

State of Washington  
**Heritage Park Predesign Study**  
Olympia, Washington

The Portico/SWA Group Team

**Selection Committee Presentation**  
February 21, 1992





## **Agenda**

### **I. Introduction—5 minutes**

- A. Opening Remarks: Becca Hanson, The Portico Group
- B. Introduction of Team Members: Mike Hamm, The Portico Group

### **II. Making Connections—5 minutes**

- Susan Whitin, the SWA Group; Becca Hanson, The Portico Group
- A. Environmental Connections: Connecting Humans to their Environment
  - B. Cultural Connections: Capturing the Identity of the State
  - C. Personal Connections: Physical and Visual

### **III. Presentation of Relevant Projects—15 minutes**

Project Team Members

- A. Personal Connections: Physical and Visual
- B. Cultural Connections: Capturing the Identity of the State
- C. Environmental Connections: Connecting Humans to their Environment

### **IV. Connecting With the People of the State of Washington—5 minutes**

- A. Building Consensus with the Stakeholders: Jane Arst, Arst Public relations
- B. Schedule and Management Plan: Mike Hamm, The Portico Group; Bob Jacob, The SWA Group

### **V. Question and Answer Period—30 minutes**

The  
Portico/SWA  
Group  
Team

**Heritage Park  
Predesign Study  
Interview**

## **Presentation Attendees**

1. Mike Hamm, TPG: Project Director and Planner
2. Bill Callaway, SWA: Senior Designer
3. Becca Hanson, TPG: Communications and Project Design
4. Susan Whitin, SWA: Art in the Landscape and Project Design
5. Bob Jacob, SWA: Planning and Urban Design
6. Paul McDougall, Matson Whitacre: Cost Estimating
7. Jane Arst, Arst Public Relations: Process Facilitation
8. Kevin Ryden, TPG: Architecture
9. Frank Pita, Shannon & Wilson: Geotechnical Engineers
10. Don Nutter, Inca Engineers, Inc.: Civil, Structural Engineers, Traffic

## The Portico/SWA Project Team

The Portico/SWA Group Team consists of professionals from the fields of landscape architecture, planning, urban design, architecture, cost estimating, civil engineering, communications, interpretive planning, geotechnical engineering, transportation planning, and art. The two primary members of the Team are the Portico Group from Seattle, a Seattle firm specializing in landscape architecture and architecture, and The SWA Group, a nationally based firm specializing in planning, urban design and landscape architecture.

Other Team members include:

- Matson Whitacre: Cost Estimating
- Arst Public Relations: Process Facilitation
- INCA Engineers: Civil Engineering
- Raven Communications: Interpretive Planner
- Shannon & Wilson: Geotechnical Engineering
- Herrera Environmental Consultants: Environmental Studies
- BRW Transportation Planners: Light Rail Planning
- Jill Hally: Fine Art Adviser

The  
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**Heritage Park  
Predesign Study  
Interview**

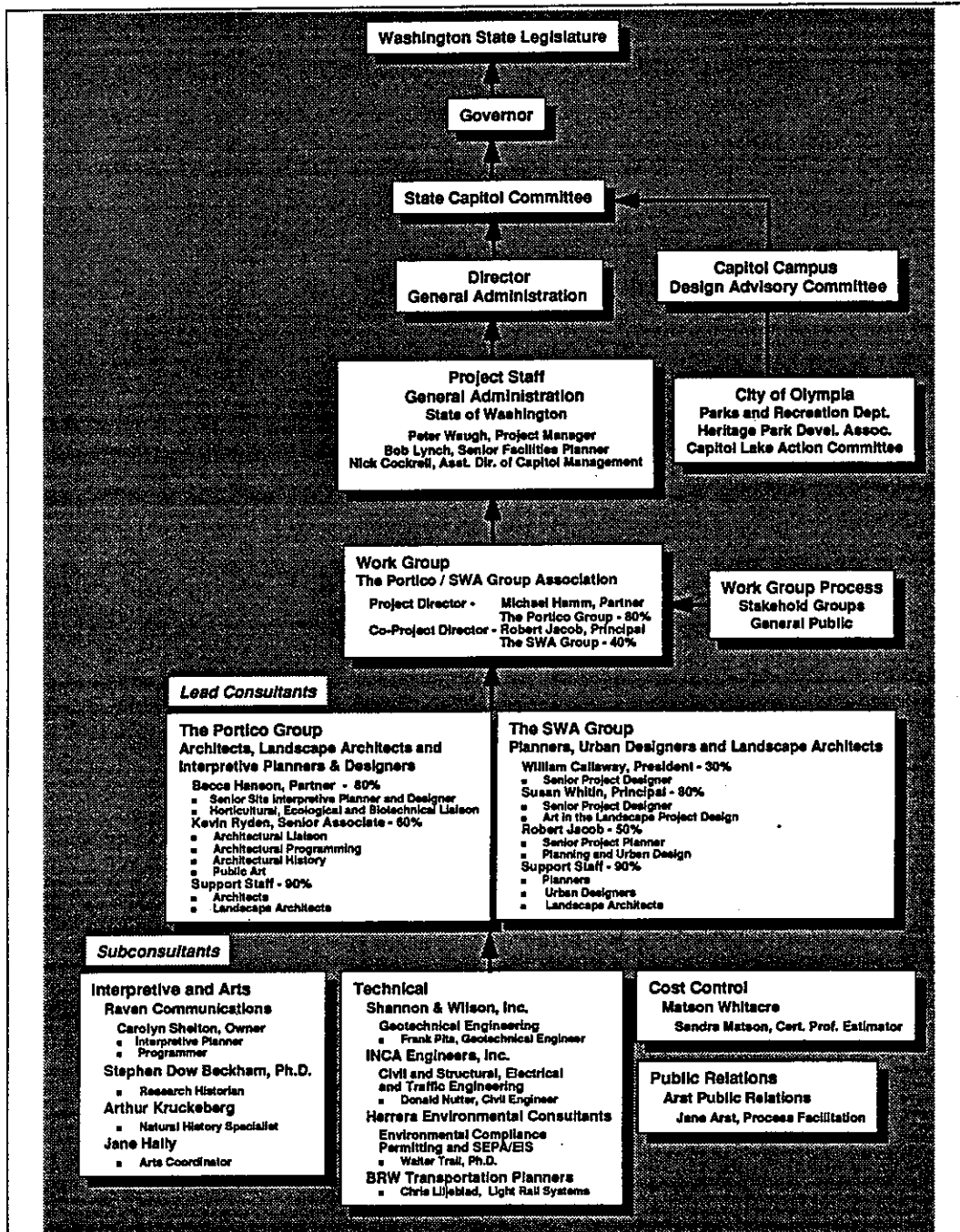
### **Minority and Women Business Enterprise Compliance**

The Portico/SWA Group Team proposes a collaborative planning and design effort in which senior personnel from both primary firms will be assigned to tasks based on their particular expertise and experience. They will work with one another as if they were members of a single professional firm, though Portico Group will be the prime contractor for the purposes of negotiating contract agreements.

The following exhibits describe the relationship of the team members to one another and to the State's Predesign Study staff. They also contain a brief description of the personnel from each firm that will be assigned to the project and their particular expertise.

The Portico/SWA Team will comply with the State of Washington requirements with respect to Minority and Women Business Enterprise Participation. Based on our preliminary understanding of the project scope we have budgeted approximately 10% of the fee for Women Business Enterprises (WBE), and 16% of the fee for Minority Business Enterprises (MBE).

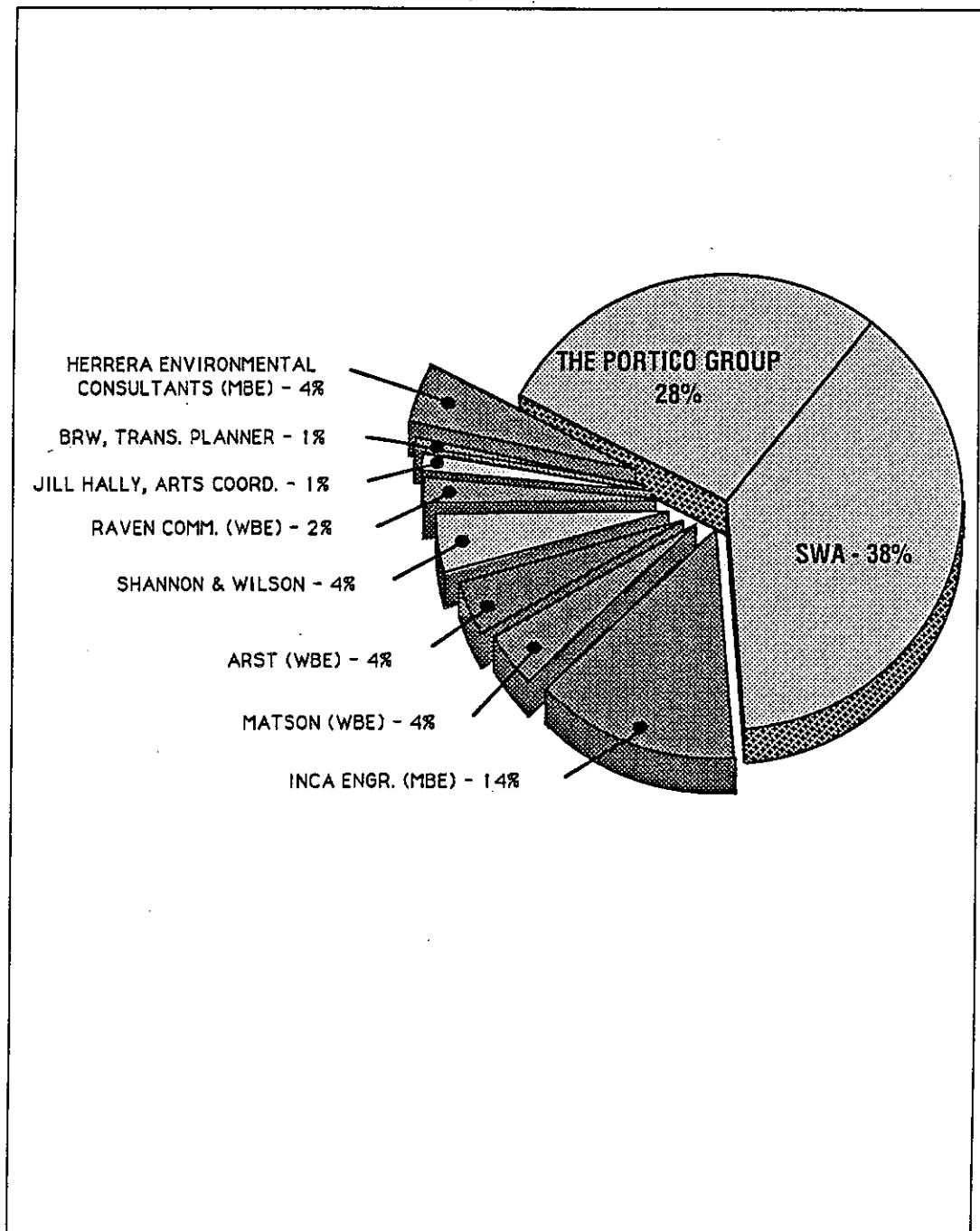
## Organization Chart



The  
Portico/SWA  
Group  
Team

Heritage Park  
Predesign Study  
Interview

## Participant Chart







## Approach Statement

The Portico/SWA GroupTeam believes that the primary challenge of the Predesign Study is to create a vision that can be enthusiastically endorsed by both the Legislature and the citizens of this State. We can accomplish this by developing a plan that is technically and financially feasible, and that creates a special, living connections to this State's heritage.

