

Factoria Recycling and Transfer Station

Contract C00678C12

CONTRACT VOLUME 14 of 15

Contractor's Proposal

June 2014



King County

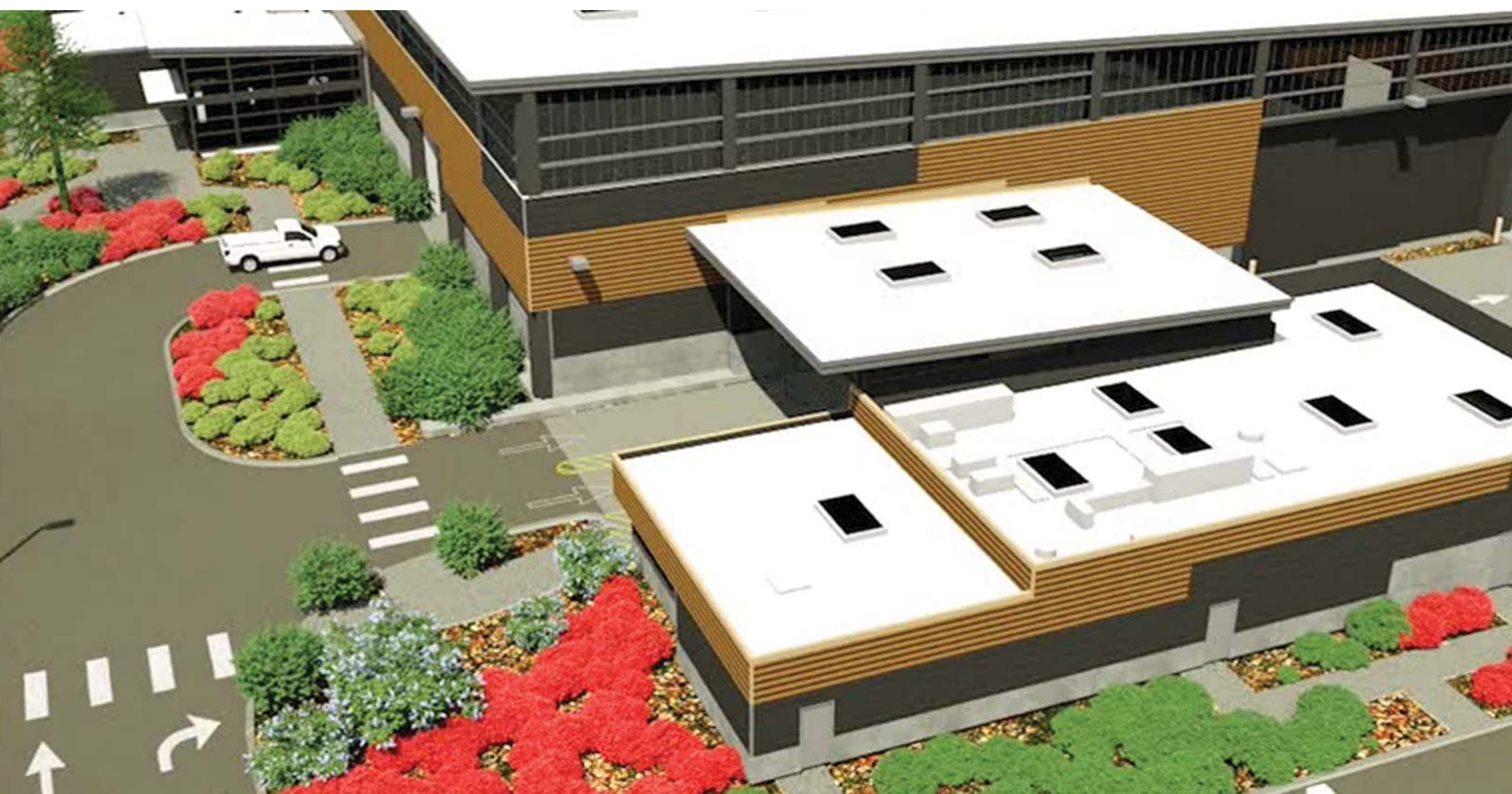
Department of Natural Resources and Parks
Solid Waste Division

TECHNICAL PROPOSAL

King County Solid Waste Divison Factoria Recycling and Transfer Station Project

Contract C00678C12

October 18, 2013



BUILDING a Sustainable FUTURE



CONSTRUCTION LEADERS

October 18, 2013

Mr. Darren R. Chernick
King County Department of Natural Resources and Parks
Solid Waste Division
401 Fifth Avenue, 3rd Floor
Seattle, WA 98104-1598

Re: **Factoria Recycling and Transfer Station Project**
Contract C00678C12

Dear Mr. Chernick:

PCL Construction Services, Inc. (PCL) is pleased to submit our proposal as outlined in RFPC00678C12 Section 00110 Proposal Phase Instruction Requirements for the Factoria Recycling and Transfer Station Project. Our team has worked diligently on our Proposal, to present you with our qualifications and approach to construction of this exciting project, and we are looking forward to working on it with you and your team.

We are confident our knowledge and experience, with the types of construction conditions and elements present at the Factoria Recycling and Transfer Station Project, will put King County in the best position possible for having a safe project, built with the highest level of quality, completed on time, and within budget. Our team will be lead by Joel Kinman, a seasoned PCL Senior Project Manager in conjunction with Jeff Luedecker as the Project Superintendent. Jeff's role as the Project Superintendent on the Houghton Transfer Station Improvements for King County, played an integral part in the project winning the Washington States Chapter of the American Public Works Associations, 2011 Project of the Year Award, for Structures less than \$5 million. PCL's on site management team will provide the additional level of certainty King County is looking for to have a very successful and enjoyable project.

PCL's safety record and commitment to "Zero Incidents" is reflected in our current EFR of 0.75. PCL is dedicated to providing and maintaining a safe work environment on every project, so employees leave work and return to their families safely every day. This commitment is reflected in our receiving AGC's Washington's 2013 Grand Award for Safety Excellence. We hope this commitment to Safety gives King County the reassurance they will ultimately take possession of a facility which sent every member involved during the construction process home safely every day.

Our Seattle District has 15 LEED Accredited Professionals, with LEED and sustainability being an important consideration in all projects we build. PCL completed construction of the SeaTac Terminal Radar Approach Control facility in 2003 which was the first LEED Gold Certified project in Washington State. Since then PCL's resume of LEED projects in the United States has expanded to over 100.

We look forward to meeting with you at the presentation and clarification meeting to provide additional insight into the details of our proposal and answer any additional questions you may have. Please do not hesitate to call me (425) 519-7307 or contact me via email at trdoig@pcl.com if you have any questions.

Yours truly,

PCL Construction Services, Inc.


Thomas R Doig
Vice President and District Manager

PCL Construction Services, Inc.

Washington License #PCLCOSI099NW

15405 SE 37th Street, Suite 200, Bellevue, Washington 98006 • Telephone (425) 454-8020 V/TTY • Fax: (425) 454-5924

PCL IS AN AFFIRMATIVE ACTION, EQUAL OPPORTUNITY EMPLOYER M/F/D/V

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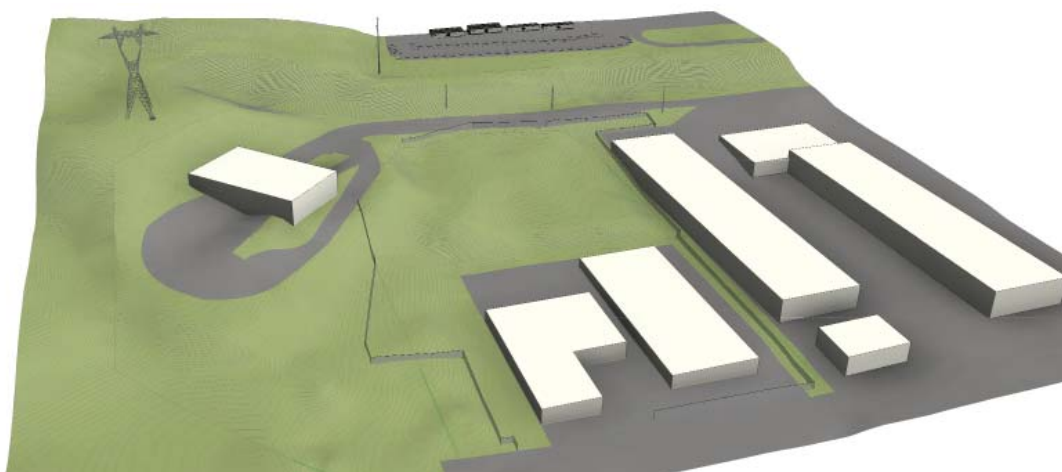
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SECTION A

Current and Projected Work Load

A - Current & Projected Work Load for Key Personnel

A.2.a.i - PCL has selected our key management personnel and subcontractor personnel based on the expertise they will bring to the team to meet the unique challenges of this project. In addition, the current workload of all key personnel was evaluated prior to them being hand picked for this project. Some of the key attributes we sought when building our team was experience working around operating facilities, vast knowledge in large earthwork and dewatering efforts, ability to meet the challenges phasing presents, and communication skills to help coordinate the work among the various stakeholders and neighborhood groups.

Table A.1 presents the key personnel we will be using to complete the project, and the amount of time they will be dedicated to the project.

Table A.1

Key Personnel	Role	% Dedicated to Project	Scope of Work
Joel Kinman	Project Manager	100%	Start Up through Construction and Close Out
Anthony Sturgess	Labor Relations Lead	10%	Implementation & Administration of PLA / Labor Relations for the Project
Jeff Luedecker	General Superintendent	100%	All Construction Scopes
Jason McLaughlin	Project Engineer	100%	All Construction Scopes
Mike Fallon	Project Safety Officer	20%	Start Up through Construction
Kelly Alger	Reinforced Concrete Lead	100%	Concrete Scopes
Troy Berry	Mechanical/HVAC Project Lead	100%	Mechanical/Commissioning
Collin Tuthill	Electrical Project Lead	100%	Electrical
Bill Feeney	Site Civil/Earthwork Project Lead	100%	Earthwork
John Barringer	Plumbing Lead	100%	Plumbing

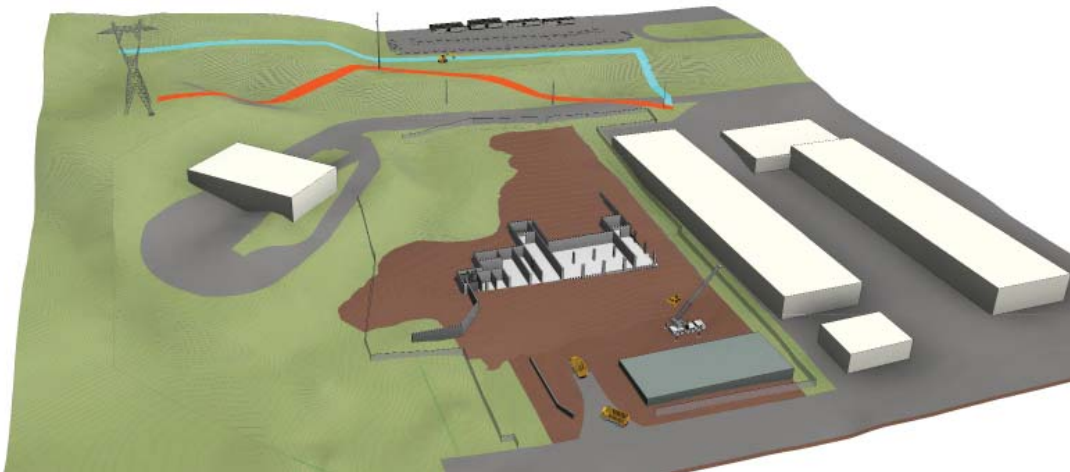
A.2.a.ii

Our Labor Relations Lead, Tony Sturgess, functions as our labor relations liaison for the following Seattle District projects: Seneca Apartment Community and WSDOT Northwest Region Traffic Management Center. Tony will be accessible 100% of the time to proactively address issues before they become problems, but is expected to spend approximately 10% of his time specifically on this project. The remainder of his time will be spent performing similar functions on our other projects.



Mike Fallon receiving the AGC 2013 Brian Salsgiver Safety Professional of the Year Award

Our Project Safety Officer, Mike Fallon, functions as our District Safety Officer for the following Seattle District projects: Seneca Apartment Community and WSDOT Northwest Region Traffic Management Center. Like Tony, Mike will be accessible 100% of the time, but is expected to spend approximately 20% of his time directly working on this project. The remainder of his time will be spent performing similar functions on other projects as well as serving on various boards, including the WISHA Advisory Council. It should also be noted that Mike Fallon was awarded the 2013 Brian Salsgiver Safety Professional of the Year award by the Associated General Contractors of America (AGC) Washington Chapter.



SECTION B Safety Program

B - Safety Program

PCL has developed an extensive Health, Safety, and Environment (HSE) Manual with the express purpose of providing a system of policies, procedures, and practices for continuous improvement in the prevention and elimination of occupational injury and illness, equipment and property damage, and negative environmental impact because of our operations. PCL's HSE Manual contains 16 sections, covering elements such as Leadership and Administration; HSE Orientation and Training; Hazard Identification and Control; Inspections and Audits; Emergency Response Plans; Environmental Management; Subcontractor HSE Programs; Incident Investigations; and Project Specific HSE Plans. Responsibilities have been detailed for all PCL personnel, on and off project sites who have any measure of defined expectations for HSE activities.

B.2.a - Specific Types of Hazards related to this Project

During development of this proposal, we identified a number of significant hazards that may be encountered. For the purposes of this proposal we have focused on the four most significant hazard categories. These specific hazards are summarized below with the safety measures PCL will implement to prevent or eliminate them. These four major hazards, as well as typical construction hazards, will be further addressed in the Project Specific HSE Plan (or HASP).

Hazard 1: People working near operating equipment and machinery. Examples of hazards:

- Struck by
- Caught In-between

Safety Measures:

- Employment of only qualified equipment operators
- Back up alarms
- High-visibility vests
- Spotters (for backing up equipment)
- Traffic control planning and layout
- Barricades
- Signage
- Daily equipment inspections
- Daily communication of work activities through PCL Pre-job Safety Inspection (PSI) process

Hazard 2: Trenching for underground utilities.

Examples of hazards:

- Fall in excavation
- Engulfment
- Public Safety

Safety measures:

- Daily communication of work activities through PCL PSI process
- Traffic control
- Barricades and guardrails
- Daily equipment inspections
- Daily inspections of open excavations
- Engineered trench boxes when slope excavation is not practical
- Personnel trained in dirt classification to assure proper slope of excavations

Hazard 3: Demolition. Example of hazards:

- Falling objects/debris
- Lead based paints
- Dust
- Noise
- Equipment
- Pinch points
- Aerial lifts
- Hazardous components of electrical systems (ie: ballasts, fluorescent bulbs)

Safety measures:

- Daily communication of work activities through PCL PSI process
- Barricade demolition areas
- Noise monitoring
- Public/business notification of planned work activities
- Equipment inspections
- 100% fall arrest in aerial lifts
- Wet down surfaces prior or during demolition to prevent dust migration
- Utilization of Qualified Personnel for removal of Hazardous Materials

PCL received the Associated General Contractors 2013 Build Washington Grand Award for Safety Excellence



Hazard 4: Fall Protection. Examples of hazards:

- Structural Steel Erection
- Aerial Lifts/Boom Lifts
- Ladders

Safety measures:

- Ensure employees are properly trained to operate aerial lifts
- Install fall protection aids on steel members prior to erection
- Train workers on proper ladder use
- Train workers on how to properly wear a harness and proper tie off
- Use of guardrails where possible to engineer out the hazard

HASP Implementation and Coordination

The Project Specific HASP for the Factoria Recycling and Transfer Station will be prepared by members of the project team. It is a document that integrates local HSE regulations; King County requirements; and company-wide standards into a single package that can be easily referenced by project management, line supervision, sub-contractors and workers. **All project team members undergo a comprehensive orientation on the corporate HSE manual and any additional requirements associated with the Project Specific Plan.** A retention quiz is given at the conclusion of the ninety minute plus orientation.

As part of PCL's committed goal of Zero Incidents, a great deal of effort is expended in the planning phase of any project for the HSE efforts that will be undertaken. Once the project commences, this commitment continues at the job level with a

regular review, identification of trends, ongoing safety training; and development of monthly action plans to decrease/eliminate safety issues on the project.

Specifically the execution of our HSE plan includes requirements for incident investigation and reporting (including near misses); weekly inspections of our work areas; statistical reporting; submission of Job Hazard Analysis' (JHA); participation in PSI program before beginning any daily task; conducting weekly tool box safety meetings; participation in PCL's project specific monthly safety committee; furnishing evidence of their employees qualifications to perform the work; furnishing evidence of competent persons; and participation in PCL's hazard communication program.



Safety is always the first agenda item at any and all project meetings. All safety related items will be implemented and coordinated among the various entities working on the contract during these meetings.

Drug and Alcohol Policy

PCL participates in the Washington Construction Industry Substance Abuse Program (WCISAP). This means all workers have furnished a passing pre-employment drug screen and are subject to random drug testing which is at a 50% rate of those enrolled annually. In addition, employees are subject to post incident and reasonable suspicion testing. The combination of these 4 testing elements meets the PLA drug testing requirements.

B.2.b - Washington Dept. of Labor & Industries Experience Factor Rating

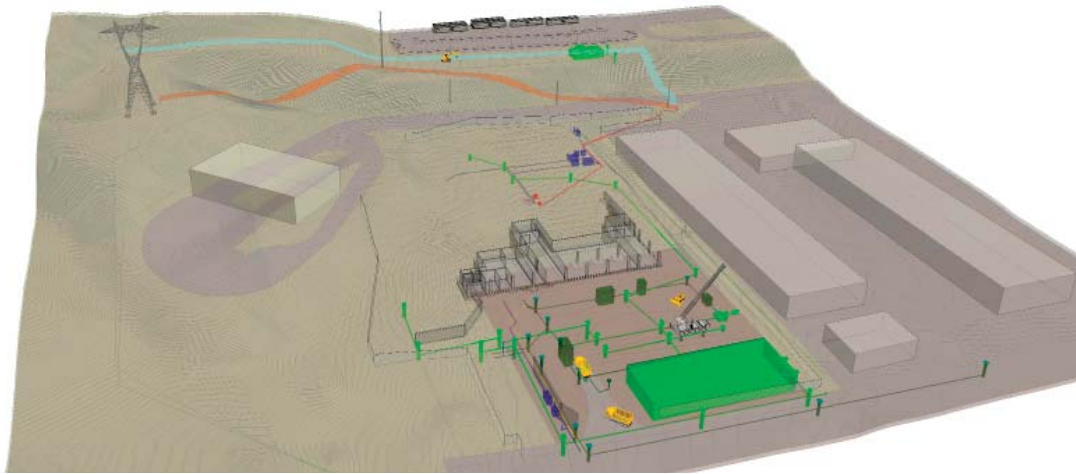
The Company's 2013 Experience Factor Rating (EFR) from Washington State Dept. of Labor and Industries is currently 0.7516. Table B.1 shows PCL's Seattle District EFR for the last 5 years.

Table B.1

EFR – Seattle District					
Year	2012	2011	2010	2009	2008
EFR	0.631	0.5048	0.4894	0.6470	0.8626



PCL jobsite signage for sharing safety achievements.



SECTION C

Environmental Protection & Mitigation

C - Environmental Protection and Mitigation

C.2.a - To minimize environmental impacts, PCL's environmental protection and mitigation approach will address the following:

C.2.a.i - Surface Water Management

In order to control surface water flow from exiting the project site, all water discharge will be monitored and controlled with the following measures, not limited to:

- Cover open areas with plastic when appropriate.
- During all phases, clearing and grubbing will be cleared only as needed. We plan to keep vegetation in place, where allowed, to help with storm run-off.
- We have reviewed the erosion control plans for each phase in the drawings and plan to implement the same measures into our SWPPP including, but not limited to, approximate locations of sediment ponds, discharge locations, outfall stabilization, and monitoring of BMP's by PCL's Construction Erosion and Sediment Control Lead (CESCL).
- Until the permanent storm detention vault is completed and ready to accept water, we will install temporary sediment ponds onsite for surface water flow, water will be routed to the ponds via ditch or by pumping. We have reviewed the erosion control plans for each phase in the drawings and plan to implement the same measures into our SWPPP.
 - Phase 1 - we plan to install a 75'x25' temporary sediment pond on the south side of the east existing warehouse building, and 90'x25' temporary sediment pond south of S.E. 32nd street near the existing weigh station. Once the water has been tested and determined acceptable, it will be discharged to existing CB105.
 - Phase 2 - we plan to utilize the permanent storm detention vault as a sedimentation tank through the remainder of the Project. Water will be discharged to existing CB105.
 - Phase 3 - we plan to install a 75'x20' temporary sedimentation pond east of the new transfer station building. Water will be discharged to storm system which leads to storm detention vault, and eventually existing CB105.
- Phase 4 – we plan to pump ground and runoff water to the new storm drain system which leads to the storm detention vault and eventually existing CB105.
- If required due to high levels of surface water flow, we will supplement sediment ponds with Baker Tanks as needed.
- We plan to investigate the usage of the Eastgate Property Storm Detention Pond. Vault construction is planned to take place during the summer months, therefore we feel the Eastgate Property Storm Detention Pond should have enough capacity and storage to accommodate portions of the site and existing water that flows to this pond.
- Stored water will be tested to confirm NTUs are at acceptable levels prior to discharging into the storm system.
- Discharge points will be locations specified in the contract documents. We anticipate our primary discharge point during phase 1 and 2 to be catch basin CB105 at the end of Ditch A. Alternate locations will be utilized as identified and coordinated with the Project Representative on an as-needed basis.
- O'Neil Environmental will perform turbidity monitoring monthly during the dry season, weekly inspections during the wet season, and daily inspections after precipitation events.
- It is not known at this time is a storm runoff filter system is necessary for this project. However, if the above provisions are not adequate we will employ one.



Houghton Transfer Station erosion control matting installation.

C.2.a.ii - Handling, Hauling, and Disposal of Dangerous Waste Discovered at the Site

PCL will work with King County and designers to identify potential types of dangerous waste, prior to construction, to pre establish disposal plans and appropriate disposal locations. Prior to removal of existing buildings or obstructions on site, a pre-job start meeting will be conducted with personnel who are directly involved with the removal of potentially dangerous waste material. We will communicate to all stakeholders which materials identified as dangerous waste and our plans to remove these materials from site. We will hire licensed and qualified dangerous waste disposal contractors to handle, haul, and dispose of the dangerous waste at a licensed and certified disposal facility. If dangerous waste is discovered, we will identify whether it is ignitable, corrosive, reactive or toxic and communicate the information to the project team and implement appropriate containment measures. Waste will be transported in compliance with local, state, and federal laws and disposed of at a permitted facility. Complete dangerous waste disposal documentation will be provided for verification.

C.2.a.iii - Handling, Hauling, and Disposal of Hazardous Waste Discovered at the Site

PCL will work with King County and designers to identify potential types of hazardous waste, prior to construction, to pre establish disposal plans and appropriate disposal locations. PCL has identified several areas at the site which are likely to contain hazardous waste. For handling, hauling, and disposing of hazardous waste items, we will retain subcontractors with proper license and certification for the specific hazardous waste encountered for handling and hauling to a licensed disposal facility. A pre-job start meeting will be conducted with personnel who will be removing materials which have the potential to be hazardous. We will communicate with the Owner materials we anticipate to be deemed hazardous waste and our means to transport these materials to the final drop of facility. Some known hazardous waste at the site includes lead paint, fluorescent light bulbs and ballasts.

C.2.iv - Protection of Designated Streams and Wetlands at the Site.

Due to the locations of streams and wetlands around and within the Project site, special attention will be paid to the sequencing of construction activities including storage, staging, access roads, excavation, and ongoing construction activities. Prior to construction PCL will develop and submit a site specific SWPPP for approval by King County. Before every major activity, we will hold pre-job start meetings with added emphasis on TESC measures, and stream/wetland protection. We plan to distribute copies of appropriate drawings (living documents) at these meeting and review protected areas and any potential issues, this will allow us to take protective measures or adjust our plan prior to commencing work. We will also discuss each morning with our crews, and during weekly subtrade coordination meetings. Major BMP's we will implement for protection are as follows, however we will adjust and implement alternative measures as needed:

- Keep a continuous vegetated erosion barrier along streams or wetland banks
- Install silt fencing and high visibility barrier fencing around perimeters
- Install erosion control blankets and straw waddles
- Place catch basin inserts
- Direct runoff to vegetated areas rather than directly to streams
- Direct runoff to sediment ponds as needed
- Keep equipment away from and out of streams and wetlands

Our designated CESCL (Jason McLaughlin) who has technical background and knowledge of permit requirements will oversee compliance for protection streams and wetlands. Jason will perform monthly inspections during the dry season, weekly inspections during the wet season, and daily inspections after precipitation events.

