline. He has extensive experience completing arterial roadway projects and has a strong history of working closely with local agency staff and adhering to municipal and state regulations and design standards. Relevant Projects: Kenmore 68th Avenue NE Pedestrian and Bicycle Improvements (2017–2021); Federal Way SW 344th Roundabout (2021–2023), and Shoreline 5th Ave Pedestrian and Bike Improvement (2021–2022).</p>
<p>Erik Nielsen, PE, ENV SP—KPFF Stormwater & Utilities Design Lead</p> <p>BS, Civil Eng., Gonzaga Univ.</p>	<p>Erik’s career focus is on analysis and design of municipal and industrial stormwater systems. His stormwater modeling experience ranges from small basin stormwater systems to city-wide infrastructure, including the design and analysis of stormwater lift stations. Erik is also an Envision (ENV SP) certified designer for sustainable infrastructure projects. Relevant Projects: SSA/Port of Seattle, Terminal 5 Industrial Stormwater Treatment & Terminal Redevelopment (2019–Present); Port of Everett Maritime Industrial Expansion (2019–2022); USFWS Camas NWR Water Resource Management (2021–2022); Cities of Aberdeen/Hoquiam North Shore Levee (2017–2019).</p>

Key Personnel	Value Added Experience
<p>Stephen Van Dyck, AIA, LEED AP—LMN 5th Avenue Bridge Architect</p> <p>MA, Arch., Yale Univ.; BA, Arch. History, Connecticut College</p>	<p>Stephen crafts projects to engage and enrich public life, strengthen civic identity, and promote equitable and accessible design. Stephen approaches bridge architecture from an experiential perspective and seeks to fuse the forces of structure, environment, fabrication, and experience into appropriate contextual responses. Stephen leads LMN’s in-house research and development group, and leverages the expertise with emerging technologies to explore unique design and fabrication opportunities for each project. Relevant Projects: SR 520 West Approach Landings Bridges and Lids (2016–present); Everett Grand Avenue Bridge (2014–2020).</p>
<p>Matt Gibson, PE, PhD—Clarity Geotechnical Lead</p> <p>PhD, Civil Eng., Univ. of Washington; MS, Civil Eng., UC Berkeley; BS, Civil Eng., The Cooper Union</p>	<p>Matt is a geotechnical engineer with extensive public sector experience in exploration, design, and construction in the Pacific Northwest, including new and retrofit bridges over waterways, along slopes, and near geotechnically sensitive areas. He specializes in practical bridge foundation and approach solutions, geotechnical earthquake engineering, soil-structure interaction, and ground improvement and slope stabilization to achieve economical and constructible designs. Relevant Projects: Meadowdale Creek Estuary Railroad Bridge Replacement (2016–2018); Port Mann Bridge Design Build (2009–2010); Holgate to King SR-99 Bridge (2009–2011); I-405 Abernathy Bridge Replacement (2017–2018).</p>
<p>Jereme Chapman, PLS—KPFF Survey Lead</p> <p>Cert # 45779</p>	<p>Jereme is a Professional Land Surveyor who coordinates with staff to establish field and drafting standards and provides active oversight. Jereme has a long history of managing topographic and bathymetric surveys. Relevant Projects: State Ave. Topo Survey (2021); Legislative Campus Modernization (2020–2021); Capital Campus Boundary Survey (2021–present).</p>
<p>Don Oates, PE, D.PE, DBIA—KPFF Alternative Project Design Advisor</p> <p>BS, Civil Eng., Univ. of Washington</p>	<p>Don has delivered more than 15 design-build, progressive design-build, and GCCM projects in the past 10 years, with complex transportation and infrastructure designs in urban waterfront settings. Don focuses on the issues that have the greatest impact to design intent, schedule, and cost. As Design Manager on these projects, combined with his design-build training, Don provides an in-depth understanding of the potential design, construction, and overall coordination issues that can be anticipated on complex waterfront redevelopments. Relevant Projects: WSDOT Coastal 29 Fish Passage Project (2020–present, PDB); WSDOT SR 520 Floating Bridge Replacement (2011–2016, DB); WSF Colman Dock Ferry Terminal Rehabilitation (2015–2019, GCCM); City of Spokane Post Street Bridge Replacement (2017–present, PDB).</p>
<p>Jeff Barna, PWS—ESA Natural Resources Lead</p> <p>MS, Ecology/Evolutionary Bio. and BS, Bio., UC Santa Cruz</p>	<p>Jeff has managed water resource delineations and assessments, mitigation and monitoring plans, and vegetation assessments. He has facilitated consultation with local, tribal, state, and federal agencies regulating fish and wildlife species, natural habitats, wetlands, and streams. He has extensive experience managing water resource delineations and assessments, Section 7 assessments and surveys, preparation of mitigation and monitoring plans, and vegetation and functional assessments. Relevant Projects: BPA’s Shelton-Fairmount No. 1 Transmission Line Rebuild (2020–2024); Capitol Lake – Deschutes Estuary EIS (2018–2022).</p>
<p>Chris Lockwood, RPA—ESA Cultural Resources Lead</p> <p>PhD/MA, Anthro., Univ. of Washington; BA, History, Washington Univ.</p>	<p>Chris has experience conducting and managing archeological surveys and consulting with DAHP and tribes for Section 106 and Executive Order 21-02. Chris uses his dual training in earth sciences and anthropology to assess project risks for cultural resources. He has designed field studies and plans for unanticipated discovery, archaeological resources monitoring and treatment, and cultural resources avoidance and mitigation. He recently obtained a DAHP Archeological Site Alteration and Excavation Permit for deep construction in an area of significance to regional tribes (SDOT Seattle Waterfront Redevelopment [2021–2023]). Relevant Projects: Capitol Lake – Deschutes Estuary EIS (2018–2022).</p>
<p>Kristen Legg—F S Community Engagement Lead</p> <p>BFA, Dance, Western Michigan Univ.</p>	<p>Kristen has supported a range of public and private clients in developing user-friendly and engaging materials and distills complex concepts for clear engagement materials. For the Final Capitol Lake – Deschutes Estuary EIS, Kristen developed and coordinated engagement materials, including informative graphics, factsheets, kiosks, social media posts, and presentations. Relevant Projects: Lake Chelan Mine Site Remediation (2019–present); Yale Carbon Sequestration Project (2022–present).</p>

