

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: **3826 Rucker Avenue**
 b) County of Project Location: **Snohomish**
 c) Please describe the project in no more than two short paragraphs.

The subject property is comprised of three properties totaling 1.21 acres and is zoned Mixed Use per the City of Everett Unified Development Code. The property addresses are 3826 Rucker Avenue, 3828 Rucker Avenue, and 1311 39th Street, all located in Everett, WA 98201. This will allow up to 6 floors of new development; primarily the construction of affordable housing for seniors with mostly one-bedroom apartments (~120 units) with parking. The project is intended to partially address the critical need in the community for senior housing.

2. Projected Total Cost for the Project:

A. Project Budget (Current estimates)

Costs for Professional Services (A/E, Legal etc.)	\$3,332,456
Estimated project construction costs (including construction contingencies):	\$41,958,569

Equipment and furnishing costs (Pre-leasing Costs/Marketing/FFE/Other Development Costs/Tenant Improvements/OMHC)	\$2,250,000
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Off-site costs (Land/Taxes & Licenses/Closing Costs/Financing Fees/Municipal Fees)	\$10,513,064
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Contract administration costs (owner, cm etc.) (Overhead/Developer Fee)	\$9,525,000
Contingencies (design & owner)	\$1,940,795
Other related project costs (briefly describe) (Insurance/Bonds)	\$921,121
Sales Tax	\$3,239,104
Total	\$73,680,109

Construction costs are preliminary with contingencies consistent with the phase of development and construction programming to date – Schematic Design Kick Off occurred August 18, 2022. First construction cost estimate by

third party consultant 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*

Due to early Schematic Design kickoff status of development activities, our committed funding sources are TBD (to be determined) dependent on project programming progress and funding source mix preferences. The project sources may consist of the following: EHA issued Tax Exempt Housing Bonds, EHA issued General Obligation Bonds (such EHA issued bonds may be committed with 90-120 of closing), Low Income Housing Tax Credits (optional committed 9 months from closing), local municipal funding sources (optional) and EHA Sponsor Note. With EHA's General Obligation Bonds the project has various options to minimize subordinate debt. Currently with an S&P A+ issuer credit rating and Social Framework, EHA is set to close on 9/1/2022 with an oversubscribed \$120M bond offering.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
- b) Hiring consultants if not already hired; and
- c) 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, adjacent single-family homes, the electrical service, and phasing.

Electrical:

The project needs 3 phase service which is available along 38th Street on the other side of Rucker Ave. There will be significant street work to bring this power to the site across the arterial. The civil engineer has provided a preliminary strategy for this work, which includes crossing underground across Rucker Ave. and along 38th Street. This path will cross several existing underground utilities including water, sewer, telecom, and natural gas mains, and will require significant coordination with local utility providers. Additionally, the existing overhead electrical infrastructure traverses the length of the site in a north- south direction and provides service to 4 single-family homes. These homes are not part of this project. The electrical service poses logistical and safety challenges for the shoring system installation as well as wood framing, exterior siding, and window installation activities as part of the new building construction. The overhead electrical wires are supported by a total of (3) three power poles located in an easement. running north-south through the property. Each of these locations will need to be evaluated for the best course of action to remove the logistical and safety challenges but maintain service to the existing homes. Additionally, the electrical service may need to be removed in order to safely remove the existing buildings to allow for the new shoring, retaining walls, and apartment building. This street work and electrical work will be challenging to coordinate and would be very difficult to define for a Design-Bid-Build (DBB) contractor.

Street Work:

The City will require street widening and new sidewalks along 38th Street. New utilities will also be installed from the north side of 38th Street to the site. Underground work is often challenging to coordinate due to the lack of information on existing utility locations as well as crossing existing utilities and maintaining the correct

separation distance between utilities. This work is best coordinated with a General Contractor/Construction Manager during design and permitting as the GC/CM will have input on the scope, schedule, and phasing.

Phasing:

The project would greatly benefit from phasing for the electrical service work to be completed before the full project construction. Street improvements may also be phased to improve project schedule.

Shoring:

The property steeply slopes up to the west and south and will require significant shoring. The westerly slope is at such an angle as to be considered Critical Slope which requires additional engineering and considerations in order to ensure stability of the hill is maintained. Currently the building at the west edge of the property is supporting the hillside and adjacent single-family homes. The removal of this building and installation of shoring and retaining walls will need to be carefully designed and coordinated to ensure protection of the adjacent property. Several of the existing homes to remain intact are within close enough proximity of the site as to require temporary as well as permanent shoring in order to limit the possibility of property damage. The team will need to phase the demolition and construction to preserve the adjacent homes. Shoring is contractor designed and having a GC/CM on-board early in the design process for input on type, locations, and access is expected to greatly benefit the design and cost of the project.

- 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?