C.2.v - Prevention and Handling of Spills such as Petroleum and Oil Product Spills During Construction at the Site

PCL implements a full secondary containment

plan as a part of our Environmental Plan in order to prevent unnecessary spills. All fuel/chemicals are stored in a secondary containment that has a capacity of 110% of the primary containment. Facilities that house more than one tank have a secondary containment that holds 150% of the largest tanks volume, or 10% greater than the volume of all containers. We will designate an area in the Trailer Yard for fuel and oil storage. In the field, we take the extra measure and install containment under all static equipment (ie: generators, pressure washers, etc.). Several spill kits will be staged around the site and extra stock of absorbent pads and waddles will be available as well. In the event we have a spill, we will contain the area, dig out area with manual or mechanical means and then place it in our staging area of the Trailer Yard covering it in plastic until we make arrangements for proper disposal in accordance with WAC Chapter 137-303.

C.2.vi - Erosion Control Program and Prevention of Soil and Sediment Degradation During Construction at the Site

PCL's plan to prevent erosion and/or soil and sediment degradation during construction includes:

- Keeping vegetation in place and performing selective clearing and grub (e.g. only clear the vegetation necessary to get the building pad built).
- Keeping existing asphalt and building pads from demolished buildings in place until we need to remove for fill activities.
- Installing plastic on slopes of excavations that are not in use.
- Installation of quality access roads into site.
- Use of owner supplied wheel wash.
- Installation of straw waddles as needed.
- Sloping grade towards BMP measures to prevent ponding.
- Use of a sweeper during construction activities as needed.

Additionally, PCL will have a minimum of two CESCL supervisors on staff who will establish an inspection plan and schedule for monitoring BMP's that are in place and ensuring they are adequate. If BMP's are not adequate, the CESCL will enact additional measures to ensure negative

soil and sediment degradation is prevented.

C.2.vii - Noise Impacts During Construction at the Site

PCL recognizes the need to minimize noise impacts to the surrounding community and have developed a plan with that in mind. For example, we have selected to use drilled temporary shoring wall supports in lieu of driven to drastically reduce noise impacts during this operation. Prior to any work starting on site, PCL will set a noise decibel baseline by performing a metering survey of the area. This information will be useful in planning our work. Once work has commenced we will perform decibel metering to see how we are performing against the baseline. We will comply with the City of Bellevue noise ordinance No. 4996 and our normal site hours will be set within the exemption hours of 7:00AM and 6:00PM. If off-hours (weekend, holiday, or night work) are necessary, the expanded hours will be submitted to the City of Bellevue at a minimum of two weeks prior in accordance with the requirements stipulated in BCC 9.18.020. We will also implement a neighborhood outreach program where we will notify businesses of our upcoming activities through means such as flyers, emails, door to door, etc. When working under the exemption code, noise monitored in the surrounding areas will be done as agreed to by the Project Representative to ensure that the permissible levels are not exceeded.

PCL's Relevant Experience

PCL has proven success in environmental protection and mitigation on several recent projects including WSDOT's SR 520 Medina to SR 202 Eastside Transit and HOV Project, SDOT's Spokane Street Viaduct, PSE's Lower Baker Unit 4 Powerhouse, and BPA's Chief Joseph Fish Hatchery project.

SR 520 Medina to SR 202 Eastside Transit and HOV Project





SECTION D

Staging

D - Staging

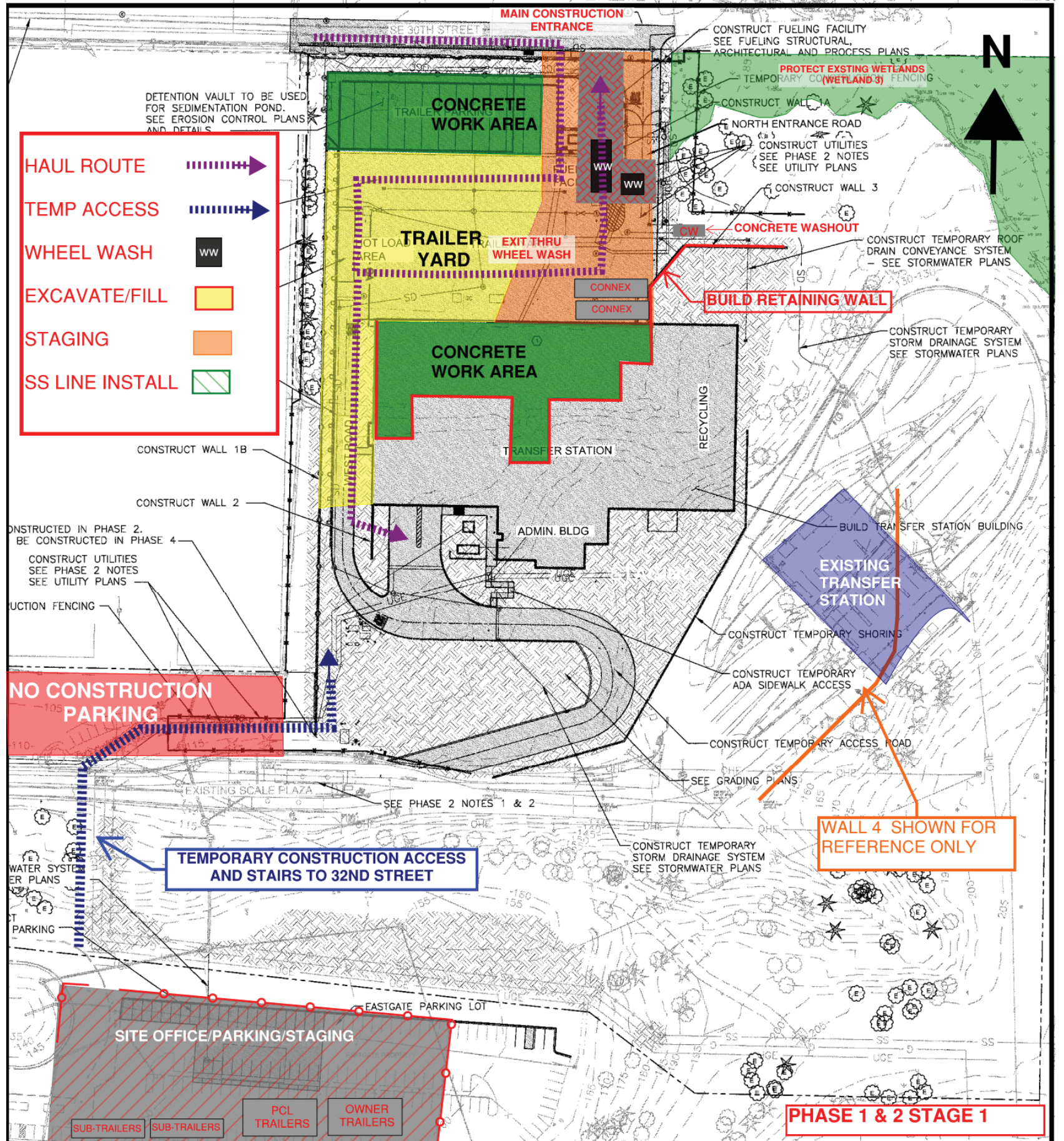
Staging and site logistics have an impact on the success of any project. PCL has developed a preliminary phased staging plan for materials and equipment, taking into consideration changing site conditions as we move through the project. All staged materials will be organized for efficient use and accessibility as needed. Throughout this plan, PCL has taken into consideration how we coordinate our work with on-going King County operations. The following 4 drawings illustrate our preliminary phased plan to manage this portion of the project.

Phases 1 and 2 - Stage 1 (June 2014 - November 2014)

The Eastgate Property will be utilized throughout Phases 1-4 for site offices, construction parking and staging. Site offices for King County Representatives, PCL and Subcontractors will be located along south side of parking lot with parking placed to the north of trailers and the balance of the area will be designated for work zones, equipment access and staging for work associated with this area or for pre-staging prior to installation. Personnel access from this area to the site will be down the job built stair to SE 32nd and then crossing at a designated point to access the site for Phases 1 & 2. If material is staged in this area and is needed for Phase 1 or 2, it will be trucked out of Eastgate Property and then brought in our Phase 1 & 2 main access at SE 30th St.

The main site access will be near the far NE corner of site off SE 30th St where all traffic will enter, loop around and exit thru truck wash in the NE corner. Concrete associated activities and staging will be limited to approximately the east 1/3 of the Trailer Yard while the balance being reserved for earthwork and preloading activities.

Phase 1 and 2 - Stage 1 has been designed to segregate construction activities (with the exception of construction personnel walking across 32nd Street) from the on-going facility operations to ensure the impacts to existing King County operations are minimized.



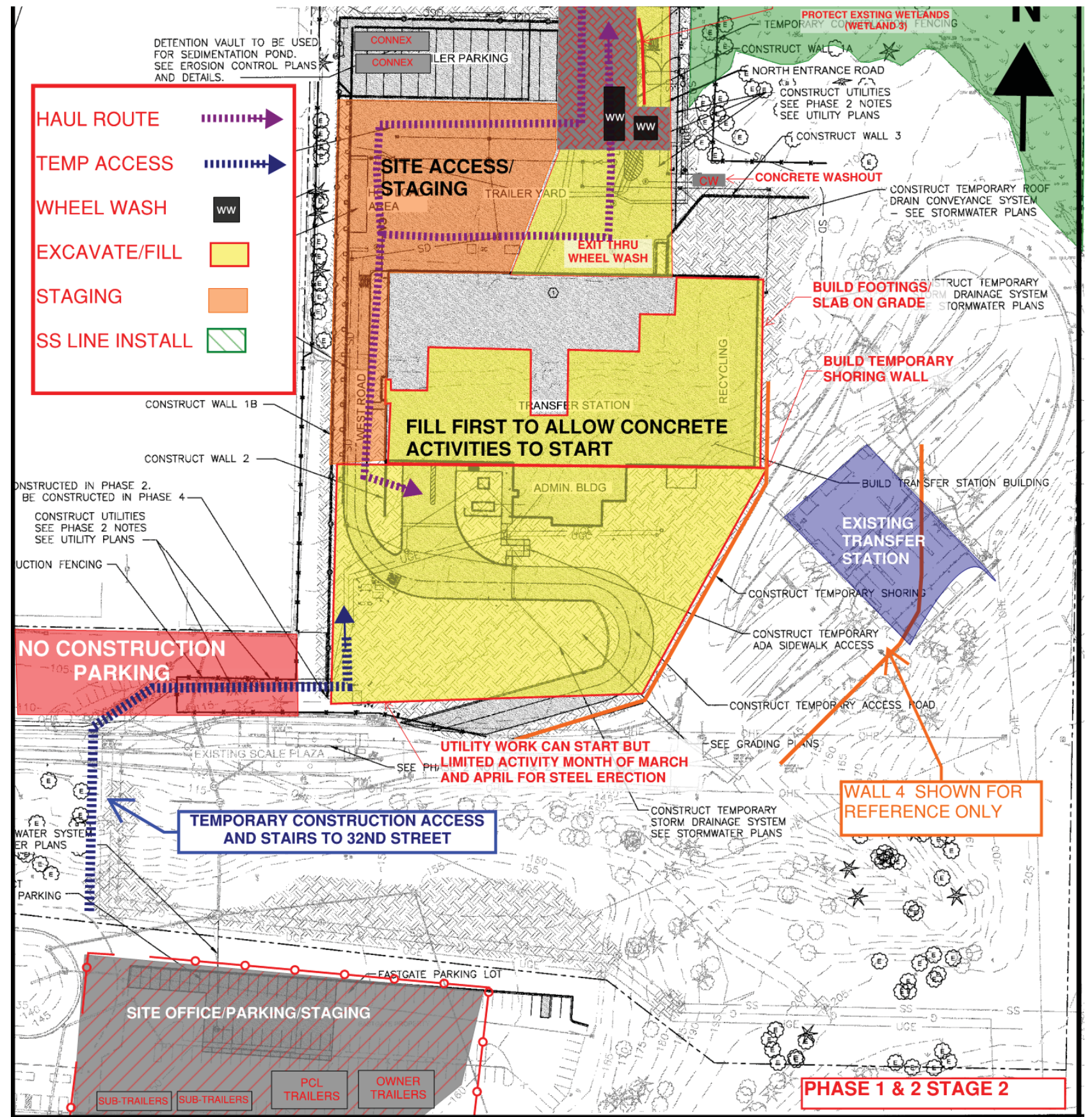
Phases 1 and 2 - Stage 2 (November 2014 - December 2014)

In Phase 1 & 2 Stage 2 the Eastgate Property will be utilized for site offices, construction parking and staging.

The primary change in this stage is we have shifted the site access slightly to the West to allow for construction of North/South portion of wall 1A and the associated fill activities on East 1/3 of Trailer Yard but primary access still remains from SE 30th St. Staging, equipment and construction activities will be concentrated to the west portion of Trailer Yard but will filter up to South end of Transfer Building as fill is placed. It is in this stage we will build temp access from SE 32nd to utilize in next phased staging plan.

Coordination items with on-going operations during this stage:

- Installation of temporary shoring wall along north side of existing facility - work will be performed during off hours to limit impacts. Construction equipment will be moved out of way during Transfer Station operating hours.
- Tie-in of temporary south entrance road to existing facility road - work will be performed with traffic control measures or performed during off hours.
- Utility crossings at SE 32nd to New Transfer Building - work will be performed with traffic control measures or performed during off hours.

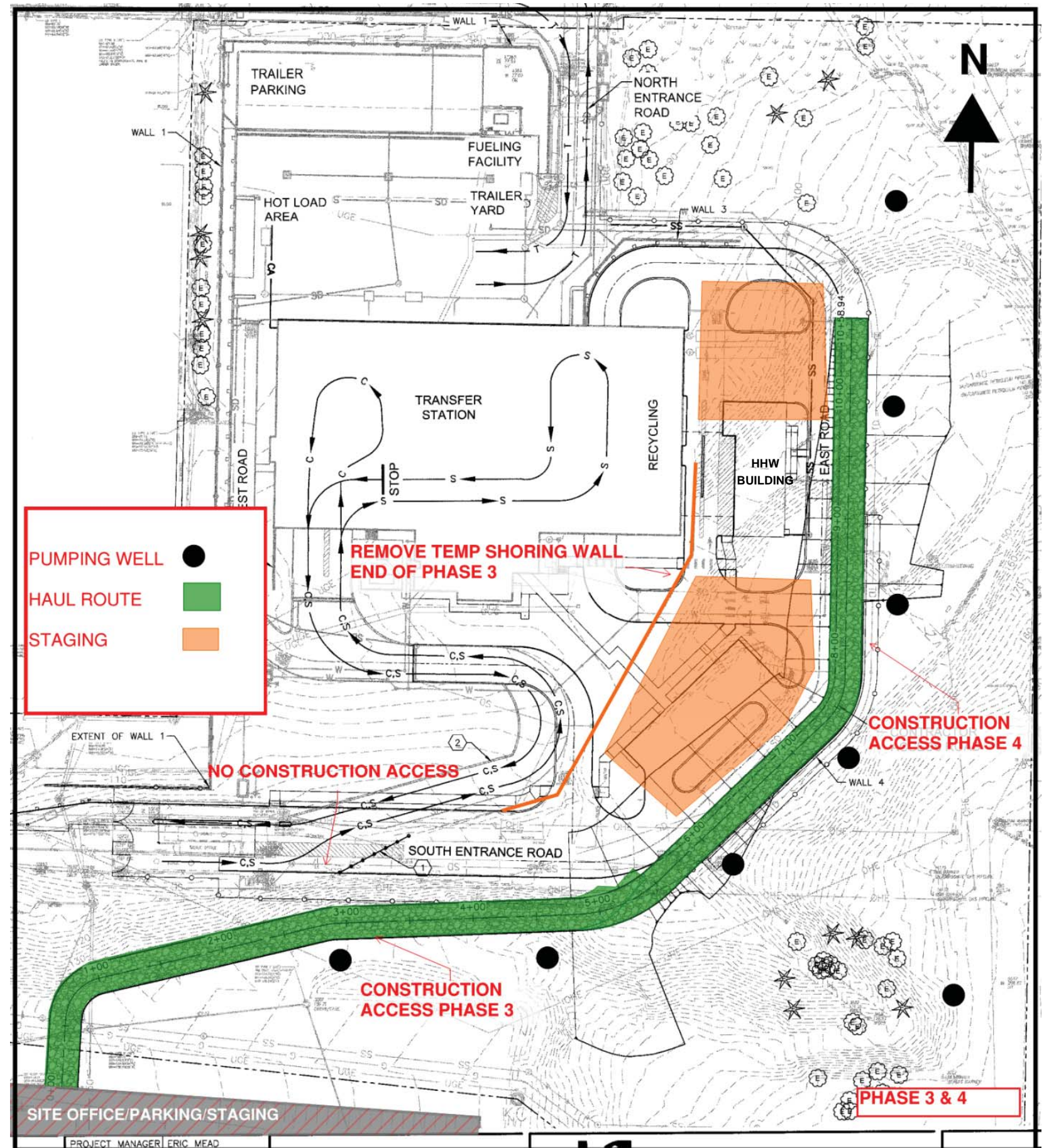


Phases 3 and 4 (January 2016 - February 2017)

During construction Phases 3 & 4 we will access our work area using our temporary road constructed during the Transition Period/Start of Phase 3 for the duration of both Phases. Onsite staging and equipment will be restricted primarily to the east side of the HHW Building. All other staging would be local to the work area or being hauled from the Eastgate Property.

Coordination items with on-going operations during this stage:

- A minimal number of oversize loads may require the utilization of the facility exit road. The use will be scheduled in advance with KC to minimize the impacts to on-going operation. We anticipate these deliveries will be during off hours.
- In this phase we are closely integrating with ongoing KC operations. We will have traffic control measures and signage in place to direct all traffic and will monitor the need for flaggers. Observation and communication will drive the success of this coordination effort.
- Because our work zone is around the east third of the new facility, we will be installing barricades and signage inside New Transfer Building to prevent any self haulers from accidentally trying to exit into our work zone to the east.
- On occasion, we will need to set up just to the inside of the east, northeast and southeast entrances to perform canopy and sitework activities. We will delineate off our area making it clear that access is restricted to construction personnel only.





SECTION E

Approach to Quality Assurance & Quality Control

E - Approach to Quality Assurance & Quality Control

E.2.a - Approach to QA/QC for the Contractor, Subcontractors, and Suppliers

During Construction on the Project, PCL will implement Quality Management for ourselves as the **Contractor**, and will require **Subcontractors** and **Suppliers** to follow the same program. This Quality Management program for the Factoria Recycling and Transfer Station will not be limited to just Quality Control and Quality Assurance, but will include a four stage process consisting of the following elements: Quality Planning, Quality Control, Quality Assurance, and Quality Improvement.

Quality Planning will commence upon project award with the development of the detailed project-specific Quality Control Plan (QCP). The QCP will include the means by which PCL will manage Testing and Inspections through the use of BIM 360 for use of all team members; including King County, PCL, the design team, Inspectors, Subcontractors, and Suppliers. The QCP will incorporate the Project Specific QCP's of our Subcontractors and Suppliers. Beyond development of the QCP, work methods will be planned to deliver the highest quality final product.

Quality Control during Construction will be managed using an Inspection and Test Plan (ITP). PCL will integrate Subcontractors and Suppliers information from the development of their QCP's into the ITP which will include: scope of the inspection or testing activity; stage or frequency of the inspection or testing activity; party responsible for carrying out the inspection or testing activity;



Quality Control Inspection Documentation

hold point, witness point and surveillance point requirements; acceptance criteria; inspection or testing procedure; and the record of acceptance.



Quality Assurance practices will be described in the QCP and will include a variety of nonconformance prevention techniques, quality incident tracking, aggressive deficiency tracking tools, construction monitoring reports, mock-ups, and a scoring system for subcontractors and suppliers on their number of quality incidents or deficiencies and ability to close out deficiencies in a timely manner. Additionally, subcontractor quality scoring will be reviewed with each subcontractor/supplier on a monthly basis during pay request reviews.

Quality Improvement practices will be managed by PCL, but will flow down to our Subcontractors and Suppliers. Although we strive for zero quality incidents, we recognize the value of learning from quality incidents that may occur. As such, we utilize lessons learned management tools to identify the cause of incidents to help prevent future occurrences, develop quality trend analysis' to highlight areas needing additional focus, and sharing of innovative practices used on other projects that will improve quality. Quality Improvement will be an item reviewed at our weekly subtrade meetings to share with the entire contraction team how the project is performing from a quality standpoint and also share specific methods to improve.

The Factoria Recycling and Transfer Station team have also been involved through this proposal phase with PCL's Corporate Manager of QA/QC, Terry Brickman. Terry will be involved with the Factoria Team throughout the project from the specific development of the plan through the final project turnover as needed, and will also be involved with our monthly internal QA/QC audits. Terry is available if necessary for the Proposer presentations and clarification meetings should King County so desire.

Post Construction is viewed by PCL as after we have completed work in place, but before we have turned it over to the Owner. There are four stages to post construction QA/QC; protection of finishes, punchlist, final QA/QC reporting, and warranty.

Our construction team will expend great efforts to construct a quality project, and no one benefits from leaving the work in place un-protected until turnover. As such, we require all subcontractors to protect their work in place until turnover to ensure that damage does not occur. Our subcontractors are the scope experts and know the best way to efficiently achieve adequate levels of protection without increasing project costs. With that said, we will assist them by developing protection plans for critical work items that are more susceptible to damage, or may have long leads times should they need replacement due to trade damage.

The second stage to post construction is punchlist, which we break down into three phases. All scopes of work will undergo a three phase punchlist process. The first phase will be for the subcontractor to perform an internal punchlist when they believe their system is available for turnover. Once this is complete, PCL's QA/QC team will perform a punchlist. The final phase is Owner walk thru, and this will not occur until after both the subcontractor and PCL believe the particular area is ready for turnover. Our goal is to have no punchlist items at the time of Owner walkthrough.

Upon turnover, all required QA/QC documents, commissioning reports, as-builts and record documents will be turned over to King County. Accuracy of these documents will be essential for the KC operations staff. As such, all final record documents will undergo a three step review process prior to KC. The three steps will include subcontractor review, PCL engineer review, and PCL's Quality Control Manager Review.

Our team will establish a warranty process for the project that aggressively resolves any issues. Fulfilling the contractual requirements of providing a warranty turnover document that itemizes warranty items, installer names, supplier names, contact information, etc. is only part of the warranty service we will provide. A point of contact from our project team will be designated

prior to turnover that will be available to coordinate and handle any warranty issues that may arise. The person will coordinate any warranty issues during the general warranty period for KC, so KC does not have to contact the material suppliers or subcontractors directly. With our offices located only a few miles from the jobsite, we will have personnel available to promptly respond to any critical warranty items that arise. We pride ourselves in turning over projects that exceed Owner expectations, and will take extra steps to make any warranty issues as painless as possible.

In summary, we take an approach to QA/QC that is similar to our approach to safety and even use similar tracking tools. Our subcontractors, suppliers, and even management staff are graded on quality performance, which affects their ability to work with PCL on future projects. We have analyzed these quality ratings to develop a team that will exceed quality expectations on the project.

E.2.b - Personnel responsible for QA/QC

Providing a quality project is not just the responsibility of a few personnel on our project team, but is the responsibility of our entire construction team. All of our project meetings will include discussions on QA/QC as the second agenda item, preceded only by discussions on safety. Every member of our staff will be assigned QA/QC responsibilities for the project, and performance evaluations for staff include a focus on quality. However, we have selected the following key staff personnel with the largest QA/QC responsibilities:

PCL Key Staff Roles

QA/QC Manager - Daniel Roberts: Responsible for implementation of the QA/QC plan; submits and logs all QA/QC reports to PCL and KC.

Project Manager - Joel Kinman: Overall management and construction of the project; communicates directly with KC representatives with regards to Quality Control.

General Superintendent - Jeff Luedecker: Responsible for management of on-site construction and monitors execution of the QA/QC plan, schedule and phasing of construction.

Daniel Roberts - Construction Quality Control Manager



Daniel has 5 years of experience in the construction industry with special emphasis in field quality control, inspection processes, document control and punch list. As CQC Manager, he will ensure that site activities comply with PCL and contract requirements; maintain subcontractor and vendor coordination; oversee subcontractor work ensuring it complies with PCL and contract requirements; assist site superintendent to coordinate inspections; and oversee all aspects of quality assurance program including development of any Quality Control & Inspection Program (QCIP) specific to the Factoria Recycling and Transfer Station project.