Key Personnel	Value Added Experience
Sarah Reich—EcoNW Grant Funding Lead	Sarah specializes in the economics of water resources and integrated watershed management. With degrees in natural and social sciences, she provides valuable contributions by connecting ecological and economic concepts. Sarah brings direct experience in project design and implementation, working with local governments and economic analysis to align incentives and strengthen funding strategies. Most Relevant Projects: Capitol Lake EIS FGWG Facilitation and Funding Strategy (2019–2023); Urban Flood Safety and Water Quality District Revenue Strategy (2021–Ongoing); Bush Prairie Habitat Conservation Plan Cost and Funding Strategy (2021–2022).
MA , Urban/Env. Policy and Planning, and Certificate in Water: Systems, Science, and Society, Tufts University	
Andrea Wilbur-Sigo Art Programming	Andrea is an artist, legend keeper, and active member of the Squaxin Island Tribe who will reflect the importance of this ancestral land through art as part of the design for elements across the Deschutes Estuary, including the 5 th Avenue Bridge and interpretive signage along the boardwalks. Her work represents the importance of the land, wildlife, and ecosystem. Relevant Projects: City of Olympia East Side Crossing (2020); City of Olympia Welcome Figure (2011).
Trained under Loren White and Susan Point, among others	

This team has delivered a range of complex waterfront, infrastructure, and restoration projects across the Pacific Northwest. The matrix provides a snapshot of recent, relevant projects and is followed by detailed descriptions of showcase projects, completed in the last 5 to 8 years, with the same scope components as the Deschutes Estuary Restoration.

Representative Projects	Critical Scope Components							Firms Involved
	Bridge/ Infrastructure	Ecological Restoration	Dredging/ Manage Sediment	Recreation/ Community Use	Project Budget	Alternative Project Delivery	Constructed	
SR 520 Floating Bridge Replacement*†	✓			✓	\$800M	DB	✓	F S, KPFF
Vigor South West Yard Habitat Restoration*	✓	✓	✓		\$35M	GCCM	✓	F S, KPFF
Colman Dock Replacement*†	✓			✓	\$450M	GCCM	✓	KPFF, ESA, M&N
Elliott Bay Seawall Project*	✓	✓	✓	✓	\$350M	GCCM	✓	FS, M&N
Thea Foss Waterway Remediation & Restoration*		✓	✓	✓	\$28M		✓	F S, KPFF
Port of Tacoma Pier 4 Dredging & Reconstruction*	✓		✓		\$100M		✓	F S, KPFF
Duwamish River Habitat Restoration*		✓	✓		\$9M			F S, KPFF, Clarity
Klamath Dam Removal & Monitoring*	✓	✓	✓	✓	\$450M	DB	✓	ESA, McMillen
DES On-Call & PSA Contracts*†	✓			✓	\$75M+		✓	KPFF, M&N
Mill Pond Dam Removal*	✓	✓		✓	\$16M	DB	✓	ESA, McMillen
Rindge Dam Removal	✓	✓	✓	✓	\$308M			M&N, McMillen
Searsville Dam Modification	✓	✓	✓	✓	Confidential	DB		ESA, McMillen
Puget Sound Naval Shipyard Dry Dock*	✓		✓		\$1B+	DBB		M&N
Swan Cove Pool Restoration	✓	✓	✓	✓	\$15M			McMillen
Kilisut Harbor Bridge & Restoration*	✓	✓	✓	✓	\$9M		✓	KPFF
WSDOT Coastal 29 Fish Passage Project*†	✓	✓			\$240M	PDB		KPFF
Padden Creek Fish Passage and Bridge*	✓	✓			\$25M	DB	✓	KPFF
Qwuloolt Estuary Restoration*	✓	✓	✓	✓	\$20.5M		✓	ESA
Blue Heron Slough Conservation & Mitigation Bank*	✓	✓	✓		\$20M			ESA
Roberts Bank Terminal 2	✓	✓	✓		\$1.8B+	DB		M&N

* Projects located in the Pacific Northwest, † State agency project

SHOWCASE: COMPREHENSIVE PROJECT MANAGEMENT



Southwest Yard Habitat Project, Seattle, WA

Client: Vigor Shipyards

Delivery Method: GCCM

Original Project Budget: \$32M

Completed Costs: \$35M

Reference: John Cook, PE, Project Manager, Vigor Shipyards, John.Cook@vigor.net, 206.321.2968

KPFF and Floyd|Snider recently completed the Vigor Southwest Yard Habitat Project, which included management, design, permitting and construction oversight to convert 3 acres of shipyard in Elliott Bay, near downtown Seattle, to new subtidal, intertidal, and riparian habitat to settle Natural Resource Damage claims. Floyd|Snider led overall project management, environmental permitting, restoration design, and coordination with the tribes and agencies that served as project trustees. KPFF served as the civil engineer and developed design and construction documents for the marine structure demolition, dredging of 60,000 cubic yards of clean and contaminated sediments to reach target depths, placement of clean dredged material for reuse to create habitat, pier reconstruction, stormwater conveyance, and new dry dock moorage.

Relevance to Deschutes Estuary Restoration

- Significant dredging and reuse of dredged material to create target habitat types that benefit salmon.
- Location within a dense urban environment with close proximity to a downtown center.
- Significant interest and involvement in design from federal, state and local agencies, and tribes.

SHOWCASE: NEW BRIDGE ACROSS ESTUARY



Kilisut Harbor Bridge and Restoration Project, Indian Island, WA

Client: North Olympic Salmon Coalition

Delivery Method: Design-Bid-Build

Original Project Budget: \$8.7M

Completed Costs: \$9.9M

Reference: Kevin Long, Senior Project Manager, projectmanager@nosc.org, 360.379.8051

The Kilisut Harbor Project removed the existing earth embankment and the SR 116 roadway to restore the historic estuarine connection between Kilisut Harbor and Oak Bay. KPFF designed a 440-foot-long 4-span bridge to span the estuary and replace the roadway. The project restored 27 acres of historic tidal channel and reconnected migrating juvenile salmon to the 2,300-acre Kilisut Harbor through 2,600 linear feet of channel improvement, fish barrier removal, and excavation of 65,000 CY of channel material. This project successfully maximized aquatic habitat while maintaining public functionality and access along the SR 116 corridor. ESA supported KPFF with restoration design and hydraulic modeling.

