

August 31, 2022

City and Borough of Juneau, Purchasing Division
155 South Seward Street
Juneau, AK 99801

ALASKA

907.780.1500 TEL

P.O. Box 35825 (99803)
8401 Airport Blvd.
Juneau, AK 99801

www.dawson.com

Re: Request for Proposal (RFP) for CMAR Services for MWWTP SCADA Upgrades

Dear City and Borough of Juneau (CBJ) and Selection Committee,

As members of the Juneau community, we recognize and appreciate the needs this wastewater treatment plant upgrade will serve. We understand your need for a Construction Manager who will be a reliable, collaborative partner with CBJ throughout each step of the construction process.

Successful delivery of this project requires a true partner who understands the complexities of working within operational treatment plants, as well as someone with deep connections in Juneau. You also need a partner who can guide you through the preconstruction process, providing reliable cost control, constructability advice and deliver the best value for CBJ. Dawson is the best qualified firm to build your facility based on the following factors:

- ✓ **Treatment Plant Expertise:** Dawson has built or renovated 13 water/wastewater treatment plants, most of which were operating during construction. Our proposed Construction Manager and Superintendent have over 70 years of combined experience in Alaska, and have completed over \$70M in water/wastewater projects. Dawson has more water/wastewater treatment plant work experience in Southeast Alaska than any other proposer.
- ✓ **Experience in Juneau:** Dawson has partnered with the City & Borough of Juneau on 53 projects over the past 30+ years, ranging in size from \$2K to over \$20M. We value this relationship and take exceptional pride in building for the community where our people live and work. We have completed more projects in Juneau than any other proposer.
- ✓ **No Disruptions:** Dawson has an office, multiple yards, equipment, and a crew based in Juneau. We are keenly aware of the added complexities that come with working in operating wastewater treatment facilities. We are knowledgeable about strategies to avoid disruptions and will draw upon this experience to eliminate disruptions. Dawson just completed the Hoonah Sanitation Facility SBR Upgrade project and the Mendenhall WWTP Biosolids Dryer Facility.
- ✓ **Partners:** CMAR and best value contracts make up over 65% of our projects. We understand the partnering and collaboration necessary to make these projects successful, and have a pool of lessons learned and cost savings ideas common on treatment projects. We will guide you through the pre-construction process to provide advice, cost and schedule predictability, and a final product that delivers the best value for CBJ.

Thank you for reviewing Dawson's qualification package, good for 90 calendar days, for your project. We acknowledge receipt of addenda one, two, and three. If you have any questions, please contact me directly at 360.312.6578 or cmcgraw@dawson.com. We look forward to the opportunity to discuss the project further with you.

Sincerely,



Chad McGraw
Construction Manager
Dawson Construction

DAWSON HISTORY AND QUALIFICATIONS

HISTORY, PHILOSOPHY AND SERVICES

Dawson Construction, LLC, an **Alaskan company founded in Southeast Alaska in 1967**, is a **full-service general contractor serving Alaska** and Northwest Washington. We have distinguished ourselves in the construction industry through **providing exceptional value** in a professional, proactive and enjoyable manner. Over 65% of our work is private negotiated and alternate-delivery like yours. **WE ARE CBJ'S PARTNER**. We approach your project not as an estimator, but a partner who will help guide decisions during construction to align with your budget and schedule. We are a true general contractor with the **most talented workforce of SE Alaska living in Juneau** and incorporate the latest knowledge and cutting-edge practices into our work.



LOCAL OFFICE, REGIONAL PRACTICE

Dawson has a **local Juneau office, one full-service construction yard and several lay down yards**. We use these sites for staging, prefabrication and storing supplies and materials until they are needed onsite. As seen in the photo below, **our Juneau office is just over a mile from the MWWTP SCADA project site**. As a result of working primarily in remote regions with limited resources, our team is **experts on planning, logistics and problem solving**. We live, shop and play here; therefore, we have a vested interest in making Juneau the best that it can be.

GENERAL INFORMATION

FIRM STRUCTURE

Limited Liability Company (LLC)

Formerly Incorporated; name conversion to LLC in 2016.

DAWSON OFFICES

Juneau Office/Yard

P.O. Box 35825 (99803)

8401 Airport Boulevard

Juneau, AK 99801

T: 907.780.1500

Ketchikan Office/Yard

P.O. Box 7858

3930 Tongass Avenue

Ketchikan, AK 99901

T: 907.247.1111

Bellingham Office

P.O. Box 30920 (98228)

405 32nd Street, Suite 110

Bellingham, WA 98225

T: 360.756.1000

PRINCIPAL

Kendall Nielsen

Project Executive

PRIMARY CONTACT

Chad McGraw

Construction Manager



With over **55 years of working in Juneau**, we have developed relationships with local subcontractors and suppliers who provide us the best pricing and deliver high quality results. Our proposed subcontractors are Juneau-based. **Dawson is local**. We are intimately familiar with the building conditions in Juneau and have a local labor pool, which deliver high quality work at the best value. Dawson has **54 craft workers that live and work in Juneau**, allowing us to frequently self-perform concrete, enclosure, framing and mechanical, plumbing and process piping scopes.

What this means to CBJ: **lower labor costs, less travel, less housing/per diem and more money staying here in Juneau.**

Dawson has completed 78 projects in Juneau in the last 5 years.

GROSS REVENUE, BONDING CAPACITIES, SINGLE PROJECT LIMIT
Dawson's average gross revenue totals for the past five fiscal years is \$139M per year. Our total bonding capacity and single project limits are \$200M aggregate and \$75M single project limit. Dawson's available bonding capacity is \$90M.

PROVEN IN-HOUSE MECHANICAL PROCESS PIPING AND EQUIPMENT ADMINISTRATORS

Our proposed superintendent, Jim Rogers, has **45+ years of mechanical and plumbing experience** and is our go-to superintendent for projects with complex process piping requirements in SE Alaska. At Dawson, Jim has completed 9 process-type treatment plants, including the Mendenhall WWTP in 2018, and is the perfect person to lead your project.

CONSTRUCTION MANAGER AND KEY PERSONNEL

CONSTRUCTION MANAGER AND KEY PERSONNEL

Dawson's team has a vested interest in the MWWTP SCADA UPGRADES project and the benefits it will provide the Juneau community and for generations to come. We understand the importance of having engaged, committed and knowledgeable partners at the table. Dawson's team will be led by Construction Manager, Chad McGraw, along with Jim Rogers, Superintendent. Chad and Jim bring a combined 70 years of experience, and will be active participants throughout all project phases. **All team members are available per the project requirements and schedule.**

Resumes with client references and project history can be found in the Appendix.

BY THE NUMBERS:

\$500M+

IN CMAR & ALTERNATE DELIVERY
PROJECTS LAST 5 YEARS

\$70M

WATER/WASTEWATER PROJECTS

13

WATER/WASTEWATER PROJECTS

53

PROJECTS PARTNERED WITH CBJ



Dawson

CONSTRUCTION MANAGER

Chad McGraw

SUPERINTENDENT

Jim Rogers

Chad McGraw

Construction Manager

- ✓ 25 years experience building in Southeast AK.
- ✓ Will lead the team through pre-construction to find cost savings through value engineering and ensure we meet project goals and milestones.
- ✓ Will lead project execution through closeout and warranty.
- ✓ Entire career spent working in and around Juneau as a Southeast AK native.
- ✓ Recently completed successful early turnover of Hoonah and Sitka Wastewater Treatment Plants.