RELEVANT PROJECT EXPERIENCE

Lower Baker Unit 4 Powerhouse, Concrete, WA

As CQC Manager, Daniel was responsible for scheduling, supervising, and coordinating QC inspections. This included similar scopes that are applicable to the Factoria project: concrete, rebar, welding, tie-back stressing, pipe pressure testing, megger testing, survey, field instrumentation commissioning and calibrations, equipment startup, and system commissioning. Daniel also developed the processes for various site specific document control systems including the submittal, inspection, testing, and warranty. Daniel also assisted with commissioning. **PROJECT DETAILS** Start: 11/20/10 End: 8/31/13 Contract Value: \$53M

The Bravern Signature Residences Towers 3 & 4, Bellevue, WA

As project engineer, Daniel was responsible for managing a \$30 million curtain wall system quality control scope. This challenging role involved a foreign supplier that required exceptional patience and coordination. He successfully implemented a preventative damage plan and developed a custom repair procedure with the supplier and owner. He processed Quality Control entries, owner sign-offs, and associated document control for this scope of work. He assisted with commissioning, punch list, and closeout. **PROJECT DETAILS** Start: 10/9/09 End: 4/16/10 Contract Value: \$245M

Wally Park Premier Garage, SeaTac, WA

As field engineer, Daniel was responsible for developing the quality control logs for the project. He created the submittal log, inspection schedules and templates, and project QCIP. **PROJECT DETAILS** Start: 8/9/09 End: 10/09/09 Contract Value: \$24M

Terminal 91 – Cruise Ship Terminal, Seattle, WA

As field engineer Daniel developed worked directly under the district Quality Control Manager and developed a Quality Control System for Interior Pre-Wall Cover check off and was responsible for pre-wall cover quality inspections. **PROJECT DETAILS** Start: 5/18/08 End: 9/19/08 Value: \$24M

EDUCATION, CERTIFICATION AND REGISTRATIONS

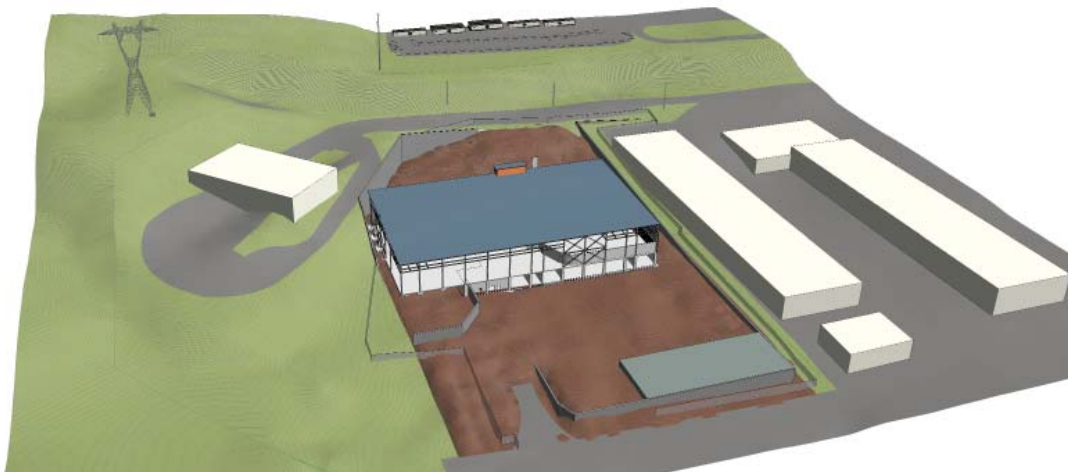
B.S., Construction
Management, 2009,
University of Washington
OSHA 10 HR Certified
First Aid, CPR Certified

YEARS OF EXPERIENCE

5

EMPLOYED BY PCL SINCE

2008



SECTION F

Approach to Construction

F - Approach to Construction

F.2.b. Construction Means and Methods

Pre-planning of the various scopes is essential to establishing the safest and most efficient means and methods for meeting the needs of the project. Although we spend extensive efforts to pre-plan all our scopes of work, we have established the following key scopes as having the largest impacts on the success of the project. These activities have been identified early on in the proposal development as critical for development of our safety, quality, schedule and cost planning, and we will have continued focus on these activities for the duration of the planning phases.

Structural Steel

Fabricator: To meet the needs of the project, we have selected Precision Iron Works (PIW) as our fabricator. With their SCS certification, fabrication facility located close to the project, and in-house coating facilities, we believe that PIW is the perfect fit for this project. PIW will use their qualified staff of AWS and WABO certified welders for fabrication of all members at their 25,000 SF shop.

PIW employs an in-house quality control manager who is a certified QCI-96 Weld Inspector through the American Welding Society and through ASNT as an "ACCP Level II" Inspector in visual and optical testing. This individual will be included on PCL's Quality Control plan to perform inspections per AISC standards and Precision Iron's internal quality procedures. Additionally, PIW employs a LEED accredited supervisor who will assist our project maximize LEED points for their scope of work. PCL will carry out multiple QA/QC audits of PIW during fabrication to ensure the steel is being fabricated to required standards and quality.

PIW's experience includes the Bellevue Transit Center, Fire Station 17 and SeaTac RAM Structures. PCL and PIW have teamed together on a number of projects including MasterPark, Seattle Public Library Ballard Branch, Murray Morgan Bridge Rehabilitation, and Spokane Street Viaduct. Through these projects, PWI has consistently proven to us that they deliver high quality products on schedule.

Performance Coatings: From our experience at the Houghton Transfer station, we are well aware of the importance performance coatings have on facility maintenance after construction completion. Keeping this in mind, we have spent extensive time developing a plan with our fabricator, installer and performance coater that will ensure the final steel product is of the highest quality. Our list of potential performance coating subcontractors has been hand selected to ensure that only fully capable coaters are being allowed to propose to PCL. Our QA/QC plan will have a specific section dedicated to achieving the highest level of coating finish reasonably achievable. Main points of our current plan for performance coatings is as follows:

1. Establish detailed QA/QC procedures based off of project requirements, manufacturer requirements, and the vast experience of our project team.
2. Review procedures with Owner's team as well as coating manufacturer's representatives.
3. Fabricate structural steel at PIW facility in Pacific, WA
4. Fabricated steel will be moved to PIW's coatings section at the same facility
5. Steel will be prepped for coatings in accordance with established QA/QC procedures by the performance coating subcontractor at PIW's facility.
6. Coatings will be applied to the structural steel.
7. Steel will be delivered to the jobsite "just-in-time" to prevent damage to coatings that may occur with onsite storage.
8. Steel will be erected.
9. Steel will be installed. At this point, a controlled coatings environment will be created inside the building.
10. Un-coated steel connections and joists will be prepped by the performance coater in accordance with the QA/QC procedures.
11. Performance coatings will then be applied to the remaining un-coated steel members.

In addition to the QA/QC requirements for of the project for performance coatings, PCL intends to employ a 3rd party certified coatings inspector to check the product at key points in

the aforementioned process. This inspector will inspect the prep and application of the initial coatings that occur at PIW's facility to ensure that the correct methods, QA/QC procedures, and final product requirements are adhered to. This same inspector would also perform an inspection of the onsite coatings to again ensure that steel preparation and performance coating requirements are strictly adhered to.

Similar procedures were recently employed with great success at our Chief Joseph Hatchery project where high performance coatings were applied to both new and retrofitted hydraulic steel structures that reside in submerged and semi-submerged applications.

Transportation and Delivery: As mentioned above, we have selected our steel fabricator who is located in close proximity to the project. The steel will be loaded carefully on to the trucks using nylon rigging with wood dunnage and carpet protectors (or equivalent), as required to ensure no damage can occur during transportation. This allows just-in-time (JIT) delivery for our structural steel and offers our QA/QC team easy accessibility to perform initial QA/QC checks of the materials at the fabricators shop prior to the materials arriving onsite. This will provide a large comfort level with the JIT approach, and minimize onsite storage where fabricated material would be more likely of getting damaged prior to erection. For additional information on haul routes and transportation impacts on the neighbor, please reference the additional information in section F.2.J on page 23.

Erection: Structural steel will be installed by The Erection Company (TEC) – a company that has a long and successful project history with PCL. In development of our preliminary erection plans, TEC and PCL have established methods that first focus on safety, followed by quality and minimizing damaged during installation.

Our current erection sequence starts on the north elevation installing members, guying, and bracing as required. We will next move to the south elevation installing members, guying, and bracing as required. Erection bolts will be used in all main members, joist trusses and diagonal bracing (erection aids will be removed as required

by design criteria). The joist trusses will shipped to the site in 3 pieces with bolted splice connections; these will be preassembled on dunnage to protect the coating prior to being hoisted into final position. TEC will sequence the deliveries to arrive just prior to installation. This will reduce the need to sort pieces on site, which creates a potential source of damaging finished coatings. The steel will be erected with a mobile crane by sequence, bolted, plumbed and then welding and detail work takes place. The sequencing of the work will continue by area.

TEC has completed recent aircraft hangers at Seattle Boeing field of similar size and type of structure in the last two years with similar joist trusses (one which had a 230' span). Additionally PCL and TEC have completed a total of 11 projects together for a total of \$575M.

Excavation and Grading

PCL has worked with our sitework partner, KLB, to develop the schedule and onsite phasing to provide an efficient excavation and grading sequence. Key success items include:

- Schedule and sequencing plans which allow unhindered work in large zones.
- Splitting the Trailer Yard into halves so over-excavation, fill and preload activities can be ongoing simultaneously with concrete foundation installations.
- Large site entrances allowing for efficient trucking access and egress.
- Temp Construction access road from Eastgate parking lot to the existing Transfer Station as the primary access during mass excavation of Phase 4.
- Install and utilize a certified scale, to keep an accurate count of Phase 4 excavation material.
- Exported materials will be hauled to Cedar Hills Landfill.

KLB has been an earthwork subcontract partner with PCL on several recent projects including SR 520 HOV and Transit Improvements and the Spokane Street Viaduct Widening Project. The Spokane Street project included handling and disposal over 50,000 tons of contaminated soil material.

PCL has preliminary plans for and will design a temporary shoring wall system for this project. We recognize that successfully installing this wall will involve:

- Coordinating tiebacks with existing underground utilities and structures.
- Installing a system that can remain in place without affecting Phase 3 demolition plans.

The temporary wall is a critical system which will simultaneously allow construction of the new Transfer Station and Administration Building, while supporting existing facility operations. This work will be accomplished by:

- Survey layout of shoring wall.
- Grade required access for equipment associated with the work.
- Install delineation for ongoing traffic – ensuring that 12' minimum is maintained.
- Set the drill rig on the existing FTS trailer yard / road to drill holes for pile installation. This operation will be coordinated during off hours so as not to interfere with public and commercial traffic
- Drilled holes will be cased, drilled to depth, filled with concrete, casing pulled, and H-piles will be installed. These piles will extend above existing grade for use as temporary guardrail system
- Benching and lagging installation will be done from the New Station side.
- As we bench down, vacuum dewatering system will be installed.
- Tie backs will be installed per the approve design as benching and lagging progresses.
- Tie backs will be grouted, post grouted, cured, stressed and tested as required by the design.

PCL has extensive experience installing this type of system. We have recently installed a temporary shoring wall at 2nd and Pine, Seneca Apartment Community, C755 Central Link Light Rail, and multiple other project in the last 5 years.

Storm Detention Vault

The storm detention vault will be the first major site excavation. The vault is a priority to complete for site access and logistics as well as use for TESC measures. This large, partially underground, cast-in-place vault will be constructed as follows:

- Installation of dewatering wells and once the

required draw down is reached, excavation will begin.

- We plan to shore the west and north sides of the excavation and lay back the east and south sides with sloped excavation.
- Slab on Grade will be poured in halves due to its size
- Vault walls will be formed and poured using gang formwork with an RT Mobile Crane – doing batter and plumb walls at the same time.
- Once walls are far enough along, we will commence with column, beam, and baffle wall construction.
- After concrete is completed, we will install interior piping and detail the vault for receiving water.
- Precast planks will then follow once interior work is completed. It is at this point we intend to use this as a temporary storm detention vault for the duration of construction.
- Cast-in-place topping slab will be place once precast lids have been completed.
- Concrete placement methods will be the same as discussed in Building Concrete Work.

PCL has successfully installed several similar type storm water detention vaults including WallyPark, MasterPark, and Federal Way Transit Center.

Utility Installation along SE 30th Street

SE 30th is an operational street which must remain open. The street has semi deep sewer installation, extensive dewatering, export and import material, and a utility tie-in which will need to be executed with minimal shut downs to existing service. This scope will be accomplished by the following means.

- Identify any discrepancies between the design and existing features by laying out existing utilities and comparing with the design sewer pipe and man holes.
- Traffic control plan reflecting hours and durations which match local routes. Traffic control for one lane closure in isolated areas of work versus constricting SE 30th St to one lane the length of the sewer line.
- Pre-Job Meetings with all stake holders well before work in the road begins.
- Establish dewatering wells with headers on the favorable side of trench. Temporary transformer power will be established in lieu of generators to reduce noise and environmental

concerns. The wells will be developed individually and assurance for the NTU's will be achieved prior to discharging from site in accordance with the project SWPP. Anticipated draw down is 2-3 weeks prior installation.

- Once draw-down is complete and the traffic configuration is in place, PCL will begin to install the 12" DI line switching from the 8' PVC as shown. The duration is depending on the traffic flow and existing ground conditions encountered. Start at the low end and install MH's one by one as laid out in sheet 01C316 while maintaining the existing sewer.
- If we encounter the existing sewer and it needs to be severed due to the required layout – we will lay test, get buy-off, and tie side sewers in as we work from East to West. In extreme situations we will do bypass pumping for the existing sewer which will be designated with King Co and the COB. It is the preferred method to lay the entire run and have the COB buy off, do a tie in while still maintaining the existing line, and hook the side sewers in one by one, this method is the standard route. At this time it is more than likely that all material will be exported and re imported per COB.
- Work hours will depend on noise and traffic constraints, PCL will maintain one lane of traffic in each direction during the dewater and sewer install, and during off hours we will open the road to local traffic.
- After 100% tie-in, decommission the dewatering wells and other apparatus.
- Restoration of the existing road per KC. Grade and complete other improvements.

PCL has extensive experience installing major utilities in metropolitan areas including SR 520 HOV and Transit Improvements, C755 Central Link Light Rail, and numerous other projects.

Building Concrete

PCL will self perform structural concrete. PCL has a long history of self-performing structural concrete on a wide variety of projects ranging in value from several hundred thousand dollars to over \$200M.

- Spread footings and pad footings will be performed using hand-set formwork.
- Walls will be built utilizing gang formwork and a small RT mobile crane.
- Ground Level elevated deck portion will be

formed with an engineered shoring system.

- Pre-pour checklists covering every scope involved with the pour will be require for all trades to sign off.
- Pad and spread footings will be tailgated where accessible, and pumped where not.
- Walls, slabs, and decks will be placed using a concrete pump.

PCL's experience self performing concrete includes: Lower Baker Unit 4 Powerhouse project - forming and placement of 7000 cubic yards of mild reinforced structural concrete; the Spokane Street Viaduct Project which included 26,000 cubic yards of concrete; and The Bravern Signature Residences which included 32,000 cubic yards of concrete with 1,146,331 sf of formwork.

Demolition: Existing Warehouse Buildings (Phase 1) & Transfer Facility (Phase 3)

The safety of all stakeholders is the number one priority during all disassembly and demolition work. PCL intends to meet with the neighboring businesses prior to any demolition to inform them of the upcoming activities. We have found communication with the community is an essential part of a project of this nature to ensure it runs smoothly. Our goal is to have no surprises, mitigate the possibility of complaints, and to complete the work safely and efficiently.

Building structure demolition will be accomplished with mechanized equipment, tools, and a variety of high reach excavators equipped with hydraulic tools for crushing concrete and shearing steel. Interior demolition will be accomplished with small, skid-steer loaders and small excavators equipped with hydraulic attachments for debris.

Material recycling is another important aspect to the project. Scrap metals, concrete, and asphalt; all products of the demolition will all be processed and recycled to help ensure we achieve LEED Gold.

PCL's experience with demolition on projects including Houghton Transfer Station, Amtrak Maintenance Facility, Equinox Condominiums, and WallyPark.

Electrical

PCL will staff an MEP Engineer to coordinate all electrical, mechanical, and plumbing systems. All MEP engineers are supported by our district Building Systems Manager as needed. This approach was successfully employed on recent PCL projects such as the Lower Baker Unit 4 Powerhouse Project and the Chief Joseph Fish Hatchery Project – both completed in 2013 and having complex automation and controls systems.

The overall plan is to get the building feeds, transformers, and raceway installed as soon as the structure progress allows. Cable tray and long conduit runs will be installed first, with drops to control panels and other equipment after they are installed. Equipment is only installed as construction conditions permit. Once raceway is complete on each end, cable is pulled. Cables will be megger tested to the extent specified, terminated, and point-to-point tested. Motors will be high pot tested as required. Once panels become hot, they will be secured by PCL's lock-out-tag-out (LOTO) process for the duration of the project. All low volt systems will be installed based on relevant predecessors activities.

Puget Sound Energy will be contacted early and regularly updated so work they must perform does not affect progress. PCL recognizes that this work will require forward planning flexibility on our end.

Inside the facility, where electrical conduit is not embedded, the focus on quality will be a priority to maintain a neat and tidy appearance. All fixtures and electrical equipment will be straight and plumb or it will not be accepted. Our plan is to have electrical equipment procured as soon as possible to ensure it is available for installation as soon as site conditions allow. This will expedite removal of temporary electrical systems.

Valley Electric, our Electrical Subcontractor, has recently completed similar work on the South Recycling and Disposal Station in South Park, WA. They have also successfully completed work on the South Waste Water Treatment Plant.

Mechanical

The major mechanical components on this project include the compactor package, the exhaust system, HVAC ducting, and controls.

The **compactor package** will be closely coordinated with the manufacturer and installer. Preparation includes accurate wall penetration layout, precise elevations of foundation plates, and layout of the tipping floor openings. Before the HPU and compactor are filled with oil, they will be filtered and circulated to ensure all oil placed in the equipment is clean. All manufacturer instructions will be followed by PCL's installer and closely managed by our Quality Control Manager.

The **exhaust system** consists of various fans mounted to the roof structure of the station with ducting below. These will be coordinated with the structural steel openings in the roof prior to building the roof opening to ensure that the shop drawings are used to size those openings. These will be installed from the top of the roof and accessed underneath with scissor lifts to install ducting on the underside.

The **heating and cooling system** equipment consists of a variety of types. There are gas fired units heaters, ductless heat pumps, fans, infrared heaters, louvers, electric unit heaters, and a roof top unit. These units have different conditions that need to be met before being installed in order to protect them from damage. No equipment will be installed in an area that is not sufficiently prepped. They will only be brought to site when they are ready to be installed. This minimizes the chance for them to become damaged.

The mechanical components will be protected and treated as finished products when they arrive onsite. Protection will be removed as necessary to make mechanical and electrical connections and completely removed before start-up.

Plumbing

The plumbing and piping portion of work includes embedded piping in the lower level of the Station and surface mounted piping throughout. The plumbing system includes a UV filter, inline pumps, water heaters, filters, storage tanks, and a compressor package. PCL's plumbing subcontractor, JP Francis, has extensive experience in all aspects of this project's plumbing scope – as demonstrated with PCL over many projects in the last 15 years as well on many projects for King County. JP Francis has recently worked

on the Renton Waste Water Treatment Plant, County Dumps, and at the Port of Seattle within King County. **JP Francis is an approved SCS subcontractor.**

This scope of work will be closely coordinated with the building foundation construction. We will use survey equipment to ensure there is proper slope and adjusted as needed. Pipes embedded in concrete will be securely fastened so that there is no ability to float during concrete placement.

All piping not embedded in concrete will be neat in appearance and run straight with regard to adjacent equipment and structure. Any pipe installation not meeting a high standard of appearance will not be accepted as finished product. To ensure quality standard installation, the piping on this project will be installed by one contractor (JP Francis).

F.2.c - Managing Construction Costs and Schedule Impacts

Our goal is to achieve zero change orders and to complete our project ahead of schedule. PCL's in depth knowledge of the scope and in depth planning and up front coordination of work will play a large part in achieving this. The lump sum contract and comprehensive contract documents will assist greatly.

Cost control measures include:

- PCL will establish differing site condition procedures.
- Early identification and communication of changed conditions.
- Re-sequence as necessary to minimize any impacts to the overall project schedule.
- Pricing will be provided in a timely manner so as to allow KC to make educated and prompt decisions.
- Predetermined labor and equipment rates and mark ups will be established with primary subcontractors to allow for expedited pricing reviews.

Schedule control measures:

- 4 D scheduling
- Pull Planning
- BIM collision detection
- Re-sequence as necessary to minimize any

- impacts to the overall project schedule.
- Knowledge and experience of selected subcontractor partners.

Managing other applicable issues: The key to managing any issue on a construction project is establishing a cohesive team that embraces open communication, and proactively seeks to be solution providers. The team we have selected for this project strongly exhibit these behaviors.

To communicate schedule progress, Primavera P6 V. 7 will be updated continuously throughout the duration of the Project. Updates will be provided to the Owner monthly, and weekly 3 week look-ahead schedules will be reviewed at the weekly coordination meeting. Please refer to Section G on page 26 for additional information

Internal Cost Controls

PCL has developed a proprietary system of internal cost controls that include weekly labor cost and productivity tracking, monthly project forecasting, and financial trending analysis among other things. Information on these internal systems is available upon request.

Examples of projects where PCL has successfully managed costs include Houghton Transfer Station Roof Improvement and Mitigation Project for King County and the Amtrak New Cascades Maintenance Facility, which finished 6 months ahead of schedule and on budget.

F.2.d - Working around Pressurized Gas Lines

PCL has identified two main areas of this project where we will be working around high pressurized gas lines. These areas are the reroute of HP gas main running from utility easement on east slope of Eastgate Property tying into line at SE 32nd and tie-in and utility work at SE 30th. We have been in contact with PSE and have a good understanding of their requirements and procedures for installation of high pressurized gas lines as well as their electrical transmission and distribution scopes of work for this project. Current work plans have been based around performing the work safely according to our zero incident safety culture, as well as minimizing impacts to KC and the public.

Eastgate Property Work

We have sequenced work in this area such that PSE's pressurized gas line is the last underground installation. This will greatly limit exposure to the existing line. Although PSE's work is outside our scope, we have preliminarily coordinated with them regarding their work activities as follows:

- PSE will install and backfill the new pipeline reroute, while leaving fittings exposed until pressure testing occurs.
- Once the new line is installed, PSE will pressurize with Nitrogen.
- Upon a successful pressure test, PSE will tap into existing pressurized line. All operations before the tap occurs will be isolated to areas outside KC operations and the public.
- PSE figures the line will be exposed for 2-3 days while it is under test and verified.

The tie-in at the top of the easement will follow the same procedures and be done at the same time.

SE 30th Work

In accordance with note 3 on drawing 01C120, the existing utility survey does not identify exact location of HP gas line or tie-in location. Work activities in this area will present the highest risk related to working next to adjacent HP gas lines due to the following items:

- In middle of SE 30th St.
- Includes water, sewer and storm pipe installations.
- Is adjacent to our planned construction entrance.

Before any hard surface removal, storm and sewer work is performed, we will call PSE for locates. Potholing operations will then be used to locate the pipe underground by either hydro vacuuming or hand digging. Once located, accurate measurements for both alignment and elevation will be taken where they will be clearly marked and identified at the location. During utility installations, spotters will monitor operators to ensure they are aware and stay clear of the line. When we are ready to tie the new Transfer Building gas line in, we will again coordinate and schedule well in advance with PSE and King County to make sure all safety and protocols are clear. Once we install sleeves for PSE, they anticipate the tie-in to take 2-3 days.

It should be expressly noted that specific safety briefings will be held with PSE and the construction team prior to any excavations occurring at any location with known gas lines.

F.2.e - Building Information Modeling

At PCL, we believe BIM to be only one aspect of a broader system of construction tools called Virtual Construction (VC). The use of VC at PCL adds value for our customers by increasing the quality of the project, identifying conflicts/issues early to reduce or eliminate cost impacts, and reducing the risk to the CPM Schedule. Through the use of various virtual design and scheduling programs, our Project Managers, Superintendents, and Engineers effectively "build the project twice", once virtually and the second time actually. Conflicts and issues are avoided through the insight provided by VC, and innovative ways to save time and money without sacrificing quality are discovered.

VC is an integral part of the PCL's planning process, and as such, we have created a 3D Revit model of the facility for analysis during this Proposal phase. This preliminary model contains the structure, site grading, and phasing, without building systems. Through the submittal process, shop drawings from our subcontractors will be loaded into the model. We can then virtually inspect and coordinate clash detection as needed between the structure and systems (Underground Utilities, HVAC, Plumbing, Electrical etc.) and between systems. Resolution of potential conflicts before construction begins has many benefits to the project.

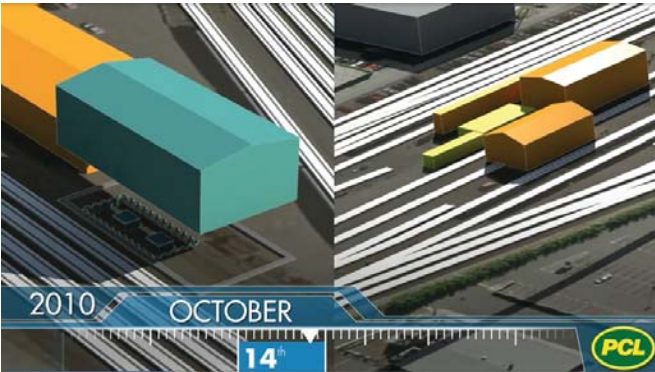
As the project develops, PCL will further utilize VC to communicate with field staff, allowing them the ability to apply VC tools to increase field production, quality, safety, and minimize field conflicts.