Relevance to Deschutes Estuary Restoration

- Oversight of project that required careful integration of bridge design and restoration design.
- Significant removal of earthen material and roadway removal with bridge and roadway reconstruction.
- Extensive engagement with local tribes, U.S. Army Corps of Engineers, WSDOT, Washington State Department of Fish and Wildlife, Washington Department of Natural Resources on bridge and habitat design.

SHOWCASE: EXPANSIVE ESTUARY RESTORATION



Qwuloolt Estuary Restoration, Snohomish River floodplain, WA

Client: Tulalip Tribes

Delivery Method: Design-Bid-Build

Original Project Budget: \$7M

Completed Costs: \$20.5M (incl. property acquisitions)

Reference: Kurt Nelson, Environmental Department Manager, knelson@tulaliptribes-nsn.gov, 360.716.4617

ESA assisted the Qwuloolt Trustees—the Tulalip Tribe, NOAA, U.S. Fish and Wildlife, and Washington State Department of Ecology—with strategy, design, public outreach, and permitting for this restoration project. The 390-acre Qwuloolt estuary is at the mouth of Allen and Jones Creeks, in the City of Marysville. The project goal was to return land to tidal estuary habitat by breaching the north Ebey Slough levee. ESA’s design maximized cover, forage, migratory pathways, and other habitat functions for salmon. The design also facilitated sediment transport and deposition for natural channel formation, protected adjacent infrastructure, improved water quality through stormwater treatment cells, and rehabilitated the stream and floodplain through filling of drainage ditches and re-contouring of mainstem and tributary networks. ESA prepared the design, plans and specifications, and all permit applications. ESA collaborated closely with the Qwuloolt Trustees through all project phases and was on site for project construction.

Relevance to Deschutes Estuary Restoration

- Significant dredging and reuse of dredged material to create target habitat types that benefit salmon.
- Preparation of all local, state, and federal tribal land use and environmental permit applications. Collaboration with Tribal and resource agency representatives through design and construction.

SHOWCASE: COMPLEX DAM REMOVAL



Klamath River Dam Removals, Hornbrook, CA

Client: Klamath River Renewal Corporation

Delivery Method: Progressive Design-Build

Original Project Budget: \$5.5M

Completed Costs: N/A (Ongoing)

Reference: Laura Hazlett, COO CFO, lhazlett@klamathrenewal.org, (510) 325-3179

McMillen serves as the Owner’s Engineer and is supporting the removal of four hydroelectric dams that will allow fish to access over 400 stream miles of spawning habitat. McMillen is also guiding the technical design. Their staff developed an operational water balance model to inform construction sequencing and identify opportunities to streamline processes and schedule, and lower costs. Challenges include coordination with many stakeholders, well and reservoir drawdowns, and 15 million cubic yards of sediment evacuation. McMillen provides design and construction management on improvements related to dam removals on the Klamath River. Under a separate contract, ESA was responsible for developing the design basis for the restoration of the full range of aquatic, wetlands, floodplain and uplands habitats and also supported the permitting process.

Relevance to Deschutes Estuary Restoration

- Project that will create a free-flowing river condition, restore fish passage, and significantly enhance ecological functions.

SHOWCASE: NUMERICAL MODELING & SIGNIFICANT DREDGING

Oregon International Port of Coos Bay (OIPCB) Federal Navigation Channel Modifications, Coos Bay, OR

Client: Oregon International Port of Coos Bay

Delivery Method: Design-Bid-Build (not yet constructed)

Original Project Budget: \$3.5 million

Completed Costs: \$3.5 million

Reference: John Burns, Chief Executive Officer, jburns@portofcoosbay.com, (541) 267-7678

To expand port services and accommodate larger deep draft vessels, the OIPCB engaged a team for feasibility assessment through extensive hydrodynamic and sediment transport numerical modeling, technical analysis for an EIS, final design, plans, and specifications. M&N conducted numerical modeling of hydrodynamics and sediment transport to identify the potential environmental effects of the proposed channel configuration and future maintenance dredging costs. M&N evaluated and designed the channel, jetty repairs, navigation aids, maintenance dredging, and dredged material placement. M&N provides detailed modeling, engineering analyses, and design for the channel modifications.

Relevance to Deschutes Estuary Restoration

- Numerical modeling and dredge design that responded to and managed sediment accumulation and deposition.
- Enhancement of a community resource for navigation, after modeling potential environmental impacts from construction and future operating conditions with an approach to avoid or minimize impacts.

SHOWCASE: CREATIVE FUNDING APPROACH USING MITIGATION BANKING

Blue Heron Slough Project Conservation and Mitigation Bank, Snohomish County, WA

Client: Wildlands, Inc.

Delivery Method: Design Bid Build

Original Project Budget: \$8M **Completed Costs:** \$20M (following redesign to include larger repair & restoration)

Reference: Jeff Novak, PE, Director of Design Build, jnovak@heronpacific.com, 916.826.6774

The Blue Heron Slough Project was the Northwest’s first conservation bank for chinook salmon. ESA’s work included plant elevation surveys, hydraulic modeling, wetland delineation, salmon credit calculation and negotiation, planting plan, scour analysis, archaeological investigation, all permits, design, specifications, cost estimate, contractor selection, and construction management. This project will mitigate the Port of Everett’s long-term build-out plan, and 60% of the credits will be available for sale to third parties. The project involves 600,000 cubic yards of excavation and fill.

Relevance to Deschutes Estuary Restoration

- Significant dredging and reuse of dredged material to create target habitat types.
- Transition of restoration project to mitigation bank to generate additional funding opportunities.