See answer above in this section 4. To further expand that answer, a GC/CM would provide critical input on relocation of the electrical service and start work on the permitting process. This work should be phased to relocate the existing power ahead of the start of the building demolition and new construction. GC/CM would save the project months of schedule by allowing the power relocation to be completed before full project mobilization. Having a GC/CM on-board early will also help with coordination of the street work required for improvements along 38th Street -- widening and new sidewalks are anticipated. The neighbor to the NW also has their driveway on EHA property, which will need to be rebuilt off EHA property as a part of the new sidewalks and street improvements along 38th Street. Additionally, a GC/CM's involvement in the design phase to review the demolition of the existing structure that is also retaining the hillside and homes to the west would be extremely beneficial. The team needs to determine a strategy for removal of the existing building, construction of new shoring and retaining walls, and infill for the green space and outdoor amenities. A GC/CM would provide valuable staging and phasing input to ensure the safety of the homes to the west and the subcontractors that will be on-site. A GC/CM would also provide valuable input on the alternative types 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 shoring design and coordination, and the new power service and crossing of Rucker Avenue. While these are not necessarily unusual design components/requirements, in this case they are distinctly more challenging due to the adjacency of the existing homes and the crossing of a major arterial. A Design-Bid-Build (DBB) contractor would be especially challenged to accurately bid and complete the shoring and electrical work. The project will greatly benefit from a GC/CM's input, especially on the design and phasing of the electrical and shoring work, because the project site is akin to being an occupied site given the proximity of the adjacent homes.

- 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?

Not applicable.

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 by obtaining additional plan review prior to construction start to resolve issues before materials are procured or installed.**
- **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.**
- **The 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, and especially the public.**
- **Efficiently 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).**
- **Effectively 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 that Owner is confident will provide quality workmanship, dependable performance, fair and reasonable pricing, and efficient management as a team member, so as to best advance the interests of the public.**
- **Permit early contractor input into systems, labor and materials availability, work and trade sequencing, and construction methodologies that can reduce design and construction time and costs.**
- **Allow for timely evaluation of system options and obtaining real-time cost estimates.**
- **Inspire 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.

Not applicable.

6. Public Body Qualifications

Please provide:

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

This is the first 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 – 3826 Rucker 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 – 3826 Rucker)
- 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. Please note in particular that EHA just hired Thomas Spaulding as Senior Construction Manager and that he has substantial experience with GC/CM project delivery, having been project manager/construction manager on more than a half dozen GC/CM projects while with Greystar and Ryan Companies.**
- 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 ARC 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. The EHA team members' previous project experience in managing and tracking projects will be put to good use, with appropriately scheduled meetings with the design and consultant team and the GC/CM for reviews of on-going value engineering, constructability analysis, cost estimates and schedule revisions. State of Washington and Owner established contingencies and incentives will be provided in the GC/CM contract documents to allow for budget buffers. During the construction phase, weekly reviews will be made of work progress, schedule, budget, project issues, changes, and the like.**
- 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.

The selected GC/CM will be required to conduct such outreach in accordance with procurement policy relating to SWMBEs, below:

16.0 ASSISTANCE TO SMALL AND OTHER BUSINESSES

16.1 Required Efforts. Consistent with Presidential Executive Orders 11625, 12138, and 12432, and Section 3 of the HUD Act of 1968, all feasible efforts shall be made to ensure that small and minority-owned businesses, women's business enterprises, and other individuals or firms located in or owned in substantial part by persons residing in the area of the HACM project are used when possible. Such efforts shall include, but shall not be limited to:

16.1.1 Including such firms, when qualified, on solicitation mailing lists;

16.1.2 Encouraging their participation through direct solicitation of bids or proposals whenever they are potential sources;

16.1.3 Dividing total requirements, when economically feasible, into smaller tasks or quantities to permit maximum participation by such firms;

16.1.4 Establishing delivery schedules, where the requirement permits, which encourage participation by such firms;

16.1.5 Using the services and assistance of the Small Business Administration, and the Minority Business Development Agency of the Department of Commerce;

16.1.6 Including in contracts, to the greatest extent feasible, a clause requiring contractors, to provide opportunities for training and employment for lower income residents of the project area and to award subcontracts for work in connection with the project to business concerns which

provide opportunities to low-income residents, as described in 24 CFR §135 (so-called Section 3 businesses); and

16.1.7 Requiring prime contractors, when subcontracting is anticipated, to take the positive steps listed above.

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)

In the next few months, when the new Procurement Administrative Assistant (job solicitation is on-going) is in place, one of the AA's job functions will be to seek out and recruit M/WBE business to join this list increasing the outreach to these businesses of EHA's solicitations.

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:

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Signature: _____
 Name: **Ashley Lommers-Johnson**
 Title: **Executive Director, Housing Authority of the City of Everett**