Our approach will involve fully understanding the levels at which people connect with their heritage and make it come alive for them within a civic urban park setting.

These connections occur on several levels: the *Environmental* connects us with the natural world around us; the *Cultural* connects us with our human history and conditions; and the *Personal* connects each of us with individual experiences and perceptions.

**Heritage Park  
Predesign Study  
Interview**

**Environmental Connections**

Connections with the environment will create a dialogue with and an understanding of the physical history and dynamics of both the State of Washington and the Heritage Park site.

The park design will draw inspiration from the special natural features of the State that are at the root of our love for this region, and from the unique relationships of Olympia, Budd Inlet and Puget Sound.

**Cultural Connections**

The Park will make connections to the existing architectural context as well as the diverse cultural influences within the State, capturing an identity that represents the history of its people and celebrates their special place in the world. We will bring history alive so that visitors and residents alike understand that history is ongoing and accessible.

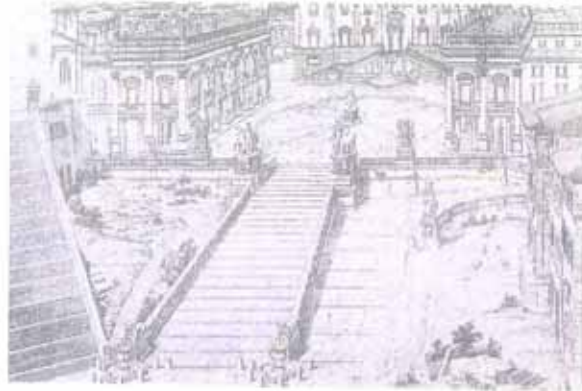
**Personal Connections**

Everyone's recollections of place and history are deeply rooted in individual experiences and perceptions. We will insure that Heritage Park not only speaks for the diversity of individuals who have helped to form the State, but also speaks meaningfully to those individuals who will use it now and in the future.

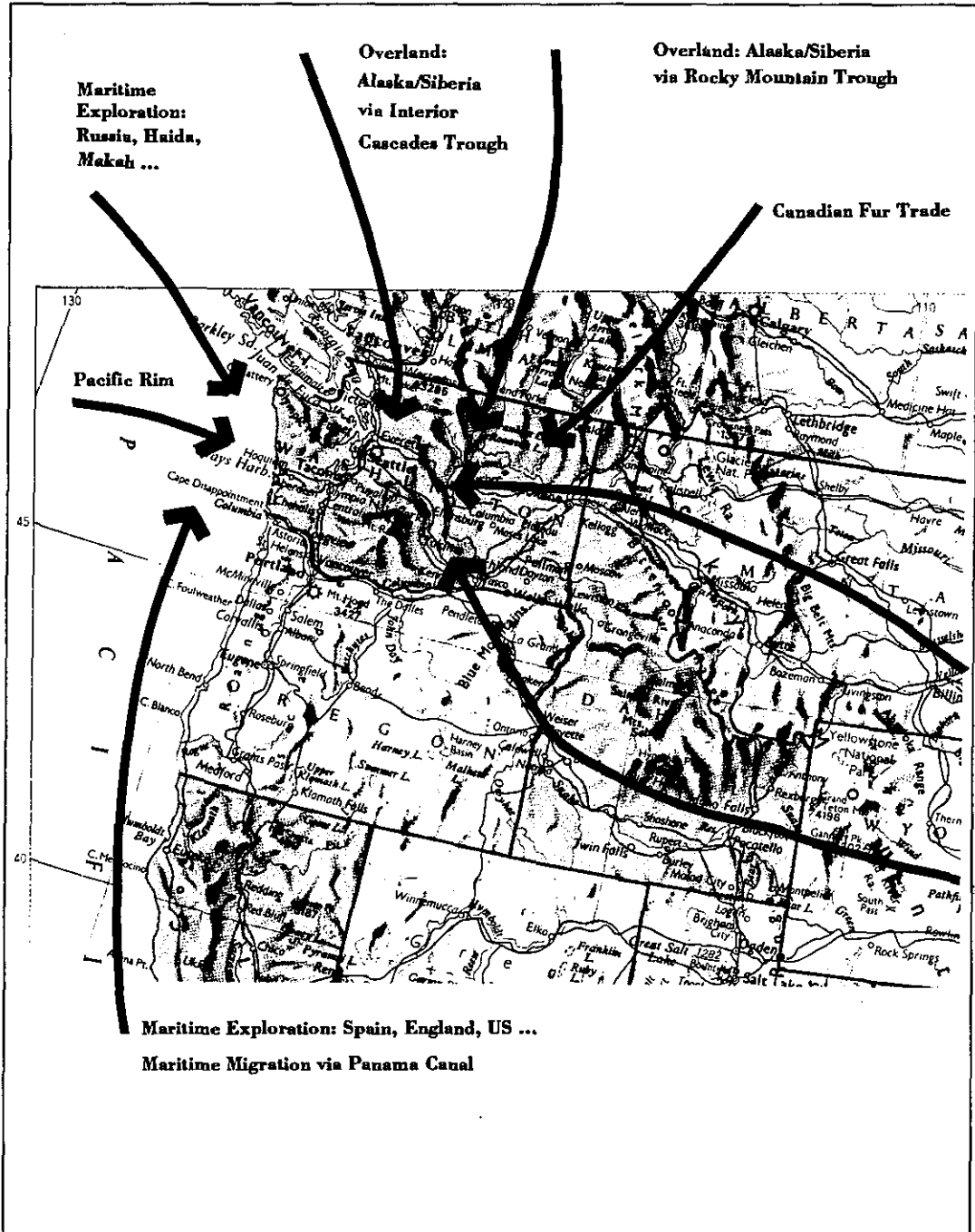
The immediate task is to envision the connection of Olympia with the Legislative Campus on the palisades. Notable historic precedents include the Acropolis and the Capitoline Hill which provide us with a vision. Like these historic antecedents, our design will extract the essence of this civic space, interpreting its historic place within a larger state and global context, establishing both strong visual connections and a place for art that communicates a connection to the future.

The  
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Group  
Team

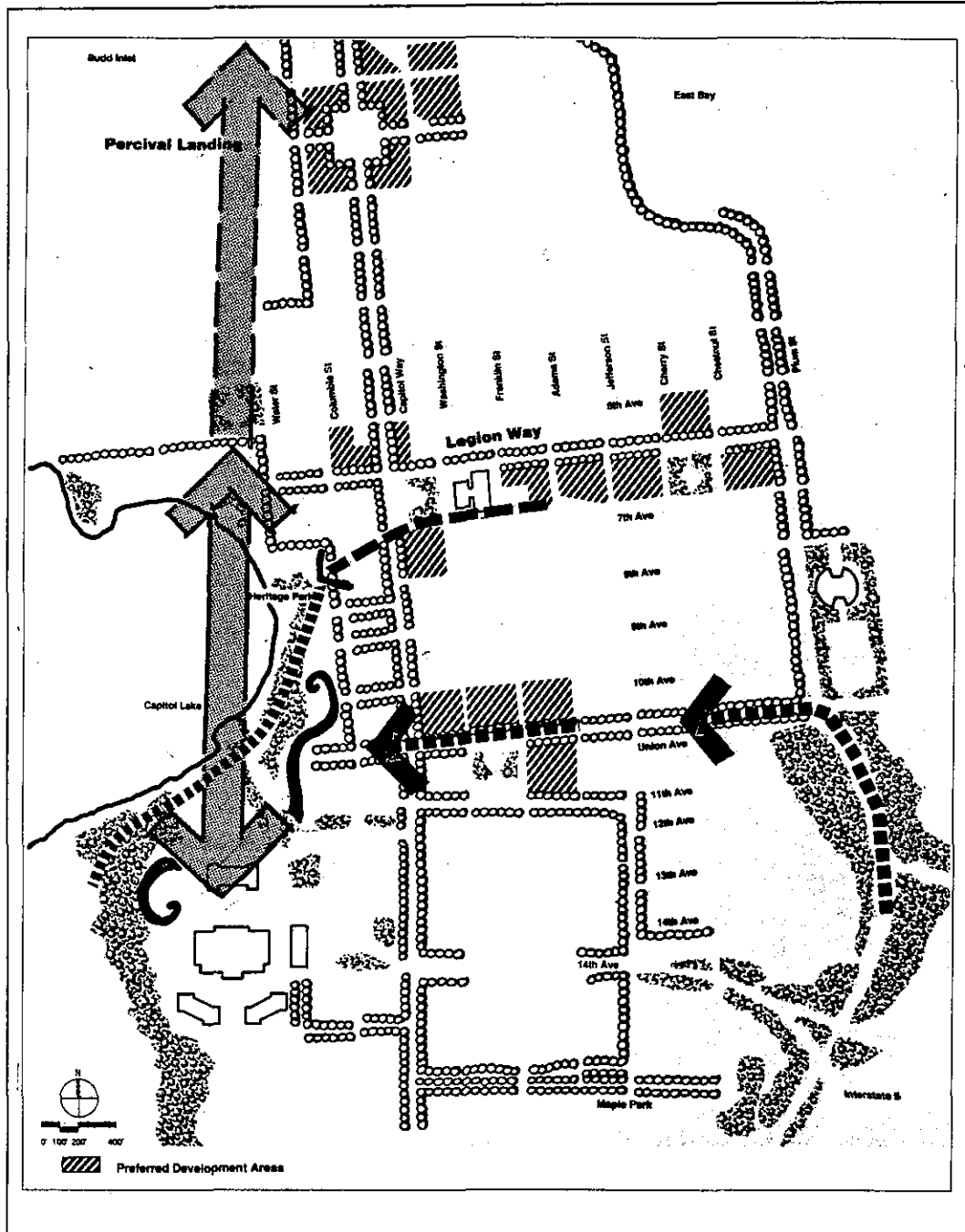
Heritage Park  
Predesign Study  
Interview