Some of the VC tools we will utilize for this project include:

- 3D modeling using Revit
- 4D scheduling
- BIM 360 for QA/QC
- Bluebeam
- Electronic tablets (I-pads) for engineers and select field staff for use in the field. This

allows for instant access to all electronic files, plans, inputting QC inspections, etc. from any location onsite where the work is occurring.

PCL successfully used BIM and 4D scheduling on the 30-month phased construction of the Amtrak Maintenance Facility.



Amtrak 2 Phase 4D BIM

F.2.f - Dewatering Excavations and Handling Groundwater

PCL intends to contract with Bender Consulting LLC to conduct an independent evaluation of the site and evaluate the report provided by King County. Our current plan is to install dewatering wells in the phasing sequence described in schedule 'A' within the dewatering specifications as required; however, independent evaluation by Bender may lead to suggested modifications to the plan. A summary of dewatering and groundwater control efforts are as follows:

Groundwater control at the site is required to:

- depressurize aquifers
- lower the groundwater levels to provide a dry and stable excavation
- lower groundwater pressures to facilitate anchor installation
- lower uplift pressures on the base of the excavations

Shannon & Wilson performed two pumping tests at the site; the PW-1 test stressed pre-Vashon-aged sands that underlie the majority of the site. The sands are pervious and are well-suited for dewatering using large diameter wells that are capable of high discharge rates. The pumping test results indicate that the majority of the site is underlain by these sands, and that dewatering will have site-wide influences. The test results

indicate that the aquifer may be truncated, so discharge rates may decline significantly with time. The test results from the PW-2 test indicate that the detention vault is likely located in a different aquifer. Though that aquifer may be connected to the regional aquifer below the site, the yields and area of influence from a dewatering system installed in this area will be lower. We will independently analyze the data from both tests for design of the site dewatering systems for construction.

In general, we believe that the dewatering system specified in Schedule A of Specification Section 31 23 19 2.01 will be sufficient for dewatering all on-site facilities; this includes the temporary and permanent wall, the new facility, the storm water vault, and site utilities. A separate dewatering system (likely consisting of well points) will be required for up to 1,000 feet along SE 30th Street. There is a variety of dewatering well scheduling and operating options available for dewatering at the site; should site phasing be flexible, there are options for using a lower number of dewatering components and ultimately discharge less water to the storm system.

Specification Section 31 23 19 defines the dewatering discharge limits for East Creek Tributary 0263A as being between 2.6 and 7 CFS depending on season. The Specification also identifies Sunset Creek and the sewer as additional discharge options. Assuming that the work for Wall 4 can be scheduled for the dry season and that the aquifer boundary conditions are such that discharge rates will significantly decline with time, it is possible that all work can be done within the existing tributary discharge limitations. However, we prefer not to rely on this and will work with the City of Bellevue to increase the site discharge capacity which will also create dewatering and scheduling opportunities for the project.

Our onsite Construction Erosion and Sediment Control Lead (CESCL), Jason McLaughlin, will be performing routine inspection and maintenance on the aforementioned systems, and alternate provisions implemented as necessary. This will be in accompany to routine inspection and maintenance performed by our dewatering contractor. Furthermore, the dewatering pumps

will be powered by site temp power systems and backed up by automatic transfer cold start generators. In the event of a power outage, these generators will kick on and continue to dewater the site. These will also be started weekly to ensure that, if needed, they are ready to go and will not have deferred maintenance problems.

PCL's dewatering project includes our current Seneca Apartment Community project in Seattle; Sound Transit's C755 Central Link Light Rail and Tukwila Station; Lower Baker Unit 4 Powerhouse, and Chief Joseph Fish Hatchery.

F.2.g - Ensuring Project Achieves LEED® Gold Certification or Higher

To ensure the project achieves LEED Gold Certification or higher, PCL has thoroughly evaluated the bid documents and scored this project based on the current design and also the available points we are able to earn during construction. Our overall strategy is to maintain the credits in the below LEED Scorecard that are achieved based on the design of the work, and then to maximize points scored during construction. For the design based points, PCL's LEED Accredited Manager will work closely with King County and the entire project team to maintain designed features that score LEED points during phases of preconstruction, submittal processing, and material selections. The remaining points rely on construction means and methods; material management and recycling program; IAQ Management Plan; etc.

PCL's approach strategy to achieving LEED Gold will include, but is not limited to:

- Controlling sedimentation by stabilization and structural measures
- Establishing goals for construction waste
- Designating areas for collection of recyclable materials
- Obtaining records from waste haulers to confirm diverted materials have been recycled or salvaged
- Establishing a project goal for FSC-certified wood products and identify suppliers
- Adapting an IAQ plan to (1) protect HVAC system during construction, (2) control pollutant sources, (3) interrupt contamination pathways, (4) institute housekeeping activities, and (5) schedule the installation of materials to avoid contamination of absorptive materials
- Specifying low VOC materials

PCL is committed to sustainable design and construction. The Seattle District has completed LEED projects including the LEED Gold King County Communications and Control Center, the LEED Gold Everett Naval Station Fleet Region Readiness Center, and the LEED Silver Veterans Administration Community Living Center at American Lake.

LEED 2009 for New Construction and Major Renovations				Project Name: Factoria Recycling & Transfer Station			
Project Checklist				Date: September 13, 2013 - BASED ON SPEC NOTES (018310)			
18 8 Sustainable Sites Possible Points: 26				Materials and Resources, Continued			
Y	7	N		Y	7	N	
				2			Credit 4 Recycled Content 1 to 2
5	1			2			Credit 5 Regional Materials 1 to 2
				1	1		Credit 6 Rapidly Renewable Materials 1
				1			Credit 7 Certified Wood 1
11 4 Indoor Environmental Quality Possible Points: 15							
Y	7	N		Y	7	N	
				1			Prereq 1 Minimum Indoor Air Quality Performance 1
				1			Prereq 2 Environmental Tobacco Smoke (ETS) Control 1
				1	1		Credit 1 Outdoor Air Delivery Monitoring 1
				1			Credit 2 Increased Ventilation 1
				1	1		Credit 3.1 Construction IAQ Management Plan—During Construction 1
				1	1		Credit 3.2 Construction IAQ Management Plan—Before Occupancy 1
				1	1		Credit 4.1 Low-Emitting Materials—Adhesives and Sealants 1
				1	1		Credit 4.2 Low-Emitting Materials—Paints and Coatings 1
				1	1		Credit 4.3 Low-Emitting Materials—Flooring Systems 1
				1	1		Credit 4.4 Low-Emitting Materials—Composite Wood and Agrifiber Products 1
				1	1		Credit 5 Indoor Chemical and Pollutant Source Control 1
				1	1		Credit 6.1 Controllability of Systems—Lighting 1
				1	1		Credit 6.2 Controllability of Systems—Thermal Comfort 1
				1	1		Credit 7.1 Thermal Comfort—Design 1
				1	1		Credit 7.2 Thermal Comfort—Verification 1
				1	1		Credit 8.1 Daylight and Views—Daylight 1
				1	1		Credit 8.2 Daylight and Views—Views 1
10 Water Efficiency Possible Points: 10				1 5 Innovation and Design Process Possible Points: 6			
Y	7	N		Y	7	N	
4				1			Credit 1.1 Innovation in Design: Specific Title 1
2				1			Credit 1.2 Innovation in Design: Specific Title 1
2				1			Credit 1.3 Innovation in Design: Specific Title 1
				1			Credit 1.4 Innovation in Design: Specific Title 1
				1			Credit 1.5 Innovation in Design: Specific Title 1
				1			Credit 2 LEED Accredited Professional 1
9 17 9 Energy and Atmosphere Possible Points: 35				2 2 Regional Priority Credits Possible Points: 4			
Y	7	N		Y	7	N	
4	15			1			Credit 1.1 Regional Priority: SSC4.2 1
2				1			Credit 1.2 Regional Priority: SSC4.4 1
3				1			Credit 1.3 Regional Priority: EAC1, 19pts 1
2				1			Credit 1.4 Regional Priority: EAC2, 7pts 1
7 2 5 Materials and Resources Possible Points: 14				58 24 28 Total Possible Points: 110			
Y	7	N		Certified 40 to 49 points Silver 50 to 59 points Gold 60 to 79 points Platinum 80 to 110			
				1			Credit 1.1 Storage and Collection of Recyclables 1 to 3
				1			Credit 1.1.1 Building Reuse—Maintain Existing Walls, Floors, and Roof 1 to 3
				1			Credit 1.1.2 Building Reuse—Maintain 50% of Interior Non-Structural Elements 1
				2			Credit 2 Construction Waste Management 1 to 2
				2			Credit 3 Materials Reuse 1 to 2

F.2.h - Administering and Managing RFI's

AND

F.2.i - Administering and Managing Contract Submittals

PCL has developed a proprietary document control program called Project Document Control ("PDC"), for the management of RFI's and Submittals. PDC is an application system which allows team access and shared use of a web-based platform for project documents ranging from basic contract documents to inspection and commissioning reports. This system was used with success on the Houghton Transfer Station with King County, and we have used this system on other projects with HDR successfully. A few of the benefits of the system are as follows:

- PDC be customized for the needs of the project, as well as the individual users.
- PDC reduces file storage need for all users, and centralizes important project information.
- PDC is accessible 24 hours a day from anywhere with internet connection.
- RFI's and submittals are efficiently transitioned through the review process, and transmitted to the next step in the process in real time with no lag.
- Users can quickly and easily find documents and information to research past events or to determine the status of a task which aids in planning and decision-making.
- Effectively identifies responsibility, so outstanding items can be tracked and closed out efficiently.
- Has documented increase efficiency in processing RFI's and Submittals



While we plan to use PDC to manage RFI's and Submittals on the Project, an effective approach to the processing of RFI's and Submittals is also essential to maximizing the use of the teams time while reducing impacts to the project. Within PDC, a review process internal to the construction group will be established to ensure that multiple layers review the document prior to submission to the KC and/or the Designer. **This will ensure that not only quality documents are being presented, but it will also allow PCL to prioritize RFI's and Submittals in such a manner as to help KC and the design group identify which items require prompt attention, and which items are not time sensitive.** Requested return dates will be clearly identified on the documents so that the reviewers are aware of the dates the information is need by to prevent impacting the Project.

On a weekly basis, or more frequent if necessary, PCL will facility document control meetings with the reviewers that will allow dialogue on issues that might exist with certain RFI's or submittals, help the team prioritize critical responses, and address any other items. PDC will be used to generate reports that can show the number of outstanding RFI's or submittals assigned to each reviewer, duration items have been outstanding for, and other management reports to help ensure the process is proceeding efficiently.

F.2.j - Minimizing impacts on the neighboring businesses

The new Transfer Station will be constructed with the neighboring businesses in mind. It is our intention to be sensitive to our commercial and residential neighbors during construction of the Factoria Transfer Station, and to do our best to minimize disruptions:

- Training will be provided to all trades and workers as part of our Site Specific Safety Plan and introduction to the Project – which includes the sensitivity to neighboring businesses.
- PCL will hold a neighborhood outreach meeting prior to any work commencing, as well as on-going project updates through flyers, emails, signage, door-to-door, etc.
- All trades will park in designated parking lot at the Eastgate Property. Parking will not be allowed in commercial business parking lots.

- Construction access to the new Transfer Station site will be limited to S.E. 30th Street during Phases 1 and 2. With exception of work associated with connecting the New Station to SE 32nd St.
- Traffic control will be provided as required, PCL will coordinate closely with the Owner and Businesses in regards to upcoming construction activities to keep clear line of communication at all times.
- No parking or construction traffic will be allowed in the parking lot at the west side of the site on SE 32nd Street, or around businesses adjacent to the site. However, it may be determined necessary to bring large equipment through this area if there are no other safe or feasible options. PCL will coordinate with the project representative and neighboring businesses to collaborate an acceptable plan.
- Signs will be posted around the site delineating work areas to emphasis parking restrictions, these locations will be designated on our site plans which will be distributed during our safety meetings prior to working on site and be continually addressed at weekly sub-trade meetings.

F.2.k - Demolition Debris Hauling

The demolition debris from phase 3 consists of steel and concrete components from the existing transfer station, surrounding hardscapes, and other miscellaneous site structural components. Hauling this material offsite will be conducted with the following priorities:

- Carefully removing owner identified salvage items first and transporting them to Cedar Hills Regional Landfill per spec 02 41 00. These will be properly braced and protected on either an enclosed or open deck trailer as appropriate. All machined surfaces that shall become exposed as a result of salvage will be coated with protective material as needed to minimize rust development.
- Jointly identifying with King County Representative and organizing debris so that contaminated material that is not suitable for recycling is kept onsite per PCL's Construction Waste Management plan.
- Minimizing impacts to New Transfer Station self-haul and commercial traffic. Removal

of debris will be loaded into dump trucks or dumpsters. The haul route will be dependent on the loaded material as follows:

- All hauling vehicles will enter site from the Eastgate Parking Lot down the Contractor Access Road.
 - PCL will direct 100% of the debris up the Contractor Road to the Eastgate Parking Lot.
 - If inclement weather or large demolition debris prohibits uphill use of the Contractor Road, hauling vehicles will be coordinated with the Project Representative and users of the New Transfer Station via SE 32nd St. This will be done with flaggers and only as a contingency to the regular haul route up the Contractor Access Road. In such cases, trucks will utilize the bypass lane.
 - All debris will be inspected and sufficiently "brushed off" so as to prevent loose items (dirt, rocks, screws, nails, other "clingers") from coming loose during transport to their destinations. All material loaded onto open deck trailers for removal to site will be securely fastened to the deck and covered with secondary netting to contain potentially loose material.
- Ownership of Steel and Concrete Structure Debris will transfer to PCL's Demolition contractor as is it demolished from its existing condition. It will be hauled to a salvage service of their discretion.



F.2.1 - Managing Traffic

PCL will address traffic management in six primary construction activities. In all scenarios, construction work will yield to the customers of the existing station and to the general public.

Utility installation on SE 30th St. This work involves trenching in the street in front of neighboring businesses. This will be done in sections so access to business' parking lots is not blocked. Traffic will be directed through construction activity with barricades and signage. At no time will access to neighboring businesses be blocked completely. We will be submitting a traffic control plan to the City of Bellevue which will likely include use of a parking lane for west bound traffic to accommodate trenching and utility work and regular traffic.

SE 30th St Construction Entrances and regular phase 1&2 traffic: This will be clearly identified as the main construction entrance during phases 1 and 2 of the project. This will have PCL site entrance signage and information for visitors entering the site. It will also be surrounded with traffic related signage alerting the public that trucks are entering and leaving roadways.

Entering and Leaving the Eastgate Property: Construction vehicles will enter and leave through this access throughout the entire project. A stop sign for vehicles entering SE Eastgate Way will stop traffic leaving site. Signage alerting the public that construction vehicles are entering the roadway will be placed going both directions.

Utility work that crosses SE 32nd St. This work refers to the relocated underground utilities. In order to trench across SE 32nd St, half of the duct bank will be done at a time to allow traffic to be managed through one lane with a team of flaggers. This will be barricaded and have associated signage alerting drivers to flagging operation ahead. Another option would be to execute this work on a night shift. In order to maintain complete functionality of the station, this may be considered. If worked on at night, it will be road-plated during the day with appropriate signage alerting drivers to the road plates.

Traffic flow and barricades within new Transfer Station during phases 3&4: Once the new station is in use, both commercial customers and self haulers will be entering the station through the same entrance until the permanent entrance is built in phase 4. During this phase of shared use, the entrances/exits on the east side of the tipping floor will be barricaded with jersey barriers / eco blocks. Signage will be put in place to clarify traffic flow per the phase 3 traffic management concepts in the drawings.

Construction of permanent commercial Station entrance during phase 4: This will be constructed during ongoing use of the New Station and will be closely coordinated to maintain access for commercial activity. One lane of traffic will be maintained while the other is constructed and it will be flipped once the new half is completed. Flaggers will direct traffic, accompanied by appropriate signage, while this activity is being constructed.

General ideas to assist with the above areas of concern:

- Work with City of Bellevue to extend the timing of the traffic light for left turning traffic from SE 30th St on the Richard's Rd. This would only apply to non-peak hours. Construction traffic will share the road with the general public, which will impact neighboring business traffic leaving SE 30th St. Extending the traffic signal timing at this intersection would allow for the added traffic to pass through the intersection.
- A sign will be installed at the top and bottom of the phase 3 contractor access road instructing truck drivers to communicate on CB-Radio frequency prior to accessing the road.





SECTION G

Project Schedule

G - Project Schedule

G.2.a - PCL's preliminary project schedule is attached.

G.2.b - Schedule Narrative

Specification section 01 32 20 requires the use of Primavera P7 however, this program does not exist. PCL interprets this as Primavera P6 Version 7, which we will be using for this project.

Phase 1 & 2

PCL's preliminary baseline schedule is based on an anticipated Milestone 1 (Preconstruction) start date of April 7, 2014. The preliminary schedule has the critical path of Phases 1 & 2 running primarily through the construction of the New Transfer and Administration Buildings. Associated sitework and utility work become critical at the end of Phase 2. The critical path items are shown in red bars on the attached preliminary schedule.

Transfer & Administration Building

Our first major task will be the demolition of the West warehouse building. This provides access to the south end of phase 1 & 2 work to clear and grub for the Transfer Building lower level building pad and install dewatering wells. The focus will be to get the lower level building pad ready for construction of the foundations.

Construction of perimeter lower level foundation walls and retaining wall 3 will be first so when completed we can start structural backfill for ground level foundation work. While structural fill is being placed we will be constructing the balance of interior walls and columns. Ground level elevated deck and footing/SOG construction will then start and are currently scheduled to be completed by early March 2015.

The Transfer and Administration building structural steel will begin in early March 2015 and will be completed with detailing in late April 2015.

Exterior sheathing and metal panel installation starts late April 2015 with installation starting on the east elevation and continuing clockwise. As work proceeds to the south elevation, we will begin to enclose the Administration building. We will have the Administration building enclosed by early July 2015 and the Transfer Building enclosed by mid August 2015.

MEP system installations will start in mid April 2015 and completed by mid September 2015 along with interior finishes of both Transfer and Administration Building.

MEP systems startup and commissioning will begin in mid September 2015 and complete by late October 2015. City of Bellevue inspections will start in late October and complete by late November. Our preliminary schedule has a substantial completion date of November 20, 2015.

Transfer Site

Installation of dewatering wells for the Storm Detention Vault will start directly after installation of Transfer Building wells. Excavation and construction of the vault will start in late August and complete early January 2016. We will work with King County to accelerate the start date for the vault construction so it will be available to use during the first winter. After the south and east detention vault walls are poured, structural fill for trailer yard will begin mid November 2014. The trailer yard will be filled and preload placed where it will then set for its potential 90 settlement period. We anticipate the preload being completed late March 2016.

Trailer yard utilities will start late April 2015. Construction of the Fuel Fill Facility will begin in early August 2016 and concrete paving late August. The preliminary schedule shows construction of the Trailer Yard completed by mid October 2016.

South Entrance Area

The temporary shoring wall be installed in early September 2014 after we have cleared and rough graded the area. After the structural fill is placed behind Transfer Building lower level foundation walls and the building pad is constructed, we will start utility installations and substantially completing them prior to steel erection. South Entrance final grading and concrete paving activities will start once the metal siding in completed on the west side and be completed by mid September 2016.

Eastgate Property

In early August 2014, after the Transfer Building site is cleared and grubbed, we begin the clearing easements for relocated OHE and underground sewer, electrical and HP gas. PSE will relocate the OHE late September through mid October 2014. After PSE completes the OHE relocation we will install the new sewer line from top of hill down to 32nd. Once this is complete, PSE will install the underground power and HP gas lines in mid November 2014. PCL has contacted PSE and they have confirmed our schedule is acceptable.

PCL will begin installing amended sand vault and associated piping early August 2014. This work is dependent on PSE work and mitigation of storm runoff during the easement work and Phase 4.

Site improvements of the area are planned to be completed along with improvements at South Entrance area of the Transfer Building site, but we may chose to complete this work in Phase 4 depending on the final dewatering plan.

Phase 3 & 4

Having just successfully completing the Transition Period, the phase 3 & 4 work will kick off with the demolition of the Old Transfer Station. While demolition is proceeding, we will install Wall 4 dewatering wells so they are completed prior to mass excavation. Mass excavation is the critical activity in completing this phase. We will establish the HHW Building foundations, which will start late April 2016. The critical path of this phase then flows through the construction of the HHW Building which will be completed by early December. Start up and Commissioning activities will occur in December and City of Bellevue inspections in January.

Work in the Scale House building will start mid November once we have completed metal panel activities at the HHW building. Once mass excavation is far enough along we will start one sided Wall 4 in early May 2016 and have the artwork scheduled to go in starting mid August 2016. Site utility work will begin in May and completed by mid August 2016. We will then start concrete paving and site finish work completing all sitework mid January 2017.

Our preliminary schedule reflects a substantial completion date of February 24, 2017 in accordance with specified contract days.

G.2.c.i – Schedule Updates and Progress Documentation

PCL has a regimented routine for schedule updating, which will be used on this project. Each week our Superintendent, Jeff Luedecker, and Field Engineer will walk the project and inspect the work completed to update the schedule. These revisions are entered into P6 updating the master schedule. The critical path is then evaluated. If work is falling behind, a recovery plan is developed and put in place.

Weekly, a 3-week look ahead schedule is exported from the Master Schedule. We will utilize one schedule for the entire project. Running multiple schedules can become confusing, may not align with each other and can cause delays and claims. The 3-week look ahead schedule will be distributed to the project team at our Monday morning meetings. The upcoming week's activities are reviewed to ensure the team is prepared and working towards the same goal.

Additionally, at the weekly subtrade meeting, the same 3-week look ahead schedule is distributed and reviewed with all subcontractor's on the project. This allows for coordination of upcoming work along with providing the project with a finite path forward. The 3-week look ahead schedule will also be reviewed with King County weekly.

At the end of each month our Project Manager, Joel Kinman, and Superintendent, Jeff Luedecker, will review the complete master schedule and update and/or change as necessary for the means and methods of the project. At this time, they will review the upcoming work ensuring proper planning is happening to execute the scopes of work efficiently. Once completed, the master schedule update is transmitted to all subcontractors, suppliers and King County. In addition to providing a master schedule to the County, PCL completes a monthly Progress Reports including a schedule section of a summary of work completed, key milestones and achievements for that month and a narrative of any issues with the schedule.

G.2.c.ii – Integration of Subcontractor and Major Suppliers

Our current project schedule was constructed based off schedule input from our key subcontractors and vendors. During collaborative sessions, we have developed and integrated their specific activities, durations and logic to develop the current project schedule to maximize efficiency while keeping the goals of the entire project in mind. Throughout the life of the project, our Subcontractors and Suppliers are integral members of our team, and so we are in constant contact with them regarding status of their work, procurement, etc. This then leads to them being part of our overall schedule updating.

We greatly trust and value the scheduling input of our subcontractors, but will also take additional measures to progress their work ourselves to ensure that they are able to meet their schedule commitments. Through the use of quantity tracking tools and techniques, we will be able to project work progress for early signs that schedule may be slipping. If this is noticed, measures will be taken with the particular trade to get them back on track and ensure on-time or early completion.