Jim Rogers

Superintendent

- ✓ 45 years experience building in Southeast AK.
- ✓ In-house MEP expert and holds his AK Journeyman Plumber and AK Mechanical Administrators licenses.
- ✓ Will assist during pre-construction to develop detailed estimates on MEP scopes and perform design constructability reviews.
- ✓ Led process piping work at the MWWTP project three years ago for CBJ.
- ✓ Will be the primary onsite contact and leader of our self-perform crews and subcontractors for all trades during construction.

EXPERIENCE AND REFERENCES

HOONAH SANITATION FACILITIES WWTP PROJECT HOONAH, AK



SCOPE OF WORK

New 7,500 sf Pre-Engineered Metal Building housing a new Sequence Batch Reactor for processing wastewater. The new building is connected to the existing 3,500 sf wastewater treatment facility.

Chad McGraw: Project Manager

CHANGE ORDERS: 2 (ADDED SCOPE)

DELIVERY: CMAR CONTRACT

UNIQUE CHARACTERISTICS

- ✓ Project was \$1.4M over available funding so Dawson presented value engineering ideas to bring project within available funding limit in less than 30 days.
- ✓ Finished civil and structural design early to get long lead items released and all items made the last AML barge of the year.
- ✓ Self-performed over 20,000 man hours. We were able to incorporate over \$300,000 in added scope due to the overall GMP savings, in addition to returning over \$229,000 to the Owner at project completion.

FINAL COST: \$10,715,00

INITIAL BID: \$12,230,956.22

AWARDED COST: \$10,944,039

SAVINGS TO OWNER: \$229,000

ONSITE: 6/15/2020

COMPLETION: 10/1/2021

DELIVERY: ON TIME

KEY SUBCONTRACTORS

Chatham Electric, Inside Passage Mechanical Contractors, **Evoqua Water Technologies**

OWNER REFERENCE

CITY OF HOONAH

Dennis H. Gray, Jr., City Administrator
907.957.2948

dgray@cityofhoonah.org

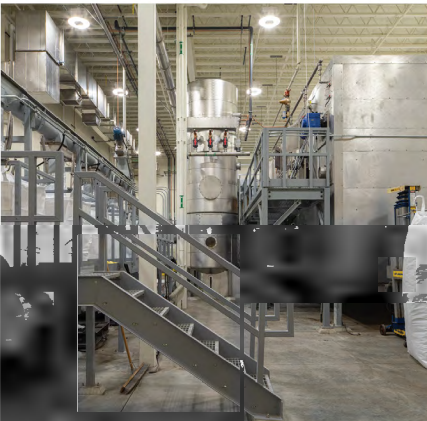
CONSULTANT REFERENCE

GV JONES

Greg Jones, Principal
907.346.4123

greg@gvjones.com

MENDENHALL WASTEWATER TREATMENT PLANT BIOSOLIDS DRYER FACILITY JUNEAU, AK



SCOPE OF WORK

New Biosolids Dryer Facility including demolition of existing pre-engineered metal building and reconstruction on the existing foundation footings for a new CMU with metal siding building, installation of a new Belt Filter Press and biosolids dryer equipment, and coordination and installation of all process pipe and equipment.

Jim Rogers: Superintendent

CHANGE ORDERS: 9

Relocation of polymer feed system to be closer to new sludge press for proper optimization. Thermal fluid heater combustion air, a coordination between owner selected equipment manufacturer and mechanical engineer, eventually required adding a large roof vent, this delayed the dryer equipment optimization and final commissioning. Excavation and disposal of petroleum contaminated soils.

DELIVERY: LUMP SUM

UNIQUE CHARACTERISTICS

- ✓ Oversaw startup, testing and commissioning of the new facility within the fully operational wastewater treatment plant.
- ✓ Self-performed process piping (among other scopes) under Jim's leadership.

FINAL COST: \$16,947,665

INITIAL BID: \$16,040,000

ONSITE: 10/2/2017

COMPLETION: 10/23/2018

DELIVERY: ON TIME

All contracted components installed per schedule; however, owner-procured equipment delayed functionality and overall performance of facility requiring additional modifications beyond substantial completion.

KEY SUBCONTRACTORS

Chatham Electric, Harri Plumbing & Heating, Veolia Water Technologies

OWNER REFERENCE

CITY & BOROUGH OF JUNEAU

Randall Brown, WWTP Superintendent
907.586.0393

randall.brown@juneau.org

CONSULTANT REFERENCE

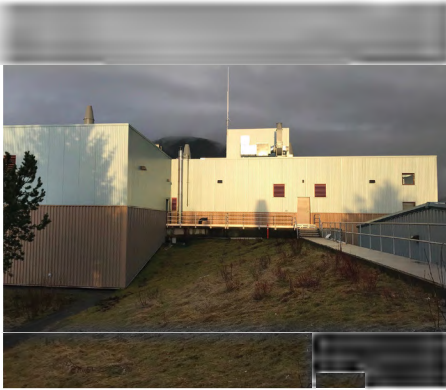
JENSEN YORBA WALL

Dan Fabrello, Architect
907.586.1070

dan@jensenyorbawall.com

EXPERIENCE AND REFERENCES

SITKA WASTEWATER TREATMENT PLANT REHABILITATION SITKA, AK



SCOPE OF WORK

Rehabilitation, renovation, and replacement of portions of the existing building and the building systems of the Sitka WWTP and required significant selective demolition, including, but not limited to, hazardous materials abatement and removal, demolition and replacement of; the perimeter walls of the plant and clarifier building.

Chad McGraw: Project Manager

CHANGE ORDERS: 3

Value Engineering

DELIVERY: LUMP SUM

UNIQUE CHARACTERISTICS

- ✓ Project required all existing equipment, including MCC's, to remain fully operational 24/7 as plant operations could not be affected.
- ✓ All new equipment and feeders were installed and commissioned prior to removing existing equipment.

FINAL COST: \$7,390,612.53

INITIAL BID: \$7,432,799.52

ONSITE: 2/28/2020

COMPLETION: 9/10/2021

DELIVERY: ON TIME

KEY SUBCONTRACTORS

Chatham Electric, Schmolck Mechanical Contractors

OWNER REFERENCE

CITY & BOROUGH OF SITKA
Kelli Cropper, Project Manager
907.738.0461
kelli.cropper@cityofsitka.org

CONSULTANT REFERENCE

MCG EXPLORE DESIGN
Garrett Burtner, Architect
907.317.5059
gburtner@exploredesign.com

SITKA UV DISINFECTION FACILITY SITKA, AK



SCOPE OF WORK

New 5,400 sf water treatment plant and installation of owner-furnished UV disinfection equipment. Includes site development of a green-field site, a new metal building with basement, installation of owner-furnished UV disinfection equipment, fluoride system, standby generator and ancillary systems.

Chad McGraw: Project Manager

CHANGE ORDER: 8, added scope

DELIVERY: LUMP SUM

UNIQUE CHARACTERISTICS

- ✓ Provides additional microbial and disinfection controls required by the Environmental Protection Agency's Enhanced Surface Water Treatment Rules.
- ✓ Facility has capacity to treat 6 million gallons of water per day.