8/22/2022

 Date

Exhibit -- EHA anticipated project design and construction schedule

ID	Task Mod	Task Name	Duration	Start	Finish
1		Rucker Pursuit	0 mons	Fri 7/30/21	Fri 7/30/21
2		Assemblage	10.63 mons	Fri 2/26/21	Wed 5/18/22
19		Site Control	0 mons	Wed 5/18/22	Wed 5/18/22
20		Consultants	16.8 mons	Thu 7/1/21	Tue 6/6/23
34		Board of Commissioner Approvals	8 mons	Mon 4/19/21	Mon 3/21/22
38		GC/CM	4.07 mons	Mon 8/22/22	Tue 2/7/23
39		CPARB Approval Process	1.1 mons	Mon 8/22/22	Wed 10/5/22
40		CPARB Application Due	0 mons	Mon 8/22/22	Mon 8/22/22
41		Capital Projects Advisory Review Board (CPARB) Public Meeting	0 mons	Thu 9/22/22	Thu 9/22/22
42		CPARB Determination	0 mons	Wed 10/5/22	Wed 10/5/22
43		GC/CM Selection Process	2.63 mons	Wed 10/19/22	Tue 2/7/23
44		First publication of Request for Qualifications & Proposal	0 mons	Wed 10/19/22	Wed 10/19/22
45		Project Information Meeting	0 mons	Tue 10/25/22	Tue 10/25/22
46		Second publication of Request for Qualifications &	0 mons	Wed 10/26/22	Wed 10/26/22
47		SOQ submittal deadline from interested GC/CM	0 mons	Tue 11/8/22	Tue 11/8/22
48		Notification of "most highly qualified" companies shortlisted	0 mons	Thu 11/17/22	Thu 11/17/22
49		References due for short-listed companies on forms	0 mons	Fri 11/25/22	Fri 11/25/22
50		Interviews	0 mons	Fri 12/9/22	Fri 12/9/22
51		Notification of final selection to all companies	0 mons	Fri 12/16/22	Fri 12/16/22
52		Preconstruction Work Plan submittal deadline	0 mons	Fri 1/13/23	Fri 1/13/23
53		Contract for Preconstruction Services is executed	0 mons	Tue 2/7/23	Tue 2/7/23
54		Design & Permitting	26.02 mons	Mon 2/8/21	Mon 2/5/24
55		Feasibility	1.87 mons	Mon 2/8/21	Mon 4/26/21













Project: Rucker Schedule 7.30.2
Date: Wed 8/17/22

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			

ID	Task Mod	Task Name	Duration	Start	Finish
56		Schematic Design	4.63 mons	Thu 6/30/22	Tue 1/10/23
61		Design Development	3 mons	Wed 1/11/23	Tue 5/16/23
62		DD Cost Estimate	4 wks	Wed 4/19/23	Tue 5/16/23
63		Owner Approval	4 wks	Wed 5/17/23	Tue 6/13/23
64		50% Construction Documents	1.7 mons	Wed 6/14/23	Wed 8/23/23
65		CD Cost Estimate	0.7 mons	Thu 8/24/23	Thu 9/21/23
66		100% Construction Documents	2 mons	Thu 8/24/23	Wed 11/15/23
67		Land Use	5.5 mons	Wed 1/11/23	Tue 8/29/23
68		Zoning Letter	5.5 mons	Wed 1/11/23	Tue 8/29/23
69		Public Works Permit	5 mons	Wed 6/7/23	Tue 1/2/24
70		Building Permits	5 mons	Wed 6/7/23	Tue 1/2/24
71		Bid Documents	2.5 mons	Fri 9/22/23	Thu 1/4/24
72		Owner Approval / Specification Coordination	4.3 wks	Fri 1/5/24	Mon 2/5/24
73		Cost Estimates	20.97 mon	Fri 7/30/21	Wed 12/27/23
80		Environmental/Entitlements	8 mons	Wed 1/11/23	Tue 12/12/23
81		Preliminary determination of NEPA requirements/studies	0 mons	Tue 3/14/23	Tue 3/14/23
82		SEPA	4 mons	Wed 1/11/23	Tue 6/27/23
83		NEPA	8 mons	Wed 1/11/23	Tue 12/12/23
84		Milestones / Decision Points	9.5 mons	Wed 11/30/22	Tue 1/2/24
89		Funding Milestones	6 mons	Tue 1/10/23	Tue 9/19/23
99		Legal	6 mons	Fri 7/30/21	Thu 4/7/22
100		Affordable Housing Financing Milestones	41.23 mon	Wed 5/18/22	Fri 2/12/27
101		4% LIHTC - HA Allocations	14.92 mon	Wed 5/18/22	Mon 2/5/24

Project: Rucker Schedule 7.30.2
Date: Wed 8/17/22

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			

ID		Task Mod	Task Name	Duration	Start	Finish
102			Reservation	0 days	Wed 5/18/22	Wed 5/18/22
103			Soft TE Bond Commitment	0 mons	Wed 5/31/23	Wed 5/31/23
104			Allocation for Closing	0 days	Mon 2/5/24	Mon 2/5/24
105			Financial Closing	0 mons	Tue 2/13/24	Tue 2/13/24
106			Bidding negotiation	2 mons	Mon 11/18/24	Fri 2/7/25
107			Construction	18 mons	Mon 2/19/24	Fri 3/13/26
108			Lease-up	4 mons	Mon 12/22/25	Fri 6/5/26
109			Stabilization	6 mons	Mon 6/8/26	Fri 2/12/27
110			Equity Take-out (Perm Financing or Final Equity Pay-in)	0 mons	Fri 2/12/27	Fri 2/12/27