Heritage Park  
Predesign Study  
Interview



Heritage Park  
Predesign Study  
Interview

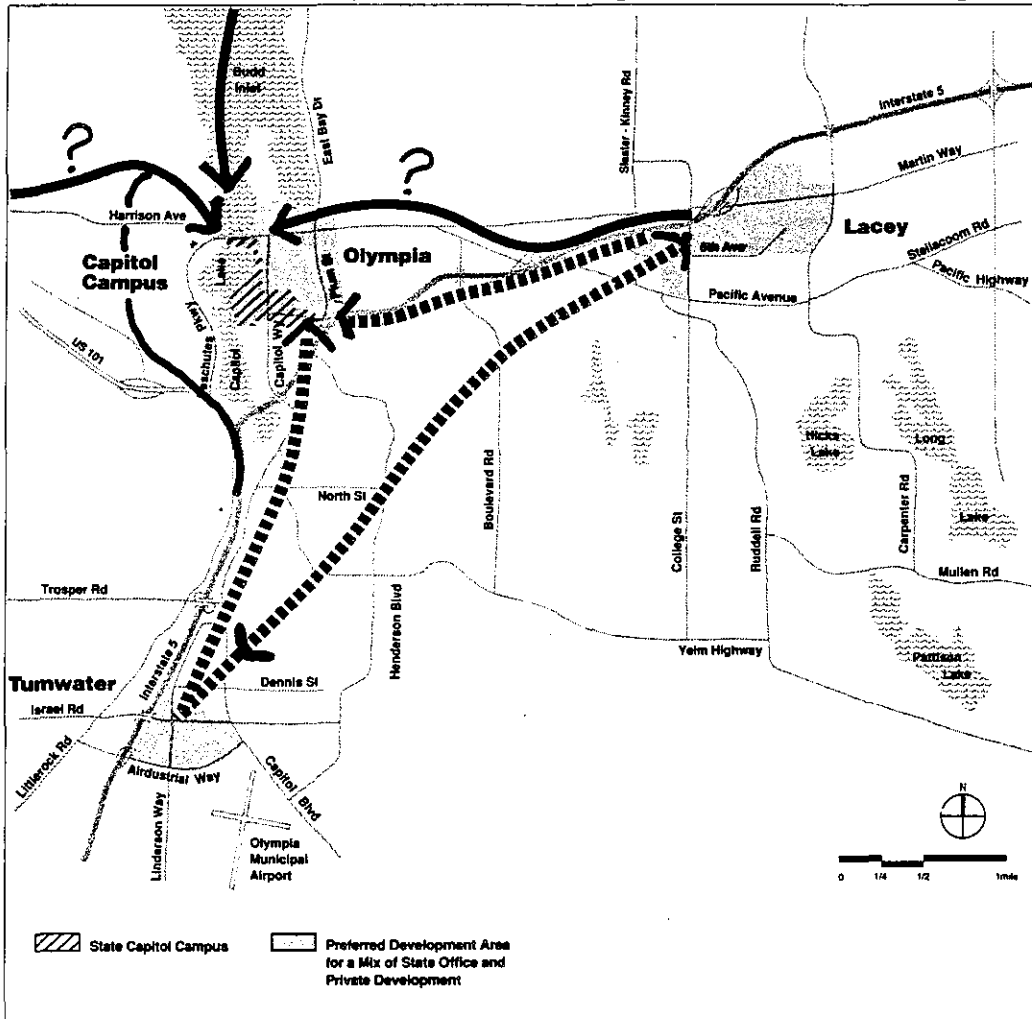


Personal  
Connection:  
Spatial/Visual

Base Plan: *The Master Plan for the Capitol of the State of Washington*

Heritage Park  
Predesign Study  
Interview

- What does "heritage" mean to State residents?
- What does "heritage" mean to the residents of Olympia?
- Is the visitor's experience of Heritage Park the same or different from the Legislature, staff, residents and businesses, and if so ... how?
- Is Heritage Park a "front-door" or "back-door" experience for visitors to the Capitol?



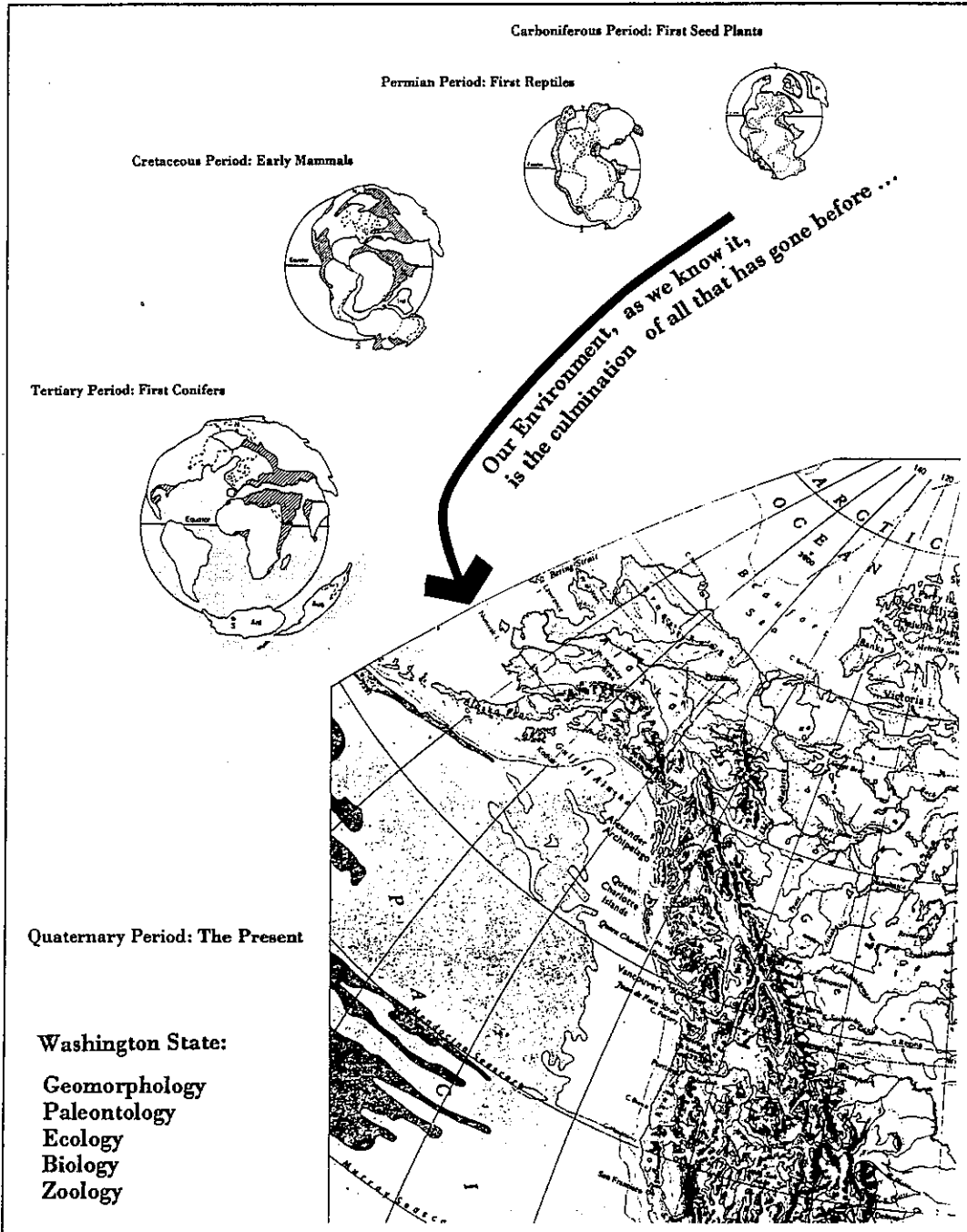
Personal  
Connections :  
Experiential

- How do you create on-going relevance?

Visitor Circulation →

State Circulation →

**Heritage Park  
Predesign Study  
Interview**



## Relevant Projects

### A. Personal Connections

1. Historic Precedents: Acropolis, Campidoglio, Spanish Steps  
Olympia Legislative Campus
2. Site relationships
  - a) Dana Point Bluff Top Park: Vertical Ramps (SWA)
  - b) Sparks Street Mall: Retail Edge (SWA)
  - c) San Diego Waterfront: City/Water edge (SWA)
  - d) Carillon Park: Park/Water edge (TPG)
3. Visual Relationships
  - a) Rainier Vista: Axial view (SWA)
  - b) Capitol Commons, Indianapolis: Forecourt (SWA)

### B. Cultural Connections

1. Historic and Interpretive Projects
  - a) USFS Lewis and Clark Interpretive Center (TPG)
  - b) BLM Oregon Trail Interpretive Center (TPG)
  - c) San Francisco Zoo Master Plan (TPG)
  - d) King Street, Alexandria, Virginia (TPG)
2. Capturing a Region's Identity
  - a) William's Square: Texas Mustangs (SWA)
  - b) Thoroughbred Park: Kentucky Thoroughbreds (SWA)
  - c) Broward County Convention Center: Florida Sailfish (SWA)
  - d) Arizona Center, Phoenix, Arizona, Desert Oasis (SWA)

### C. Environmental Connections

1. Gene Coulon Park, Renton, Washington (TPG)
2. Priest Point, Olympia, Washington (TPG)
3. Refugio Park: Man-made Lake in a Regional Park (SWA)
4. Weyerhaeuser Corporate Headquarters and Memorial Garden, Seattle, Washington: Expression of Northwest Identity (SWA)



## Project Management Plan

The Portico/SWA Group Team believes that a project with the significance of the Heritage Park Predesign Study requires a well defined Management Plan. Accordingly, the Team has prepared a preliminary schedule and conceptual Management Plan for review by the Selection Committee. The plan proposes that the Predesign Study be executed in a four phase process in which all the State's requirements will be satisfied and a comprehensive Predesign Study Report will be prepared for legislative review.