FINAL COST: \$5,786,753.84

INITIAL BID: \$5,496,207.00

ONSITE: 8/12/2014

COMPLETION: 5/1/2016

DELIVERY: 3 months ahead of schedule

KEY SUBCONTRACTORS

Sitka Electric, Schmolck Mechanical Contractors

OWNER REFERENCE

CITY & BOROUGH OF SITKA
Michael Harmon, Director Public Works
907.747.1804
michael.harmon@cityofsitka.org

CONSULTANT REFERENCE

CRW ENGINEERING GROUP
Rebecca Venot, Engineer
907.646.5673
rvenot@crweng.com

ADDITIONAL INFORMATION

DAWSON'S BONDING AGENT

Bonding Agent letter can be found in the Appendix.

HUB International

Chad Epple
12100 NE 195th Street, Suite 200
Bothell, WA 98401
T: 425.489.4500

GENERAL CONTRACTING LICENSES AND NUMBERS

Alaska

Business License: 1036873
Contractor License: 111528

Washington

Business License: 601-838-502
Contractor License: DAWSOCL848CS

DAWSON'S INSURANCE AGENT

HUB International

Josh Tyndell
12100 NE 195th St., Suite 200
Bothell, WA 98041
T: 425.489.4500

**DAWSON'S INSURANCE MEETS/
EXCEEDS COVERAGE LIMITS LISTED**

OSHA REPORTABLE ACCIDENT RATE:

	2022	2021	2020
REPORTABLE ACCIDENT RATE	1.48	3.65	2.01
INSURANCE MULTIPLIER	0.98	0.98	0.76

OSHA REPORTABLE ACCIDENT RATE ON PROJECTS MANAGED BY PROPOSED TEAM:

	2022	2021	2020
CHAD MCGRAW	0	0	0
JIM ROGERS	0	0	0

SAFETY RECORD

Safety is one of Dawson's core values and nothing more than **ZERO accidents** is acceptable. We believe **safety supersedes** schedule, cost or circumstance. Every accident is preventable and everyone goes home safe. This belief is realized through pre-planning, training, consistent onsite PPE, providing proper equipment and commitment by the whole organization.

Dawson has one of the lowest EMRs in Alaska and is **one of three general**



*In the last 5 years, there have been **ZERO OSHA citations** to Dawson or subcontractors on our jobsites.*

contractors in the State of Alaska who qualify for the AKOSH Construction Health and Safety Excellence (CHASE) Gold Partnership. This partnership demonstrates our continued commitment to safety on all of our job sites and the success of our safety management programs.

SAFETY PROGRAM

We are keenly aware of the planning and communication required to ensure safety for our workers and neighboring streets and businesses. Safety management is led by our onsite Superintendent and supported by our Corporate Safety Officer, Brian Murphy, who is a Certified Safety Professional (CSP). A site-specific safety plan identifying the anticipated hazards and necessary controls is developed prior to construction.

During construction, daily safety briefings and weekly meetings are held to ensure current hazards are communicated and controls are in place to protect workers and the public. At the weekly safety meetings, Dawson crews perform Pre-Task Assessments (PTAs) to document job-site conditions, identify hazards and verify required safety measures are in place before work is started.

FINANCIAL CAPABILITIES AND ACCOUNTING PRINCIPLES

Dawson has a conservative philosophy with regard to retained earnings, giving us a strong balance sheet. **Audited financials have been included via password protected PDF documents.** See Appendix for contact information.

*Dawson has **never been assessed liquidated damages** on a project, and has **never had any claims against our Performance and Payment Bonds** on a project.*

LEGAL CONCERNS

- ✓ There have been no actions taken by any regulatory agency against or involving any work performed by Dawson or its agents or employees.
- ✓ We pride ourselves in being a lousy customer for our attorneys.

CMAR PROCESS

More than half of our work is negotiated alternative delivery projects like yours. Dawson's commitment to the City and Borough of Juneau (CBJ) is to be **a reliable and collaborative partner** throughout the design and construction of MWWTP SCADA Upgrades. Our role is to bring increased predictability of costs, schedule and quality to the project. The primary objectives of preconstruction will:

- ✓ Ensure total project costs remain within budget by developing a project cost model and providing feedback that helps drive design decisions.
- ✓ Ensure the project is completed within the prescribed time by developing and implementing a schedule that optimizes the use of preconstruction time and construction.
- ✓ Develop a Subcontracting Plan that encourages competition and promotes participation of qualified contractors.
- ✓ Provide interdisciplinary coordination and constructability reviews to enhance function, quality and life cycle benefits.

The scope for preconstruction services will be tailored to meet the needs of CBJ. At any time during the process, Dawson will respond to the request of CBJ to dive deeper or pull back. The preconstruction work plan is a starting point to help define the following:

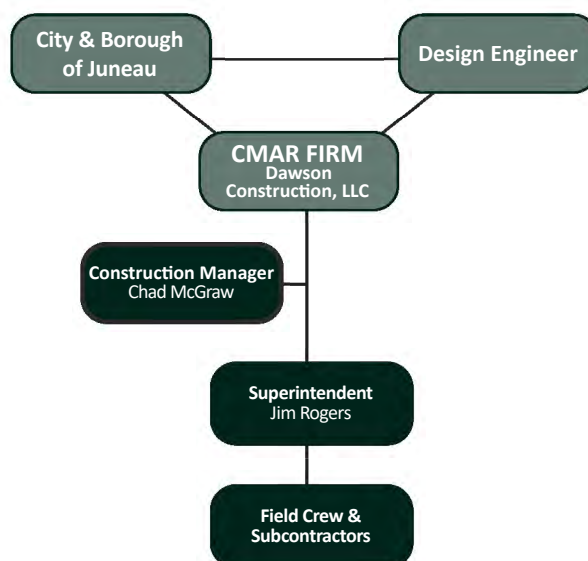
- ✓ Provide the scope of services and deliverables during design.
- ✓ Determine the workflow between CBJ and Dawson.
- ✓ The basis for establishing the budget and schedule for preconstruction.

PRECONSTRUCTION STAFFING PLAN

The following primary staff members will provide preconstruction services:

- ✓ **Chad McGraw, Construction Manager**, will attend design review, progress and milestone meetings throughout preconstruction. He will provide daily management and oversight of the preconstruction team. He is always available to the CBJ should any need arise. Chad will manage Dawson preconstruction activities and is the primary point of contact for CBJ. He will manage the cost estimating, value engineering and scheduling and will remain a part of the team during construction.
- ✓ **Jim Rogers, Superintendent**, will lead all disciplines. He will attend design review and progress/milestone meetings throughout preconstruction. Jim will lead/coordinate mechanical and electrical pricing and constructability, and handle subcontractor bid package preparation and subcontractor coordination. Jim holds his mechanical administrators license and led the Mendenhall Wastewater Treatment Plant Project 3 years ago, so he is familiar with your facility, staff and operations.