Project: Rucker Schedule 7.30.2
Date: Wed 8/17/22




















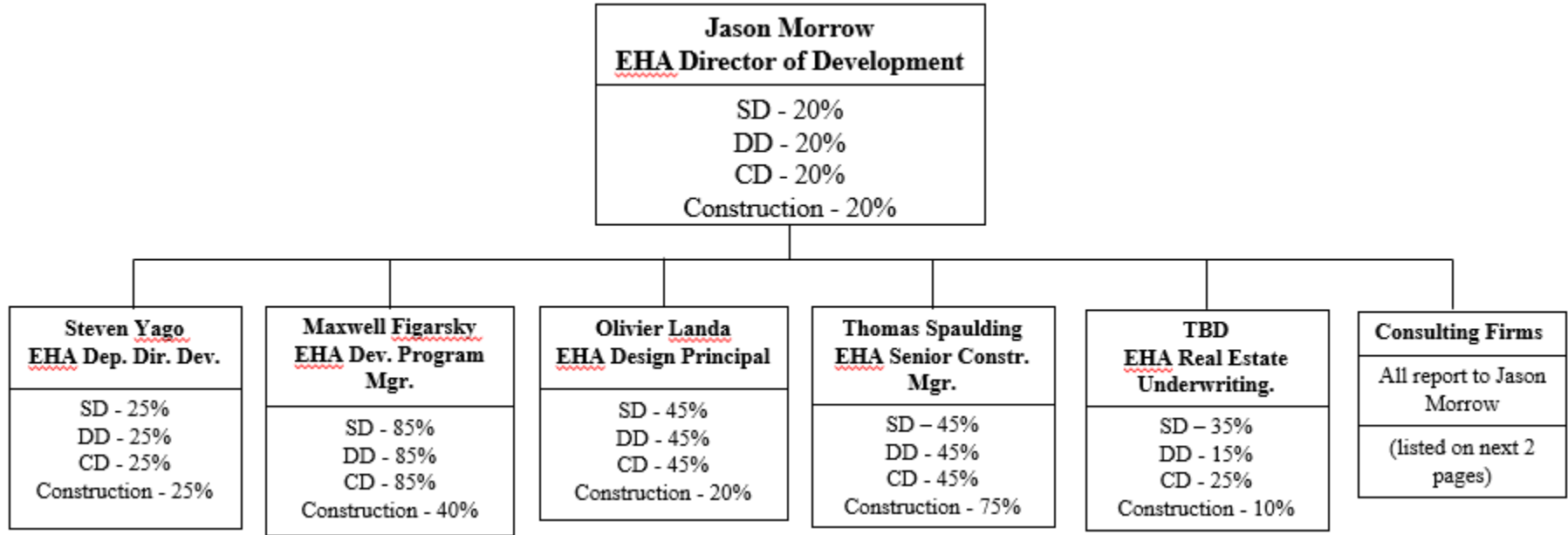
Task		Inactive Summary		External Tasks	
Split		Manual Task		External Milestone	
Milestone		Duration-only		Deadline	
Summary		Manual Summary Rollup		Progress	
Project Summary		Manual Summary		Manual Progress	
Inactive Task		Start-only			
Inactive Milestone		Finish-only			

Exhibit -- EHA Project Organization Chart – 3826 Rucker



<p><u>Jeff Wandasiewicz</u> ARC Architect</p>
<p>SD - 25.8% DD - 34.9% CD - 29.3% Construction - 12.7%</p>

<p><u>Emily Wheeler</u> ARC Architect</p>
<p>SD - 4.1% DD - 0% CD - 0% Construction - 0%</p>

<p><u>Ryan Boone</u> ARC Architect</p>
<p>SD - 37.2% DD - 43.6% CD - 36.7% Construction - 15.9%</p>

<p><u>Scott Sherrow</u> PACE Engineers</p>
<p>SD - 10% DD - 35% CD - 5% Construction - 2%</p>

<p><u>Rosanna Brown</u> PACE Engineers</p>
<p>SD - 20% DD - 45% CD - 10% Construction - 10%</p>

<p><u>Kevin Wartelle</u> TFWB Engineers</p>
<p>SD - 10% DD - 10% CD - 5% Construction - 5%</p>

<p><u>Aprille Balangue</u> TFWB Engineers</p>
<p>SD - 15% DD - 25% CD - 20% Construction - 10%</p>

<p><u>Kevin Headd</u> Atlas Technical Consultants</p>
<p>SD - 25% DD - 5% CD - 5% Construction - 25%</p>

<p><u>Terrence McDunner</u> Atlas Technical Consultants</p>
<p>SD - 5% DD - 5% CD - 5% Construction - 5%</p>

<p><u>Mark S. Garff</u> SCJ Studio</p>
<p>SD - 20% DD - 15% CD - 10% Construction - 5%</p>

<p><u>Jon McNamara</u> SCJ Studio</p>
<p>SD - 20% DD - 15% CD - 10% Construction - 5%</p>

<p><u>Jennifer Britton</u> SCJ Studio</p>
<p>SD - 20% DD - 25% CD - 25% Construction - 20%</p>

Dana A. Fontes SLIDER + BYERS ASSOCIATES, INC.
SD - 15% DD - 25% CD - 25% Construction - 20%

Patrick McConnell SLIDER + BYERS ASSOCIATES, INC.
SD - 15% DD - 25% CD - 25% Construction - 20%

Blaze Bresko Swenson Say Faget
SD - 10% DD - 10% CD - 5% Construction - 5%

Bart Blans Swenson Say Faget
SD - 10% DD - 25% CD - 25% Construction - 20%

Marni Heffron Heffron Transportation, Inc.
SD - 20% DD - 0% CD - 0% Construction - 0%

Michelle Brown Heffron Transportation, Inc.
SD - 30% DD - 0% CD - 0% Construction - 0%

Andrew Dillenbeck, P.E. RDH Building Science (Envelope)
SD - 1% DD - 5% CD - 15% Construction - 15%

Kyle Silliker RDH Building Science (Envelope)
SD - 1% DD - 5% CD - 5% Construction - 5%

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.