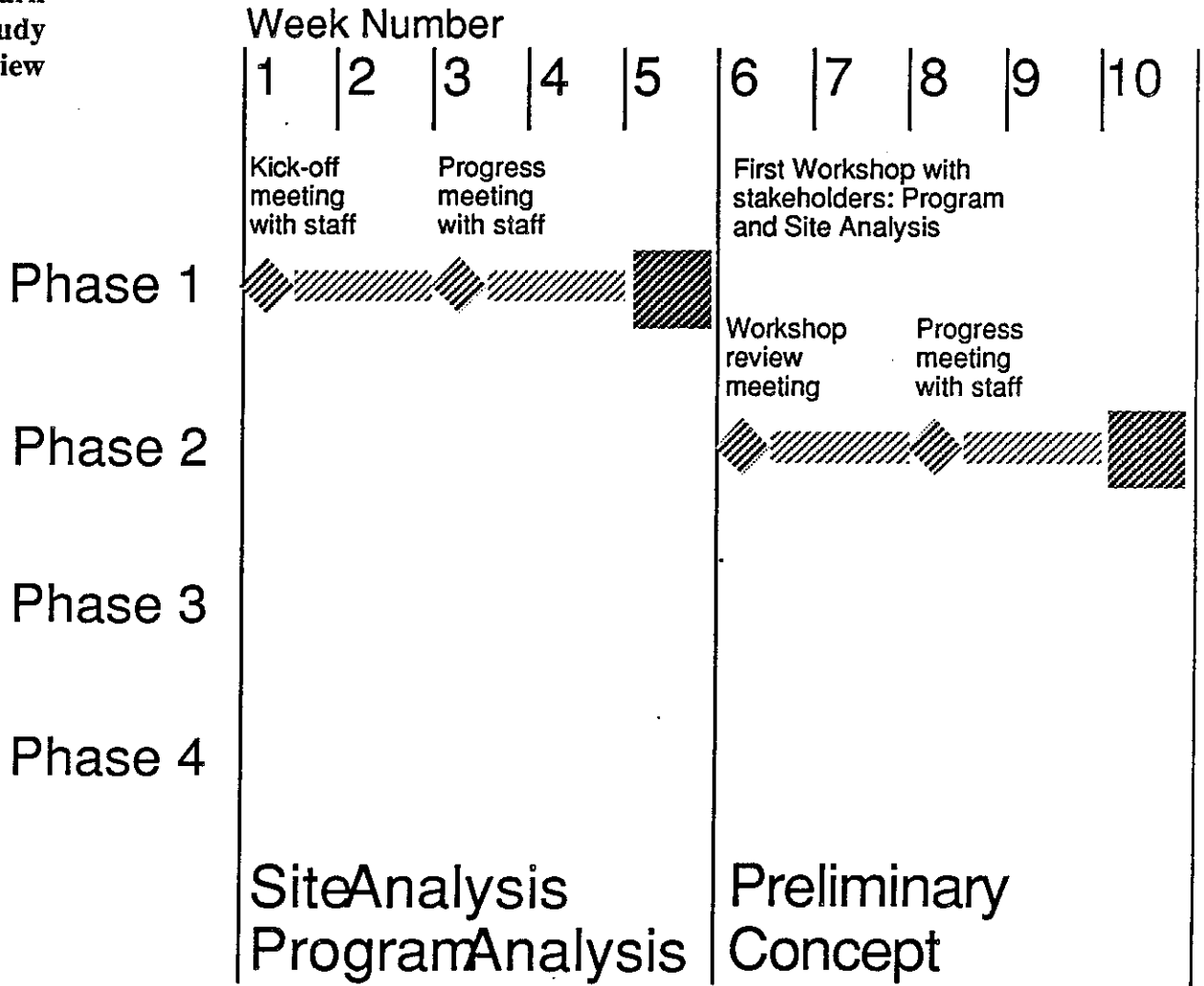
During the first phase, the Team will conduct the Site Analysis and Program Analysis Phases of the Predesign Study. Phases II and III consist of project design and cost estimating and culminate the first week in June with 80% completion of the project. During the last eight weeks of the project, the Team will document the project in order to provide a document to the

legislature and public that best represents the results of the Predesign Study. Throughout the process, biweekly meetings with General Administration staff will assure steady progress, and a program of workshops will both elicit public response and inform the public of the progress of the Predesign Study. An aggressive public relations program (described in the following section) will assure that consensus will be achieved.

The exhibits on the following pages show in a diagrammatic way the Team's plan for organizing and managing the project. These tables are, of course, preliminary, and we expect that the Department of General Services staff, as an active member of the project team, will have suggestions and will want to make modifications to these exhibits once the Team has been selected.

The  
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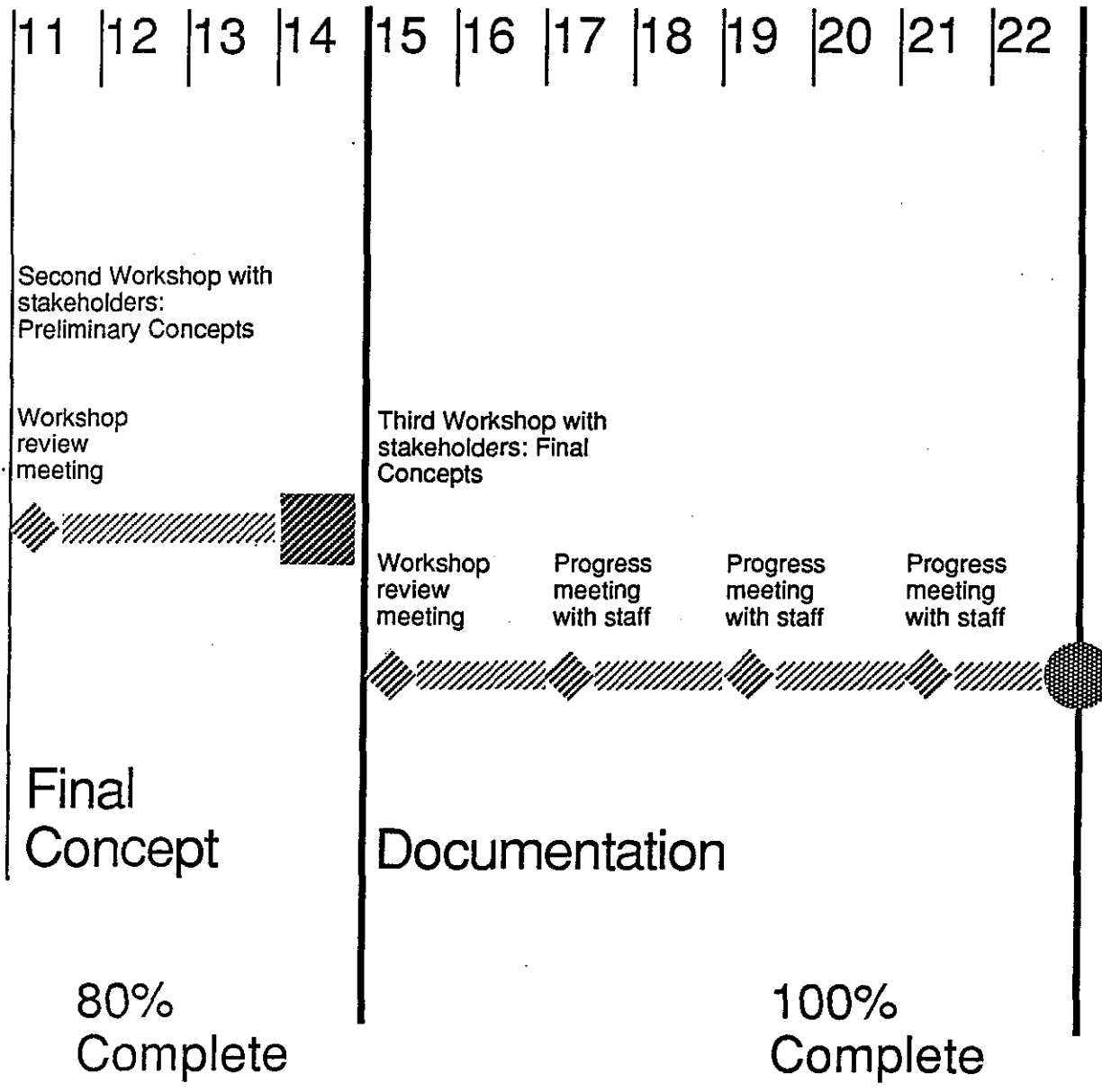
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Workshop with stakeholders



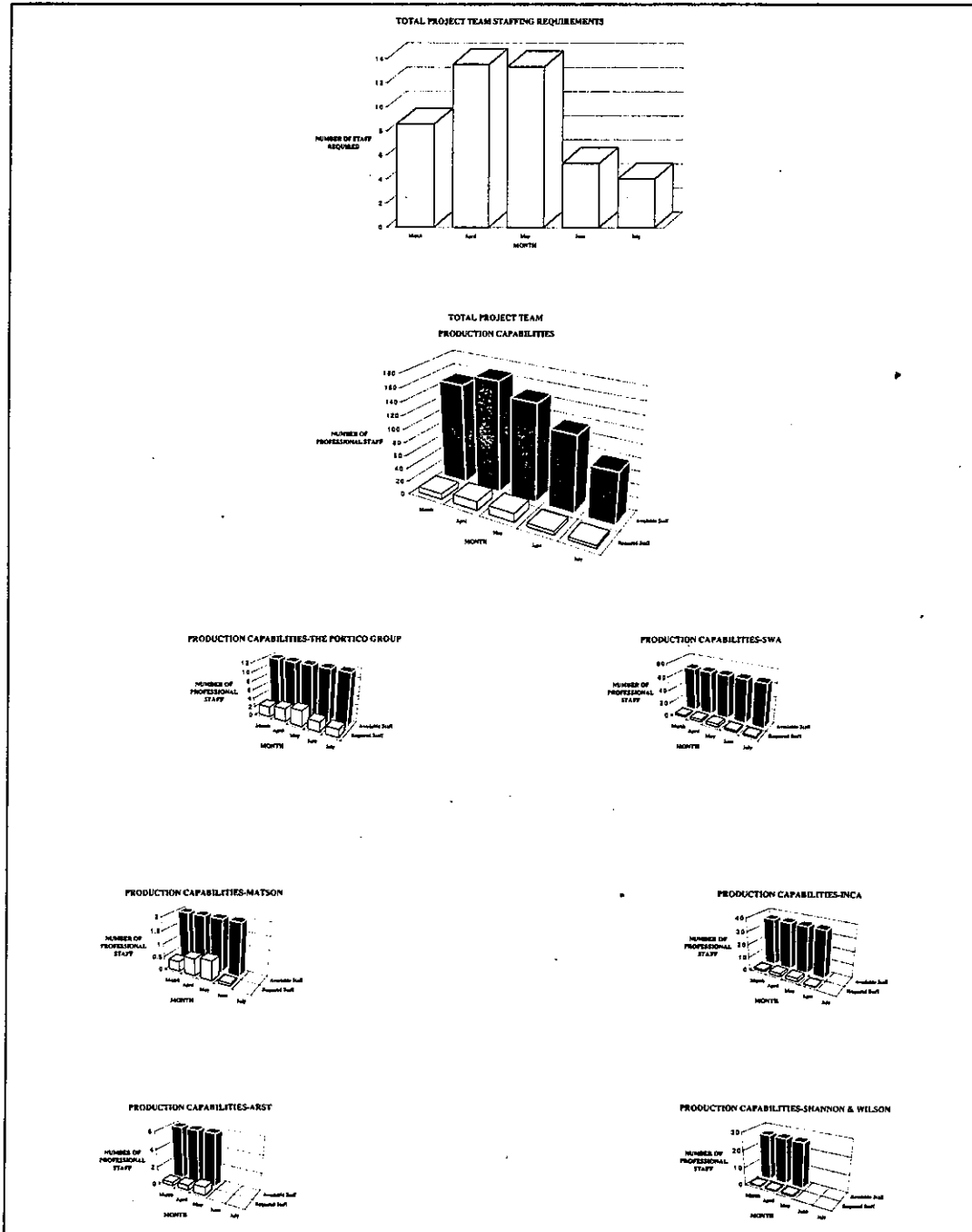
Team Meeting with Staff



 Team works on project

 Completion of Final Product

## Team Capabilities Charts



Heritage Park Predesign Study  
Team Member Responsibilities  
The Portico/SWA Group