RELATIONSHIP ORGANIZATION CHART



PROJECT UNDERSTANDING

DAWSON PROJECTS AT TREATMENT PLANTS (TP)

- ✓ Hoonah Sanitation Facility SBR
- ✓ Juneau MWWTP Biosolids Dryer Facility
- ✓ Juneau MWWTP Roof Replacement
- ✓ Cordova Water Treatment System LT2 Upgrades
- ✓ Sitka UV Disinfection Facility
- ✓ Kensington Mine TTF SEEP Water TP
- ✓ Petersburg Water Treatment Plant Upgrade Ph 2
- ✓ Petersburg Water TP Upgrade Ph 1
- ✓ Sitka Waste Water TP Upgrade
- ✓ Sitka Water Corrosion Control FAC
- ✓ Klawock Wastewater TP
- ✓ Thorne Bay Wastewater Plant
- ✓ Ketchikan Wastewater Treatment Facility EPA#C-020053-04

Dawson has completed 13 projects at water/wastewater treatment facilities in Alaska that required ADEC approval to construct and operate, the most recent project completed in 2021, the Hoonah Sanitation Facilities WWTP.

We have also completed projects at wastewater treatment facilities in Sitka, Petersburg, Klawock, Thorne Bay, Juneau, Ketchikan, and Wrangell. We are one of the most experienced contractors in water/wastewater treatment plant construction in Alaska, and the most experienced in Southeast Alaska.

Dawson has completed more water/wastewater projects in SE Alaska than any other contractor. We understand the specialized requirements, unique systems and, especially, the operational challenges of this type of construction project in Southeast Alaska.

CMAR VALUE TO PROJECT

Dawson will bring a much higher level of cost control and predictability from the start. We will be CBJ's advocate and have your best interest in mind at all times. Dawson will carry the burden of managing and coordinating the project. We will reduce CBJ's overall risk by helping ensure complete and accurate construction documents are prepared, cost estimating to ensure the project design and established budget align, and we will bring constructability and overall value to CBJ with our significant value engineering (VE) experience.

CHALLENGES IDENTIFIED WITH POTENTIAL IMPACT OF PROJECT COMPLETION

Material procurement and delivery will drive the project schedule. There are significant components of the project that carry extremely long lead times. We have identified several items in the below table that will need to be released very early in the project in order to meet the project constraints.

LONG LEAD ITEM	PROCUREMENT SCHEDULE
SBR PROCESS CONTROLS	6 MONTHS AFTER APPROVALS
PLC COMMUNICATION MODULES	6 MONTHS AFTER APPROVALS
PLC POWER SUPPLY	6 MONTHS AFTER APPROVALS
UPS	6 MONTHS AFTER APPROVALS
ACTUATED BUTTERFLY VALVES	10 MONTHS AFTER APPROVALS

There are other items that carry lead times, but these will be the main driver of the project schedule. The approximate value of these early procurement items is \$750,000.

One challenge we will face will be shutdowns to install new work. This requires a contingency plan in place to back up the system. Other questions we will explore include: Can the new work be installed while the old system is running? Can the new work be run through simulations to pre-test and commission the system?

When a shutdown is unavoidable, we discuss and plan every aspect of the work with plant staff and the design team to minimize the disruption. Temporary power supplies and controls may be necessary. All the materials and equipment needed during a shutdown are confirmed to be onsite and accounted for. The timing of the work is scheduled so it occurs during slow times or when demand allows it. When possible, the new work is pre-assembled and tested, to further shorten the duration of a shutdown. We understand that maintaining operations at the plant is of utmost importance. Any disruptions to the facility may impact the entire community of Juneau and is unacceptable.

"Chad McGraw, you are a procurement wizard. I will say it again: this man is a procurement wizard. Building in Covid times is HARD and we encountered some tough situations, from crushing cost escalations to contaminated soils to unsuitable soils to mind boggling materials lead times, and through it all, you had an unflappable attitude and a steady resolve. You and Nate had to deliver not so great news on more than one occasion, but you also managed to have a steady supply of rabbits to pull out of your hat, but it's not because you're lucky: it's because you're talented. Dawson, we could say that we'd work with you over and over again, and we will, because Phase II starts at 7am Monday morning! "

-Katrina Hoffman, President/CEO
Prince William Sound Science Center,
for the Prince William Sound Science
Center Project

PROJECT UNDERSTANDING

During our recent Hoonah Sanitation Facilities project, we were required to keep the existing WWTP in operation throughout construction. In addition, once the new SBR facility was complete, we temporarily routed the existing influent to the new SBR basin for treatment while we renovated the existing facility. This required significant coordination with the Owner and Design team to finalize the temporary piping plan as well as the temporary controls needed.

"The City of Hoonah constructed a \$10.4M sequencing batch reactor wastewater treatment facility, which was completed in September 2021. Dawson completed the project on time and under budget, which allowed the City to install a back up generator system that was initially removed from the project scope due to cost constraints. Dawson personnel, from the Project Management to the construction crews were detail oriented and easy to work with on this highly complex project that required maintaining sewage treatment through construction. The City of Hoonah wholeheartedly recommends Dawson Construction for any large civil projects and especially those involving wastewater treatment."

-Dennis H Gray, Jr., City Administrator
City of Hoonah,

for the Hoonah Sanitation Facilities WWTP Project

DAWSON'S CMAR APPROACH TO SOLVING CHALLENGES WITH CBJ AND TEAM

The benefits of the CMAR process is that it is designed to reduce many of the issues often experienced in other delivery methods. With CMAR delivery, there is a much higher level of cost control, the CMAR is an advocate for the Owner's best interest, and the Owner's risk is reduced. Communication is crucial to resolving issues and reducing conflicts related to project changes. Changes can be generated in various ways such as a response to an RFI, a field directive, an ASI, a differing site condition, or weather amongst others. Regardless of the source or cause, if it is considered to have a potential effect on the project's cost or time, the client should be notified as early as possible (put it on the COP Log). The Owner should have the earliest possible opportunity to react and determine how to proceed in order to minimize any potential impacts to the project.

"No Surprises" Change Order Management steps are as follows:

- ✓ Anticipate risk and work to mitigate early.
- ✓ Provide notice per the Changes Clause and the Claims and Disputes Clause of the contract.
- ✓ Develop the COP and submit to the client per the contract requirements.
- ✓ Discuss COPs in weekly intervals and prompt approval.
- ✓ Compile all approved COPs monthly and follow the Change Order process.
- ✓ Work to mitigate cost and schedule impacts with whole team.

SPECIAL SERVICES AND BENEFITS OF DAWSON

Dawson has completed dozens of significant projects in the last 5 years that involved extreme coordination with the Owner, including construction within occupied facilities. Key items we anticipate on this project include:

- ✓ **Engage suppliers early in the project** and check their submittals to ensure quality and accuracy.
- ✓ **SBR Process Control system-** Superintendent Jim Rogers will work closely with the vendor as design is finalized, and onsite installation personnel, to confirm accuracy of installation per plan and start up without delays.
- ✓ **New SCADA system** requires considerable coordination with the SBR vendor and the existing facility systems. Early collaboration with the systems integrator to be actively engaged in the completion of the design process, working closely with the design team and Dawson to ensure the SBR controls and new SCADA system function as needed.
- ✓ **Engage the Commissioning Agent at the outset of the project** and schedule regular commissioning meetings attended by the owner, design team, Dawson, and key subcontractors. These meetings serve as an opportunity to discuss issues at hand which could impact the Building Commissioning and review progress on completion of the pre-commissioning processes.

APPROACH TO TRANSPARENT, OPEN BOOK PRICING

Open book pricing relies on transparency and collaboration from the beginning of the preconstruction phase. CBJ will have a complete outline of fees and resources that we believe are required to manage this project. Our Construction estimates are based on the actual cost of work— meaning labor, materials, expenses, and equipment rates that are detailed within the proposal.