Seneca Apartment Community Concrete Pour August 29, 2013

PRELIMINARY OVERALL PROJECT SCHEDULE

Activity ID	Activity Name	Original	Start	Finish	Predecessors	Successors	2014												2015												2016												2017											
							A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S	Oct	N	D			
ACTIVITY SUMMARY							<div style="display: flex; justify-content: space-between;"> 24-Jun-17, FACTORIA 24-Jun-17, MILESTONE </div>																																															
MILESTONE SUMMARY							<div style="display: flex; justify-content: space-between;"> 24-Jun-17, FACTORIA 24-Jun-17, MILESTONE </div>																																															
MS1000	Milestone 1, Preconstruction	70	07-Apr-14*	15-Jun-14		MS2000, M	<div style="display: flex; justify-content: space-between;"> Milestone 1, Preconstruction Milestone 2, Phases 1 & 2 </div>																																															
MS2000	Milestone 2, Phases 1 & 2	525	16-Jun-14	22-Nov-15	MS1000	MSTP10	<div style="display: flex; justify-content: space-between;"> Milestone 2, Phases 1 & 2 Transition Period </div>																																															
MSTP10	Transition Period	45	23-Nov-15	06-Jan-16	MS2000	MS3000	<div style="display: flex; justify-content: space-between;"> Transition Period Milestone 3, Phases 3 & 4 </div>																																															
MS3000	Milestone 3, Phases 3 & 4	415	07-Jan-16	24-Feb-17	MSTP10	MS4000	<div style="display: flex; justify-content: space-between;"> Milestone 3, Phases 3 & 4 Milestone 4, Final Acceptance </div>																																															
MS4000	Milestone 4, Final Acceptance	120	25-Feb-17	24-Jun-17	MS3000	MSPC10	<div style="display: flex; justify-content: space-between;"> Milestone 4, Final Acceptance Project Complete </div>																																															
MSPC10	Project Complete	0		24-Jun-17*	MS4000		<div style="display: flex; justify-content: space-between;"> Project Complete </div>																																															
MILESTONE 1 - PRECONSTRUCTION							<div style="display: flex; justify-content: space-between;"> 15-Jun-14, MILESTONE 1 - PRECONSTRUCTION </div>																																															
MS1010	Milestone 1 - Preconstruction	70	07-Apr-14	15-Jun-14	MS1000	MS2010, M	<div style="display: flex; justify-content: space-between;"> Milestone 1 - Preconstruction </div>																																															
SUBMITTALS							<div style="display: flex; justify-content: space-between;"> 01-Jun-14, SUBMITTALS </div>																																															
M1PRSB0000	Schedule of Values	5	14-Apr-14	18-Apr-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Schedule of Values </div>																																															
M1PRSB0010	Surveyor Qualifications	28	14-Apr-14	11-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Surveyor Qualifications </div>																																															
M1PRSB0020	TESC Plan	28	21-Apr-14	18-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> TESC Plan </div>																																															
M1PRSB0030	Baseline Schedule	28	21-Apr-14	18-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Baseline Schedule </div>																																															
M1PRSB0040	Quality Control Plan	28	21-Apr-14	18-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Quality Control Plan </div>																																															
M1PRSB0050	Wastewater Handling & Disposal Plan	28	21-Apr-14	18-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Wastewater Handling & Disposal Plan </div>																																															
M1PRSB0060	Waste Management Plan	21	21-Apr-14	11-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Waste Management Plan </div>																																															
M1PRSB0070	Pollution Prevention & Spill Contingency Plan	28	21-Apr-14	18-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Pollution Prevention & Spill Contingency Plan </div>																																															
M1PRSB0080	Site Specific Safety Plan	28	28-Apr-14	25-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Site Specific Safety Plan </div>																																															
M1PRSB0090	HAZWOPER Certifications	28	05-May-14	01-Jun-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> HAZWOPER Certifications </div>																																															
M1PRSB0100	Testing Agency Certifications	28	05-May-14	01-Jun-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Testing Agency Certifications </div>																																															
M1PRSB0110	Contractor Letter of Acceptance of Owner Survey	7	05-May-14	11-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Contractor Letter of Acceptance of Owner Survey </div>																																															
M1PRSB0120	Temp Facilities & Controls	21	05-May-14	25-May-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Temp Facilities & Controls </div>																																															
M1PRSB0130	Emergency Response Contact Info	28	05-May-14	01-Jun-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Emergency Response Contact Info </div>																																															
M1PRSB0140	Demolition Plan	28	05-May-14	01-Jun-14	MS1010	M2MB000C	<div style="display: flex; justify-content: space-between;"> Demolition Plan </div>																																															
MILESTONE 2 - PHASE 1 & 2							<div style="display: flex; justify-content: space-between;"> 05-Jan-16, MILESTONE 2 - PHASE 1 & 2 </div>																																															
MS2010	Milestone 2 - Phase 1 & 2	525	16-Jun-14	22-Nov-15	MS1010	MSTP0010	<div style="display: flex; justify-content: space-between;"> Milestone 2 - Phase 1 & 2 </div>																																															
MOBILIZATION							<div style="display: flex; justify-content: space-between;"> 15-Jul-14, MOBILIZATION </div>																																															
M2MB000010	Set Up Trailers	15	27-May-14	16-Jun-14	M1PRSB0	M2MB000C	<div style="display: flex; justify-content: space-between;"> Set Up Trailers </div>																																															
M2MB000020	Build Site Access Stairs from Eastgate to SE32nd	12	27-May-14	11-Jun-14	M2MB00C	M2MB000C	<div style="display: flex; justify-content: space-between;"> Build Site Access Stairs from Eastgate to SE32nd </div>																																															
M2MB000030	Perform Locates	5	17-Jun-14	23-Jun-14	MS2010,	M2MB000C	<div style="display: flex; justify-content: space-between;"> Perform Locates </div>																																															
M2MB000040	Initial Site Survey	5	17-Jun-14	23-Jun-14	MS2010,	M2MB000C	<div style="display: flex; justify-content: space-between;"> Initial Site Survey </div>																																															
M2MB000050	Moblize to Site	0	17-Jun-14		MS1010,	M2MB000C	<div style="display: flex; justify-content: space-between;"> Moblize to Site </div>																																															
M2MB000060	Install Initial TESC Measures	15	24-Jun-14	15-Jul-14	M2MB00C	M2SEGP0	<div style="display: flex; justify-content: space-between;"> Install Initial TESC Measures </div>																																															
M2MB000070	Construction Entrance & Truck Wash	8	24-Jun-14	03-Jul-14	M2MB00C	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Construction Entrance & Truck Wash </div>																																															
SITE DEVELOPMENT							<div style="display: flex; justify-content: space-between;"> 05-Jan-16, SITE DEVELOPMENT </div>																																															
NEW TRANSFER SITE TRAILER YARD							<div style="display: flex; justify-content: space-between;"> 05-Jan-16, NEW TRANSFER SITE TRAILER YARD </div>																																															
DEWATERING							<div style="display: flex; justify-content: space-between;"> 30-Dec-14, DEWATERING </div>																																															
M2TYDW0010	Install Transfer Station Dewatering Wells	5	07-Aug-14	13-Aug-14	M2TYSW	M2TYDW0	<div style="display: flex; justify-content: space-between;"> Install Transfer Station Dewatering Wells </div>																																															
M2TYDW0020	Install Detention Vault Dewatering Wells	5	14-Aug-14	20-Aug-14	M2TYDW	M2TYDW0	<div style="display: flex; justify-content: space-between;"> Install Detention Vault Dewatering Wells </div>																																															
M2TYDW0030	Activate Transfer Station Dewatering Wells	5	14-Aug-14	20-Aug-14	M2TYDW	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Activate Transfer Station Dewatering Wells </div>																																															
M2TYDW0040	Activate Detention Vault Dewatering Wells	5	21-Aug-14	27-Aug-14	M2TYDW	M2TYSV0C	<div style="display: flex; justify-content: space-between;"> Activate Detention Vault Dewatering Wells </div>																																															
M2TYDW0050	Install Vacuum Dewatering at Temp Shore Wall	10	05-Sep-14	18-Sep-14	M2TYSW	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Install Vacuum Dewatering at Temp Shore Wall </div>																																															
M2TYDW0060	Deactivate Transfer Station Dewatering Wells	5	02-Dec-14	08-Dec-14	M2SSEAI	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Deactivate Transfer Station Dewatering Wells </div>																																															
M2TYDW0070	Deactivate Detention Vault Dewatering Wells	5	23-Dec-14	30-Dec-14	M2TYSVC	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Deactivate Detention Vault Dewatering Wells </div>																																															
DEMOLITION							<div style="display: flex; justify-content: space-between;"> 04-Sep-14, DEMOLITION </div>																																															
M2TYDE0010	Abandon Existing Utilities at Bldgs	7	16-Jun-14	24-Jun-14	MS2010	M2TYDE0C	<div style="display: flex; justify-content: space-between;"> Abandon Existing Utilities at Bldgs </div>																																															
M2TYDE0020	Demo West Warehouse	15	25-Jun-14	16-Jul-14	M2TYDE0C	M2TYDE0C	<div style="display: flex; justify-content: space-between;"> Demo West Warehouse </div>																																															
M2TYDE0030	Demo East Warehouse	15	17-Jul-14	06-Aug-14	M2TYDE0C	M2TYDE0C	<div style="display: flex; justify-content: space-between;"> Demo East Warehouse </div>																																															
M2TYDE0040	Remove West Warehouse Foundations	10	17-Jul-14	30-Jul-14	M2TYDE0C	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Remove West Warehouse Foundations </div>																																															
M2TYDE0050	Remove Structures South of Existing Bldgs	3	24-Jul-14	28-Jul-14	M2TYSW	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Remove Structures South of Existing Bldgs </div>																																															
M2TYDE0060	Remove East Warehouse Foundations	8	07-Aug-14	18-Aug-14	M2TYDE0C	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Remove East Warehouse Foundations </div>																																															
M2TYDE0070	Demo 8" Water South End by Temp Shore Wall	5	28-Aug-14	04-Sep-14	M2TYSW	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Demo 8" Water South End by Temp Shore Wall </div>																																															
SITWORK							<div style="display: flex; justify-content: space-between;"> 02-Nov-15, SITWORK </div>																																															
M2TYSW0010	Construct Temporary Storm Detention Ponds	5	02-Jul-14	09-Jul-14	M2TYDE0C	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Construct Temporary Storm Detention Ponds </div>																																															
M2TYSW0020	Clear and Grub	15	17-Jul-14	06-Aug-14	M2TYDE0C	M2TYDE0C	<div style="display: flex; justify-content: space-between;"> Clear and Grub </div>																																															
M2TYSW0030	Rough Grade Site (South)	10	21-Aug-14	04-Sep-14	M2TYDW	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Rough Grade Site (South) </div>																																															
M2TYSW0040	Install Temp Shoring Wall	15	05-Sep-14	25-Sep-14	M2TYSW	M2TYSW0	<div style="display: flex; justify-content: space-between;"> Install Temp Shoring Wall </div>																																															

█ Actual Work
 █ Critical Remaining Work
 Summary
█ Remaining Work
 ◆ Milestone



KING COUNTY
ACTIVITY SUMMARY
FACTORIA RECYCLING AND TRANSFER BUILDING



PRELIMINARY OVERALL PROJECT SCHEDULE

Activity ID	Activity Name	Original	Start	Finish	Predecessor	Successors	2014				2015				2016				2017													
							A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M
											Build Transfer LL Building Pad ■ Build Transfer LL Building Pad ■ Earthwork Cut at Temp Shore Wall ■ Excavate Trailer Yard Unsuitable Soil ■ Site Retaining Wall 3 ■ Site Retaining Wall 1B ■ Site Retaining Wall 2 ■ Subgrade Fill Trailer Yard - West ■ Site Retaining Wall 1A (North/South) ■ Subgrade Fill Trailer Yard - East ■ Preload Trailer Lot ■ Fine Grade West Trailer Yard ■ Site Retaining Wall 1A (East/West) ■ Railing at Wall 1A ■ Place Fill at Wall 1A ■ Guardrail along Wall 1B ■ Fine Grade East Trailer Yard ■ Concrete Pave Trailer Lot (West) ■ Chainlink Fencing at Wall 1B ■ FRP Sidewalk West of Wall 1B ■ Concrete Pave Trailer Yard (East 1/2) ■ Fence/Gates at North Entrance Road																					
UTILITIES - TRAILER YARD															12-Oct-15, UTILITIES - TRAILER YARD ■ Relocate OH Tran/Distrib Lines SE 30th (PSE) ■ Trailer Yard Storm System ■ Storm & Filterra Vaults on SE 30th ■ Set Sewer Oil/Water/Grit Vaults ■ Install Hot Load Holding Tank & Valve Vault ■ Trailer Yard Sewer Piping/MH ■ Install Hot Load Piping/Valves/Electrical ■ Fire Main & Vaults From SE 30th to Bldg ■ Utility Ductbanks/Vaults ■ Install Gas Line from SE 30th to Bldg ■ Install Light Pole Bases & Conduit ■ Pull Wire & Install Site Lights ■ Gate Controllers & Loops																	
STORM DETENTION VAULT															02-Feb-15, STORM DETENTION VAULT ■ Shore & Excavate ■ FRP Slab on Grade (West 1/2) ■ FRP Flat Walls ■ FRP Slab on Grade (East 1/2) ■ FRP Columns ■ FRP Battered Walls ■ FRP Baffle Wall & Partition Wall ■ FRP Concrete Beams ■ Backfill Vault ■ Install Flow Control Piping & Valves ■ Inflow & Outflow Piping & Seals ■ Sack/Patch & Detail Vault ■ Install Precast Lid Planks ◆ Vault Operational for TESC ■ FRP Topping Slab																	
SEWER LINE SE 30TH															05-Jan-16, SEWER LINE SE 30TH ■ Dewatering ■ Install Manholes & Piping ■ Install Side Sewers ■ Asphalt Road Section																	
FUEL FILL FACILITY															01-Oct-15, FUEL FILL FACILITY ■ Excavate Footings ■ FRP Footings ■ Plumbing/Electrical Underground																	

■ Actual Work
 ■ Critical Remaining Work
 ⤴ Summary
■ Remaining Work
 ◆ Milestone



KING COUNTY
FACTORIA RECYCLING AND TRANSFER BUILDING



PRELIMINARY OVERALL PROJECT SCHEDULE

Activity ID	Activity Name	Original	Start	Finish	Predecessors	Successors	2014												2015												2016												2017																																																											
							A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S	Oct	N	D																																																			
SITE ACTIVITIES																																																							<div style="display: flex; justify-content: space-between;"> <div style="width: 45%;"> <p>06-Jan-16, SITE ACTIVITIES</p> <ul style="list-style-type: none"> ■ Facility Training ■ KC Install Packer Crane ■ Complete Phase 3 Access Road ■ Contractor Assistance </div> <div style="width: 45%;"> <p>24-Feb-17, MILESTONE 3 - PHASE 3 & 4</p> <p>02-Mar-16, EXISTING TRANSFER BLDG & SITE DEMO</p> <ul style="list-style-type: none"> ■ MEP Bldg Demo ■ PSE Remove Transfer Station Feeders ■ Bldg & Site Structure Demo ■ Remove Exstg Underground Utilities </div> </div>																																															
MILESTONE 3 - PHASE 3 & 4																																																																																																						
EXISTING TRANSFER BLDG & SITE DEMO																																																																																																						
EARTHWORK/UTILITIES																																																																																																						
DEWATERING																																																																																																						
SITWORK																																																																																																						
WALL 4																																																																																																						
HOUSEHOLD WASTE BLDG																																																																																																						
STRUCTURAL																																																																																																						

■ Actual Work
 ■ Critical Remaining Work
 Summary
■ Remaining Work
 ◆ Milestone



KING COUNTY

FACTORIA RECYCLING AND TRANSFER BUILDING



**Critical Path Preliminary
Schedule**

PRELIMINARY CRITICAL PATH ONLY SCHEDULE

Activity ID	Activity Name	Original	Start	Finish	Predecessors	Successors	2014												2015												2016												2017											
							A	M	J	Jul	A	S	Oct	N	D	J	F	M	A	M	J	Jul	A	S	Oct	N	D	J	F	M	Apr	M	J	Jul	A	S	Oct	N	D	J	Jul	A	S	Oct	N	D								
ACTORIA RECYCLING AND TRANSFER STATI		840	07-Apr-14	24-Jun-17			24-Jun-17, FACTORIA R																																															
MILESTONE SUMMARY		1175	07-Apr-14	24-Jun-17			24-Jun-17, MILESTONE																																															
MS1000	Milestone 1, Preconstruction	70	07-Apr-14*	15-Jun-14		MS2000, M	Milestone 1, Preconstruction																																															
MS2000	Milestone 2, Phases 1 & 2	525	16-Jun-14	22-Nov-15	MS1000	MSTP10	Milestone 2, Phases 1 & 2																																															
MSTP10	Transition Period	45	23-Nov-15	06-Jan-16	MS2000	MS3000	Transition Period																																															
MS3000	Milestone 3, Phases 3 & 4	415	07-Jan-16	24-Feb-17	MSTP10	MS4000	Milestone 3, Phases 3 & 4																																															
MS4000	Milestone 4, Final Acceptance	120	25-Feb-17	24-Jun-17	MS3000	MSPC10	Milestone 4, Final Accep																																															
MSPC10	Project Complete	0		24-Jun-17*	MS4000		◆ Project Complete																																															
MILESTONE 1 - PRECONSTRUCTION		50	07-Apr-14	15-Jun-14			15-Jun-14, MILESTONE 1 - PRECONSTRUCTION																																															
MS1010	Milestone 1 - Preconstruction	70	07-Apr-14	15-Jun-14	MS1000	MS2010, M	Milestone 1 - Preconstruction																																															
SUBMITTALS		0																																																				
MILESTONE 2 - PHASE 1 & 2		375	16-Jun-14	22-Nov-15			22-Nov-15, MILESTONE 2 - PHASE 1 & 2																																															
MS2010	Milestone 2 - Phase 1 & 2	525	16-Jun-14	22-Nov-15	MS1010	MSTP0010	Milestone 2 - Phase 1 & 2																																															
MOBILIZATION		0																																																				
SITE DEVELOPMENT		69	16-Jun-14	18-Sep-14			18-Sep-14, SITE DEVELOPMENT																																															
NEW TRANSFER SITE TRAILER YARD		69	16-Jun-14	18-Sep-14			18-Sep-14, NEW TRANSFER SITE TRAILER YARD																																															
DEWATERING		10	07-Aug-14	20-Aug-14			20-Aug-14, DEWATERING																																															
M2TYDW0010	Install Transfer Station Dewatering Wells	5	07-Aug-14	13-Aug-14	M2TYSW	M2TYDW0	■ Install Transfer Station Dewatering Wells																																															
M2TYDW0030	Activate Transfer Station Dewatering Wells	5	14-Aug-14	20-Aug-14	M2TYDW	M2TYSW0	■ Activate Transfer Station Dewatering Wells																																															
DEMOLITION		22	16-Jun-14	16-Jul-14			16-Jul-14, DEMOLITION																																															
M2TYDE0010	Abandon Existing Utilities at Bldgs	7	16-Jun-14	24-Jun-14	MS2010	M2TYDE0C	■ Abandon Existing Utilities at Bldgs																																															
M2TYDE0020	Demo West Warehouse	15	25-Jun-14	16-Jul-14	M2TYDE0C	M2TYDE0C	■ Demo West Warehouse																																															
SITWORK		45	17-Jul-14	18-Sep-14			18-Sep-14, SITWORK																																															
M2TYSW0020	Clear and Grub	15	17-Jul-14	06-Aug-14	M2TYDE0C	M2TYDE0C	■ Clear and Grub																																															
M2TYSW0030	Rough Grade Site (South)	10	21-Aug-14	04-Sep-14	M2TYDW	M2TYSW0	■ Rough Grade Site (South)																																															
M2TYSW0050	Build Transfer LL Building Pad	10	05-Sep-14	18-Sep-14	M2TYDW	M2TBST0C	■ Build Transfer LL Building Pad																																															
UTILITIES - TRAILER YARD		0																																																				
STORM DETENTION VAULT		0																																																				
SEWER LINE SE 30TH		0																																																				
FUEL FILL FACILITY		0																																																				
TRANSFER SITE SOUTH ENTRANCE AREA		0																																																				
SITWORK		0																																																				
UTILITIES - SOUTH ENTRANCE		0																																																				
EASTGATE PROPERTY		0																																																				
DEMOLITION		0																																																				
SITWORK		0																																																				
UTILITIES		0																																																				
NEW TRANSFER BUILDING		288	19-Sep-14	27-Oct-15			27-Oct-15, NEW TRANSFER BUILDING																																															
STRUCTURE		152	19-Sep-14	24-Apr-15			24-Apr-15, STRUCTURE																																															
M2TBST0010	Excavate LL Perimeter Wall Footings (E to W)	5	19-Sep-14	25-Sep-14	M2TYSW	M2TBST0C	■ Excavate LL Perimeter Wall Footings (E to W)																																															
M2TBST0020	FRP LL Perimeter Foundation Walls (E to W)	40	26-Sep-14	20-Nov-14	M2TBST0C	M2TBST0C	■ FRP LL Perimeter Foundation Walls (E to W)																																															
M2TBST0030	Excavate LL Interior Wall & Pad Footings	7	22-Oct-14	30-Oct-14	M2TBST0C	M2TBST0C	■ Excavate LL Interior Wall & Pad Footings																																															
M2TBST0040	FRP LL Interior & Pad Ftgs	10	31-Oct-14	13-Nov-14	M2TBST0C	M2TBST0C	■ FRP LL Interior & Pad Ftgs																																															
M2TBST0060	FRP LL Interior Walls & Columns	35	14-Nov-14	07-Jan-15	M2TBST0C	M2TBST01	■ FRP LL Interior Walls & Columns																																															
M2TBST0110	FRP SOG - Lower Level	10	08-Jan-15	21-Jan-15	M2TBST0C	M2TBST01	■ FRP SOG - Lower Level																																															
M2TBST0130	Install Ground Level Deck Shoring	10	22-Jan-15	04-Feb-15	M2TBST0C	M2TBST01	■ Install Ground Level Deck Shoring																																															
M2TBST0160	FRP Elevated Deck	20	05-Feb-15	04-Mar-15	M2TBST0C	M2TBST01	■ FRP Elevated Deck																																															
M2TBST0180	Cure Deck & Remove Shoring	15	05-Mar-15	25-Mar-15	M2TBST0C	M2TBST01	■ Cure Deck & Remove Shoring																																															
M2TBST0190	Erect Structural Steel	12	12-Mar-15	27-Mar-15	M2ABST0C	M2ABST0C	■ Erect Structural Steel																																															
M2TBST0220	Detail Structural Steel	15	30-Mar-15	17-Apr-15	M2TBST0C	M2TBEN0C	■ Detail Structural Steel																																															
M2TBST0230	Metal Decking	10	13-Apr-15	24-Apr-15	M2TBST0C	M2TBEN0C	■ Metal Decking																																															
EXTERIOR ENCLOSURE		30	15-Apr-15	27-May-15			27-May-15, EXTERIOR ENCLOSURE																																															
M2TBEN0010	Exterior Framing/Sheathing - East	15	15-Apr-15	05-May-15	M2TBST0C	M2TBEN0C	■ Exterior Framing/Sheathing - East																																															
M2TBEN0060	Exterior Framing/Sheathing - South	15	06-May-15	27-May-15	M2TBEN0C	M2TBEN0C	■ Exterior Framing/Sheathing - South																																															
BUILDING INTERIOR		132	27-Apr-15	27-Oct-15			27-Oct-15, BUILDING INTERIOR																																															
LOWER LEVEL		0																																																				
MEP SYSTEMS		0																																																				
GROUND LEVEL		129	27-Apr-15	27-Oct-15			27-Oct-15, GROUND LEVEL																																															
M2TBGG0040	Gutter /Rain Leader Piping & Insulation	30	27-Apr-15	08-Jun-15	M2TBST0C	M2TBGG0C	■ Gutter /Rain Leader Piping & Insulation																																															
M2TBGG0050	System & Lighting Conduit RI	30	27-Apr-15	08-Jun-15	M2TBST0C	M2TBGG0C	■ System & Lighting Conduit RI																																															
M2TBGG0060	Paint Structure/ Connections & Touchup	30	26-May-15	07-Jul-15	M2TBGG0C	M2TBGG0C	■ Paint Structure/ Connections & Touchup																																															

█ Actual Work
 █ Critical Remaining Work
 Summary
 Remaining Work
 ◆ Milestone

KING COUNTY
ACTORIA RECYCLING AND TRANSFER BUILDING





SECTION H

Coordination of Activities During On-going Facility Operations

H - Coordination of Activities During On-Going Facility Operations

The activities listed in Table H.1 below have the potential to disrupt on-going operations at the existing Transfer Station. Listed next to them are solutions and explanations to how these will benefit the County.








Due to the overlap of the existing Station and the temporary shoring wall, one of the highest potential items for impacting on-going operations is the temporary shoring wall construction. In order to minimize disruptions and ensure safety to County personnel, self haulers, and commercial haulers, this work will be completed on off hours. This will allow uninterrupted work to be done with minimized affects to on-going operations.