Exhibit -- EHA Staff short biographies (cont.)

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. As the EHA Development Project Manager, Maxwell will be closely involved in managing the development of the 3826 Rucker Avenue senior housing project.

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

Thomas just filled (August 2022) the EHA Senior Construction Manager position. As such, 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 8 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.

(TBD – new hire starting September 1, 2022), EHA Real Estate Underwriting Manager

The Underwriting Manager will prepare and present investment analyses for real estate development and acquisition opportunities, and otherwise collaborate with the Development Department Director and department staff in the execution of their responsibilities. Essential duties and responsibilities include creating and managing complex financial models, budgeting and business planning, market research and underwriting due diligence, preparing investment memorandums, and providing broad analytical support for real estate investment, development, and construction activities.

Exhibit -- Consultants Experience and Role

ARC Architects					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Jeff W	25 years – primary public work	Clark Apartments, Union Gap City Hall, Wenatchee City Hall, Multi-family residential	\$1-30mil	Low-bid GC/CM	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager
Emily W	25 years – primary public work	- Eastside Tacoma Community Center -Mt Baker Village Housing	\$1-25 mil	GC/CM GMP	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager
Ryan Boone	8 years – Public/private licensed Architect	Eisenhower High School Stadium, Housing Hope ELCFA	\$14 mil \$23 mil.	CM multi-prime GC	Project Designer Project Architect	Project Designer Project Architect	Project Architect

Heffron Transportation, Inc.					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Marni Heffron	37 years in transportation planning and traffic engineering	Yesler Terrace	Unknown, [but large \$ amount]	Mixed implementation	Led all transportation planning for EIS, Planned Action Ordinance, and Monitoring	Assisted with determining road typologies and design standards. Evaluated traffic control needs at new intersections	None
		Amazon Denny Triangle Headquarters	Unknown, [but large \$ amount]	GC	Led all transportation planning for seven different buildings; assisted with street vacations; assesses access options	Assisted with determining configuration for roads, bike facilities, and ped facilities in neighborhood. Determined traffic control needs; evaluated transit stop and transit lane design changes	Assisted with evaluating potential to fully or partially close streets during construction. Participated in construction hub coordination meetings with GC plus staff from City of Seattle
Michelle Brown	25+ years in transportation planning and traffic engineering	Yesler Terrace	Unknown, [but large \$ amount]	Mixed implementation	Project engineer for transportation analysis in EIS, and ongoing monitoring of individual project permits.	Assisted with determining road typologies and design standards. Evaluated traffic control needs at new intersections	None
		WSU Everett	Unknown, [but large \$ amount]	Traditional	Project manager for SEP transportation and parking analysis. Helped prepared parking agreement with City.	None	None

PACE Engineers, Inc.		Role during Project phases					
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Scott Sherrow	Scott is a Senior Principal Engineer with site development, street, drainage, and utility design projects for both the private and public sectors. He has provided civil engineering services from the planning stages through design and contract documents to construction administration. Scott's project experience includes managing and designing large and small commercial site development projects, subdivisions, roadways, water systems, and storm and sewer systems. He has coordinated large design teams on multiple discipline land development projects. Scott has developed an efficient working relationship with local jurisdictions' staff and is knowledgeable of local codes, guidelines, and regulations during his career.	McCain Food Plant Expansion	\$377,000	Design-build	Principal-in-Charge and Project Manager	Principal-in-Charge and Project Manager	Principal-in-Charge and Project Manager
		Newcold Freezer	\$148,000	Design-build	Principal-in-Charge and Project Manager	Principal-in-Charge and Project Manager	Principal-in-Charge and Project Manager
		Project Frosty	\$164,000	Design-build	Principal-in-Charge and Project Manager	Principal-in-Charge and Project Manager	Principal-in-Charge and Project Manager
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Rosanna Brown	Rosanna has 15 years of civil engineering experience, specializing	McCain Food	\$377,000	Design-build	Project Engineer	Project Engineer	Project Engineer

	<p>in all facets of land development for private sector projects. She specializes in site layout, grading, stormwater management, and utility design. Her project responsibilities include coordinating design plans and submittal packages, project management, and construction coordination. Rosanna takes pride in meeting each project's unique objectives while establishing a solid working relationship with clients, local jurisdictions, and contractors.</p>	Plant Expansion					
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Swenson Say Faget					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Blaze Bresko, PE, SE	33 years in practice structural engineering	Yesler Terrace Redevelopment, Phase III, Seattle, WA, Seattle Housing Authority	\$50+mil	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
Bart Blans, PE, SE	30 years in practice licensed structural engineering	Bridges (Curve) Apartments, University District, Seattle, WA, Security Properties	\$60+ mil	GC/CM	Project Manager	Project Manager	Project Manager