PROJECT UNDERSTANDING

CBJ will have a complete view of all trade packages and can review the comprehensive budget. Dawson will work with the owner and designer to find cost saving measures throughout the project. Additionally, the team can look to make additions or enhancements to the project. This process results in a transparent cost proposal and provides the owner with a comprehensive and final estimate. Once construction begins, Dawson will provide monthly job cost accounting and summary reports along with our monthly pay estimates. This will allow the owner to remain fully informed throughout construction.

PRICE PROPOSAL

Pre-Construction Phase Services Price Proposal does not include the system integrators estimate of pre-construction costs. **Refer to form included in Appendix and attachment following.**

- ✓ **General Conditions of the Contract.** We have provided the rates associated with the General Conditions.
- ✓ **Bonds and Insurance.** Performance and Payment Bonds will be billed at 0.7% of the Contract Value. Liability Insurance will be billed at 1.00% of the contract value.
- ✓ **Labor Burden.** Labor Rates are shown in the table to the right. Overtime will be billed at time-and-a-half.
- ✓ **Overhead.** 6% fixed fee will be charged to the cost of the work for Profit and Overhead.

ROLE	HOURLY RATE
Construction Manager	\$140
Project Manager	\$110
Project Engineer	\$85
Project Administrator	\$65
Superintendent	\$130
Carpenter	\$98
Laborer	\$90

*Profit Margin included in overhead above.
Labor rates shown in the table to the right.*

*IT Systems will be billed at a rate of 0.60% of the Contract Value.
Project Safety & Quality will be billed at a rate of 0.40% of the Contract Value.*

CONTINGENCIES, ALLOWANCES AND OPTIONS

Dawson will work with CBJ to establish the size and allocation of Contingencies, Allowances and Options.

- ✓ Allowances are used early in design to manage the undefined. As design progresses, more definition is added and certainty in cost increases; the allowance is converted to an actual estimated cost (budget).
- ✓ Estimate Contingency is used to manage the unknowns during design. Dawson will estimate the true cost of work as we understand it, and use the design contingency for the unpredictable (i.e., cost escalation, ambiguities, development of design, etc.). This contingency will not carry forward into construction. Recommended range 5-7%.
- ✓ CMAR Contingency is used during construction to cover potential buyout errors, scope gaps, trade coordination issues, overtime, or schedule acceleration, or other issues that may be within the contractor's control. Recommended range 5-7%.
- ✓ Bid Alternates are used to allow the owner to add scope or quality. This is another tool that allows the owner to maximize scope within budget.

VALUE ENGINEERING AND ANALYSIS

Value Engineering (VE) is an ongoing process throughout preconstruction. VE ideas will be logged, estimated to a Rough Order of Magnitude (ROM) and determined by the project team if they are to be incorporated into the design. In addition to ongoing VE efforts, Dawson will lead formal VE reviews at 65% and 95%.

CONSTRUCTABILITY REVIEWS

Constructability reviews are an ongoing process with the intent to minimize trade coordination and construction issues during construction.

RISK MANAGEMENT PROCESS: BUILDING QUALITY INTO DESIGN

- ✓ Sequencing and phasing
- ✓ Site utilization
- ✓ Coordination and interface points between trades
- ✓ Building envelope review
- ✓ Mechanical and electrical systems
- ✓ Verify specified materials/systems match the skillset of available labor
- ✓ Design discipline coordination
- ✓ Grading and drainage
- ✓ Feasibility reviews

PROJECT UNDERSTANDING

Dawson's "Quality Control Gate" process ensures a high quality design, resulting in less risk during construction. We have developed this process to ensure all members of the CMAR team are on the same page. We evaluate every potential option and/or material, and choose the design that will deliver the best value for CBJ.

PROACTIVELY IDENTIFYING AREAS OF RISK

Successful projects are a result of creating such an effective risk management strategy that the known risks become opportunities when proactively managed. The major risks we see on this project relate to maintaining seamless operations during construction for the existing facility, material procurement, cost escalation, and unforeseen conditions.

PRECONSTRUCTION SCHEDULE

The CPM will include the preconstruction schedule and will be developed with input from CBJ and design team and will be managed by Dawson and updated and distributed at regular intervals.

CONSTRUCTION SCHEDULE

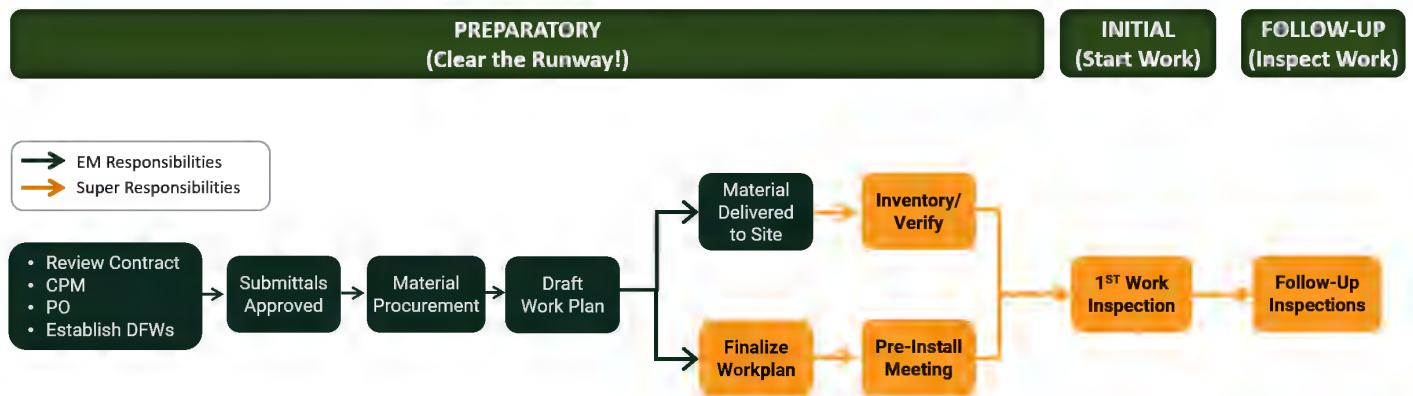
The Critical Path Method schedule will be created during preconstruction and as noted above will include preconstruction activities. The schedule will be updated, and progress reported monthly throughout the project.

The schedule is a dynamic document and will be refined as design is updated, as subcontractor and supplier input is received, and construction progresses. **Refer to Appendix for Sample Schedule from a similar project for reference.**

QUALITY ASSURANCE/QUALITY CONTROL PROGRAM

Quality Assurance and Quality Control (QA/QC) will be integral with the constructability reviews. Dawson's QA/QC program for construction is modeled after the U.S. Corps of Engineers QA/QC three phase program: initial, preparatory and follow-up phase as illustrated below. Three phases of QC will be applied to each Definable Feature of Work.