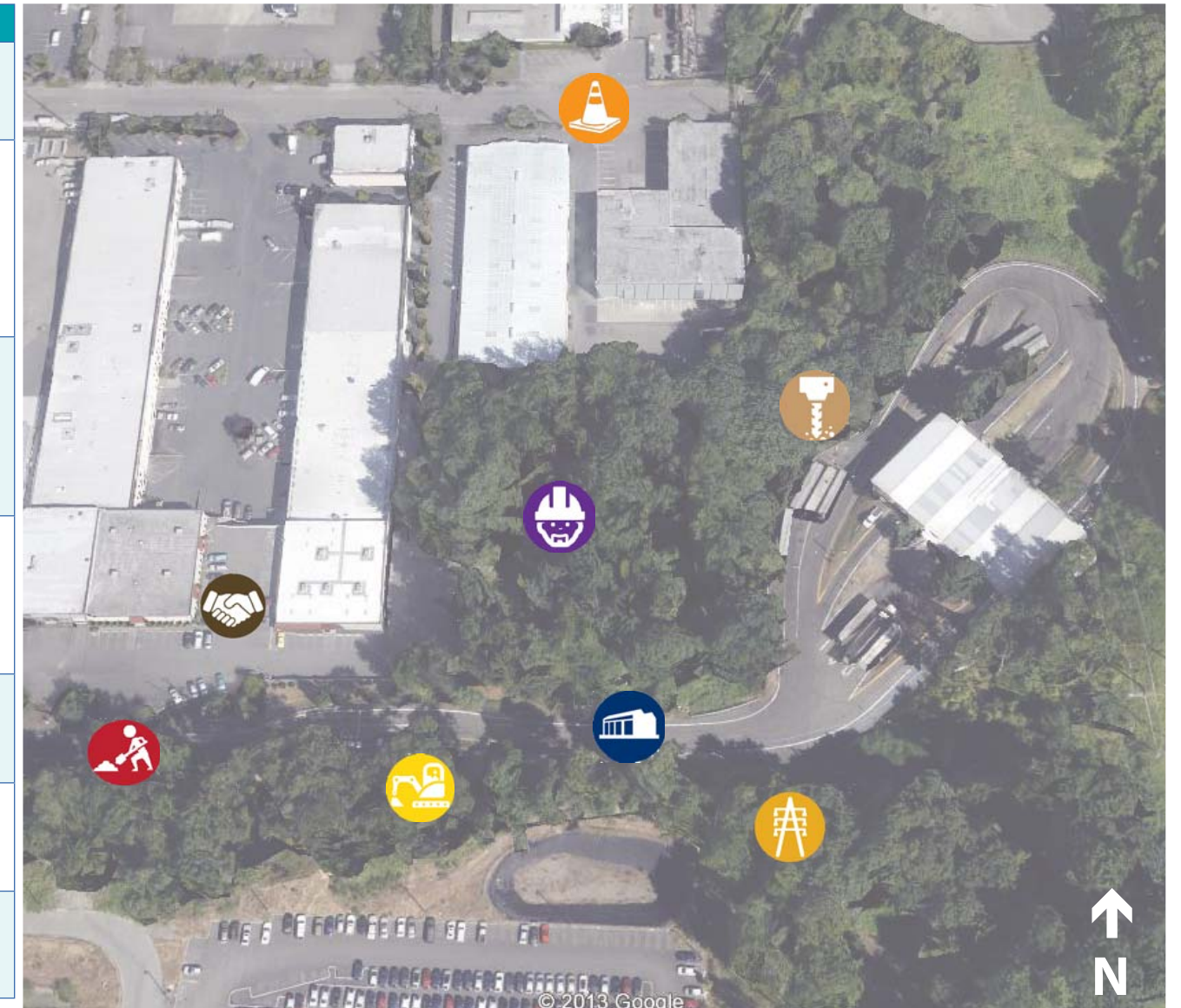
Equipment will be mobilized off hours and staged out of the way in the current trailer staging area before the station opens each morning. Our staging plan will minimize disruptions to County personnel, self haulers, and commercial haulers using the Factoria Transfer Station during construction of the Project.

"We appreciate PCL's vital role in providing their technical expertise, ensuring the project's delivery within our budget. Throughout construction we recognize your team worked closely with our design and management team delivering this technically challenging project on time while assuring the project quality goals. We appreciate how your team worked hand in hand with our community relations team to guarantee that our adjacent neighbors' concerns were addressed and how they met the challenges of the state's intense environmental requirements head on over the course of construction. It is through your high energy "TEAM" approach that PCL ensured the project's success, preserving a relationship that I am sure will last a long time".

Ahmad Fazel
Sound Transit Link Light Rail Executive Director

Table H.1

Issue	Proposed Solution	Benefits to King County
 Stakeholder Coordination: Potential impacts to existing facilities and stakeholder coordination.	PCL will inform the community of potential project impacts through neighborhood outreach meetings, project update flyers, emails, signage, door-to-door, etc.	» Provides a "win-win" for all parties involved.
 Shoring Wall: The construction for the temporary shoring wall is in close proximity to the FTS operation activity. The drilling must not impact their operations. The excavated site must be protected.	PCL will perform the primary drilling component of this shoring system on night shifts in order to eliminate interaction with FTS. To protect traffic from the edge of the wall after excavation, the piles will have added height above grade with lagging bolted to them. This will provide a robust guardrail during phase 2 use of the existing station.	» FTS operations and users not effected by drilling. » Integral guardrail maximizes space for ongoing KC operations.
 Utilities: Utility work on SE 32 nd St has a potential to impact FTS traffic. Relocating utilities will require trenching across SE 32 nd St.	PCL will coordinate with our subcontractors as well as Puget Sound Energy to perform the trenching and utility work at night or on shifts outside of FTS operational hours.	» FTS operations and customers will have minimal disruptions and safer continued access. » Earth Work Contractor work not disrupted allowing for shorter activity duration. » Safer working conditions for construction activities.
 Overhead electrical power line easement: Grubbing activities and electrical pole installation may impact the traffic on SE 32 nd St.	PCL will access the work from the Eastgate parking lot. When this work nears SE 32 nd St, barriers will be placed along the South shoulder, all debris will be hauled uphill. Flaggers will be utilized for any portion that may impact traffic. PSE's work will be coordinated to minimize impacts.	» FTS traffic on SE 32 nd St is minimally impacted while ensuring safety to County personnel, self haulers, and commercial haulers..
 Construction Workers: Minimize the potential for construction workers to migrate into FTS areas of operation.	PCL will incorporate an explanation of boundaries into all site orientations explaining the separation of construction and FTS areas of operation.	» No impact to FTS operations.
 Transfer Station Road: Construction in phase 4 may impact FTS on-going operations.	PCL will minimize the impacts during road construction by coordinating with King County, clearly defining the traffic routing and using flaggers for maintenance of traffic.	» Safe and efficient transition of roads. » Coordinated work will minimize impact to FTS patrons and operations.
 Maintenance of Traffic: Construction traffic will potentially intermingle with public traffic during the initial phases of the project.	Construction traffic will access the construction site from SE 30 th St.	» Minimize disruptions to FTS traffic on SE 32 nd St.





SECTION I

Approach to Transition from Old to New Transfer Building

I - Approach to Transition from Old to New Transfer Building

I.2.a - Approach for Efficient Transition from Old to New Transfer Building

Before turning over a finished product to King County, PCL will meet with King County's Project Representative and Commissioning Authority (CxA) to plan the necessary steps. A dedicated PCL Commissioning Coordinator (CxC) will facilitate this via weekly Transition Period Planning Meetings at least 3 months prior to the transition. The CxC will ensure all commissioning activities are complete and documented; training is logically scheduled and well prepared for; and utility and traffic switch over plans are finalized. This will all occur prior to the transition.

Commissioning

The Cx process is a series of building blocks leading up to the final complete system being accepted by the Commissioning Team (CxT). This process is a team effort with many separate parties involved. Initially, commissioning Start-up plans and forms will be developed and submitted by the CxC. Start-up checklists will be filled in by sub tier subcontractors then submitted to PCL when the system is ready for start-up inspection. CxC and Subcontractor together will walk through the system and verify that the start-up papers reflect true and correct statements. If the system is substantially completed, both parties will sign-off and forward to the CxA for acceptance and notifications sent out to CxT members. The system will advance to the Functional Performance Test sequence and follow the same process as start-up. Functional Performance Test and start up requests will be walked and rechecked prior to formal notification to CxA and commissioning team. **All Cx activities will be completed before the transition period.**

Training of County Operation and Maintenance Personnel

PCL encourages and promotes the strategy of regular end-user participation for successful project transition. End user participation will be achieved by attendance at regular project meetings, scheduled site walks at the end users convenience and detailed system reviews with construction team members. In so doing, before end users begin their training after Construction is complete, they already have an idea of what the equipment is and some level of understanding of the system, because they participated in the progression of installation. This has helped PCL decrease training times and will help mitigate the length of the transition period due to training.

Although operation and maintenance personnel are encouraged to periodically tour the building during construction, this does not replace formal training. A full training program will be employed during the transition period by the CxA. PCL will support this effort and coordinate our subcontractors and suppliers to meet the needs of the Owner Training Plan as determined necessary by the CxA.

During the transition period, PCL will be available and onsite full time to answer questions about the new facilities and equipment. Technical assistance from our suppliers and subcontractors will be on-call to respond to any alarms or potential problems. The building staff will be given sufficient time to learn the facilities and the new equipment before this period ends. PCL's goal is to efficiently train the staff, but not to hurry through it and leave too soon. Our goal is to ensure that King County has confidence in their ability to maintain the facility before we shift focus to Phases 3 and 4.

Utility Switch Over

Before Phase 2 is completed, all building utilities will be connected and commissioning activities complete. The switch over will be integrated with the construction activities leading up to the transition period. At the time the utilities will no longer be needed in the existing Transfer Station, PCL will coordinate with the Project Representative to disconnect electrical feeds, water feeds, sewer lines, and other utilities.

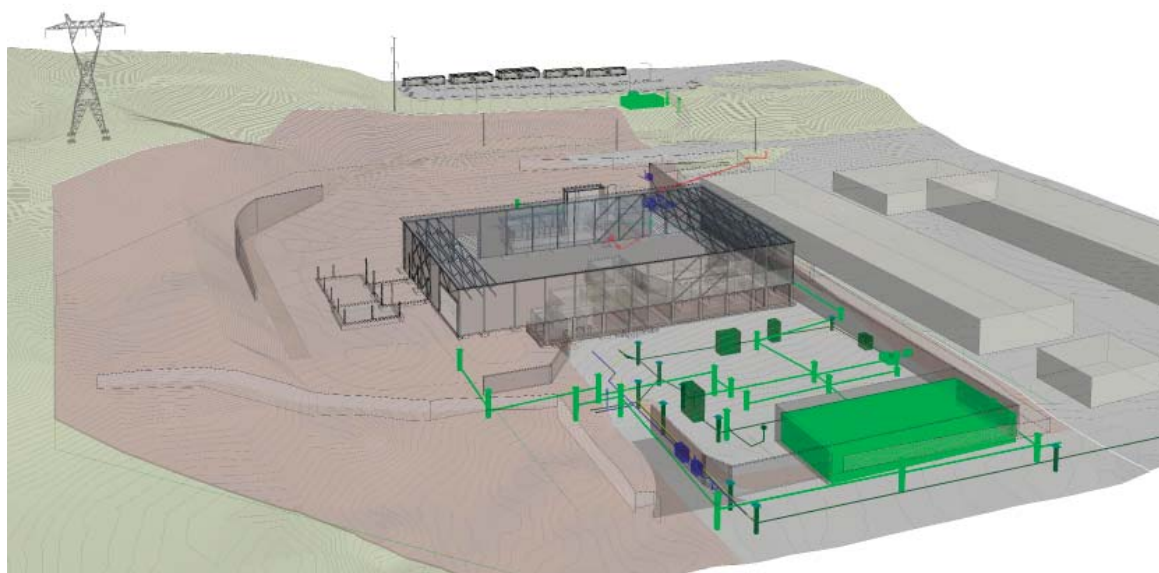
Traffic Switch Over

As described in the traffic management plan, barricades and signage will be put in place to direct facility users into the new station. This will be done safely and clearly to show the new route. At this time, contractor access will cease using the north entrances from SE 30th St. All future worker access in Phase 3 will be via the contractor access road from the Eastgate Parking Lot per the details in the Approved Traffic Management Plan.



Houghton Transfer Station Roof Improvement and Mitigation Project





SECTION J

Contract Closeout and Warranty Administration

J - Contract Closeout and Warranty Administration

J.2.a - Contract Closeout

Successful closeout is planned from the beginning of the project. PCL's standard for projects of this size is to initiate contract closeout planning meetings with the Owner approximately six months prior to scheduled substantial completion. For the Factoria RTS, this would occur prior to the turnover of Phase 2 for the applicable scopes of work. This enables all stakeholders to agree on a closeout plan, and set expectations and timelines to achieve final completion.

To properly plan for closeout, PCL will hold a series of planning meetings with our major subcontractors prior to closeout planning meetings with King County's Project Representative. A submittal list will be prepared for each subtrade identifying all closeout documentation required. The list will establish milestone dates for these submittals and will be based from the project requirements.

Closeout requirements include:

- Operational training and documentation
- Spare parts and maintenance materials inventory and handover
- Project as-builts
- Inspection and certification reports
- Warranties
- Commissioning

PCL will also follow the Schedule of Contract Closeout Procedures as provided in the close out specification. This list will be continually updated and tracked in progress meetings with the Project Representative.

J.2.b - Warranty Administration

PCL stands by all the work we perform and manage. We build quality. All warranty related contact information will be organized for King County to utilize in the event any warranty work comes up. All of our subcontractors and applicable warranty providers will be contracted to provide the warranties as outlined in the specifications. To administer coverage, PCL will develop a comprehensive list with contact information for the companies having performed the work.

PCL will act as the single point of contact for all warranty work during close out and PCL's warranty period – self performed or managed. After Final Acceptance warranties will be transferred to King County. PCL will act to resolve any problems encountered difficulties experienced by King County as needed. Each instance will be promptly evaluated to determine the necessary response and the relevant experts will be contacted to inspect and repair promptly.

PCL's lead engineer, in conjunction with the project manager will ensure this process encompasses all requirements specified and is clearly explained to King County's Project Representative. A hardcopy as well as a digital copy, will be provided that contains the executed warranties with unmodified language.

PCL understands that King County is interested in the use of a data-rich model in lieu of paper as-built documents. This would be in the form of a Revit model that can be navigated and interacted with to "pop-up" useful information. Included with warranty information, this concept could include maintenance procedures, spare parts lists, ordering information, installation instructions, troubleshooting, venter contact information, and anything else that would be of use to King County operations staff. If awarded this project, PCL would be excited to work with King County to develop this concept in greater detail.





SECTION K Financial Resources

K - Financial Resources

PCL Construction Services Financial Information

K.2.a - Financial Statements

PCL's three most recent audited financial statements are included in the Supplemental Section K binder.

K.2.b - Anticipated or Pending Claims

PCL Construction Services, Inc. ("PCL") does not have any outstanding judgments or liens against it, but does become involved in legal claims and actions from time to time in the normal course of its business. PCL strives to avoid legal claims and actions wherever possible, but in the unusual event that one does occur, PCL works very hard to resolve any disputed issues proactively and in a manner that is fair to all involved. PCL takes pride in its record of avoiding disputes and there are no claims that could impede PCL ability to perform this Project. There are outstanding legal claims and actions pending against PCL at this time. Many of these are covered by policies of insurance and are adjusted in the ordinary course. If you would like a listing of these insured claims, we will be happy to provide it upon request. Other than insured claims, there exist six uninsured legal actions currently pending against PCL, the details of which are described in the Litigation History below.

LITIGATION HISTORY FOR PCL CONSTRUCTION SERVICES, INC. (PENDING CASES)

Type of Legal Matter	Date of Action	Docket/Citation Number	Name of Court/Forum	Names of Parties	Description/Statement of Matter	Statement of Outcome
SEATTLE						
Subcontractor Dispute	March 18, 2009	09-2-12930-4	King County Superior Court of the State of Washington	<i>Northwest Infrastructures Inc. v. PCL Construction Services, Inc.; Fidelity & Deposit Company of Maryland; and Central Puget Sound Regional Transit Authority</i>	Northwest Infrastructures Inc. claimed additional costs due to unforeseen site conditions. NWI has appealed the superior court decisions, including denial of their claim for additional funds.	Case is pending.
Subcontractor Dispute	April 10, 2013	2:13-cv-00647	United States District Court for the Western District of Washington	<i>Adams & Smith, Inc. v. PCL Construction Services, Inc.; et al.</i>	Subcontractor alleges it is entitled to additional payment on project. PCL disputes claims and has asserted counterclaims for delays on project caused by Subcontractor due to late steel deliveries.	Case pending.
Subcontractor Dispute	July 25, 2013	13-2-27089-7	Pierce County Superior Court, Washington	<i>Trenchless Construction Services, LLC v. Eastside Corridor Constructors, Granite Construction Company, PCL Construction Services, Inc.; et al.</i>	Subcontractor, Trenchless asserted claims for non-payment against PCL for work performed and standby costs in the amount of \$68,547.14 as part of the SR 520 project.	Case pending.

LITIGATION HISTORY FOR PCL CONSTRUCTION SERVICES, INC. (PENDING CASES)

Type of Legal Matter	Date of Action	Docket/Citation Number	Name of Court/Forum	Names of Parties	Description/Statement of Matter	Statement of Outcome
DENVER						
Subcontractor Dispute	August 2, 2013	13-cv-020059	United States District Court for the District of Colorado	<i>United States of America for the Use and Benefit of Heritage Roofing LLC, etc. v. PCL Construction Services, Inc.; Fidelity and Deposit Company of Maryland, et al.</i>	PCL was the Contractor on the Mesa Verde National Park Visitor and Research Center project, which is a public building or public work. The U.S. on behalf of Heritage, subcontractor, asserted claims against PCL for alleged non-payment of \$74,518.02 for project work.	Case pending.
LOS ANGELES						
Project Wage Dispute	April 8, 2013	BC505185	Los Angeles County Superior Court, California	<i>William T. Stevenson, Jr. v. Huntington Glazing, Inc.; PCL Construction Services, Inc.; et al.</i>	PCL's subcontractor, Huntington Glazing, failed to pay prevailing wages to its employees. PCL has tendered its defense and indemnity to Huntington Glazing.	Case pending.
Insurance Subrogation Dispute	August 23, 2013	BC519542	Los Angeles County Superior Court, California	<i>Chartis Property Casualty Co. v. The Lee Group d/b/a Lee Homes, PCL Construction Services, Inc., et al.</i>	Water damage to insured property due to the alleged improper discharging of a sprinkler head in a utility closet at the Flower Street Lofts when there was no fire or smoke.	Case pending.

K.2.c - Lines of Credit

PCL Construction Services, Inc. does not utilize Lines of Credit for its operations.

K.2.d - Bankruptcy, re-organization and/or receivership

PCL Construction Services, Inc. has not been involved in any bankruptcy, re-organization, or receivership proceedings.

K.3 - Submittal Information from Subcontractors

KL B Construction - Site/Civil Earthwork Subcontractor Financial Statements

KL B's three most recent audited financial statements are included in the supplemental Section K binder.

Anticipated or Pending Claims

KL B does not have any anticipated, pending or unsettled claims.

Lines of Credit

KL B's Line of Credit is based on receivables and used as part of normal business operations

Bankruptcy, re-organization and/or receivership

KL B has not been involved in any bankruptcy, re-organization, or receivership proceedings.

Design Air - Mechanical/HVAC Subcontractor

Financial Statements

Design Air's 3 most recent audited financial statements are included in the Supplemental Section K binder.

Anticipated or Pending Claims

Design Air does not have any anticipated, pending or unsettled claims.

Lines of Credit

Design Air holds a line of credit through Harris Bank - information regarding the line of credit can be found on page 27 of their financial statement.

Bankruptcy, re-organization and/or receivership

Design Air has not been involved in any bankruptcy, re-organization, or receivership proceedings.

Valley Electric - Electrical Subcontractor

Financial Statements

Valley Electric's 3 most recent audited financial statements are included in the supplemental Section K binder.

Anticipated or Pending Claims

Valley Electric does not have any current claims anticipated/pending/unsettled at this time.

Lines of Credit

Valley Electric maintains a \$5 Million Collateralized LOC secured by our Accounts Receivable. The full \$5 Million is available with \$0 in use.

Bankruptcy, re-organization and/or receivership

Valley Electric has not been involved in any bankruptcy, re-organization, or receivership proceedings.

JP Francis & Associates - Plumbing Subcontractor

Financial Statements

JP Francis 3 most recent audited financial statements are included in the supplemental Section K binder.

Anticipated or Pending Claims

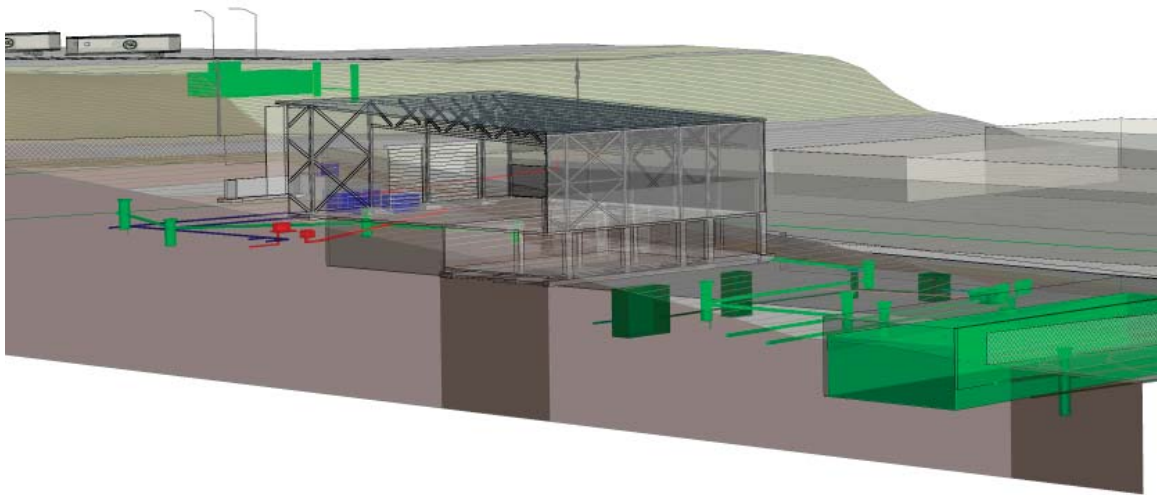
There are no claims anticipated, pending or unsettled against JP Francis & Associates, Inc. from previous or current work.

Lines of Credit

JP Francis & Associates has a 5 year term loan from Craft 3 in the amount of \$1,014,500. The loan is current and will mature in March 2017.

Bankruptcy, re-organization and/or receivership

JP Francis & Associates has never been involved in any bankruptcy reorganized or receivership.



SECTION L

SCS Participation, Subcontracting Plan and Outreach Plan

L. Small Contractors and Suppliers (SCS) Participation, Subcontracting Plan and Outreach Plan

L.3.a - SCS Commitment

PCL's level of SCS commitment, expressed as a percentage of the Total Contract Dollar Amount, is 20%.

The PCL Team understands King County's desire to enhance opportunities for Small Contractors and Suppliers (SCS) to participate in the performance of public works contracts.

During construction of the Factoria Recycling and Transfer Station project, PCL's level of SCS commitment expressed as a percentage of the Total Contract Dollar Amount is 20% Small Contractors and Suppliers (SCS). However, we are striving to exceed 30% SCS participation. Unfortunately the timing of submitting the technical proposal far in advance of the price proposal has limited our ability to commit with complete confidence to SCS participation levels beyond what is noted above.

PCL suggests that KC consider issuing an addendum that allows only the SCS level of commitment, and thus scoring adjustments for this section only, to be updated with the price proposal. This would potentially allow us to increase our SCS commitment level with certainty.

As part of our plan to achieve the above percentage, we have partnered with JP Francis and Associates (SCS Firm) for Plumbing.

It takes a diverse team to achieve innovative solutions to complex problems and small business subcontractors and suppliers are an integral component of this process. We are committed to meeting or exceeding the projects goals. We have incorporated our outreach efforts and commitment to SCS with these in mind.

Experience and Approach in Managing Diverse Teams

We are committed to this goal and as evidence, have completed a number of significant public works projects, including the Lakewood Commuter Rail Station and the Kent Parking Garage Design-Build, where we exceeded the small business

goals. To exemplify even further, on the \$280 million C755/C410 Central Link Project, PCL exceeded the project goals and achieved 25% SBE and 16% DBE participation.

PCL has a long history of managing diverse project teams on its projects. In order to successfully manage diverse teams, we work closely with all project stakeholders, including SCS and M/WBE firms, to maintain regular open communication and provide assistance where appropriate. Areas we will help out include:

Scheduling: we meet with SCS and M/WBE firms to assist them in understanding our schedule.

Safety: we review all subcontractors' safety plans, provide access to our safety procedures and forms, and offer training to assist SCS and M/WBE firms build their safety program.

Resource-sharing: to include crane time, use of forklifts and other equipment items to assist with material handling and other agreed upon circumstances.

PCL's Subguard program: an insurance product we provide in lieu of requiring subcontractors to provide bonds.

Mentor/protégé relationships: PCL provides these firms access to our general business management operations, including financial, personnel, marketing, business development, contract administration, and overall business planning.

Ongoing tracking of participation: we continuously monitor SCS and M/WBE percentages achieved from project inception to completion

L.3.b - Project Specific SCS Subcontracting Performance Plan

L.3.b.i - Subcontract Package Structuring

PCL has identified through compressive work plans and a detailed schedule the work packages that align with the skills of the SCS firms. We will be packaging certain Subcontracts in smaller sizes which are related to specific

and manageable scopes of work for SCS Subcontractors. For instance, Striping, which could be included under a larger non-SCS asphalt paving subcontract, may be broken out of to allow SCS companies who perform striping the opportunity to complete this work.

L.3.ii - Potential Work Items

We have identified Major scope elements to solicit to SCS and M/WBE firms. The scopes below will be considered for SCS and M/WBE inclusion. Additionally we are working with our Major Subcontractors to encourage them to utilize sub-tier SCS firms and suppliers.