SHOWCASE: COMPLEX STAKEHOLDER NEGOTIATION

Capitol Lake – Deschutes Estuary EIS, Olympia, WA

Client: Department of Enterprise Services

Delivery Method: NA

Original Project Budget: \$6.6M

Completed Costs: \$6.3M – finished 5% under budget

Reference: Ann Larson, Assistant Director of Policy & Government Relations, ann.larson@des.wa.gov, 360.485.7145

Floyd|Snider, ESA, M&N, and EcoNW were close partners throughout the EIS process to evaluate the range of impacts and benefits related to management of the waterbody at the foot of the Capitol Campus. Collectively, these firms have a deep understanding of existing conditions, design assumptions for the Deschutes Estuary, projected changes after construction, and future funding possibilities. Together and with DES, we have navigated an incredibly complex technical project while building trusted relationships with all stakeholders to deliver a durable and legally defensible outcome.

Relevance to Deschutes Estuary Restoration

- Required precursor to design and permitting, with significant and invaluable institutional knowledge that will result in direct benefit to future decision-making and team and schedule efficiencies.
- Demonstrated success in the ability to lead complex negotiations to targeted outcomes with this group of stakeholders, where trust has been established.
- Significant interest and involvement in design from federal, state, and local agencies and tribes.

Managing the schedule of complex projects—design or construction—requires a layered approach with tools to track and facilitate continued coordination across all levels of the project. Our team has significant experience in the planning, design, and delivery of complex waterfront projects. With a strong understanding of the primary elements of this project and key dependencies, we will be able to develop a realistic schedule and to adapt the schedule when unanticipated changes happen. Our team will implement multiple scheduling mechanisms to ensure that we stay on schedule and within budget, from design through construction, and that we have a structure in place to address unexpected project challenges that will inherently arise.

OUR APPROACH AND TOOLS FOR SCHEDULING AND DELIVERING ON TIME AND UNDER BUDGET

- + **A graphical schedule.** Graphical schedules, such as the process map that was created for the Capitol Lake – Deschutes Estuary EIS, serve an important purpose in communicating the process and milestones to a range of stakeholders, while creating shared expectations around when feedback will be solicited and how that feedback can influence design. This tool is effective at all levels of project coordination—from internal and community meetings to legislative outreach.
- + **A detailed schedule.** The graphical schedule will be transitioned into a Microsoft Project Gantt chart to develop detailed schedule, sequencing, and relationships across all project tasks. Because of the complexity and importance of these schedules, we begin by facilitating a workshop with all discipline leads to identify the range of information needed to start and complete their design and permitting tasks. We then assemble this information and adjust it to meet schedule targets that align with client goals. We use the detailed schedule as an internal tracking tool throughout the project.
- + **A 3-week lookahead schedule.** The design and permitting effort will extend over many years, and construction is estimated at up to 8 additional years. A 3-week lookahead schedule ensures that the project team remains focused on the task-at-hand; meeting smaller task schedules has a compounding effect on meeting larger schedule targets for the project. This tool allows for careful coordination around each task, avoids or minimizes schedule slip through close tracking, and allows the project team to consider schedule adjustments early, if they are needed.
- + **Management team structure.** The management team has been carefully structured to ensure close oversight of each project category and across the project at-large. The design managers and permitting liaison will coordinate closely with their discipline leads, with each other, and with the project manager and deputy project manager. This supports informed and timely decision-making, allows information to be passed up/down and across teams effectively, and focuses the responsibility of the management team members to avoid bottlenecks or overload.
- + **Recurring team meetings.** The key to our success is the ability to be nimble and adapt to changed conditions that will inevitably arise from unexpected site conditions, stakeholder requests, agency requirements, or other influences that are outside of our control. Recurring team meetings—either weekly or biweekly—will be the platform for direct coordination across the management team and discipline leads to identify and consider strategic accommodations for changed conditions, effective solutions to maintaining schedule, and critical next steps. DES will be a standing attendee, and discipline-specific participation will be based on the topics at-hand.
- + **Risk register.** Throughout all phases of the project, we will manage a risk register to identify and track potential issues that can impact scope, schedule, and budget, and we will resolve these issues quickly and strategically as they arise. During design and construction of the \$800M Design-Build SR 520 Floating Bridge and Landings Project, Floyd|Snider and KPFF utilized a risk management decision matrix during recurring team meetings to assign a risk owner, review, and adjust to forecasted project risks. This tool ensures continual risk tracking and documentation of team adjustments.
- + **Web-based coordination tool.** As the project transitions from design to construction, we will utilize web-based coordination tools to collaborate with the GCCM and manage project delivery. Floyd|Snider and KPFF have had recent success delivering a \$35M restoration project using the construction project management software VPO. VPO and other similar tools provide a single application to track contractor submittals, change orders, financial reports, request for information, field results, and other information for large construction projects. Having a single repository for this information is incredibly important and allows all users to track progress of various documents and reports and build a construction record over time that can be used in reporting and auditing.

OUR ABILITY TO DEVELOP AND DELIVER SCOPE WITHIN BUDGET

Our delivery of the Capitol Lake – Deschutes Estuary EIS is the most relevant proof of how we develop scope and deliver quality work product within budget. In 2018, we developed a multidisciplinary scope that allowed the EIS process to start, but with a logical stopping point that would still result in tangible progress if a supplemental allocation was not received. Ahead of the 2019 legislative session, we developed four unique scope options and detailed the risks and opportunities of each with DES, OFM, and the legislature, after which the legislature allocated the remaining EIS funding. In 2022, we developed three scope options to match the budget amounts that were being considered. With the \$7M allocation, we will work very closely with DES to scope design and permitting, with a schedule that demonstrates tangible progress to the legislature ahead of the 2025 session. Recently, Floyd|Snider and KPFF wrote the contract and milestones that Vigor Shipyards used to select a GCCM contractor and proceed into construction.

DIVERSE BUSINESS INCLUSION STRATEGIES

We estimate that 20% of this contract will be completed by diverse businesses, including **Floyd|Snider**,* **Clarity Engineering**, and **Andrea Wilbur-Sigo**—all of which provide key roles to the project and are small business and women-owned businesses. We may also have the opportunity to engage Ott-Sakai later in the project to provide a third-party cost estimate, at the direction of DES. We have worked closely with Ott-Sakai, a minority-owned business that specializes in constructability review and cost estimating.

The best work can be accomplished when groups from unique backgrounds come together, mentor, and challenge each other. To inform our inclusion practices, we ask trusted clients for recommendations, consult other online resources, and access the Office of Minority & Women’s Business Enterprises.