	GA	SH	TPG	SWA	Cost	Com	Env	Arch	Art	CE	Geo	Tra
<b>I. Executive Summary</b>												
Prepare Draft Executive Summary	♦♦											
Team review of Draft	♦			♦	♦	♦	♦	♦	♦	♦	♦	♦
Prepare Final Executive Summary	♦♦											
<b>II. Project Analysis</b>												
Prepare Draft Project Analysis	♦♦											
Team Review of Draft	♦			♦	♦	♦	♦	♦	♦	♦	♦	♦
Prepare Final Project Analysis	♦♦											
<b>III. Program Analysis</b>												
Gather and Review Program Data				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Develop Draft Program Statement				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Review Draft Program with Client	♦			♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Review Draft Program with Stakeholders	♦	♦		♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Revise Draft Program Statement				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Prepare Final Program Statement				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
<b>IV. Site Analysis</b>												
Visit Site				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Gather and Review Existing Site Data	♦			♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Conduct Additional Site Studies				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Prepare Draft Site Analysis Documents				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Review Draft Docs with Client	♦			♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Review Draft Docs with Stakeholders	♦	♦		♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Revise Draft Site Analysis Documents				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
Prepare Final Site Analysis Documents				♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦	♦♦
<b>V. Cost Analysis</b>												
Gather Cost Data	♦			♦	♦♦					♦	♦	
Prepare 1st Predesign Cost Analysis				♦	♦	♦♦				♦	♦	
Review with Client & Project Team	♦			♦	♦	♦♦				♦	♦	
Prepare 2nd Predesign Cost Analysis				♦	♦	♦♦				♦	♦	
Review with Client & Project Team	♦			♦	♦	♦♦				♦	♦	
Prepare Final Cost Analysis for legislative submittal				♦	♦	♦♦				♦	♦	
<b>VI. Policy Coordination</b>												
Gather and Review Policy Documents	♦♦											
Prepare Draft Policy review	♦♦											
Review Draft with Team	♦♦			♦	♦	♦	♦	♦	♦	♦	♦	♦
Prepare Final Policy Review	♦♦											
<b>VII. Facilities Operation</b>												
Prepare Draft Facilities Operation Review	♦♦											
Review Draft with Team	♦♦			♦	♦	♦	♦	♦	♦	♦	♦	♦
Prepare Final Facilities Operation Review	♦♦											
<b>VIII. Project Diagrams</b>												
Gather Data to prepare Drawing Bases	♦			♦♦	♦♦							
Prepare Drawing Bases				♦♦	♦♦							
Prepare Preliminary Concept Drawings				♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Review Prelim Concepts with Client	♦			♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Revise Prelim Concepts per Client Comments				♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Review Prelim Concepts with Stakeholders	♦	♦		♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Revise Prelim Concepts per Stakeholder Comments				♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Review Final Concepts with Client	♦			♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Revise per Client Comments				♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Review Final Concepts with Stakeholders	♦	♦		♦♦	♦♦	♦	♦	♦	♦	♦	♦	♦
Prepare Final Concept Documents for Report				♦♦	♦♦							

Legend

- ♦♦ Primary Responsibility
- ♦ Secondary Responsibility

GA	State General Administration	Env	Environmental Consultant
SH	Stakeholders	Arch	Architect (The Portico Group)
TPG	The Portico Group	Art	Art Consultant
SWA	The SWA Group	CE	Civil Engineer
Cost	Cost Estimator	Geo	Geotechnical Engineer
Com	Communications Consultant	Tra	Traffic Engineer

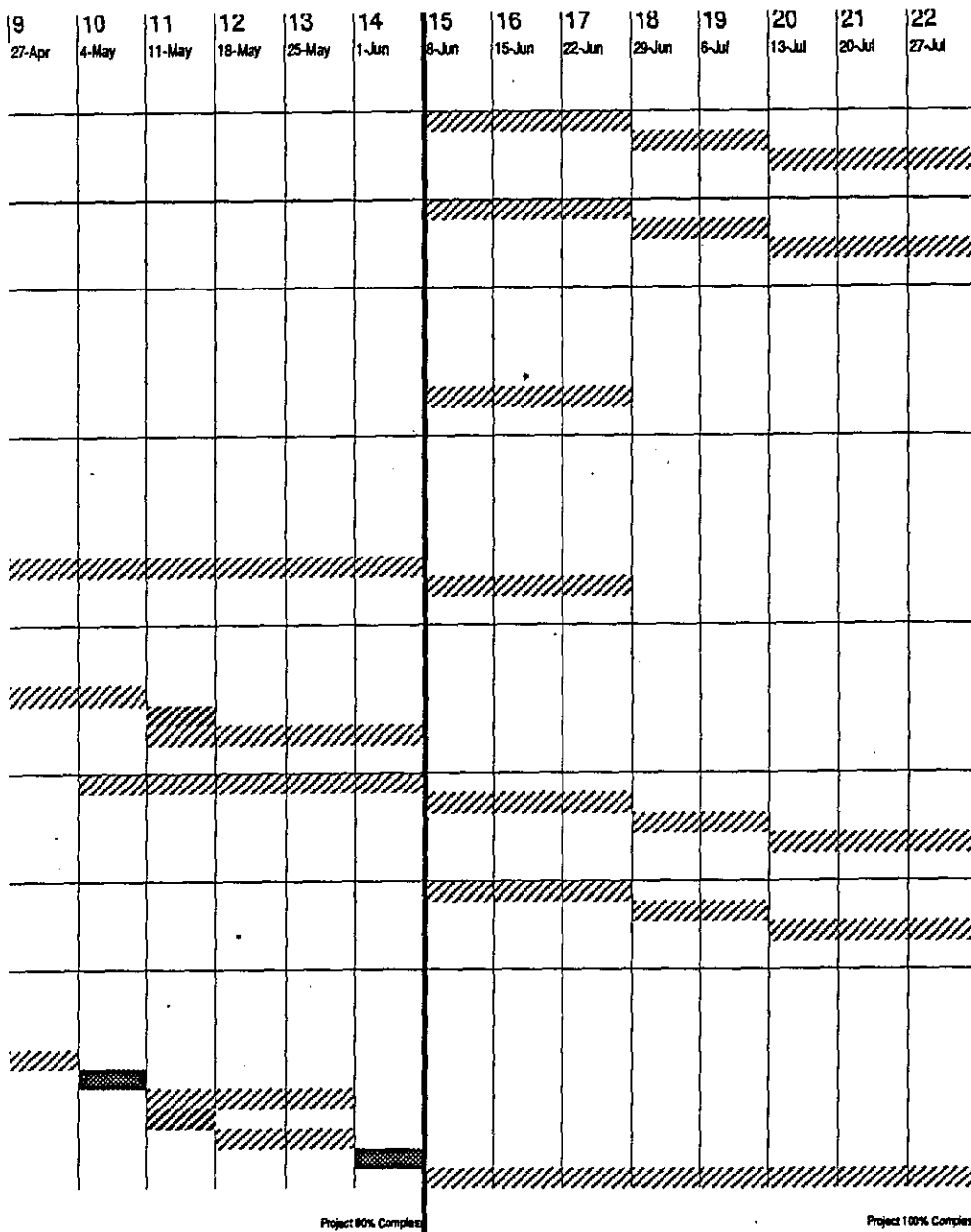
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Predesign Study  
Interview

		Week Number							
		1	2	3	4	5	6	7	8
		2-Mar	9-Mar	16-Mar	23-Mar	30-Mar	6-Apr	13-Apr	20-Apr
<b>I. Executive Summary</b>									
	Prepare Draft Executive Summary								
	Team review of Draft								
	Prepare Final Executive Summary								
<b>II. Project Analysis</b>									
	Prepare Draft Project Analysis								
	Team Review of Draft								
	Prepare Final Project Analysis								
<b>III. Program Analysis</b>									
	Gather and Review Program Data								
	Develop Draft Program Statement								
	Review Draft Program with Client								
	Review Draft Program with Stakeholders								
	Revise Draft Program Statement								
	Prepare Final Program Statement								
<b>IV. Site Analysis</b>									
	Visit Site								
	Gather and Review Existing Site Data								
	Conduct Additional Site Studies								
	Prepare Draft Site Analysis Documents								
	Review Draft Docs with Client								
	Review Draft Docs with Stakeholders								
	Revise Draft Site Analysis Documents								
	Prepare Final Site Analysis Documents								
<b>V. Cost Analysis</b>									
	Gather Cost Data								
	Prepare 1st Predesign Cost Analysis								
	Review with Client & Project Team								
	Prepare 2nd Predesign Cost Analysis								
	Review with Client & Project Team								
	Prepare Final Cost Analysis for legislative submittal								
<b>VI. Policy Coordination</b>									
	Gather and Review Policy Documents								
	Prepare Draft Policy review								
	Review Draft with Team								
	Prepare Final Policy Review								
<b>VII. Facilities Operation</b>									
	Prepare Draft Facilities Operation Review								
	Review Draft with Team								
	Prepare Final Facilities Operation Review								
<b>VIII. Project Diagrams</b>									
	Gather Data to prepare Drawing Bases								
	Prepare Drawing Bases								
	Prepare Preliminary Concept Drawings								
	Review Prelim Concepts with Client								
	Revise Prelim Concepts per Client Comments								
	Review Prelim Concepts with Stakeholders								
	Revise per Stakeholder Comments								
	Review Final Concepts with Client								
	Revise per Client Comments								
	Review Final Concepts with Stakeholders								
	Prepare Final Concept Documents for Report								

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## Cost Estimating

An important component of the Predesign Study is the cost estimate. Unlike cost estimates for building construction, much information can be developed about a project site in the early stages of design, and a detailed cost estimate can be compiled early in the design process. Cost estimates will list all known construction tasks and items, as well as probable and possible construction tasks and items. Careful review of these preliminary estimates will provide a useful tool to the team as work on the design proceeds. For example, items with unknown cost impacts will be left in the cost estimate until they are resolved.

The customized, detailed estimate provided by the Team will include all aspects of sitework associated with the Heritage Park project, including site preparation, demolition, and site improvements such as utilities, irrigation, and landscaping. Architectural and art elements will also be included in the estimate.

The Team's cost estimator has had extensive recent, relevant experience providing cost estimates surprisingly close to actual construction bids, as is shown in the following table.

### Recent Matson Whitacre Cost Estimating Experience

Date	Project	MW Estimate	Low Bid	High Bid	Bid Spread	MW Result
Sep-89	Centralia LARC	\$3,670,000	\$3,600,000	\$4,200,000	14.3%	1.9%
Sep-89	Central Kitsap Elementary School	\$3,883,000	\$3,747,000	\$3,966,000	5.5%	3.5%
Sep-91	Bremerton Elementary School #7	\$4,330,817	\$4,477,650	\$4,818,400	7.1%	-3.4%
Jul-89	UW Floss Lab Remodel, Ph II	\$363,327	\$373,620			-2.8%
Aug-88	UW Fisheries Lab	\$3,694,499	\$3,795,000	\$4,129,000	8.1%	-2.7%
Jul-89	SeaTac misc remodels	\$104,000	\$118,000	\$159,000	25.8%	-13.5%
Jul-91	SeaTac Community Center	\$2,720,000	\$2,606,000	\$2,900,000	10.1%	4.2%
Jun-90	Kitsap County Office Building	\$2,802,000	\$2,777,990	\$3,300,000	15.8%	0.9%
Mar-91	UW Penthouse Theater Relocation	\$1,923,000	\$1,950,000	\$2,025,000	3.7%	-1.4%
Apr-91	Thrift Shop remodel	\$320,000	\$308,000	\$329,000	6.4%	3.8%
		\$2,381,064	\$2,375,326	\$2,869,600	10.8%	-1.0%



## Public Involvement Plan

The Public Involvement Plan will address the needs of the numerous stakeholders and citizen groups by providing ample time for their involvement at key decision points during the Predesign process. The objective of the Public Involvement Plan is to: 1) disseminate timely, up-to-date information about the project; 2) elicit information, attitudes and public comment from all interested in the project; and 3) arrive at good decisions based on reasoned processes and accurate information.