- Asphalt paving
- Cleaning
- Concrete flatwork
- Curb and gutter
- Concrete paving
- Concrete placement
- Doors and hardware
- Erosion control
- Fire protection
- Glazing
- Landscaping
- Painting
- Roofing
- Signage
- Site furnishings
- Site work
- Striping
- Survey
- Trucking
- Temporary Facilities

L.3.b.iii - Conveyance of the SCS Goal to Major Subcontractors

PCL has conducted multiple SCS strategy meetings with our key subcontractors. The SCS strategy meetings focused on sub-tier outreach and sub-tier SCS work packages. Our key subcontractors are committed to bringing the maximum practical amount of SCS participation. To ensure our goals are met through the course of the project, subcontractors who commit to providing partial SCS participation will be contractually bound to their commitments by PCL. Sub-tier subcontractors will be evaluated based on lowest responsive bid with a weighting applied based on SCS participation.

L.3.b.iv - Criteria the Proposer will Utilize to select Sub-Tier Subcontracts

Subcontractors will be selected based on lowest responsive bid with a weighting applied for SCS participation.

PCL is committed to encouraging and maximizing the participation of SCS firms. To help achieve this goal we have identified the following options to help support SCS firms:

1. Not require subcontractor bonding. Instead, we

utilize a program called Subguard. Subguard is directly paid for by PCL and therefore helps to even the playing field for SCS and non-SCS firms in a competitive bidding environment.

2. Make the project documents easily accessible online and in person in our main office.
3. Review contract terms and conditions with SCS and M/WBE firms to improve clarity.
4. Support early mobilization payments and consider compensation during the proposal phase.
5. Consider supporting third party financing efforts to help improve cash flow.
6. The criteria for selecting subcontractors has been structured to maximize the number of work packages that can be competitively bid by SCS firms.

L.3.b.v - Person Responsible for Ensuring SCS Compliance

Greg Yourechuk, our district's compliance officer along with Joel Kinman the Project Manager, will be responsible for ensuring compliance with SCS subcontracting performance plan.

L.3.b.vi - Monitoring Progress

PCL will review on a bi-weekly schedule, during the procurement stage, and throughout the life of the project, that the SCS commitments established in the contract are being met by tracking SCS subcontracts by value as a percentage of total contract value. This calculated percentage will be compared to our project SCS goals, to ensure the SCS commitments are on track. The SCS subcontracting plan will be continuously reviewed and updated from award of contract until all subcontracts and change orders are executed.



L.3.c - Outreach Plan

PCL Construction Services, Inc. has a successful history of achieving impressive small business subcontracting goals along with multiple awards for Small Business Utilization. As prime contractor for this important project, we will engage in substantial good faith efforts to provide opportunities to SCS, Minority and Women owned business concerns. This narrative describes those efforts and identifies specific commitments we have already made to designated small businesses and intend to make over the course of the contract award and project execution.

L.3.c.i - Communication with SCS subcontractors

PCL has approached communication with SCS firms using four main methods detailed below:

1. PCL hosted an outreach event to establish new and maintain existing relationships with members of the SCS, Minority and Women owned business community.
2. PCL sent invitations to bid through fax and email using our company's source lists that are continually updated from the OMWBE Directory, King County SCS Directory of Certified Firms, and the SBA Dynamic Small Business Search website.
3. PCL has made personal phone calls to all the relevant SCS firms on the King County SCS Directory.
4. PCL has met with interested SCS firms to review project scope in detail.

Please find attached our Outreach List of SCS subcontractors and subcontractors pending SCS approval.

L.3.c.ii – Orientation Meetings

PCL hosted an outreach event to establish new and maintain existing relationships with members of the SCS, Minority and Women owned business community. During the outreach event PCL highlighted the Factoria Recycling and Transfer Station project. Attendees were given an overview of the project and had an opportunity to discuss specific scopes and their participation in the project with the Lead Estimator and project management team.

After the meeting PCL followed up with interested

SCS firms to match them with partnered subcontractors, with a goal to find work packages they can partner on.

On an as needed basis to meet the SCS subcontracting commitment, PCL may hold future outreach events.

L.3.c.iii – Aggressive Marketing

We have advertised Invitations to Bid in industry resources, including the following. In all such advertisements, we encourage SCS and M/WBE businesses to submit proposals.

- Daily Journal of Commerce
- Contracts & Careers
- Builder's Exchange
- OMWBE Website

Additionally, PCL identified specific scopes of work likely to attract interest by local qualified SCS, Minority and Women owned business concerns and conducted targeted and personalized outreach to such firms.

L.3.c.iv – Outreach Plan Understanding

PCL's corporate policy and practice is to promote small businesses. To foster this corporate value, we conduct and maintain internal motivational training to help project management and purchasing personnel identify, recruit and engage small business concerns as valued teaming partners. We monitor our staff to ensure compliance with this corporate value. Examples of guidelines which support this objective include:

- Requiring staff to allow sufficient time for interested bidders to prepare bids.
- Beginning each project with a sit down strategy meeting to maximize small business participation
- Seeking to broaden our database of small business firms.
- Using sign-in sheets at pre-bid meetings to find new subs for this and future projects.
- Continue to review a wide network of sources to identify potential SCS, minority and women owned businesses.
- Making direct contact with subcontractors at the time of pricing to determine their interest in working with PCL.
- Associating with industry associations that target minority business concerns.

The PCL and major subcontractor team held a proposal planning meeting early in the solicitation process to reiterate the importance of outreach and procuring work with SCS, Minority, and Women owned business concerns. We discussed our outreach efforts and solicitation of all subcontractors and sub-tiers in order to achieve or exceed our goal. All team members and major subcontractors attended and will be held accountable.

L.3.c.v – Communication Sub-tier Subcontractor Selection Process

The following was implemented to ensure that all interested parties understand the sub-tier subcontractors selection process:

- We have discussed PCL’s sub-tier subcontractor selection process to interested SCS firms through telecommunications and in person meetings.
- During PCL’s outreach event we presented the specific methods we use to lower the barriers for SCS firms as identified above in the SCS Subcontracting Plan.

L.3.c.vi – SCS Firm Solicitation Lists

PCL sent written invitations to bid via fax and email using our company’s source lists that are continually updated from the OMWBE Directory, all applicable King County SCS Certified Firms, and the SBA Dynamic Small Business Search website. These invitations were sent in sufficient time to enable any interested firms to respond.

L.3.c.vii – Collaborating and Utilizing Organizations

We have collaborated with an extensive local network of industry agencies which are utilized as advocates to recruit and provide assistance to small business concerns, particularly businesses owned by minorities, women, and other special interest business stakeholders:

- National Association of Minority Contractors (NAMC)
- Northwest Minority Supplier Development Council (NWMSDC)
- Tabor 100
- Minority Business Development Center (MBDA)
- State of Washington Office of Minority & Women Business Enterprises
- Native PTAC

Past PCL Small Business Subcontracting Performance

The following table lists past project experience with the clients’ small business goals and our corresponding achievements. The table and our statistics clearly demonstrate that PCL consistently achieve and exceed small business targets.

Project	S/DBE Goal	Participation Achieved
Sound Transit, C755 / C410 Central Link Light Rail Project, Seattle, WA	SBE goal: 20%, DBE goal: 12%	SBE achieved: 25%, DBE achieved: 16%
Sound Transit, Kent Parking Garage Design-Build, Kent, WA	SBE goal: 22%,	SBE achieved: 36.50%,
Sound Transit, Kent Pedestrian Bridge, Kent, WA	SBE goal: 22%,	SBE achieved: 29.27%,
Sound Transit, Federal Way Transit Center, Federal Way, WA	SBE goal: 20%, DBE goal: 13%	SBE achieved: 24%, DBE achieved: 12%
Sound Transit, Lakewood Commuter Rail Station, Lakewood, WA	SBE goal: 15%, DBE Goal: none	SBE achieved: 24%, DBE Achieved: 4%
Sound Transit, Auburn Parking Garage Design-Build, Auburn, WA	SBE goal: 22%	SBE achieved: 31.4%
Sound Transit, Auburn Pedestrian Bridge, Auburn, WA	SBE goal: 22%	SBE achieved: 60.4%
NAVFAC NW, Small Arms Training Center	SBE goal: 65%, DBE goal: 17.8%	SBE achieved: 69.9%, DBE achieved: 24.6%
Veterans Administration, Community Living Center, Tacoma, WA	SBE goal: 23% DBE goal: 23%	SBE achieved: 30%, DBE achieved: 30.1%
WSDOT, I5 to 12th Avenue Seismic Retrofit, Seattle, WA	DBE goal: 2%	DBE achieved: 8%



CONSTRUCTION LEADERS

King County SCS List

Factoria Recycle and Transfer Station

Contractor Name	Company Description	Contact Name	Contact Phone	City	Region Code	Postal Code	SCS Status	Solicited	Bidding	Main CSI Division
3 Kings Environmental	DEMOLITION AND ABATEMENT CONTRACTOR	Rob Fitzgerald	206-723-3334	BATTLE GROUND	WA	98604	Potential SCS	Yes	Yes	02 - Site Construction
Olympic Paving	Asphalt Paving	Jack Shull	425-778-3126	Lynnwood	WA	98036	Potential SCS	Yes	Yes	02 - Site Construction
Trinity Gate & Door Co	Fencing and gates.	Mela Lewis	425-881-3554	KIRKLAND	WA	98033	Potential SCS	Yes	Yes	02 - Site Construction
Paladin General Contractors, LLC	Fencing and gates.	Jeff Brownfield	509-452-1456	Yakima	WA	98907	Potential SCS	Yes	Yes	02 - Site Construction
Interstate Fence Company	Fencing and gates.		360-882-9242	Vancouver	WA	98686	Potential SCS	Yes	Yes	02 - Site Construction
Keywest Retaining Systems	Retaining Walls	Ken August	503-682-8400	Sherwood	OR	97140	Potential SCS	Yes	Yes	02 - Site Construction
Native Green	Landscape	Dave Jensen	425-481-6889	Bellevue	WA	98009	Potential SCS	Yes	Yes	02 - Site Construction
AAA ABATEMENT AND DEMOLITION, INC.	Hazardous materials removal company (asbestos/lead/meth/mold remediation). Includes demolition of meth labs (small homes and mobile homes). Abatement. Also, light painting jobs to include painting of trim and doors, matching interior and exterior wall colors primarily for jobs, such as, the Residential Aircraft Noise Remedy Improvements Program.	June Bongirno	(206) 313-8866	TACOMA	WA	98563	Confirmed SCS	Yes	Yes	02 - Site Construction
AAA CONTRACTORS INC	RETAINING WALLS, MINOR GRADING, SEWER, STORM WATER	Pavitarpal "Paul" Purewal	(253) 839-1534	KENT	WA	98089	Confirmed SCS	Yes	Maybe	02 - Site Construction
Arriba Construction Inc	Arriba Construction specializes in bridges, commercial and residential buildings, and reconstruction of troubled or failing structures.	Benton Cook	(360) 352-0155	Olympia	WA	98501	Confirmed SCS	Yes	Maybe	02 - Site Construction
ASCENDENT, LLC	DEMOLITION AND ABATEMENT CONTRACTOR	Richard Estes	(253) 939-4375	Pacific	WA	98047	Confirmed SCS	Yes	Yes	02 - Site Construction
Big Mountain Enterprises, LLC	Big Mountain Enterprises, LLC is a leading earthwork and underground utility company. Our employees have years of hands-on experience running heavy equipment and installing utilities.	Brandon Luke	(253) 299-6838	Enumclaw	WA	98022	Confirmed SCS	Yes	Maybe	02 - Site Construction
CADE CONSTRUCTION CO	EXCAVATION, UNDERGROUND UTILITIES, ROAD BUILDING, SIDEWALK CONSTRUCTION, CONCRETE SLABS, CONCRETE FOUNDATIONS	James Cade	(253) 347-1770	AUBURN	WA	98092	Confirmed SCS	Yes	Maybe	02 - Site Construction
Castle Walls Inc	Earth retention systems, retaining walls and concrete pavers, contractor	Roger Coates	(425) 228-1458	Issaquah	WA	98027	Confirmed SCS	Yes	Yes	02 - Site Construction
COMMERCIAL FENCE CORPORATION	A LICENSED GENERAL CONTRACTOR WHICH SPECIALIZES IN FURNISHING AND INSTALLING ALL TYPES OF FENCE AND GATES. WE FURNISH AND INSTALL FENCE FOR PUBLIC WORKS PROJECTS, COMMERCIAL AND INDUSTRIAL PROJECTS. COMMERCIAL FENCE IS ALSO A REGISTERED ELECTRICAL CONTRACTOR FOR DOOR AND GATES. THIS LICENSE ALLOW US TO FURNISH AND INSTALL GATE OPERATOR SYSTEMS.	Cheryl Duke	(206) 767-7433	SEATTLE	WA	98106	Confirmed SCS	Yes	Maybe	02 - Site Construction
CR CONSTRUCTION, LLC	Site Work & Utilities, Excavation, Trucking, Demolition	Sara Slatten	(425) 749-9945	North Bend	WA	98045	Confirmed SCS	Yes	Maybe	02 - Site Construction
Dreams Landscape & Maintenance	Landscape installation and landscape maintenance, irrigation installer and repair, plant design, paver installer, top soil, bark.	Karen Dickerson	(206) 947-8185	Seattle	WA	98178	Confirmed SCS	Yes	Maybe	02 - Site Construction
DUNCAN ASPHALT, INC.	Asphalt Commercial, Asphalt residential, sealcoat, striping, grading, dig outs, drainage, crackfill, burms	Tim and Laura Duncan	(253) 377-9310	BONNEY LAKE	WA	98391	Confirmed SCS	Yes	Maybe	02 - Site Construction
ENVIRONMENTAL ABATEMENT SERVICES INC	ASBESTOS ABATEMENT AND LEAD ABATEMENT, MOLD REMEDIATION	Catherine Marquez	(360) 755-1085	MOUNT VERNON	WA	98273	Confirmed SCS	Yes	Maybe	02 - Site Construction
G&F LANDSCAPE SERVICES	LANDSCAPE SERVICES	Gordon Wenger	(425) 471-0122	BOTHELL	WA	98021	Confirmed SCS	Yes	Maybe	02 - Site Construction
GARRISON CREEK LANDSCAPING INC	IRRIGATION, LANDSCAPING, FENCING	Brett Fashaw	(253) 373-9438	KENT	WA	98035	Confirmed SCS	Yes	Maybe	02 - Site Construction
Green Pro Inc	Full service landscaping company, providing maintenance, installation and design	Brady Costelow	(253) 929-9700	Auburn	WA	98092	Confirmed SCS	Yes	Maybe	02 - Site Construction
GREENING AMERICA LANDSCAPING CO	Landscaping and Irrigation Contractor	Jerald Cooper	(360) 668-1505	SNOHOMISH	WA	98296	Confirmed SCS	Yes	Maybe	02 - Site Construction
HAMD Enterprise, Inc	Trucking	Asif Iqbal	(425) 939-7951	Lynnwood	WA	98046	Confirmed SCS	Yes	Maybe	02 - Site Construction
HOT MIX PAVERS INC	ASPHALT PAVING AND DUMP TRUCKING (E.G., GRAVEL, SAND, TOP SOIL)	Michelle Mccloskey	(206) 324-0106	TUKWILA	WA	98168	Confirmed SCS	Yes	Maybe	02 - Site Construction
JAMES JENKINS ENTERPRISES	LANDSCAPING SERVICES BARKING AND TOP SOIL LAWN SERVICES SEEDING LAWNS PRUNING CUTTING CLEAN UP HAULING FOR COMMERCIA, INDUSTRIAL & RESIDENTIAL, WINDOW WASHING AND CONSTRUCTION CLEANUP, EROSION CONTROL, HYDROSEEDING	James Jenkins	(206) 722-7767	SEATTLE	WA	98144	Confirmed SCS	Yes	Maybe	02 - Site Construction
JEFF JOHNSON EXCAVATING LLC	Disable Veteran owned small business specializing in concrete and steel structure demolition. Crushing and recycle work	Jeffrey I. Johnson	(425) 745-8350	SHORELINE	WA	98133	Confirmed SCS	Yes	Maybe	02 - Site Construction



CONSTRUCTION LEADERS

King County SCS List

Factoria Recycle and Transfer Station

Contractor Name	Company Description	Contact Name	Contact Phone	City	Region Code	Postal Code	SCS Status	Solicited	Bidding	Main CSI Division
KASEY CONSTRUCTION CO	Landscaping/ Planting trees	Gene Kasey	(503) 267-7904	PORTLAND	OR	97266	Confirmed SCS	Yes	Maybe	02 - Site Construction
L & J CONSTRUCTION LLC	EXCAVATION & GRADING, DEMO, CONCRETE, SAW CUTTING & CORING	Lester Engelhart	(509) 201-0276	RONALD	WA	98940	Confirmed SCS	Yes	Maybe	02 - Site Construction
L&N VENTURES	ROAD CONSTRUCTION, AIRPORT & HIGHWAY CONSTRUCTION: EXCAVATION, HAULING, AND RELATED SITE WORK	Nanthawan Huse	(907) 373-7511	TALKEETNA	AK	99676	Confirmed SCS	Yes	Maybe	02 - Site Construction
N P M CONSTRUCTION CO	General contractor - Site work, concrete, excavation, utilities, walls	Nando Merlino	(425) 996-0566	MAPLE VALLEY	WA	98038	Confirmed SCS	Yes	Maybe	02 - Site Construction
No Clowns Sweeping	Cleaning of streets and job sites with street sweeper. Chip seal, asphalt milling, and clean up after trucking is primary work performed.	Charles Peterson	(253) 988-4735	Puyallup	WA	98371	Confirmed SCS	Yes	Maybe	02 - Site Construction
NORTHWEST METALS & SALVAGE SERVICE, INC.	Mechanical and Interior Demolition, Metal Recycling, Abatement	Bradley Rinker	(206) 525-0814	SEATTLE	WA	98103	Confirmed SCS	Yes	Maybe	02 - Site Construction
NWB Construction LLC	NWB Construction LLC specializes in all aspects of underground utilities and site development.	Tyler Fore	(253) 778-2313	Sumner	WA	98390	Confirmed SCS	Yes	Maybe	02 - Site Construction
OUT WEST LANDSCAPE AND IRRIGATION INC	COMMERCIAL LANDSCAPE INSTALLATION INCLUDING IRRIGATION, SILT, FENCING, EROSION CONTROL, AND HYDROSEEDING	Teri Oosterwyk	(360) 863-2797	WOODINVILLE	WA	98072	Confirmed SCS	Yes	Yes	02 - Site Construction
PAUL JENSEN EXCAVATING	FOUNDATION EXCAVATION, LAND CLEARING, DEMOLITION, SITE WORK	Paul Jensen	(206) 601-7762	SEATTLE	WA	98119	Confirmed SCS	Yes	Maybe	02 - Site Construction
PERKINS LANDSCAPE SERVICES	Landscaping Services	James Perkins	(253) 445-0991	Spanaway	WA	98387	Confirmed SCS	Yes	Maybe	02 - Site Construction
R.E. Sides Landscaping, Inc.	Landscape construction	Nicole Sides	(425) 433-0496	Covington	WA	98042	Confirmed SCS	Yes	Yes	02 - Site Construction
RAIN DOG DESIGNS L.L.C.	Lanscaping company providing sustainable stormwater and landscaping service	David Hymel	(253) 389-2060	EATONVILLE	WA	98328	Confirmed SCS	Yes	Maybe	02 - Site Construction
Reed Trucking & Excavating Inc	Site utilities and excavating	Shawn Reed	(253) 841-4837	Puyallup	WA	98372	Confirmed SCS	Yes	Maybe	02 - Site Construction
RESTORATION LOGISTICS, LLC	Ecological Restoration / Mitigation Services	Steven Humphreys	(206) 861-8398	SEATTLE	WA	98118	Confirmed SCS	Yes	Maybe	02 - Site Construction
Ridgeline Construction Services, LLC	Construction services including concrete demolition, saw cutting and removal, excavating, dirt work, land clearing, tree removal, debris removal	Marcus Hayett	(253) 880-2337	Enumclaw	WA	98022	Confirmed SCS	Yes	Maybe	02 - Site Construction
Road Construction Northwest, Inc.	The company operates as a Public Works road improvement, underground utilities and excavation contractor.	Matthew Wagester	(425) 254-9999	Renton	WA	98057	Confirmed SCS	Yes	Maybe	02 - Site Construction
RON MILTON EXCAVATING, INC.	Excavating	Janet Milton	(503) 538-0575	NEWBERG	OR	97132	Confirmed SCS	Yes	Maybe	02 - Site Construction
SALMON BAY ENVIRONMENTAL, LLC	UNDERGROUND STORAGE TANK (HEATING OIL) DECOMMISSIONING; IN-PLACE AND REMOVAL. CONTAMINATED SOIL REMEDIATION SERVICES.	Sarah Miller	(206) 274-7991	SEATTLE	WA	98107	Confirmed SCS	Yes	Maybe	02 - Site Construction
SeaWest Construction Inc	General Contractor specializing in commercial fencing and gates.	Robert Holmgren	(425) 557-3622	Issaquah	WA	98027	Confirmed SCS	Yes	Maybe	02 - Site Construction
SK LANDSCAPE LLC	COMMERCIAL & RESIDENTIAL LANDSCAPE & IRRIGATION; DESIGN, INSTALLATION, REPAIR & COUNSELING. CESCL CERTIFIED EROSION CONTROL; EROSION MATTING, SILT FENCING, PLANTINGS, ALPINE SETTINGS. WETLAND PREPARATION & PLANTINGS. SOD INSTALLATION, ROCK & STONE WALLS	Sandra Kennedy	(253) 722-5833	TACOMA	WA	98448	Confirmed SCS	Yes	Yes	02 - Site Construction
SOUND RETAINING WALLS	Install most types of retaining walls and retention structures. Small dirt work projects capable.	Tyler Gillis	(253) 405-2876	TACOMA	WA	98466	Confirmed SCS	Yes	Maybe	02 - Site Construction
SPENSER ABATEMENT SERVICES LLC	HAZORDOUS MATERIAL REMOVAL	Shelia Spenser	(253) 219-1193	PUYALLUP	WA	98372	Confirmed SCS	Yes	Maybe	02 - Site Construction
Splash Boxx, LLC	Splash Boxx, LLC provides state of the art, mobile stormwater treatment facilities for the detention and filtration of polluted stormwater runoff.	David Hymel	(253) 389-2060	Eatonville	WA	98328	Confirmed SCS	Yes	Maybe	02 - Site Construction
STANLEY PATRICK STRIPING COMPANY	Service provider: installing pavement markings, asphalt sealcoating, parking and traffic signage, extruded curbs, wheel stops, cleaning and other parking lot/roadway maintenance products.	Ryan Lundeen	(253) 709-3223	ENUMCLAW	WA	98022	Confirmed SCS	Yes	Yes	02 - Site Construction
STATEWIDE PAINTING & CONSTRUCTION INC	Painting & wallcovering	Terry Mcgleno	(206) 391-9200	AUBURN	WA	98001	Confirmed SCS	Yes	Maybe	02 - Site Construction