*Small business and self-certified women-owned business

PROJECT SCHEDULE

The following page provides our proposed project schedule. The \$7M will allow DES to advance the project through 30% design, with associated agency coordination, and further into 60% design and permit application preparation.

This project delivery strategy will exceed the project goals and RFQ requirements, while still progressing at a pace that allows our team to deliver outstanding quality of work. Work in this Biennium will also address known legislative interests, including:

- Coordination with the City to advance bridge design.
- Advancement of habitat restoration design, which will ultimately create riparian vegetation across the basin.
- Coordination with the Port to demonstrate that Deschutes Estuary sediment deposition can reduce remedial costs.

The schedule shows that GCCM onboarding is targeted for late-2024; this timing is proposed for three primary reasons:

- It occurs near the completion of 30% design when sufficient project detail is known to support discussions with GCCM firms to verify their applicable experience and on-board the most highly qualified firm as early as possible.
- It allows the selected GCCM firm to support design, provide constructability guidance, influence project delivery packaging, and to support informed project costing.
- It allows permit applications to be prepared with the GCCM-proposed construction means and methods so accuracy is increased and the potential need to slow agency processing due to permit application updates is decreased.

“ Reputation of Excellence

I am greatly impressed with the quality, thoroughness and thoughtful approach that Floyd|Snider and DES are taking.
—Linda Wagner, Ecology

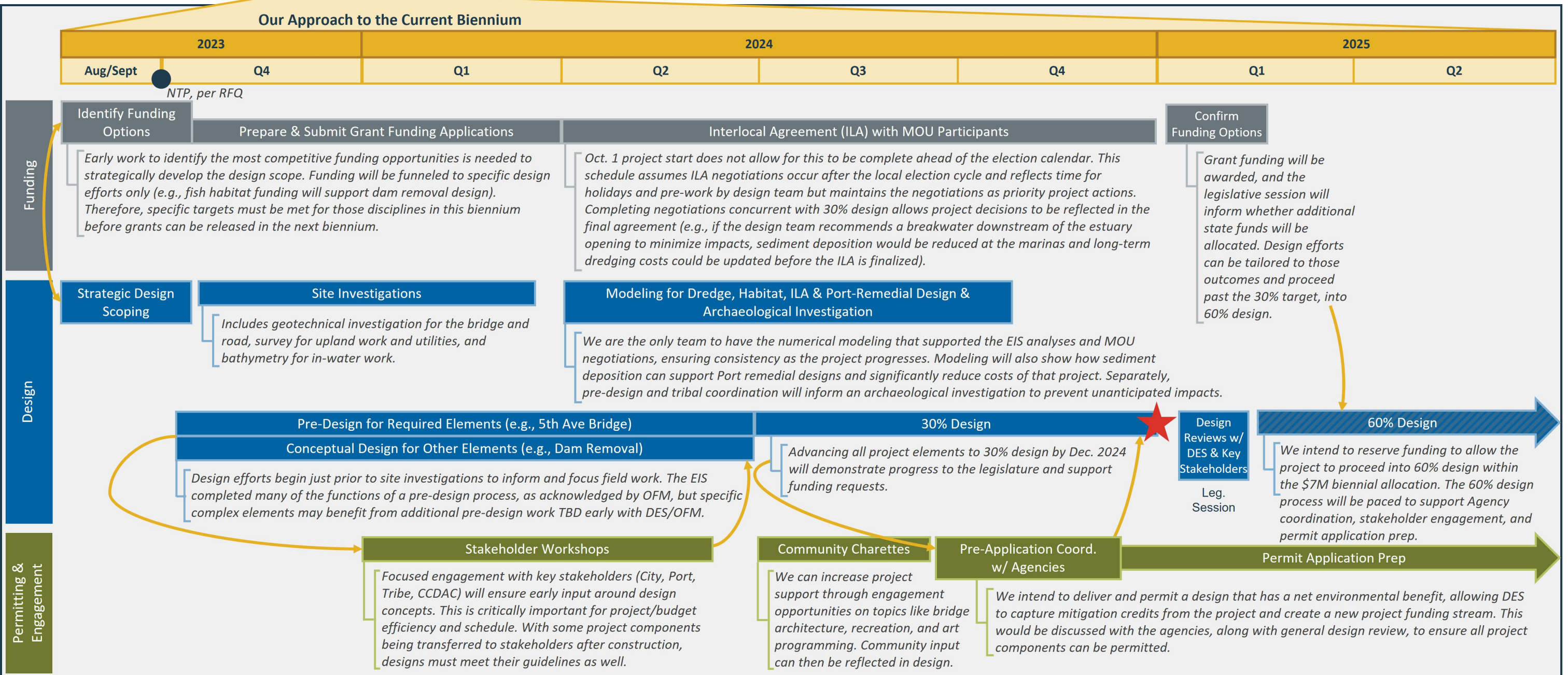
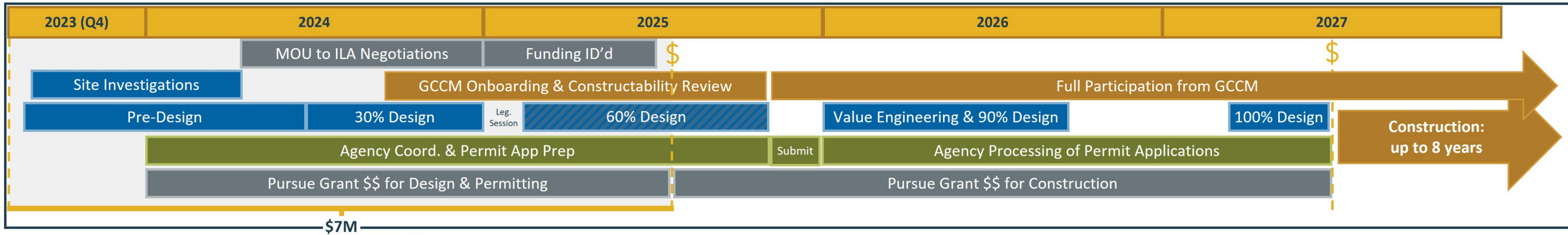
I’m impressed by the amazing amount of good work done by Floyd|Snider. I hope we can retain this firm for future work.
—Pete Kmet, City of Tumwater