This will be achieved through a research program intended to discover significant public issues, and which consists of one-on-one interviews with opinion leaders, focus group meetings to be held around the State, and written questionnaires distributed through the public schools, chambers and environmental groups. Special materials, such as information

kits for the media and newsletters, will be provided.

**Public meetings and workshops** will be conducted with the following groups:

**Oversight Committee.** Made up of major stakeholders such as the City of Olympia officials, key legislators or their aides, state historical society representative and other state or county **Community involvement groups.** A cross-section of citizens interested in participating in meetings in locations statewide. The first meeting is to learn about the project and to give input on alternative designs. The same would be asked to view and comment on the final design several months later.

**Citizen advisory council.** A volunteer group from across the state formed to review and provide guidance on the issues raised in both the research and the community meetings. Their

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recommendations would form part of the basis on which the final design decision will be made.

**Civic and community organizations:** Throughout the process as time allows, the project will endeavor to make presentations to civic and community groups, to spread the word about the project, field comments and questions, and to generate support.

**Media Relations:** Actively keep media up-to-date. Encourage positive coverage, anticipate negative stories; headoff or respond and seek editorial board support.

The public relations effort will be ongoing throughout the first three phases of the Predesign Study and will provide valuable information to the team and State decision-makers about public sentiment for the Heritage Park Project.

## Why Select the Portico/SWA Group Team?

The Portico/SWA Group Team offers a unique set of qualifications for the Heritage Park Predesign Study that include the following:

- Freedom from previous design work at the Capitol that permits a fresh, objective look at the project, but which builds on previous planning;
- Full integration of respected national and regional firms in a partnership of equals using a collaborative approach with the Client;
- Proven experience creating places that capture a regional identity;
- Team that includes local firms with ready access to the Client, and outsiders with a national perspective;
- Senior staff of both firms committed to active participation in project;
- Visionary approach that focuses on building a place with a local, national and international presence;
- Communication, cost control and management skills that are well adapted to the State's needs.



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Heritage Park  
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## **Appendices**

### **Additional 254 Forms**

B. R. W., Inc.

Herrera Environmental Consultants, Inc.

### **Letters of Recommendation**



WRIGHT  
RUNSTAD  
& COMPANY

PRINCIPALS:  
HOWARD S. WRIGHT  
H. JON RUNSTAD  
DOUGLAS E. NORBERG  
JON F. NORDBY  
BARBARA J. DINGFIELD  
STEVENS C. TRAINER  
DAVID M. VICTOR  
VALERIE L. LEMMON

February 20, 1992

Mr. Bob Lynch  
Director  
Division of of Capitol Management  
Department of General Administration  
206 General Administration Building  
Olympia, Washington 98504

Dear Mr. Lynch:

I am writing to recommend the SWA Group/Portico Group Project Team for the Heritage Park Predesign Study, a focal project for the State of Washington.

The SWA Group has a widely known and regarded history of designing regionally sensitive projects. Their record of incorporating art in public places is an approach which will increase the cultural inventory for future generations of Washingtonians.

Sincerely,



H. Jon Runstad  
President and  
Chief Executive Officer



February 17, 1992

Michael S. Hamm  
The Portico Group  
106 Lenora Street  
Seattle, Washington 98121-2210

BRW INC.

Re: Heritage Park Project Materials

Dear Mr. Hamm:

The enclosed materials were assembled in response to your inquiry of February 14th regarding BRW's interest in joining your project team for the Heritage Park project for the State of Washington. As I indicated to you at that time, we can be available both for the interview on the morning of February 21st and to complete project work in the coming months.

Market Place Two  
2001 Western Avenue  
Suite 400  
Seattle,  
WA 98121  
206/728-8981  
Fax 206/728-8984

Planning  
Transportation  
Engineering  
Urban Design

Seattle  
Minneapolis  
Phoenix  
Denver  
Orlando  
San Diego

Donald W. Ringrose  
Richard P. Wolsfeld  
Peter E. Jarvis  
Thomas F. Carroll  
Craig A. Amundsen  
Donald E. Hunt  
John B. McNamara  
Richard D. Pilgrim  
Dale N. Beckmann  
Jeffrey L. Benson  
Ralph C. Blum  
Gary J. Erickson  
John C. Lynch  
Paul N. Bay

Although your faxed materials did not specify the proposed BRW tasks, I am assuming that we would be involved in the environmental analyses of the program, site and facility operations elements. These tasks would potentially require expertise in air quality, noise, water quality/hydrology, wetlands/vegetation, wildlife, energy, toxic/hazardous materials, visual quality, transportation, land use and economics, recreation and historic/cultural resources. BRW has experienced staff available to address all of these potential needs except for toxic/hazardous materials, which we would propose to subcontract to a local minority firm with which we have an established working relationship. Also, BRW is well-equipped to address the potential utilization of the Burlington Northern rail alignment to link Lacey, Tumwater and Olympia. The proposed team members by area of expertise follow. Detailed resumes are enclosed:

Project Director:	Paul Bay, PE
Fixed Guideway Transit Systems:	John Lackey, PE Derek Crider, PE
Environmental Planning Manager:	Kris Liljeblad, AICP
Air Quality/Noise/Energy:	Rick Nau, AICP
Water Quality/Wetlands/Wildlife:	Beth Kunkel
Visual Quality/Land Use/Recreation:	Arijs Pakalns, AIA, AICP
Historic/Cultural Resources:	Anne Ketz

We have recent relevant experience in the form of Seattle Metro's Regional Transit Project, for which we are conducting the environmental studies. Project summary sheets for this and other applicable projects are also enclosed for your information.



Michael Hamm  
February 17, 1992  
Page 2

In addition to our environmental capabilities, BRW could readily assist with route planning, scheduling, usage estimation and costing/programming for the circulation, transit and bikeway elements. We have conducted many similar projects, including the Governmental Mall Transportation Study in Phoenix; the Traffic, Parking and Transit Operating Plan for the Hubert H. Humphrey Metrodome in downtown Minneapolis; the Transportation and Air Quality Plan for Metropolitan Tucson; and Transportation Planning for the 1989 US Olympic Festival in Oklahoma City.

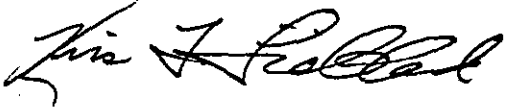
BRW's expertise in fixed guideway transit system development is extensive and ranges from feasibility studies to final design. We are in the process of completing the final report for a related project here in the Seattle area, the SeaTac People Mover Study, which evaluated alternatives including conventional bus, PRT (personal rapid transit) and GRT (group rapid transit). In 1991 we completed the Clark County High Capacity Transit Analysis for the Intergovernmental Resource Center in Vancouver, Washington. Alternatives evaluated to serve growing commuter travel demand between the Vancouver/Clark County area and Portland included Light Rail Transit, Exclusive Busway, HOV lanes and Expanded Bus. BRW's project experience is national in scope, including projects in Portland, Minneapolis-St. Paul, San Diego, Denver, Phoenix, Los Angeles, St. Louis, Detroit, Newark, Orlando, Milwaukee and Salt Lake City. Our skilled staff has applicable experience from many cities in addition--San Francisco, Houston, Calgary and Vancouver BC--to name a few. Project summary sheets are enclosed.

In order to explain about BRW, a copy of our Seattle office newsletter and corporate brochure are enclosed. Lastly, our corporate labor rates (fully loaded) by classification are provided.

Please let me know if you require any further information, such as Standard Forms 254/255, references or anything else.

Your invitation is very much appreciated and we look forward to working with you on the Heritage Park and other projects.

Sincerely,



Kris T. Liljeblad, AICP  
Senior Associate

STANDARD FORM (SF)

254

Architect-Engineer and Related Services Questionnaire

1. Firm Name/Business Address:

BRW, Inc. ACASS #003078  
Thresher Square  
700 Third Street South  
Minneapolis, Minnesota 55415

1a. Submittal is for  Parent Company  Branch or Subsidiary Office

2. Year Present Firm Established: 1956

3. Date Prepared: February 1992

4. Specify type of ownership and check below, if applicable.  
Corporation DUNS #04-479-4923

- A. Small Business
- B. Small Disadvantaged Business
- C. Woman-Owned Business

5. Name of Parent Company, if any:

Bennett, Ringrose, Wolsfeld, Jarvis, Inc.

5a. Former Parent Company Name(s), if any, and Year(s) Established:

E.C. Bather and Associates, 1956; Myers and Bennett, 1956; Bather, Wolsfeld, Inc. and Bather, Ringrose, Wolsfeld, Inc, 1972; Bennett, Ringrose, Wolsfeld, Jarvis, Gardner, Inc., 1977; Bennett, Ringrose, Wolsfeld, Jarvis, Inc. 1990.

6. Names of not more than Two Principals to Contact: Title/Telephone

- 1). Richard P. Wolsfeld, Principal - Transportation 612/370-0700
- 2). Donald W. Ringrose, Principal - Engineering 612/370-0700

7. Present Offices: City/State/Telephone/No. Personnel Each Office

Minneapolis, MN; 612/370-0700; 124 Employees Seattle, WA; 206/728-8981; 4 Employees Portland, OR; 503/220-1811; 6 Employees  
Denver, CO; 303/773-9700; 28 Employees Phoenix, AZ; 602/234-1591; 39 Employees San Diego, CA; 619-557-0580; 13 Employees  
Orlando, FL; 407/422-8525; 9 Employees

7a. Total Personnel 223

8. Personnel by Discipline: (List each person only once, by primary function.)

47	Administrative	Electrical Engineers	Oceanographers	14	Transportation Planners
	Architects	4	Planners: Urban/Regional	3	CADD Operators
	Chemical Engineers		Sanitary Engineers	2	Archaeologists
23	Civil Engineers	2	Soils Engineers	1	Wildlife Biologist
12	Construction Inspectors		Specification Writers	1	Historian
31	Draftsmen	16	Structural Engineers	21	Graphics Technicians
1	Ecologists		Mechanical Engineers		
	Economists		Surveyors		
			19	Transportation Engineers	223
				Total Personnel	

9. Summary of Professional Services Fees Received: (insert index number)

		Last 5 Years (most recent year first)				
		1991	1990	1989	1988	1987
Direct Federal contract work, including overseas	1	1	1	1	1	1
All other domestic work	8	8	8	8	8	8
All other foreign work*						

Ranges of Professional Services Fees Index

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

\*Firms interested in foreign work, but without such experience, check here:

10. Profile of Firm's Project Experience, Last 5 Years										
Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Number of Projects	Total Gross Fees (in thousands)
004	20	150	078	45	1,800	21)	106	106	250	5,000
011	55	1,925	079	120	4,200	22)	107	107	150	3,000
021	20	1,500	087	10	7,500	23)	109	109	2	200
023	350	750	088	40	3,400	24)	110	110	25	1,100
028	20	1,800	092	3	750	25)	114	114	100	250
033	50	8,000	096	150	2,000	26)	115	115	150	1,750
046	100	15,000	099	2	100	27)	117	117	30	1,050
056	25	250	101	10	250	28)				
059	65	4,000	102	500	1,750	29)				
062	75	450	104	200	2,000	30)				

11. Project Examples, Last 5 Years									
Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)				
004 087 033 078	P	1 Environmental Planning Services for High Capacity Transit Program Seattle, WA	Municipality of Metropolitan Seattle Seattle, WA	800 (Fee)	1992				
004 107 033 117 087	P	1 Mid-Coast Corridor Alternatives Analysis/DEIS San Diego, CA	Metropolitan Transit Development Board San Diego, CA	800 (Fee)	1992				
011 059 033 078 046 107	P	3 Paradise Corridor Study Phoenix, AZ	Arizona Department of Transportation Phoenix, AZ	400 (Fee)	1995				
011 078 033 107 046 117	P	4 I-494 Corridor Study/EIS Twin Cities, MN	Metropolitan Council and Minnesota Department of Transportation St. Paul, MN	500 (Fee)	2000				
011 107 033 046	P	5 TH 77 (Cedar Avenue) at I-494 Preliminary and Final Design Bloomington, MN	City of Bloomington Bloomington, MN	65,000	1991				
011 107 033 046	P	6 TH 169 (Cross Range Expressway) EIS, Preliminary and Final Design Grand Rapids to Pengilly, MN	Minnesota Dept. of Transportation St. Paul, MN	17,000	1993-1996				
011 059 033 078 046 107	P	7 Hennepin County LRT EIS, Prel. Design and Prel. Engineering Hennepin County, MN	Hennepin County Regional Railroad Authority Minneapolis, MN	800,000	1996-2005				

011 056	P	Riverdale Regional Center Prel./ Final Design of Interchange/Access Coon Rapids, MN	City of Coon Rapids Coon Rapids, MN	\$ 25,000	1991
033 096					
046 104					
011 046	P	<sup>11</sup> West River Parkway: EIS, Urban Design, Prel./Final Design Minneapolis, MN	Minneapolis Park & Rec. Board City of Minneapolis Minneapolis, MN	25,000	1990
028 059					
033 088					
011 059	P	<sup>15</sup> Centennial Lakes Mixed-Use Edina, MN	City of Edina Gabbert & Beck/Hedberg Development Edina, MN	30,000	1991
033 079					
046 088					
011 059	P	<sup>11</sup> Salt River Project/ Land Development Phoenix, AZ	Salt River Project Phoenix, AZ	15,000	1991
033 079					
046 088					
011 046	P	<sup>17</sup> I-10, Segment C.1 Central Avenue to 16th Street - Final Design Phoenix, AZ	Arizona Department of Transportation Phoenix, AZ	30,000	1990
046 107					
011 046	P	<sup>13</sup> I-25 Interchange Redesign Denver, CO	Colorado Department of Highways Pueblo, CO	2,600	1988
046 056					
021 110	P	<sup>14</sup> New Nicollet Mall Minneapolis, MN	Nicollet Mall Implementation Board Minneapolis, MN	22,000	1991
059 078					
028 059	P	<sup>15</sup> Sky Harbor Center Master Plan Phoenix, AZ	Department of Urban Development Phoenix, AZ	425 (Fee)	1986
033 079					
046 046					
033 109	P	<sup>16</sup> Midway Corridor LRT EIS and Prel. Design St. Paul, MN	Ramsey County Regional Railroad Authority St. Paul, MN	1,200 (Fee)	1991
079 087					
033 079	P	<sup>17</sup> Shoreview Park Improvements Shoreview, MN	City of Shoreview Shoreview, MN	8,000	1990
046 088					
059 104					
033 078	P	<sup>18</sup> Elm Creek/Champlin EIS and Site Development Champlin, MN	Cowles Media Company Minneapolis, MN	10,000	1992
046 096					
059 102					
046 107	P	<sup>19</sup> University Transitway Final Design Minneapolis/St. Paul, MN	University of Minnesota Minneapolis, MN	10,000	1992
059 102					

046 059 079	P	20	Cherry Creek Streetscape Improvements Denver, CO	City and County of Denver Denver, CO	\$ 6,200	1989
050 059 078 110	P	21	St. Paul Riverfront Pre-Development Analysis St. Paul, MN	City of St. Paul Riverfront Commission St. Paul, MN	250 (Fee)	1986
050 079 088	P	22	Edinborough Mixed-Use Development Edina, MN	Laukka and Associates Edina, MN	85,000	1986
078 079 087	P	23	Southeastern Wisconsin Transit Corridor Study Milwaukee, WI	City of Milwaukee Milwaukee, WI	700 (Fee)	1991
078 079 088	P	24	Ft. Myers Downtown Development Plan Ft. Myers, FL	Ft. Myers Downtown Redevelopment Agency Ft. Myers, FL	150 (Fee)	1986
078 079 088	P	25	Minnesota Capitol Area Comprehensive Plan St. Paul, MN	Capitol Area Architectural and Planning Board St. Paul, MN	190 (Fee)	1986
078 087 107	P	26	Volusia County Transportation Plan Update Daytona Beach, FL	Volusia County MPO Daytona Beach, FL	100	1991
078 107	P	27	Fargo-Moorhead Metro Highway Plan Updates Fargo, ND	Fargo-Moorhead COG Fargo, ND	130 (Fee)	1986
078 114	P	28	Coventry, Rhode Island Community Plan Coventry, RI	Town of Coventry Coventry, RI	101 (Fee)	1990
106 107 201	P	29	MAC Parking Ramp Phase II Minneapolis-St. Paul, MN	Metropolitan Airports Commission Minneapolis, MN	20,000	1987
107	P	30	The BAJA Project-Regional Transportation Plan Pima County, AZ	Pima Association of Governments Transportation Planning Division Tucson, AZ	754 (Fee)	1990
12. The foregoing is a statement of facts.				Date:		1991
Signature: <i>Richard P. Wolsfeld</i>				Typed Name and Title: Richard P. Wolsfeld, Principal		



HERRERA  
ENVIRONMENTAL  
CONSULTANTS

---

Herrera Environmental Consultants Inc. Suite 200 J&B Building 1414 Dexter Avenue North Seattle, WA 98109 Phone (206) 281-7604

February 19, 1992.

Mr. Mike Hamm  
The Portico Group  
106 Lenora  
Seattle, Washington 98121

*Re: Heritage Park Predesign*

Dear Mike:

I appreciate the opportunity to join the Portico Group for the Heritage Park Predesign project. I'm confident that we can provide meaningful expertise in wetland, shoreline and related environmental assessment as part of an already strong team of firms.

HEC has the ability to commit whatever resources are necessary to support you in the predesign phase. I've included our SF 254 for you to include in your submittal. Please let me know if there is any other information I can provide

Again, we look forward to working with you.

Sincerely,

Herrera Environmental Consultants, Inc.

Philip C. Coughlan  
Marketing Coordinator

*attachment*

1. Firm Name / Business Address  
**Herrera Environmental Consultants, Inc. (HEC)**  
**1414 Dexter Avenue, North, Suite 200**  
**Seattle, Washington 98109**

2. Year Present Firm Established: 1980 3. Date Prepared: 2/1/92

4. Specify type of ownership and check below, if applicable.

<input checked="" type="checkbox"/>	A. Small Business
<input checked="" type="checkbox"/>	B. Small Disadvantaged Business
<input type="checkbox"/>	C. Woman-owned Business

5. Name of Parent Company, if any:

1a. Submittal is for  Parent Company  Branch or Subsidiary Office

5a. Former Parent Company Name(s), if any, and Year(s) Established:

6. Names of not more than two Principals to contact: Title / Telephone

1.) Carlos E. Herrera, P.E., President, (206) 281-7604

2.) Walter T. Trial, Jr., Ph.D., Vice President, (206) 281-7604

7. Present Offices: City / State / Telephone / No. Personnel Each Office

1414 Dexter Avenue, North, Suite 200 Seattle, Washington 98109 (206) 281-7604	7a. Total Personnel	<u>16</u>
---	---------------------	-----------

8. Personnel by Discipline: (List each person only once, by primary function)

<input type="checkbox"/> Administrative	<input type="checkbox"/> Oceanographers
<input type="checkbox"/> Architects	<input type="checkbox"/> Planners; Urban / Regional
<input type="checkbox"/> Chemical Engineers	<input type="checkbox"/> Sanitary Engineers
<input checked="" type="checkbox"/> Civil Engineers	<input type="checkbox"/> Soils Engineers
<input type="checkbox"/> Construction Inspectors	<input type="checkbox"/> Specification Writers
<input type="checkbox"/> Draftsman	<input type="checkbox"/> Structural Engineers
<input type="checkbox"/> Ecologists	<input type="checkbox"/> Surveyors
<input type="checkbox"/> Economists	<input type="checkbox"/> Transportation Engineers
	<input checked="" type="checkbox"/> Environmental Engineers
	<input type="checkbox"/> Environmental Scientists
	<input type="checkbox"/> Public Relations

9. Summary of Professional Services Fees Received: (Insert index number)

	19 90	19 89	19 88	19 87	19 86
Direct Federal contract work, including overseas	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
All other domestic work	<u>4</u>	<u>3</u>	<u>3</u>	<u>3</u>	<u>1</u>
All other foreign work*	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>

Ranges of Professional Services Fees INDEX

1. Less than \$100,000
2. \$100,000 to \$250,000
3. \$250,000 to \$500,000
4. \$500,000 to \$1 million
5. \$1 million to \$2 million
6. \$2 million to \$5 million
7. \$5 million to \$10 million
8. \$10 million or greater

\* Firms interested in foreign work, but without such experience, check here:

Experience Profile Code Numbers  
for use with questions 10 and 11

001	Acoustics; Noise Abatement	040	Gas Systems ( <i>Propane; Natural, Etc.</i> )	081	Pneumatic Structures; Air Support Buildings
002	Aerial Photogrammetry	041	Graphic Design	082	Postal Facilities
003	Agricultural Development; Grain Storage; Farm Mechanization	042	Harbors; Jetties; Piers; Ship Terminal Facilities	083	Power Generation, Transmission, Distributor
004	Air Pollution Control	043	Heating; Ventilating; Air Conditioning	084	Prisons & Correctional Facilities
005	Airports; Navajids; Airport Lighting; Aircraft Fueling	044	Health Systems Planning	085	Product, Machine & Equipment Design
006	Airports; Terminals & Hangars; Freight Handling	045	Highrise; Air-Rights-Type Buildings	086	Radar; sonar; Radio & Radar Telescopes
007	Arctic Facilities	046	Highways; Streets; Airfield Paving; Parking Lots	087	Railroad; Rapid Transit
008	Auditoriums & Theaters	047	Historical Preservation	088	Recreation Facilities ( <i>Parks, Marinas, Etc.</i> )
009	Automation; Controls; Instrumentation	048	Hospitals & Medical Facilities	089	Rehabilitation ( <i>Buildings; Structures; Facilities</i> )
010	Barracks; Dormitories	049	Hotels; Motels	090	Resource Recovery; Recycling
011	Bridges	050	Hotels ( <i>Residential, Multi-Family; Apartments; Condominiums</i> )	091	Radio Frequency Systems & Shieldings
012	Cemeteries ( <i>Planning &amp; Relocation</i> )	051	Hydraulics & Pneumatics	092	Rivers; Canals; Waterways; Flood Control
013	Chemical Processing & Storage	052	Industrial Buildings; Manufacturing Plants	093	Safety Engineering; Accident & OSHA Studie
014	Churches; Chapels	053	Industrial Processes; Quality Control	094	Security Systems; Intruder & Smoke Detectio
015	Codes; Standards; Ordinances	054	Industrial Waste Treatment	095	Seismic Designs & Studies
016	Cold Storage; Refrigeration; Fast Freeze	055	Interior Design; Space Planning	096	Sewage Collection, Treatment & Disposal
017	Commercial Buildings ( <i>low Rise</i> ); Shopping Centers	056	Irrigation; Drainage	097	Soils & Geologic Studies; Foundations
018	Communications Systems; TV; Microwave	057	Judicial and Courtroom Facilities	098	Solar Energy Utilization
019	Computer Facilities; Computer Service	058	Laboratories; Medical Research Facilities	099	Solid Wastes; Incineration; Land Fill
020	Conservation and Resource Management	059	Landscape Architecture	100	Special Environments; Clean Rooms, Etc.
021	Construction Management	060	Libraries; Museums; Galleries	101	Structural Design; Special Structures
022	Corrosion Control; Cathodic Protection; Electrolysis	061	Lighting ( <i>Interiors; Display; Theatre, Etc.</i> )	102	Surveying; Platting; Mapping; Flood Plain Studies
023	Cost Estimating	062	Lighting ( <i>Exteriors; Streets; Memorials; Athletic Fields, Etc.</i> )	103	Swimming Pools
024	Dams ( <i>Concrete; Arch</i> )	063	Materials Handling Systems; Conveyors; Sorters	104	Storm Water Handling & Facilities
025	Dams ( <i>Earth; Rock</i> ); Dikes; Levees	064	Metallurgy	105	Telephone systems ( <i>Rural; Mobile; Intercom, Etc.</i> )
026	Desalination ( <i>Process &amp; Facilities</i> )	065	Microclimatology; Tropical Engineering	106	Testing & Inspection Services
027	Dining Halls; Clubs; Restaurants	066	Military Design Standards	107	Traffic & Transportation Engineering
028	Ecological & Archaeological Investigations	067	Mining & Mineralogy	108	Towers ( <i>Self-Supporting &amp; Guyed Systems</i> )
029	Educational Facilities; Classrooms	068	Missile Facilities ( <i>Silos; Fuels; Transport</i> )	109	Tunnels & Subways
030	Electronics	069	Modular Systems Design; Prefabricated Structures or Components	110	Urban Renewal; Community Development
031	Elevators; Escalators; People-Movers	070	Naval Architecture; Off-Shore Platforms	111	Utilities ( <i>Gas &amp; Steam</i> )
032	Energy Conservation; New Energy Sources	071	Nuclear Facilities; Nuclear Shielding	112	Value Analysis; Life-Cycle Costing
033	Environmental Impact Studies, Assessments or Statements	072	Office Buildings; Industrial Parks	113	Warehouses & Depots
034	Fallout Shelters; Blast-Resistant Design	073	Oceanographic Engineering	114	Water Resources; Hydrology; Ground Water
035	Field Houses; Gyms; Stadiums	074	Ordnance; Munitions; Special Weapons	115	Water Supply; Treatment & Distribution
036	Fire Protection	075	Petroleum Exploration; Refining	116	Wind Tunnels; Research/Testing Facilities Design
037	Fisheries; Fish Ladders	076	Petroleum and Fuel ( <i>Storage &amp; Distribution</i> )	117	Zoning; Land Use Studies
038	Forestry & Forest Products	077	Pipelines ( <i>Cross-Country-Liquid &amp; Gas</i> )	201	Vegetation/Wetlands
039	Garages; Vehicle Maintenance Facilities; Parking Decks	078	Planning ( <i>Community, Regional, Areawide and State</i> )	203	Water Quality Evaluation
		079	Planning ( <i>Site, Installation, and Project</i> )	204	Hazardous Materials Investigation
		080	Plumbing & Piping Design	205	Hazardous Waste



10. Profile of Firm's Project Experience, Last 5 Years

Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)
1) 020	6	88	11) 096	9	111	21) 205	9	101			
2) 021	5	362	12) 097	2	36	22)					
3) 022	1	162	13) 099	12	422	23)					
4) 028	3	43	14) 104	8	198	24)					
5) 033	7	126	15) 106	4	122	25)					
6) 056	2	16	16) 114	7	155	26)					
7) 077	2	114	17) 115	6	230	27)					
8) 078	5	71	18) 201	8	137	28)					
9) 079	5	274	19) 203	6	137	29)					
10) 090	5	82	20) 204	4	68	30)					

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
020	P	Des Moines Creek Watershed Management Plan King County, WA	Municipality of Metropolitan Seattle (Metro) 821 Second Avenue Seattle, WA	16	1989
021	C	Cedar Hills Regional Landfill South Leachate Collector / Pump Station 4 King County, WA	King County Solid Waste Division Room 601, FX McRory Building Seattle, WA	136	1988
022	P	Seattle Distribution System Corrosion Control Study Seattle, King County, WA	Seattle Water Department 1409 South Spokane Street Seattle, WA	179	1986
028	C	Intertidal/Subtidal Investigations for Port of Tacoma Tacoma, Pierce County, WA	Port of Tacoma P.O. Box 1837 Tacoma, WA 98401-1837	5	1992
028	S	Lake Sammamish Water Quality Management King County, WA	Municipality of Metropolitan Seattle (Metro) 821 Second Avenue Seattle, Washington	20	1988

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
028	C	State Route 101 Realignment Environmental Screening Grays Harbor County, WA	Washington State Department of Transportation, District 3 Olympia, WA 98504	35	1992
033	C	Hazardous Waste Disposal Facility Siting Criteria Development and EIS State of Washington	Washington Department of Ecology 4350 150th Avenue NE Redmond, WA 98052-5301	45	1991
033	C	Pioneer Aggregate EIS. DuPont, Pierce County, WA	Lone Star Northwest 5975 East Marginal Way South P.O. Box 1730	15	1991
033	C	Timberline Ridge EIS Bellevue, King County, WA	Burnstead Construction Company 1215 120th Avenue NE # 201	15	1992
056	C	Water Management Plan for the Methow Valley Irrigation District Okanogan County, WA	Methow Valley Irrigation District	8	1989
077	C	Tolt Pipeline No. 2 Sammamish River Crossing Water Quality Monitoring King County, WA	Seattle Water Department 710 Second Avenue 9th Floor	24	1990
078	C	Northshore Community Plan EIS. King County, WA	King County Planning and Community Development Department 516 Third Avenue Seattle, WA 98104	5	1991
079	C	RCRA Procedures Manual Seattle, King County, WA	Seattle City Light 1111 Third Avenue Seattle, WA 98104	20	1991
090	P	Self-Haul Waste Recycling Study Seattle, King County, WA	City of Seattle Engineering Department 600 4th Avenue, Room 910 Seattle, WA 98104	96	1990

12. The foregoing is a statement of facts

Signature: \_\_\_\_\_

Typed Name and Title: \_\_\_\_\_

Date: \_\_\_\_\_

Carlos E. Herrera, P.E., President

11. Project Examples, Last 5 Years						
Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)	
096	P	Silvrow Sludge Land Application Site Evaluation <i>King County, WA</i>	Municipality of Metropolitan Seattle (Metro) 821 Second Avenue Seattle, WA	35	1989	
097	C	Puget Sound Sediment Ambient Monitoring Program <i>Puget Sound Area, WA</i>	Washington Department of Ecology 4350 150th Avenue NE Redmond, WA 98052-5301	17	1989	
099	S	Waste Reduction and Disposal Options, EIS for Seattle Solid Waste Utility <i>Seattle, King County, WA</i>	Seattle Solid Waste Utility 710 Second Avenue Seattle, WA 98104	27	1988	
099	C	Factoria Transfer Station Recycling Facility EIS <i>King County, WA</i>	King County Solid Waste Division 500 Fourth Avenue Seattle, WA	23	1992	
104	P	High Park Development Water Quality Evaluation <i>Bellevue, King County, WA</i>	East West Partners 5220 164th Way SE Bellevue, WA 98006	100	1993	
106	C	WSDOT Environmental Site Assessment Sampling Program <i>King County, WA</i>	Washington State Department of Transportation Olympia, WA 98504	15	1991	
114	C	King County Surface Water Management Strategic Plan <i>King County, WA</i>	King County Surface Water Management Division 400 Yesler Way Seattle, WA 98104	37	1990	
115	S	Combined Sewer Overflow Monitoring Project <i>Seattle, King County, WA</i>	Municipality of Metropolitan Seattle (Metro) 821 Second Avenue Seattle, WA	40	1989	
201	C	Plant Community Monitoring Studies in the Cedar River Watershed <i>King County, WA</i>	Seattle City Light 1111 Third Avenue Seattle, WA 98104	86	1997	

12. The foregoing is a statement of facts

Signature: \_\_\_\_\_


Typed Name and Title: \_\_\_\_\_

Carlos E. Herrera, P.E., President

Date: \_\_\_\_\_

11. Project Examples, Last 5 Years

Profile Code	"P", "C", "JV", or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)
201	C	Mill Creek Wetlands Impact Evaluation King County, WA	King County Surface Water Management Division 400 Yesler Way Seattle, WA 98104	30.5	1991
201	C	Edmonds Ferry Terminal Background Studies and Alternatives Analysis. Edmonds, Snohomish County, WA	City of Edmonds Civic Center 505 Bell Street	17	1991
201	C	Functional Guidelines/Working Document for Wetland Mitigation Banking. State of Washington	Washington Department of Ecology Wetland Section 4350 150th Avenue NE Redmond, WA 98052-5301	4	1992
204	C	Puget Sound Pollutant Source Tracing Study Snohomish / Whatcom Counties, WA	U.S. Environmental Protection Agency 1200 Sixth Avenue Seattle, WA 98101	10	1991
205	P	Eagle Harbor Remedial Investigation Bainbridge Island, King County, WA	U.S. Environmental Protection Agency 1200 Sixth Avenue Seattle, WA 98101	43	1992
205	C	U.S. Army Corps of Engineers, Seattle District, DERP Program Services Seattle, King County, WA	U.S. Army Corps of Engineers, Seattle District Seattle, WA	10	95%
205	C	Kent Highlands Landfill RI/FS and Final Closure King County, WA	Seattle Solid Waste Utility 710 Second Avenue Seattle, WA 98104	200	1992

12. The foregoing is a statement of facts.  
 Signature:  Typed Name and Title: Carlos E. Herrera, P.E., President

Date: 2/19/92