Quality Program Workflow



POTENTIAL SUBCONTRACTORS

- ✓ **SYSTEMS INTEGRATOR: RMC Engineering Services** 125 Mill Street #15, Juneau, AK 99801
Past Partnerships: Juneau Biosolids, Prince William Sound Science Center, Sitka Critical Water Supply (ongoing)
- ✓ **ELECTRICAL SUBCONTRACTOR: Chatham Electric** 2457 Brandy Lane, Juneau, AK 99801
Past Partnerships: Hoonah WWTP, Sitka WWTP, Juneau Biosolids and 16 partner projects since 2016
- ✓ **MECHANICAL SUBCONTRACTOR: Inside Passage Mechanical Contractors** 3000 Vintage Boulevard, Juneau, AK 99801
Past Partnerships: Hoonah WWTP and 22 partner projects since 2017

LOCAL JUNEAU PROPOSER REQUIREMENTS PER SECTION 7.0

Dawson meets CBJ's Purchasing Ordinance 53.50, Section 53.50.010.

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- ✓ **Resumes**
- ✓ **Bonding Letter**
- ✓ **Audited Financial Statements**
- ✓ **Price Proposal**
 - Proposed CMAR's Pre-Construction Services Fee**
 - System Integrator's Price Proposal**
- ✓ **Sample Schedule from Similar Project**



CHAD MCGRAW

CONSTRUCTION MANAGER

25 YEARS EXPERIENCE IN PROJECT MANAGEMENT

EDUCATION/CERTIFICATIONS

University of Alaska, B.B.A.
Business Administration
Juneau, AK

REFERENCES

Hoonah SBR Project
Dennis Gray
City of Hoonah
T: 907.957.2948

Sitka UV Facility
Rebecca Venot
CRW Engineering
T: 907.646.5673

Sitka WWTP Upgrade
Garrett Burtner
McG Explore Design
T: 907.317.5059

QUALIFICATIONS

Chad brings **extensive knowledge of work in Southeast Alaska** and has relationships with local subcontractors and labor force. His expertise in logistics and early procurement of materials and equipment leads to cost savings and schedule certainty of his projects. During preconstruction, Chad is an expert at brining value to his projects by emphasizing a realistic front end budget with no surprises. This approach is accomplished by identifying materials and methods which provide savings, without reducing scope. His communication skills provide a solid foundation for team building and collaborative work, ensuring all team members understand the client's goals.

Chad manages CMAR projects as an Estimator Manager. This means he not only works through the estimating portion of the project but also manages both pre-construction and construction. Chad has completed \$36 Million in Water/Wastewater projects and **\$58 Million in CMAR projects** over the last seven years. **See Relevant Projects page for project experience.**

BY THE NUMBERS:

25

YEARS OF PROJECT MANAGEMENT EXPERIENCE

\$36M

WATER/WASTEWATER PROJECTS IN LAST SEVEN YEARS

\$58M

CMAR PROJECTS IN THE LAST SEVEN YEARS

*"Dawson performed exceptionally well on this challenging project. Dawson's staff included: Chad McGraw/Project Manager, and Jim Rogers/Mechanical Administrator... I recommend Dawson to any party seeking a capable general contractor that can perform in challenging conditions. Both projects provide critical infrastructure to the community of Kake. **Dawson faced multiple challenges: a remote site, transportation limited to barge and aircraft, handling of contaminated soils, bedrock excavation, installation of pipelines under a road and through an active marine facility, and a limited local labor force. Dawson's proactive attitude helped keep the project on schedule and in budget. As noted above, I recommend Dawson Construction to any party seeking an outstanding contractor.**"*

--Karl Reiche, Alaska Energy Authority (AEA),
for the Kake Bulk Fuel and Rural Power System project



JIM ROGERS

SUPERINTENDENT

33 YEARS AS SUPERINTENDENT

CERTIFICATIONS

Journeyman Plumber
License (AK and WA)

Alaska Mechanical
Administrator License

REFERENCES

John Kleinegger
Ketchikan Public Utilities
T: 307.228.2441

Joe Swain
Sitka Water & Wastewater
Department
T: 907.747.1895

Greg Jones
GV Jones and Associates
T: 907.346.4123

QUALIFICATIONS

Jim Rogers has over 45 years of mechanical and plumbing experience, and is our **go-to superintendent for projects with complex process piping requirements in Southeast Alaska**. At Dawson, Jim has completed 9 treatment plants in addition to dozens of projects involving process piping, water intake, and other complex mechanical systems. He is able to identify potential risks to the work and schedule before they negatively impact the project, provide mitigation recommendations and keep production on track. Jim has worked on over \$36 Million in Water/Wastewater projects and **\$87.4 Million in CMAR projects** over the last seven years. **See Relevant Projects page for project experience.**

BY THE NUMBERS:

45

YEARS OF MECHANICAL AND PLUMBING EXPERIENCE

\$36M

WATER/WASTEWATER PROJECTS IN LAST 7 YEARS

\$87.4M

CMAR PROJECTS IN LAST SEVEN YEARS

"Jim Rogers and the Dawson team demonstrated expert organizational strength alongside outstanding foresight in the execution of this complex two million dollar demolition and replacement project... During the process Jim Rogers, Dawson's Superintendent, demonstrated exemplary knowledge and skill especially pertaining to pre-planning and reconciling existing conditions against the design plan. His aptitude for creative problem-solving helped to navigate the project through unforeseen issues and minimized costly delays. Jim's unique understanding of complex systems coupled with his detail conscious nature helped with the coordination and planning of MEP systems setting the project up for success once construction got underway."

--Steve Merkel, SEARHC
for the Mt. Edgecumbe Hospital ER Replacement Project

RESUME: RELEVANT PROJECTS

RELEVANT PROJECTS CHAD WAS ASSOCIATED WITH:

PROJECT	YEAR	COST	CMAR & ALTERNATE DELIVERY	TREATMENT PLANT
Prince William Sound Science Center Seawater Pumphouse - Cordova, AK	2022	\$5M	✓	
Seward Animal Shelter- Seward, AK	2022	\$1.8M	✓	
Prince William Sound Science Center- Design/Build - Cordova, AK	2022	\$16.2M	✓	
Central Peninsula Hospital PH VI OB Cath Lab - Soldotna, AK	2021	\$27M		
City and Borough of Sitka WWTP Upgrades - Sitka, AK	2021	\$7.6M		✓
City of Hoonah Sanitations Facility - Hoonah, AK	2021	\$10.9M	✓	✓
Yakutat Health Center - Yakutat, AK	2020	\$14M	✓	
Kake Bulk Fuel & Rural Power Systems- Kake, AK	2018	\$6.7M	✓	
Sitka UV Disinfection Facility - Sitka, AK	2016	\$5.8M		✓
Metal Building Systems Two-Point Chlorination Facility - Ketchikan, AK	2015	\$104,230		✓

RELEVANT PROJECTS JIM WAS ASSOCIATED WITH:

PROJECT	YEAR	COST	CMAR & ALTERNATE DELIVERY	TREATMENT PLANT
City of Hoonah Sanitations Facility - Hoonah, AK	2021	\$10.9M	✓	✓
Solomon Gulch Hatchery Pumping/Degassing System - Valdez, AK	2019	\$871,086	✓	
Kake Bulk Fuel & Rural Power Systems- Kake, AK	2018	\$6.7M	✓	
MWWTP Biosolids Dryer Facility - Juneau, AK	2018	\$16.9M	✓	✓
SEARHC Mt. Edgecumbe ER Replacement - Sitka, AK	2018	\$2.2M	✓	
Cordova Water Treatment System LT2 Upgrades - Cordova, AK	2016	\$2.5M		✓
Ketchikan Shipyard Improvements - Ketchikan, AK	2015	\$45M	✓	
Sitka UV Disinfection Facility - Sitka, AK	2015	\$5.8M		✓
USCG Fast Response Cutter Homeport Upgrades - Ketchikan, AK	2015	\$15M	✓	
Whitman Lake Hydroelectric Project - Ketchikan, AK	2014	\$18.2M	✓	

APPENDIX: LETTER FROM BONDING AGENT



HUB International Limited

PO Box 3018
Bothell, WA 98041
P: (425) 489-4500
F: (425) 485-8489

www.hubinternational.com

August 16, 2022

Attn: Caleb Comas
City & Borough of Juneau
155 South Seward Street
Juneau, AK 99801

Re: Dawson Construction, LLC
MWWTP SCADA Upgrades
Projected Value \$9,000,000

Dear Caleb:

This letter serves to confirm that Travelers Casualty and Surety Company of America handles the bonding needs of Dawson Construction, LLC and their affiliate.