You and your whole team are amazing and I especially appreciate having you as a partner on this project.
—Carrie Martin, DES

I’d like to really thank DES and the Floyd|Snider consultant team...I’d like to recognize the really extraordinary nature of this collaboration.
—Sam Gibboney, Port of Olympia

Floyd|Snider and KPFF have worked seamlessly to provide us with exceptional service for our integrated infrastructure and habitat restoration project. Throughout all phases of design, agency and tribal negotiation, permitting, and construction, they have maintained schedule and navigated changed conditions with an excellent focus on quality and efficiency.
—John Cook, Vigor Shipyards

Potential Schedule for Deschutes Estuary Restoration - Showing our Proposed Approach to Compress Schedule by 1 Full Year



ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (if any)
2023-290

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME KPFF, Inc.			3. YEAR ESTABLISHED 1963	4. DUNS NUMBER 91-0755897
2b. STREET 1601 5th Ave, Ste 1300			5. OWNERSHIP	
2c. CITY Seattle	2d. STATE WA	2e. ZIP CODE 98101	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Scott Kuebler, Managing Principal			b. SMALL BUSINESS STATUS n/a	
6b. TELEPHONE NUMBER 253.508.9969	6c. E-MAIL ADDRESS scott.kuebler@kpff.com		7. NAME OF FIRM (If block 2a. is a branch office)	
8a. FORMER FIRM NAME(S) (If any) (1) Albert Kelly and Associates (2) Kelly and Pittelko (3) Kelly, Pittelko, Fritz and Forssen (4) KPFF Consulting Engineers, Inc.			8b. YR ESTABLISHED (1) 1960 (2) 1962 (3) 1964 (4) 1976	8c. DUNS NUMBER n/a

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	162		H09	Hospital & Medical Facilities	8
07	Biologist	1		E02	Educational Facilities;	8
08	CADD Technician	138		H11	Housing (Residential, Apts,	8
12	Civil Engineer	281		O01	Office Buildings; Industrial	8
14	Computer Programmer	1		T03	Traffic & Transp Engineering	8
15	Construction Inspector	3		H01	Harbors, Jetties, Piers, Ship	8
16	Construction Manager	9		I01	Industrial Buildings, Manu	7
38	Land Surveyor	60		A06	Airports, Terminals, Hangars	7
42	Mechanical Engineer	9		B02	Bridges	7
43	Mining Engineer	1		H07	Highways, Streets, Parking Lots	7
48	Project Manager	20		D04	Design-Build, Prep of RFPs	7
57	Structural Engineer	567		S09	Structural Design, Special	6
60	Transportation Engineer	37		R04	Recreation Facilities	6
				H10	Hotels, Motels	6
				G01	Gargs, Veh Maint Facs, Prk	6
				C15	Construction Management	6
				F04	Fisheries, Fish Ladders	6
				W01	Warehouses & Depots	6
				H06	Highrise, Air-Rights-Type	6
				L01	Labs, Medical Research	6
	Other Employees			C10	Commercial (low-rise),	8
Total		1299		S10	Surveying, Platting, Mapping	5

<p>11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i></p> <table style="width: 100%;"> <tr><td>a. Federal Work</td><td style="text-align: center;">7</td></tr> <tr><td>b. Non-Federal Work</td><td style="text-align: center;">10</td></tr> <tr><td>c. Total Work</td><td style="text-align: center;">10</td></tr> </table>	a. Federal Work	7	b. Non-Federal Work	10	c. Total Work	10	<p style="text-align: center;">PROFESSIONAL SERVICES REVENUE INDEX NUMBER</p> <table style="width: 100%;"> <tr> <td>1. Less than \$100,000</td> <td>6. \$2 million to less than \$5 million</td> </tr> <tr> <td>2. \$100,00 to less than \$250,000</td> <td>7. \$5 million to less than \$10 million</td> </tr> <tr> <td>3. \$250,000 to less than \$500,000</td> <td>8. \$10 million to less than \$25 million</td> </tr> <tr> <td>4. \$500,000 to less than \$1 million</td> <td>9. \$25 million to less than \$50 million</td> </tr> <tr> <td>5. \$1 million to less than \$2 million</td> <td>10. \$50 million or greater</td> </tr> </table>	1. Less than \$100,000	6. \$2 million to less than \$5 million	2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million	5. \$1 million to less than \$2 million	10. \$50 million or greater
a. Federal Work	7																
b. Non-Federal Work	10																
c. Total Work	10																
1. Less than \$100,000	6. \$2 million to less than \$5 million																
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3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million																
4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million																
5. \$1 million to less than \$2 million	10. \$50 million or greater																

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

<p>a. SIGNATURE</p>	<p>b. DATE 6/19/2023</p>
<p>c. NAME AND TITLE Scott Kuebler, Managing Principal</p>	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (if any)
2023-290

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME Environmental Science Associates			3. YEAR ESTABLISHED 1969	4. DUNS NUMBER 07-738-1697
2b. STREET 2801 Alaskan Way, Suite 200			5. OWNERSHIP	
2c. CITY Seattle			2d. STATE WA	2e. ZIP CODE 98121
6a. POINT OF CONTACT NAME AND TITLE Stacy Bumback, Pacific Northwest Regional Director			a. TYPE Corporation (ESOP)	
6b. TELEPHONE NUMBER 206-910-9845			6c. E-MAIL ADDRESS sbumback@esassoc.com	
			b. SMALL BUSINESS STATUS na	
			7. NAME OF FIRM (If block 2a. is a branch office)	