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Contractor Name	Company Description	Contact Name	Contact Phone	City	Region Code	Postal Code	SCS Status	Solicited	Bidding	Main CSI Division
T YOROZU GARDENING COMPANY INC	CONTRACTOR; LANDSCAPE, IRRIGATION, HYDROSEEDING, DESIGN MODULAR BLOCK WALLS	Kenneth Yorozu	(206) 660-7706	TUKWILA	WA	98168	Confirmed SCS	Yes	Maybe	02 - Site Construction
The Northwest Gardener's Nursery, Inc.	Landscape installation and maintenance, Irrigation installation, and Nursery.	Douglas Lundstrom	(360) 668-8755	Snohomish	WA	98296	Confirmed SCS	Yes	Maybe	02 - Site Construction
VALLEY GROWERS NURSERY & LANDSCAPE INC	LANDSCAPE SERVICES, IRRIGATION, SEEDING, WETLAND MITIGATION CONSTRUCTION, RIPARIAN PRESERVATION, EROSION CONTROL SEEDING, SOD/LAWN, PARKS & RECREATION IMPROVEMENTS, SITE & SOIL PREP.	Victoria Guevara	(503) 651-3535	HUBBARD	OR	97032	Confirmed SCS	Yes	Maybe	02 - Site Construction
VALLEY STEEL CONSTRUCTORS, INC		James A Benfiet	(509) 834-2988	YAKIMA	WA	98903	Confirmed SCS	Yes	Maybe	02 - Site Construction
WALLTEK CONSTRUCTION, LLC	Installation of segmental concrete block and structural earth retaining walls for state and municipal agencies	Sean Hartness	(253) 219-0230	BONNY LAKE	WA	98391	Confirmed SCS	Yes	Maybe	02 - Site Construction
WATERSHED ENVIRONMENTAL SOLUTIONS LLC	WETLAND MITIGATION AND CONSTRUCTION, STREAM CHANNEL AND RESTORATION, EROSION CONTROL, HYDROSEEDING, EXCAVATION, ROADSIDE PLANTING, ENVIRONMENTAL LANDSCAPING SERVICES, NURSERY PRODUCTION, SOIL BIO-ENGINEERING, FISH PASSAGE CONSTRUCTION AND IRRIGATION	Billie Washington	(360) 864-4004	TOLEDO	WA	98591	Confirmed SCS	Yes	Maybe	02 - Site Construction
WHITE SHIELD INC	CONSTRUCTION STAKING, ENVIRONMENTAL STUDIES,HAZARDOUS MATERIALS INVESTIGATIONS, ASBESTOS, & LEAD BASED PAINT	Stuart Fricke	(509) 547-0100	PASCO	WA	99301	Confirmed SCS	Yes	Yes	02 - Site Construction
AR STEGMEIER ENTERPRISES INC	CONCRETE CONSTRUCTION CONTRACTOR	Aaron Stegmeier	(253) 606-2049	LAKESWOOD	WA	98499	Confirmed SCS	Yes	N/A	03 - Concrete
BBR Construction	Concrete formwork, pour place and finish.	Ross Bynum	(206) 571-5069	Tacoma	WA	98411	Confirmed SCS	Yes	N/A	03 - Concrete
BELARDE CONSTRUCTION	Concrete contractor specializing in architectural concrete, site work concrete	John Belarde	(425) 376-2500	WOODINVILLE	WA	98072	Confirmed SCS	Yes	Yes	03 - Concrete
ENGLERT CONSTRUCTION	SITE PREPARATION FOR CONCRETE WORK INCLUDING, DRIVEWAYS, SIDEWALKS, CURBING, FOOTINGS, FOUNDATIONS AND SLABS, ETC. EQUIPMENT OPERATION FOR FRAMING IN BUILDINGS, PLACEMENT OF DOORS, WINDOWS, AND ROOFING ETC.	Gary Englert	(253) 536-3897	PUYALLUP	WA	98375	Confirmed SCS	Yes	Maybe	03 - Concrete
FARROW CONCRETE SPECIALTIES INC	CONCRETE FORMING, PLACING, FINISHING AND PUMPING FOR ALL PHASES OF CONCRETE CONSTRUCTION REBAR INSTALL AND TIE. ALL PHASES OF DIVISION 2	Daniel Farrow	(253) 261-8702	TACOMA	WA	98404	Confirmed SCS	Yes	Maybe	03 - Concrete
GAGE CONCRETE INC	Concrete Site Work- Curb & Gutter, Sidewalks and Store Fronts etc.	Laurel Heldstab	(541) 915-4714	FEDERAL WAY	WA	98093	Confirmed SCS	Yes	Maybe	03 - Concrete
Hart Construction Company Inc	Concrete, curb & gutter, city sidewalk, flatwork, foundations - most anything out of concrete. House remodeling, excavation	Jim Hart	(253) 223-2950	Auburn	WA	98092	Confirmed SCS	Yes	Maybe	03 - Concrete
JOHN WAYNE CONSTRUCTION CO INC	GENERAL CONSTRUCTION, CONCRETE WORK, HEAVY HIGHWAY AND BUILDING CONSTRUCTION. SPECIALIZING IN CONCRETE CONSTRUCTION	Steven Belarde	(425) 402-8596	WOODINVILLE	WA	98072	Confirmed SCS	Yes	Maybe	03 - Concrete
KODO CONSTRUCTION INC	COMMERCIAL CONCRETE CONTRACTOR; CURBS; SIDEWALKS; WALLS; PAVING; UTILITIES	Joshua Moore		AUBURN	WA	98071	Confirmed SCS	Yes	Yes	03 - Concrete
LaRusso Concrete NW Inc.	Concrete Finishing	Robert Snyder	(425) 355-9181	Everett	WA	98204	Confirmed SCS	Yes	Yes	03 - Concrete
LEAJAK CONCRETE CONSTRUCTION INC	FOUNDATION & STRUCTURE CONCRETE CONSTRUCTION, CONCRETE PAVING, CONCRETE PUMPING, PRECAST PANEL PLACEMENT, ABUTMENT CONSTRUCTION, FINISH CARPENTRY CONTRACTOR, CARPENTRY FRAMING	Fredell L Anderson	(425) 771-7168	MOUNTLAKE TERRACE	WA	98043	Confirmed SCS	Yes	Maybe	03 - Concrete
RAINIER FLOORS, INC.	Commercial place & finish of concrete.	Christopher Gosney	(253) 447-7681	BONNIE LAKE	WA	98391	Confirmed SCS	Yes	Maybe	03 - Concrete
Safley Steel LLC	Safley Steel LLC is a union based rebar and pt placing subcontractor.	Vance Safley	(253) 200-4413	Edgewood	WA	98372	Confirmed SCS	Yes	Maybe	03 - Concrete
Salo Steel, Inc.		Ray Salo	(425) 508-8060	Stanwood	WA	98292	Confirmed SCS	Yes	Maybe	03 - Concrete
Tokita Construction, Inc.	Concrete and Cement Specialists	Kyle Tokita	(206) 762-2302	Algona	WA	98001	Confirmed SCS	Yes	Maybe	03 - Concrete



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Burly Products, Inc	Fabrication of custom metal products. Example: Pedestrian handrail, bridge rail, boat hulls and parts, etc.	Ross Schlotthauer	(208) 262-9531	Post Falls	ID	83854	Confirmed SCS	Yes	Maybe	05 - Metals
JC Supply & Manufacturing (LIGHTCAP INDUSTRIES INC)	MANUFACTURER OF STRUCTURAL STEEL, METAL FABRICATION	Connie Lightcap	(909) 373-1773	ONTARIO	CA	91761	Confirmed SCS	Yes	Maybe	05 - Metals
PRECISION IRON WORKS	Structural and Miscellaneous Steel Fabrication	Steve Leighton	(253) 887-5555	PACIFIC	WA	98047	Confirmed SCS	Yes	Yes	05 - Metals
ST FABRICATION INC	CUSTOM MANUFACTURING OF METAL COMPONENTS AND STRUCTURES. STEEL FABRICATION & STEEL ERECTION OF STRUCTURAL STEEL & MISCELLANEOUS METALS. SUPPLY FOR COMMERCIAL & GOVERNMENTAL PROJECTS, PRE-ENGINEERED METAL BUILDINGS, METAL JOISTS & METAL DECKING. DESIGN-BUILD GENERAL CONTRACTOR FOR COMMERCIAL, INSTITUTIONAL & INDUSTRIAL CUSTOMERS.	Jesse Cherian	(253) 735-2000	FEDERAL WAY	WA	98093	Confirmed SCS	Yes	Yes	05 - Metals
FINISHING CARPENTRY, LLC	Carpentry work, trim, miscl construction	Yuriy Terekhov	(206) 227-8935	FEDERAL WAY	WA	98003	Confirmed SCS	Yes	No	06 - Wood and Plastics
TL CONSTRUCTION	CONCRETE WORK, CARPENTRY CONTRACTORS	Tony Berens Sr.	(425) 864-2243	CARNATION	WA	98014	Confirmed SCS	Yes	No	06 - Wood and Plastics
TOTEM PACIFIC CONTRACTORS INC	CARPENTRY CONTRACTOR FOR INDUSTRIAL BUILDINGS, WAREHOUSES AND OTHER NONRESIDENTIAL BUILDINGS, MECHANICAL CONTRACTING	Wayne Needham	(253) 572-9700	SUMNER	WA	98390	Confirmed SCS	Yes	N/A	06 - Wood and Plastics
A Clark Service Co Inc.	Waterproofing, pavers, roofing: SBS and TPO	Robert Clark	(206) 571-4576	Seattle	WA	98113	Confirmed SCS	Yes	Maybe	07 - Thermal and Moisture Protection
APEX SPECIALITY COATINGS, INC	Waterproofing company	Dino Mayer	(206) 295-1140	AUBURN	WA	98001	Confirmed SCS	Yes	Maybe	07 - Thermal and Moisture Protection
EVERGREEN CONSTRUCTION & DEVELOPMENT SERVICES, LLC	Construction: Exterior envelope	Olga Prokhor	(253) 508-8116	AUBURN	WA	98092	Confirmed SCS	Yes	Maybe	07 - Thermal and Moisture Protection
INTERSTATE SHEET METAL INC	Furnish and install all types of sheetmetal roofing, siding, flashing, gutter and downspouts.	Barbara Hogan	(360) 687-0240	BATTLE GROUND	WA	98604	Confirmed SCS	Yes	Yes	07 - Thermal and Moisture Protection
Lloyd A. Lynch General Contractor	ROOFING CONTRACTOR	Peggy Lynch	(425) 485-5596	Woodinville	WA	98072	Confirmed SCS	Yes	Yes	07 - Thermal and Moisture Protection
MD EXTERIORS, INC	Installation of metal roofing, siding, flashing and trim, cement fiber board siding, weatherproofing material.	Matt Davis	(425) 265-1500	EVERETT	WA	98203	Confirmed SCS	Yes	Maybe	07 - Thermal and Moisture Protection
Stirco Steel Structures, Inc.	Commercial/Industrial General Contractors specializing in pre-engineered steel building projects, reroofing and remodeling of metal-clad buildings.	Dale Stirn	(425) 307-1372	Redmond	WA	98053	Confirmed SCS	Yes	Maybe	07 - Thermal and Moisture Protection
UNITED PROFESSIONAL CAULKING & RESTORATION INC	CONSTRUCTION	Susan BelCher	(206) 248-0077	SEAHURST	WA	98062	Confirmed SCS	Yes	Yes	07 - Thermal and Moisture Protection
Well Hung Door	Doors and hardware install.	Chris Dingee	425-377-3191	Everett	WA	98201	Potential SCS	Yes	Yes	08 - Doors and Windows
DPL CONSTRUCTION, INC.	Commercial interior finish carpentry - installation only.	David Larsen	(360) 863-8310	MONROE	WA	98272	Confirmed SCS	Yes	Maybe	08 - Doors and Windows
HANGMAN CONSTRUCTION	DOOR AND HARDWARE INSTALLATION	Bruce Marshall	(206) 550-6437	FALL CITY	WA	98024	Confirmed SCS	Yes	N/A	08 - Doors and Windows
JL DOOR SUPPLY	Door Supplier and Prefinisher	Joanne Gregory	(253) 569-0801	Renton	WA	98058	Confirmed SCS	Yes	Maybe	08 - Doors and Windows
Lacey Glass, Inc.	Glass and Glazing company specializing in Natural Daylighting with Skylights Canopys, Transit Stations, Glass repair, Storefront, Schools, Libraries, Mixed Unse Commercial/Residential, Water Treatment Facilities. Etc.	Phil Zeutenhorst	(360) 459-8411	Lacey	Wa	98503	Confirmed SCS	Yes	Yes	08 - Doors and Windows



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Contractor Name	Company Description	Contact Name	Contact Phone	City	Region Code	Postal Code	SCS Status	Solicited	Bidding	Main CSI Division
MISSION GLASS	Mission Glass is a full service commercial glazing company specializing in "Contract Glazing". Our services include storefronts, curtainwalls, windows, and glass entrances. We work as a subcontractor on state, federal and private projects. We specialize in advanced building using the latest technology including green building and LEED projects.	Jeff Nickel	(360) 584-9605	OLYMPIA	WA	98501	Confirmed SCS	Yes	Maybe	08 - Doors and Windows
SGS Glass Co., Inc	Glass & Glazing Contractor. Install glass, metal, windows, doors.	Susan Stevens	(206) 518-5888	Tukwila	WA	98168	Confirmed SCS	Yes	Maybe	08 - Doors and Windows
ARMADILLO PAINTING COMPANY	INTERIOR AND EXTERIOR RESIDENTIAL AND COMMERCIAL PAINTING	Samantha Kunkel	(206) 498-2149	BELLEVUE	WA	98006	Confirmed SCS	Yes	Maybe	09 - Finishes
Campbell-Cox Floor Covering, Inc	Furnish and install floor covering and related products. Including carpet, VCT, ceramic tile, hardwood, laminates, sheet vinyl, etc.	Vanessa Hurley	(253) 272-4799	TACOMA	WA	98409	Confirmed SCS	Yes	No	09 - Finishes
Conservation Coatings LLC	Specialty coatings company for new construction or restoration.	Chad Crosby	(503) 201-1048	Portland	OR	97225	Confirmed SCS	Yes	Maybe	09 - Finishes
CORTINAS PAINTING & RESTORATION INC	INTERIOR, EXTERIOR PAINTING ON RESIDENTIAL, COMMERCIAL, INDUSTRIAL, MULTI-FAMILY	William Cortinas	(253) 517-8334	MILTON	WA	98354	Confirmed SCS	Yes	Yes	09 - Finishes
Creative Interiors, Inc.	Contractor specializing in Drywall and Metal Stud Framing	Abu Savage	(253) 815-7794	Federal Way	WA	98063	Confirmed SCS	Yes	Maybe	09 - Finishes
CRJ CONSTRUCTION CO	Painting, flooring, waterproofing, polished concrete and terrazzo	Andrew Jaillet	(206) 762-3669	SEATAC	WA	98148	Confirmed SCS	Yes	No	09 - Finishes
EDI INTERNATIONAL LLC	We are a minority owned and certified business that does interior and exterior commercial and residential painting.	Edrissa Leigh	(206) 898-0843	TUKWILA	WA	98178	Confirmed SCS	Yes	N/A	09 - Finishes
High Tech Pacific Builders	Interior systems Specialists: Standard and specialty steel stud framing, insulation, drywall installation and finishing (up to level five, smooth wall), acoustical suspended ceiling installation, and exterior sheathing.	Ken Reusser	(425) 518-5855	Burien	WA	98166	Confirmed SCS	Yes	Maybe	09 - Finishes
JET PAINTING AND SPECIALTY FINISHES LLC	Painting interiors and exteriors, wallcoverings and specialty finishes.	Jayne Cramer	(360) 982-2772	SEDRO WOOLLEY	WA	98284	Confirmed SCS	Yes	Maybe	09 - Finishes
METRO PAINTING LLC	COMMERCIAL PAINTING & COATINGS, ROADWAY MARKINGS, BUILDING RESTORATION, ABATEMENT, MANAGEMENT	Richard Peck	(206) 282-0480	SEATTLE	WA	98119	Confirmed SCS	Yes	Yes	09 - Finishes
NI PAINTING AND CONSTRUCTION COMPANY	COMMERCIAL, INDUSTRIAL, RESIDENTIAL PAINTING, LEAD ABATEMENT AND GENERAL REPAIRS	Nadeem Ismail	(425) 246-7200	BELLEVUE	WA	98007	Confirmed SCS	Yes	Yes	09 - Finishes
NORCO SYSTEMS INC	Drywall and metal framing contractors	Oddny Bradley	(360) 692-1503	SILVERDALE	WA	98383	Confirmed SCS	Yes	Maybe	09 - Finishes
OneDurr, Inc.	Painting Contractor	David Durr	(253) 584-2165	Lakewood	WA	98499	Confirmed SCS	Yes	No	09 - Finishes
PAINTCRAFTERS-PLUS, INC.	Painting Contractors	Kraig Barnes	(509) 370-0796	MEDICAL LAKE	WA	98022	Confirmed SCS	Yes	Maybe	09 - Finishes
PIERCE RESTORATION & PAINTING CO	Full service painting company for buildings and infrastructure. New construction/renovations, interior/exterior, special coatings, waterproofing, pressure washing, concrete staining, air/vapor barriers. Owner has 30 years of experiences	Daniel Guilday	(360) 761-8165	BONNEY LAKE	WA	98391	Confirmed SCS	Yes	Maybe	09 - Finishes
QUALITY FLOORS LLC	We are a flooring contractor, we sell flooring materials & installation services to general contractors & Businesses.	Vadim Kazakov	(253) 735-2653	AUBURN	WA	98001	Confirmed SCS	Yes	Maybe	09 - Finishes
R&H CONTRACTORS INC.	Painting and Coatings Contractor	Ronald Woods	(253) 227-6194	GRAHAM	WA	98338	Confirmed SCS	Yes	Maybe	09 - Finishes
SUSTAINABLE FLOORS, Inc., dba Sustainable Interiors	FLOORING CONTRACTOR.	Dana Pittman	(253) 223-6039	FIFE	WA	98424	Confirmed SCS	Yes	Maybe	09 - Finishes
Westcoast Painting, LLC	Commercial painting contractor	David Jones	(425) 251-8300	Renton	WA	98057	Confirmed SCS	Yes	Maybe	09 - Finishes
YOU BUY IT WE INSTALL IT FLOORS, INC.	INSTALLATION OF ALL TYPE OF FLOORING: VINYL, BAMBOO, LAMINATE, HARDWOOD, TILE, NATURAL STONE, CORK, MARMOLEUM, CARPET, CORKOLEUM ETC.	Glenn McAlpine	(360) 815-2572	BELLINGHAM	WA	98226	Confirmed SCS	Yes	Maybe	09 - Finishes
COLUMBIA RIVER ROOFING INC	COMMERCIAL ROOFING	Eric Finnerty	(503) 674-8754	GRESHAM	WA	97030	Confirmed SCS	Yes	N/A	10 - Specialties
DOTY & ASSOCIATES	Furnishes and installs commercial signage for institutions and business. Work is primarily on contract basis. Operates as subcontractor to the Prime contractor in new construction.	Marius Bernotavicius	(206) 441-9301	KIRKLAND	WA	98034	Confirmed SCS	Yes	Maybe	10 - Specialties
HILLTOP COMMERCIAL SUPPLY, INC	Supplier of Division 10 Specialties to commercial contractors.	Missy Shoemaker	(615) 360-3983	EAGLE POINT	OR	97524	Confirmed SCS	Yes	N/A	10 - Specialties
PACIFIC CONSTRUCTION - MILTON, INC.	Material Handling Installation	Jack Sloboden	(206) 595-6921	MILTON	WA	98354	Confirmed SCS	Yes	Maybe	11 - Equipment
Columbia Fire	Fire Protection	John Goldberg	206-232-8569	Seattle	WA	98108	Potential SCS	Yes	Yes	15 - Mechanical



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Contractor Name	Company Description	Contact Name	Contact Phone	City	Region Code	Postal Code	SCS Status	Solicited	Bidding	Main CSI Division
NORTHWEST FIRE SYSTEMS LLC	Northwest Fire Systems is your single source for fire protection. NWFS can provide consulting, design, installation, planned maintenance and service through testing and inspecting equipment and repairing or replacing deficient or damaged systems. NWFS provides all of those services on Fire Sprinklers, Backflow Preventers, Fire Extinguishers, Fire Alarm, Gas Suppression Systems and Kitchen Hood Suppression Systems. Let us know how we can help you.	Mary Potter	(206) 772-7502	TWKWILA	WA	98168	Confirmed SCS	Yes	No	15 - Mechanical
RED HAWK FIRE PROTECTION, LLC	Fire Sprinkler System Design, Service, and Installation Contractor	Daniel Radloff	(253) 840-9900	Puyallup	WA	98372	Confirmed SCS	Yes	Maybe	15 - Mechanical
RELIANCE FIRE PROTECTION INC	Fire protection/Fire Suppression-design, install, repair, test	Nancy Hammond	(206) 682-6636	PRESTON	WA	98050	Confirmed SCS	Yes	Maybe	15 - Mechanical



SECTION N

Comments on Plans and Technical Specifications

N. Comments on Plans and Technical Specifications within RFP Documents

Table N.1

	Scope	Drawing (Dwg) or Specification (Spec)	Description of Item	Proposed Change	Type of Value
1	Landscaping		There are currently 5,821 2" trees and 128,644 1 gal shrubs on the drawings.	Changing the landscape design to include less of these would be a savings.	Cost
2	Wall	Dwg - 03A506/1	Administration screen wall is detailed to be Cast-in-place concrete with framed wall on top.	Making the the bottom portion of the wall out of CMU is a potential savings	Cost
3	Roofing	Dwg - 02S540/2	Roof decking is shown attached to the structure with puddle welds	Substitute this detail with pinning. This will be quicker and will prevent finish damage from weld burns	Cost, Schedule
4	Wall	Dwg - 02S103, 104	Interior walls are shown to be cast in place concrete walls	Switching these walls to CMU would be a potential savings to schedule - allowing critical path ground level deck construction to begin before these are completed, shoring will be quicker with no walls to build in between. Higher Productivity rates for CMU walls.	Cost, Schedule
5	Fascia Wall	Dwg - 01S502	The permanent wall 4 CIP fascia is 1'-2" thick	Reduce thickness of this fascia panel if possible	Cost
6	Fascia Wall	Dwg - 01S502	The permanent wall 4 CIP fascia could be constructed with different methods	Substitute with troweled shotcrete	Cost, Schedule
7	Storm Vault	Dwg - 01C115	Given the anticipated start date for Milestone 2 provided in Addendum 3, PCL recognizes that the Storm Water Retention Vault will not be completed before the rainy season given the current durations of the Preconstruction Phase and submittal review periods. Completing this vault is critical to the start of the project for multiple reasons that benefit both PCL and King County	<ul style="list-style-type: none"> • Reduced risk for the need for additional temporary water treatment facilities that would be needed if the vault is not viable before the start of the rainy season. • Beginning the vault as soon as possible helps protect King County allowances associated with site temporary dewatering. • Would provide earlier lay down space prior to beginning construction of Station Foundation work. • PCL would look for an opportunity to expedite associated shop drawings (formwork, rebar, mix designs, permits, etc) and review periods. • If acceptable to King County, we would work to accommodate construction activities to begin before Milestone 2 in order start work on this vault as soon as possible. 	Cost, Schedule
8	Lighting	Spec - 26 50 00	Light fixtures specified can be compared to more economical equals	Include alternate lighting package for the project, in order to reduce overall cost of material.	Cost
9	Site Electrical	Spec - 26 05 00	Electrical duct banks call for schedule 80 PVC	Use of schedule 40 PVC where allowable by code	Cost

	Scope	Drawing (Dwg) or Specification (Spec)	Description of Item	Proposed Change	Type of Value
10	Raceway/ Wire/Cable	Spec - 26 05 33 Spec - 26 05 19	Branch circuits call for conduit and wire throughout	Utilization of MC Cable in dry, concealed areas of the building in order to reduce labor costs in lieu of branch conduit and wire.	Cost, Schedule
11	Raceway/ Wire/Cable	Spec - 26 05 33 Spec - 26 05 19	Conduit and wire throughout are called for on low voltage systems	Use of open cable installation for low voltage systems within dry, concealed areas of Administration Building in lieu of conduit and cable tray systems outside of data room.	Cost, Schedule
12	Raceway	Spec - 26 05 33	Compression insulated fittings are called for within the administration building	Insulated steel set screw fittings for EMT conduit within the Administration Building in lieu of	Cost
13	Dewatering Wells	Spec - 31 23 19	The deep dewatering wells located behind the Wall 4 are specified to be installed in phase 4	Install these wells early in phase 1 or 2 which will likely mitigate the amount of dewatering required at the new station site, potentially eliminate the need for temp shoring wall dewatering, and will allow a faster start of bulk excavation in Phase 3.	Cost, Schedule
14	SE 30th St Utilities	Dwg - 01C119	New 12" Sanitary Sewer pipe to be installed to replace the existing pipeline is shown as Ductile Iron.	Replace DIP with HDPE	Cost, Schedule
15	Civil	Dwg - 02S504 Spec 31 23 00 G & H	Sand Barrier ASTM C33	CSBC Barrier	Cost, Constructability
16	Civil	Dwg - 01C301 Spec - 31 23 00 E	Import Material	Recycled Concrete or Common Borrow. Crush Building Foundation onsite and import recycled use in-fill.	Cost
17	Civil	Dwg - 01C301 Spec - 31 23 00 E	Import Material	Asphalt Grinding	Cost
18	Civil	Dwg - 01C317/S-14/ COB	CSBC	Gravel Borrow	Cost
19	Civil	Dwg - 01C119/ 01C120/01C316 Spec - 40 20 16	Sanitary Sewer Line B	At SE 30th Street - Utilize HDPE pipe and employ pipe bursting process in lieu of installing ductile iron pipe through excavation	Cost
20	SCADA	Spec - 40 90 10	Programming and monitoring of the SCADA equipment is required through the King Country Cedar Hills Regional Landfill (CHRLF), which uses the Harris Group for all PLC standards.	Programming and monitoring can be performed by a SCADA subcontractor in lieu of carrying the Harris Group can significantly reduce the SCADA and PLC costs.	Cost
21	Fire Detection	Spec - 28 31 00	The specification for the Fire Alarm requires a Silent Knight 5820XL panel, which is more than is needed for this facility.	Silent Knight also offers as 5808 panel that would meet requirements and reduce cost.	Cost
22	Fire Detection	Spec - 28 31 00	The Fire Alarm specifications also reference a requirement of 16 hours total training	Reducing this to 8 hours training, will still meet NFPA 72 requirements	Cost

PCL Construction Services, Inc.
15405 SE 37th Street, Suite 200
Bellevue, WA 98006
P 425.454.8020
F 425.454.5924