Please be advised that Dawson Construction, LLC and their affiliate have been pre-qualified by Travelers Casualty and Surety Company of America for performance and payment bonds in excess of [REDACTED] single bonding capacity and [REDACTED] of aggregate bonding capacity. It is understood, of course, that any arrangement for performance bonds is a matter between Travelers Casualty and Surety Company of America and their subsidiaries and we assume no liability to the third parties or to you if for any reason we do not execute said bonds.

We do not hesitate in our strong recommendation of Dawson Construction, LLC and their affiliate, their ability, and professionalism. Should you have any questions, please feel free to contact me at (425) 489-4500.

Sincerely,

HUB International Northwest, LLC

Theresa A. Lamb

Theresa A. Lamb

APPENDIX: AUDITED FINANCIALS

For password on audited financial statements PDF for the past 3 years please contact Todd Rawls, CFO at 360.201.4514.

Uploaded files are titled as follows:

Dawson Construction LLC_2019-2018 FS.pdf

Dawson Construction LLC_2021-2020 FS.pdf

00 42 13 - PRICE PROPOSAL FORM— PRE-CONSTRUCTION PHASE SERVICES FEE

CONSTRUCTION MANAGER AT RISK (CMAR) PROJECT

MWWTP SCADA UPGRADES

Contract ID: RFP MR E22-278

ARTICLE 1 – PRICE PROPOSAL RECIPIENT

1.01 This Price Proposal is submitted to:

City and Borough of Juneau (CBJ)
ENGINEERING DEPARTMENT
Marine View Center – 3rd Floor
230 South Franklin Street
Juneau, Alaska 99801

1.02 The undersigned Proposer proposes and agrees, if this Price Proposal is accepted and OWNER awards the CMAR contract to Proposer, to enter into the CMAR contract with OWNER in the form included in the RFP Documents, to perform all Work as specified or indicated in the RFP Documents for the prices and within the times indicated in this Price Proposal and in accordance with the other terms and conditions of the RFP Documents.

ARTICLE 2 – PROPOSER’S ACKNOWLEDGEMENTS

2.01 Proposer accepts all of the terms and conditions of the Request for Proposals, including without limitation those dealing with the disposition of Price Proposal security. This Price Proposal will remain subject to acceptance for 30 days after the Price Proposal opening, or for such longer period of time that Proposer may agree to in writing upon request of OWNER.

ARTICLE 3 – PROPOSER’S REPRESENTATIONS

3.01 In submitting this Price Proposal, Proposer represents that:

A. Proposer has examined and carefully studied the RFP Documents, and any data and reference items identified in the RFP Documents, and hereby acknowledges receipt of the following Addenda:

<u>Addendum No.</u>	<u>Addendum Date</u>
<u>One</u>	<u>August 9, 2022</u>
<u>Two</u>	<u>August 25, 2022</u>
<u>Three</u>	<u>August 30, 2022</u>
<u>N/A</u>	<u>N/A</u>

B. Proposer has visited the Site, conducted a thorough, alert visual examination of the Site and adjacent areas, and become familiar with and satisfied itself as to the general, local, and Site conditions that may affect cost, progress, and performance of the Work.

C. Proposer is familiar with and understands all applicable requirements of federal, state, and local laws, ordinances and regulations now in force, including safety, environmental,

MWWTP SCADA UPGRADES

Contract ID: RFP MR E22-278

EJCDC® D-425 (modified for this project), Price Proposal Form (Pre-Construction Phase Services)—CMAR Project.

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00 42 13 - PRICE PROPOSAL FORM— PRE-CONSTRUCTION PHASE SERVICES FEE

immigration, and security enactments, or which may be subsequently enacted that may affect cost, progress, and performance of the Work.

- D. Proposer has considered the information known to Proposer itself, and to members of Proposer's CMAR team; information commonly known to design professionals, CMAR firms, and contractors doing business in the locality of the Site; information and observations obtained from visits to the Site; the RFP Documents; and the Site-related reports and drawings (if any) identified in the RFP Documents or otherwise made available to Proposer, with respect to the effect of such information, observations, and documents on (1) the cost, progress, and performance of the Work; (2) the project design; (3) the means, methods, techniques, sequences, and procedures of construction to be employed by Proposer; and (4) Proposer's safety precautions and programs.
- E. Proposer agrees, based on the information and observations referred to in the preceding paragraph, that no further examinations, investigations, explorations, tests, studies, or data are necessary for the preparation of its Proposal for performance of the Work at the prices stated and within the times required, and in accordance with the other terms and conditions of the RFP Documents.
- F. Proposer is aware of and understands the general nature of work to be performed by OWNER and others at the Site that relates to the Work as indicated in the RFP Documents.
- G. Proposer has given OWNER written notice of all conflicts, errors, ambiguities, and discrepancies that Proposer has discovered in the RFP Documents, and confirms that the written response from OWNER is acceptable to Proposer.
- H. The RFP Documents are generally sufficient to indicate and convey understanding of all terms and conditions for the performance and furnishing of the Work.
- I. The submission of this Price Proposal constitutes an accurate representation by Proposer that Proposer has complied with every requirement of this Article, and that without exception the Price Proposal and all prices in the Price Proposal are premised upon performing and furnishing the Work required by the RFP Documents.

ARTICLE 4 – PROPOSER'S CERTIFICATION

4.01 Proposer certifies that:

- A. This Price Proposal is genuine and not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any collusive agreement or rules of any group, association, organization, or corporation;
- B. Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false Price Proposal;
- C. Proposer has not solicited or induced any individual or entity to refrain from submitting a Price Proposal; and
- D. Proposer has not engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the Contract. For the purposes of this Paragraph 4.01.D:
 - 1. "corrupt practice" means the offering, giving, receiving, or soliciting of anything of value likely to influence the action of a public official in the bidding process;

00 42 13 - PRICE PROPOSAL FORM— PRE-CONSTRUCTION PHASE SERVICES FEE

2. “fraudulent practice” means an intentional misrepresentation of facts made (a) to influence the proposal process to the detriment of OWNER, (b) to establish prices at artificial non-competitive levels, or (c) to deprive OWNER of the benefits of free and open competition;
3. “collusive practice” means a scheme or arrangement between two or more Proposers, with or without the knowledge of OWNER, a purpose of which is to establish prices at artificial, non-competitive levels; and
4. “coercive practice” means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the proposal process or affect the execution of the Contract.