8a. FORMER FIRM NAME(S) (If any)	8b. YR ESTABLISHED	8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	106	9	A01	Acoustics; Noise Abatement	4
05	Archeologist	113	28	A06	Airports; Terminals & Hangars; Freight	6
07	Biologist	116	9	C14	Conservation and Resource Management	7
09	Cartographer	4	1	D02	Dams (Earth; Rock); Dikes; Levees	2
12	Civil Engineers	11	1	E01	Ecological & Archeological Investigations	7
14	Computer Programmer	45	3	E02	Educational Facilities; Classrooms	4
19	Ecologists	29	3	E09	Environmental Impact Studies	8
21	Environmental Engineer	3		E11	Environmental Planning	6
24	Environmental Scientist	37	2	E11A	Permitting	6
29	GIS Specialist	17	3	F04	Fisheries	2
30	Geologist	2		H01	Harbors; jetties; Piers; Ship Terminal	3
34	Hydrologists	44	8	H07	Highways; Streets; Airfield Paving; Parking	2
39	Landscape Architects	13	1	H11	Housing (Residential, Multi Family, Apt.)	4
44	Oceanographers	1		L03	Landscape Architecture	4
47	Planners: Urban/Regional	104	14	P05	Planning (Regional)	4
48	Project Manager	16	1	P12	Power Generation, Transmission	4
58	Technician/Analyst	7	1	R03	Railroad and Rapid Transit	1
62	Water Resources Engineer	13	4	R04	Recreation Facilities	4
				R11	Rivers; Canals; Waterways; Flood	7
				S06	Solar Energy Utilization	1
				W02	Water Resources; hydrology; groundwater	5
				W03	Water Supply; Treatment and Distribution	5
Total		681	88			

<p>11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i></p> <table style="width: 100%;"> <tr><td>a. Federal Work</td><td style="text-align: center;">6</td></tr> <tr><td>b. Non-Federal Work</td><td style="text-align: center;">10</td></tr> <tr><td>c. Total Work</td><td style="text-align: center;">10</td></tr> </table>	a. Federal Work	6	b. Non-Federal Work	10	c. Total Work	10	<p style="text-align: center;">PROFESSIONAL SERVICES REVENUE INDEX NUMBER</p> <table style="width: 100%;"> <tr> <td>1. Less than \$100,000</td> <td>6. \$2 million to less than \$5 million</td> </tr> <tr> <td>2. \$100,00 to less than \$250,000</td> <td>7. \$5 million to less than \$10 million</td> </tr> <tr> <td>3. \$250,000 to less than \$500,000</td> <td>8. \$10 million to less than \$25 million</td> </tr> <tr> <td>4. \$500,000 to less than \$1 million</td> <td>9. \$25 million to less than \$50 million</td> </tr> <tr> <td>5. \$1 million to less than \$2 million</td> <td>10. \$50 million or greater</td> </tr> </table>	1. Less than \$100,000	6. \$2 million to less than \$5 million	2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million	5. \$1 million to less than \$2 million	10. \$50 million or greater
a. Federal Work	6																
b. Non-Federal Work	10																
c. Total Work	10																
1. Less than \$100,000	6. \$2 million to less than \$5 million																
2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million																
3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million																
4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million																
5. \$1 million to less than \$2 million	10. \$50 million or greater																

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 6/19/23
c. NAME AND TITLE Stacy Bumback, Pacific Northwest Regional Director	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

2023-290

PART II – GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (OR BRANCH OFFICE) NAME Moffatt & Nichol			3. YEAR ESTABLISHED 1999	4. UNIQUE ENTITY IDENTIFIER CTTMKG7EFDK1
2b. STREET 600 University Street, Suite 610			5. OWNERSHIP	
2c. CITY Seattle	2d. STATE WA	2e. ZIP CODE 98101-4117	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE R. Shane Phillips, PE, Business Unit Leader/Senior Coastal Engineer			b. SMALL BUSINESS STATUS	
6b. TELEPHONE NUMBER (206) 622-0222	6c. EMAIL ADDRESS sphillips@moffattnichol.com		7. NAME OF FIRM (If block 2a is a branch office) Moffatt & Nichol	
8a. FORMER FIRM NAME(S) (If any)			8b. YR. ESTABLISHED	8c. UNIQUE ENTITY IDENTIFIER

9. EMPLOYEES BY DISCIPLINE

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administration	144	7	C07	Coastal Engineering	5
08	CADD Technician	93	4	C15	Construction Management	2
12	Civil Engineer	103	4	C17	Corrosion Control; Cathodic Protection; Electrolysis	2
15/16	Construction Inspector/Manager	13		D08	Dredging Studies & Design	6
18	Cost Engineer/Estimator	7	1	E03	Electrical Studies & Design	1
21	Electrical Engineer	24		E09	EIS, EA, Environmental Statements	4
23/24	Environmental Engineer/Scientist	17	6	E11	Environmental Planning	3
27	Foundation/Geotechnical Engineer	8		H01	Harbors; Jetties; Piers; Ship Terminals	7
29	GIS Specialist	7		H07	Highways; Streets; Parking Lots	3
42	Mechanical Engineer	11		P05	Planning (Community, Regional)	3
48	Project Manager	36	1	P06	Planning (Site, Installation, & Project)	3
57	Structural Engineer	211	13	R03	Railroad; Rapid Transit	2
60	Transportation Engineer	36	1	R04	Recreation Facilities (Parks, Marinas)	7
62	Water Resources Engineer	20		R11	Rivers; Canals; Waterways; Flood Cntrl	3
	Coastal/Hydraulic Engineer/Scientist	93	4	S02	Security Systems	1
	Dredging Specialist/Engineer	5	1	S03	Seismic Designs & Studies	6
	Field Inspector/Equipment Manager	12	1	S04	Sewage Collect'n, Treatm't & Disposal	2
	NEPA Planners	5		S13	Storm Water Handling & Facilities	3
	Port Planner/Engineer	15		T02	Testing & Inspection Services	5
	Rail Engineer/Specialist	16	1	W02	Water Resources: Groundwater	2
	Transportation Economist	15			Civil Site Work	4
	Other Employees	95	3		Ferry Terminals	2
	Total	986	47		Permitting	4

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

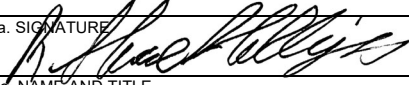
(Insert revenue index number shown at right)

a. Federal Work	8
b. Non-Federal Work	10
c. Total Work	10

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 02/09/2023
c. NAME AND TITLE R. Shane Phillips, PE, Business Unit Leader	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (If any)