SIDER + BYERS ASSOCIATES, INC.					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Dana A. Fontes, P.E.	24 years in practice, licensed mechanical engineer	Renton Housing Authority: Sunset Gardens, Sound Credit Union branches, Hillside Terrace, Honors Hall WSU	\$1-30mil	GC/CM	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager
Patrick McConnell	17 years in practice, mechanical engineer – plumbing design	Renton Housing Authority: Sunset Gardens, Cambridge Apartment Renovation, Hillside Terrace	\$1-30 mil	GC/CM	Sr. Plumbing Designer; Project manager	Sr. Plumbing Designer; project manager	Sr. Plumbing Designer; Project Manager

Atlas Technical Consultants					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Kevin Headd, CIH	25 years professional experience as geologist, industrial hygienist, and environmental consultant	Charlotte Douglas International Airport Expansion	\$1,200 mil	GC	Project Manager	Project Manager	Project Manager for various pre- demolition assessment and abatement projects in support of the airport expansion.
		Snohomish County Courthouse Remodel	\$65M	GC	Technical Support	Technical Support	Technical Support/Quality Control
Terrence McDunner	30 years professional experience as environmental consultant	Snohomish County Courthouse Remodel	\$65M	GC	Project Manager	Project Manager	Project Manager for construction oversight during removal of hazardous materials
		Beacon Development	\$7-10 m	GC	Project Manager	Project Manager	Project Manager

TFWB Engineers					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Kevin Wartelle, PE	26 years of electrical engineering experience with over 14 years as licensed PE.	Mt Baker Housing Rainier Beach Apartments	\$61 million	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
		Pioneer Human Services Mixed Use Apartments	\$23 million	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
		Pierce County YMCA Mixed Use Apartments	\$26 million	GC/CM	Principal-in-charge	Principal-in-charge	Principal-in-charge
		ACER House Mixed Use Apartments	\$31 million	Design build	Principal-in-charge		Principal-in-charge
Aprille Balangue	14 years of electrical engineering experience	Mercy Barkley	\$50 million	GC/CM	Project Manager	Project Manager	Project Manager
		Yesler Terrace Block 4	\$42 million	GC/CM	Project Manager	Project Manager	Project Manager
		Central Kitsap Middle School/High School	\$178 million	Progressive Design Build	Project Manager		Project Manager

SCJ Studio					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type:	Planning:	Design:	Construction:
Mark S. Garff, ASLA	24 years in practice licensed landscape architect	Union Gap City Hall, Wenatchee City Hall, Assisted Living (multiple); Single/multi-family residential	\$1-30mil	GC/CM	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager
Jon McNamara, ASLA	25 years in practice licensed landscape architect	Cherrycrest Elementary; Granite Falls High, Kenmore Junior High, Tacoma Middle School	\$1-45 mil	GC/CM	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager
Jennifer Britton, ASLA	12 years Academia 7 years professional practice, licensed landscape architect	Service Learning for Parks, Commercial, Residential, Streetscapes and Schools. SDOT streetscape programs; SDOT Bikelane/Sharerow Programs; Single/Multi- Family Residential	\$1-2 mil.	D-B	Professor Project Manager	Professor Project Manager	Professor Project Manager

RDH Consultants					Role during Project phases		
Name:	Summary of Experience:	Project Name:	Project size [\$est.]:	Project type	Planning:	Design:	Construction:
Andrew Dillenbeck, P.E.	12 years building enclosure consultant and façade engineer.	970 Denny (Kiara), 1001 Minor Ave, Arcadian Court, Blackbird Apartments, Station House Lofts, 1200 Stewart, 707 Terry	\$1-300 mil	GC/CM & Design-Build	Project Manager; Enclosure Consultant	Project Manager; Enclosure Consultant	Project Manager, Enclosure Consultant
Kyle Silliker	15 years building enclosure consultant and façade engineer.	Aspira, Thorton Place, Art Stable, Kinects, Cottage Bay Apartments, Elliot Bay Condos, Angeline, 1200 Stewart, 707 Terry	\$1-300 mil	GC/CM & Design-Build	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager	Principal-in-charge; Project Manager

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



Rucker Ave. Apartments - Site Overlay
3826 Rucker Avenue

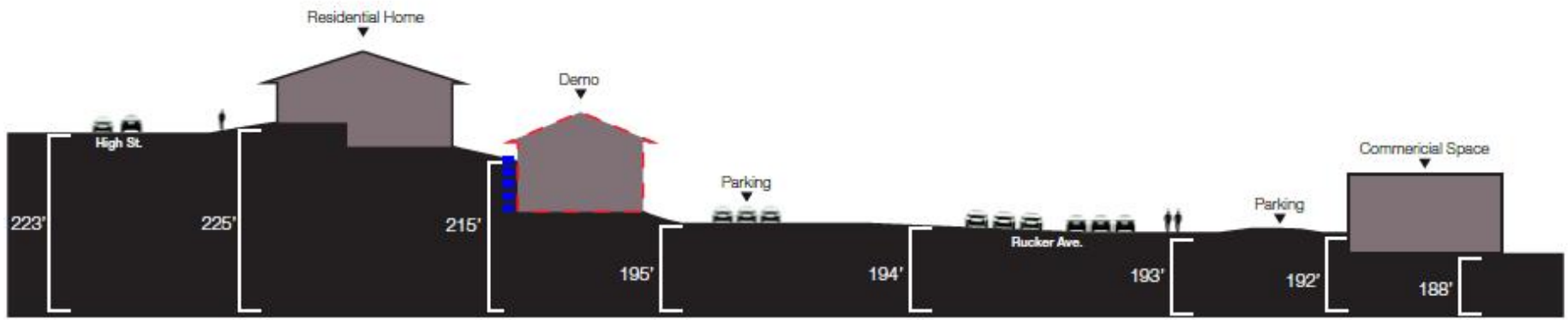
■■■■■■■■■■ AREAS OF CRITICAL SHORING

August 18th, 2022





NOTE: Not to Scale, approx. height elevations taken from google earth



Rucker Ave. Apartments - Site Section
3826 Rucker Avenue

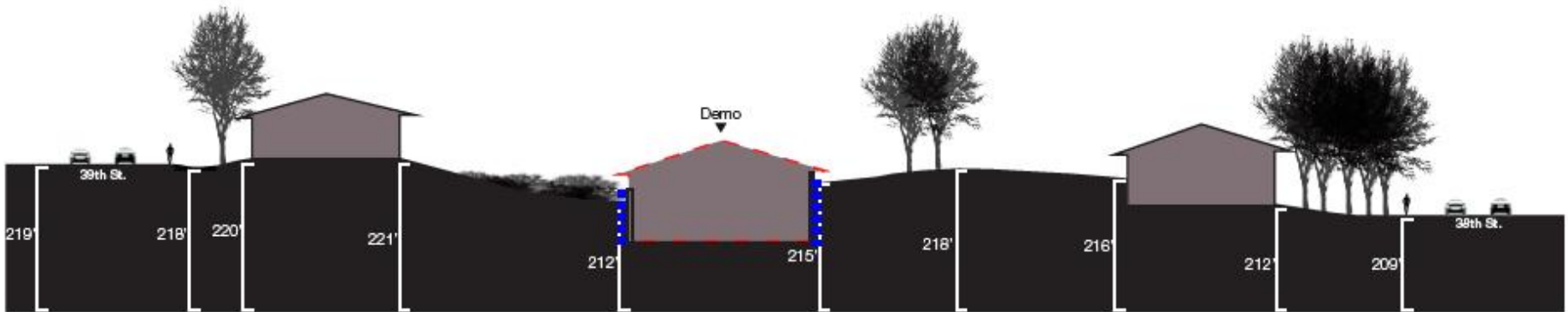
AREAS OF CRITICAL SHORING

August 18th, 2022





NOTE: Not to Scale, approx. height elevations taken from google earth