Project No. 2023-290

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

2a. FIRM (or Branch Office) NAME McMillen, Inc.			3. YEAR ESTABLISHED 2004	4. UNIQUE ENTITY IDENTIFIER C3JZNM5ZLAL1
2b. STREET 1471 W Shoreline Drive, Suite 100			5. OWNERSHIP	
2c. CITY Boise	2d. STATE ID	2e. ZIP CODE 83702	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Mara McMillen, President			b. SMALL BUSINESS STATUS N/A	
6b. TELEPHONE NUMBER 208-342-4214		6c. E-MAIL ADDRESS maramcmillen@mcmillencorp.com		


8a. FORMER FIRM NAME(S) (If any) McMillen Jacobs Associates McMillen Eldridge, LLC and McMillen Engineering, LLC		8b. YEAR ESTABLISHED 2004	8c. UNIQUE ENTITY IDENTIFIER 18-4758055
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9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. Number of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	32	30	B02	Bridges	5
07	Biologist	1	1	C15	Construction Management	8
08	CADD Technician	11	10	D01	Dams (Concrete; Arch)	8
12	Civil Engineer	17	14	D02	Dams (Earth; Rock) Dikes; Levees	8
15	Construction Inspector	6	6	F04	Fisheries; Fish Ladders	6
16	Construction Manager	8	8	W02	Water Resources; Hydrology	6
18	Cost Engineer / Estimator	4	4	W03	Water Supply; Treatment Dist	7
21	Electrical Engineer	7	4	H07	Highways; Streets; Airfield Paving	2
25	Fire Protection Engineer	2	2	P04	Pipelines(Cross-country-Liquid/gas)	4
27	Foundation/Geotechnical Eng.	1	1	P12	Power Generation, Transmission	8
29	GIS Specialist	1	1	R06	Rehabilitation(Buildings; Structures)	6
32	Hydraulic Engineer	3	1	S11	Rivers; Canals; Waterways; Flood	5
42	Mechanical Engineer	14	8	S05	Soils/Geologic Studies; Foundation	5
48	Project Manager	7	7	S09	Structural Design; Special Structure	5
53	Scheduler	1	1	S13	Stormwater Handling & Facilities	6
56	Specifications Writer	1	1			
57	Structural Engineer	10	7			
58	Technician Analyst	3	2			
62	Water Resources Engineer	1	0			
	Other Employees	68	60			
	Total	198	168			

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS (Insert revenue index number shown at right)		PROFESSIONAL SERVICES REVENUE INDEX NUMBER			
a. Federal Work	9	1. Less than \$100,000	6. \$2 million to less than \$5 million	7. \$5 million to less than \$10 million	8. \$10 million to less than \$25 million
b. Non-Federal Work	10	3. \$250,000 to less than \$500,000	9. \$25 million to less than \$50 million	10. \$50 million or greater	
c. Total Work	10	4. \$500,000 to less than \$1 million	5. \$1 million to less than \$2 million		

12. AUTHORIZED REPRESENTATIVE

The foregoing is a statement of facts.

a. SIGNATURE 	b. DATE 06/13/2023
c. NAME AND TITLE Mara McMillen, President	

ARCHITECT-ENGINEER QUALIFICATIONS

1. SOLICITATION NUMBER (if any)
2023-290

PART II - GENERAL QUALIFICATIONS

2a. FIRM (OR BRANCH OFFICE) NAME Economic Consultants Oregon LTD DBA ECONorthwest			3. YEAR ESTABLISHED 1974	4. DUNS NUMBER 021398458
2b. STREET 222 SW Columbia St; Suite 1600			5. OWNERSHIP	
2c. CITY Portland	2d. STATE OR	2e. ZIP CODE 97201	a. TYPE Corporation	
6a. POINT OF CONTACT NAME AND TITLE Sarah Reich			b. SMALL BUSINESS STATUS	
6b. TELEPHONE NUMBER 503-200-5083			6c. E-MAIL ADDRESS reich@econw.com	
8a. FORMER FIRM NAME(S) (If any)			8b. YR ESTABLISHED	8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE				10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS		
a. Function Code	b. Discipline	c. No. of Employees		a. Profile Code	b. Experience	c. Revenue Index Number (see below)
		(1) FIRM	(2) BRANCH			
02	Administrative	9		001	Economic Impact & Feasibility	5
48	Project Manager	47		002	Finance	5
58	Technician/Analyst	20		004	Socio-Economic Studies	5
	Total					

<p>11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS <i>(Insert revenue index number shown at right)</i></p> <table style="width: 100%;"> <tr> <td>a. Federal Work</td> <td style="text-align: center;">1</td> </tr> <tr> <td>b. Non-Federal Work</td> <td style="text-align: center;">8</td> </tr> <tr> <td>c. Total Work</td> <td style="text-align: center;">8</td> </tr> </table>	a. Federal Work	1	b. Non-Federal Work	8	c. Total Work	8	<p style="text-align: center;">PROFESSIONAL SERVICES REVENUE INDEX NUMBER</p> <table style="width: 100%;"> <tr> <td>1. Less than \$100,000</td> <td>6. \$2 million to less than \$5 million</td> </tr> <tr> <td>2. \$100,00 to less than \$250,000</td> <td>7. \$5 million to less than \$10 million</td> </tr> <tr> <td>3. \$250,000 to less than \$500,000</td> <td>8. \$10 million to less than \$25 million</td> </tr> <tr> <td>4. \$500,000 to less than \$1 million</td> <td>9. \$25 million to less than \$50 million</td> </tr> <tr> <td>5. \$1 million to less than \$2 million</td> <td>10. \$50 million or greater</td> </tr> </table>	1. Less than \$100,000	6. \$2 million to less than \$5 million	2. \$100,00 to less than \$250,000	7. \$5 million to less than \$10 million	3. \$250,000 to less than \$500,000	8. \$10 million to less than \$25 million	4. \$500,000 to less than \$1 million	9. \$25 million to less than \$50 million	5. \$1 million to less than \$2 million	10. \$50 million or greater
a. Federal Work	1																
b. Non-Federal Work	8																
c. Total Work	8																
1. Less than \$100,000	6. \$2 million to less than \$5 million																
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5. \$1 million to less than \$2 million	10. \$50 million or greater																

12. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

<p>a. SIGNATURE </p> <p>c. NAME AND TITLE Lorelei Juntunen</p>	<p>b. DATE 6/16/2023</p>
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