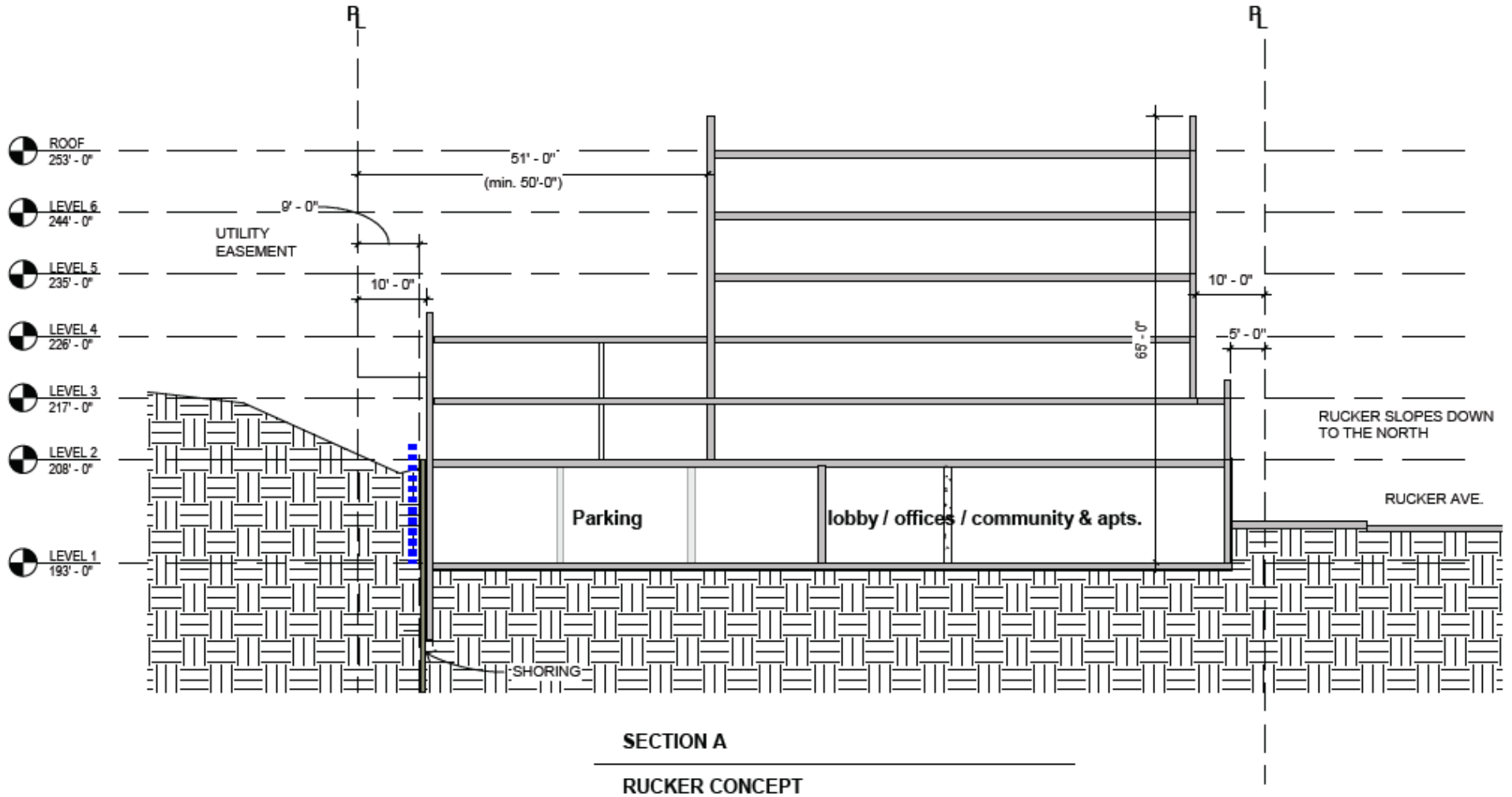


Rucker Ave. Apartments - Site Section
3826 Rucker Avenue

AREAS OF CRITICAL SHORING

August 18th, 2022



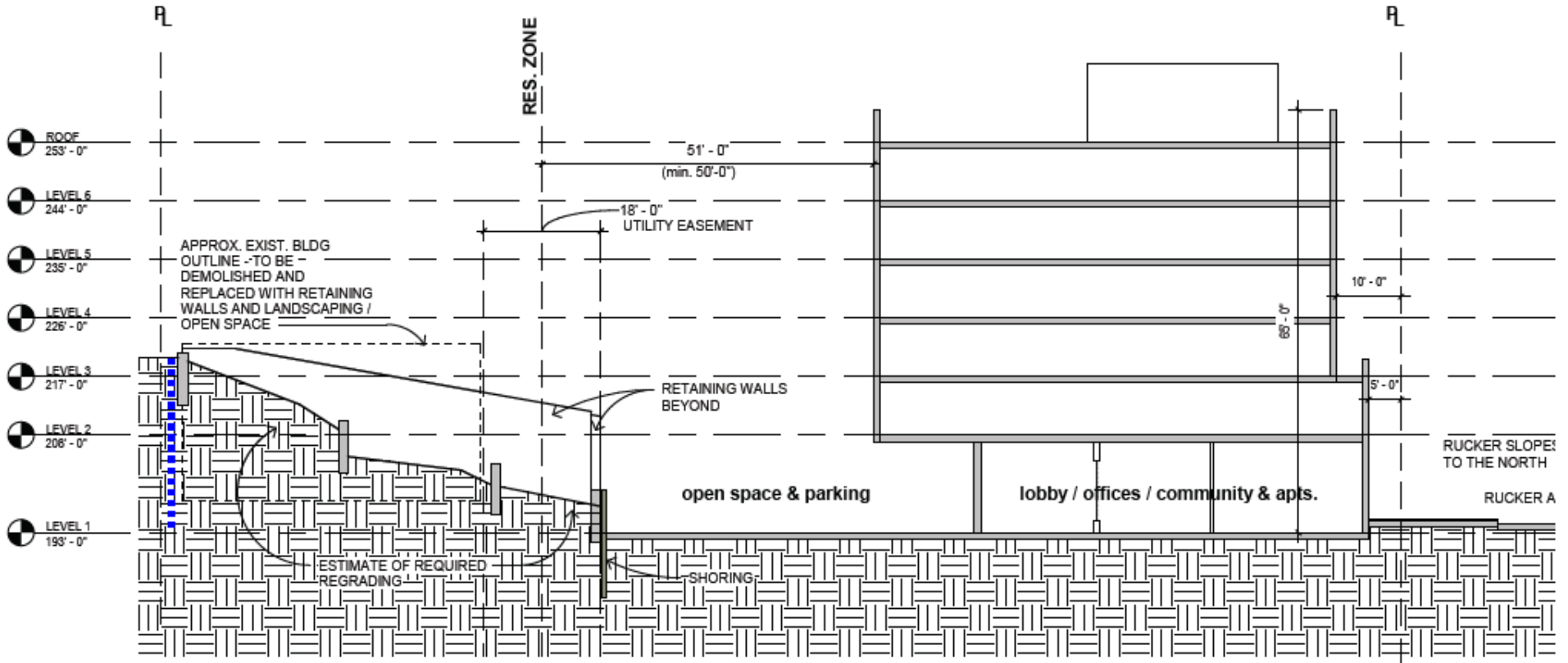


Rucker Ave. Apartments - Concept Plans
3826 Rucker Avenue

■■■■■■■■■■ AREAS OF CRITICAL SHORING

August 18th, 2022





SECTION B

RUCKER CONCEPT

Rucker Ave. Apartments - Concept Plans
3826 Rucker Avenue

■■■■■■■■ AREAS OF CRITICAL SHORING

August 18th, 2022