ARTICLE 5 – BASIS OF PRICE PROPOSAL

- 5.01 Proposer will complete the Work in accordance with the Contract Documents for the following price:

Work	Compensation Method	Amount
Construction Manager services in the Pre-Construction phase	Lump Sum (Stipulated Price)	\$ 45,000

00 42 13 - PRICE PROPOSAL FORM— PRE-CONSTRUCTION PHASE SERVICES FEE

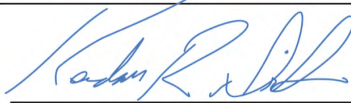
ARTICLE 6 – PRICE PROPOSAL SUBMITTAL

PROPOSER:

Dawson Construction, LLC

By:

Signature:



Printed name:

Kendall Nielsen, President

(If Proposer is a corporation, a limited liability company, a partnership, or a joint venture, attach evidence of authority to sign.)

Attest:

Signature:

N/A

Printed name:

N/A

Title:

N/A

Submittal Date:

August 31, 2022

Address for giving notices:

405 32nd St.

Suite 110

Bellingham, WA 98225

Telephone Number:

360-756-1000

Fax Number:

360-756-1001

Contact Name and e-mail
address:

Chad McGraw

cmcgraw@dawson.com

Proposer's License No.:

Business License No. 1036873 and Contractors License No. 111528

MWWTP SCADA UPGRADES
Contract ID: RFP MR E22-278

EJCDC® D-425 (modified for this project), Price Proposal Form (Pre-Construction Phase Services)—CMAR Project.
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**CONSENT RESOLUTION OF
THE MANAGER OF
DAWSON CONSTRUCTION, LLC**

The undersigned, being the sole Manager of Dawson Construction, LLC, a Washington limited liability company (the "Company"), hereby unanimously consents, in lieu of notice and meeting, to the following resolution:

RESOLVED, that Peter Dawson, Kendall Nielsen, Todd Rawls, Jeremy Carroll, Ryan Binning, Chris Gilberto or Brian Murphy are each hereby authorized and appointed to execute any and all contract bid documents, including but not limited to bid proposals, contracts, bid and performance bonds, and any other documents obligating the Company for the performance of construction contracts in the states of Alaska and Washington on behalf of Dawson Construction, LLC.



Pete Dawson, Manager

May 25, 2021

Date



RMC Engineering Services, LLC
Vince McElmurry
PO Box 240005
Douglas, AK 99824-5534
vince@rmces.com

August 31, 2022

Attn: Bidding Contractors

Subject: RFP #MR E22-278 - Construction Manager at Risk (CMAR) for the MWWTP SCADA Upgrades

Contractors:

RMC Engineering Services LLC appreciates the opportunity to assist you on the design of the proposed MWWTP upgrades. It is our understanding the design will consist of the working with the owner, design team, and contractor to bring the 65% drawings to bid ready documents. Additionally, it is our understanding RMC will provide system integrator and control systems engineering to help develop a plan to migrate the existing controls to a modern control system.

RMC's scope of control engineering services for phase 1.

- Participate in progress meetings
- Assist with project execution and management plan
- Review of control system drawings at 65% and 95%
- Assist with preparing construction schedule
- Assist with preliminary construction plan
- Assist with outlining risk management workshop
- Assist with developing GMP pricing
- Participate in workshops to reconcile GMPs

The services will be performed on a lump sum basis.

We look forward to working with you.

The cost for the above scope of work:

\$30,000.⁰⁰

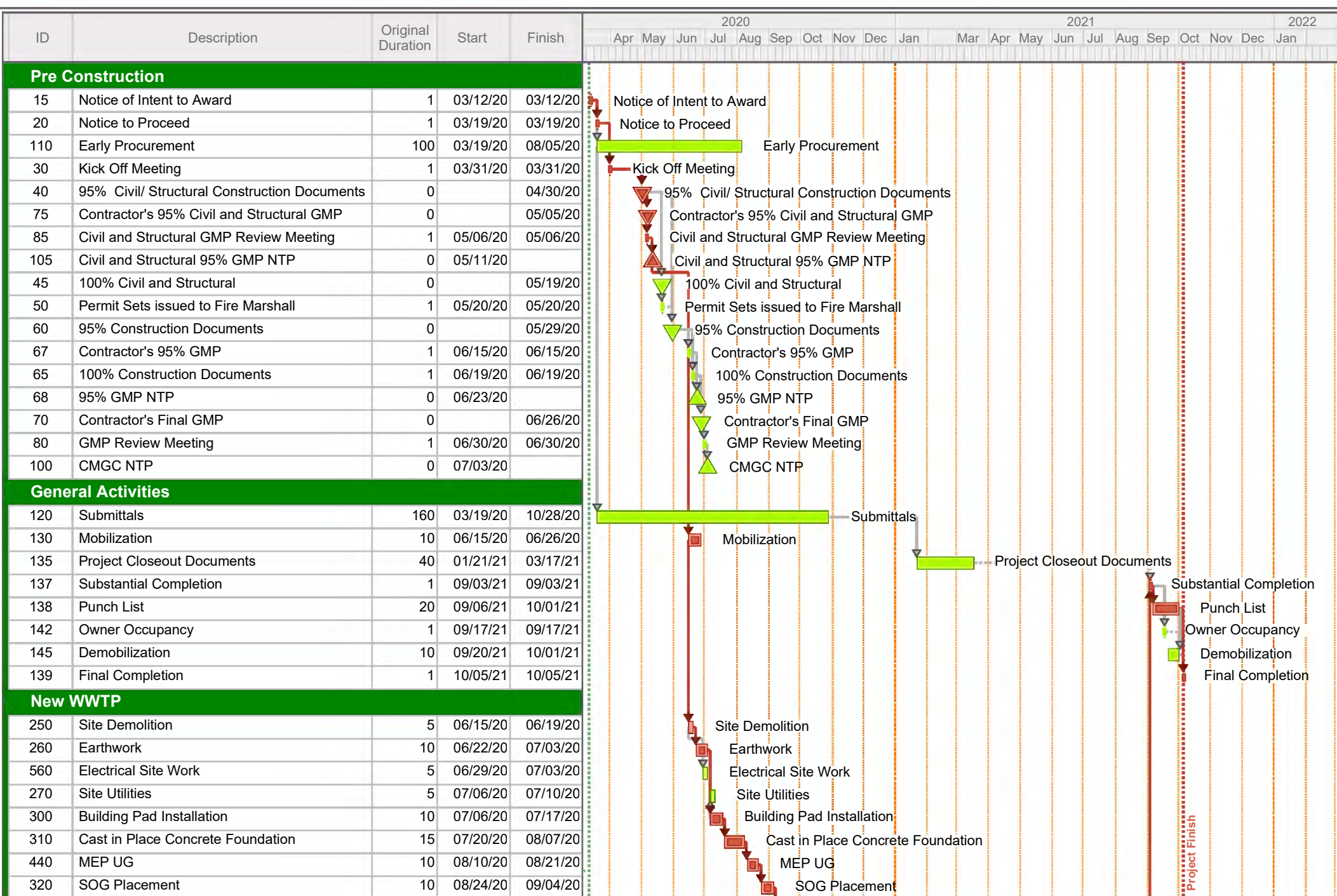
Billing Rates

Principal Engineer	\$ 165/hr
Drafter	\$ 120/hr

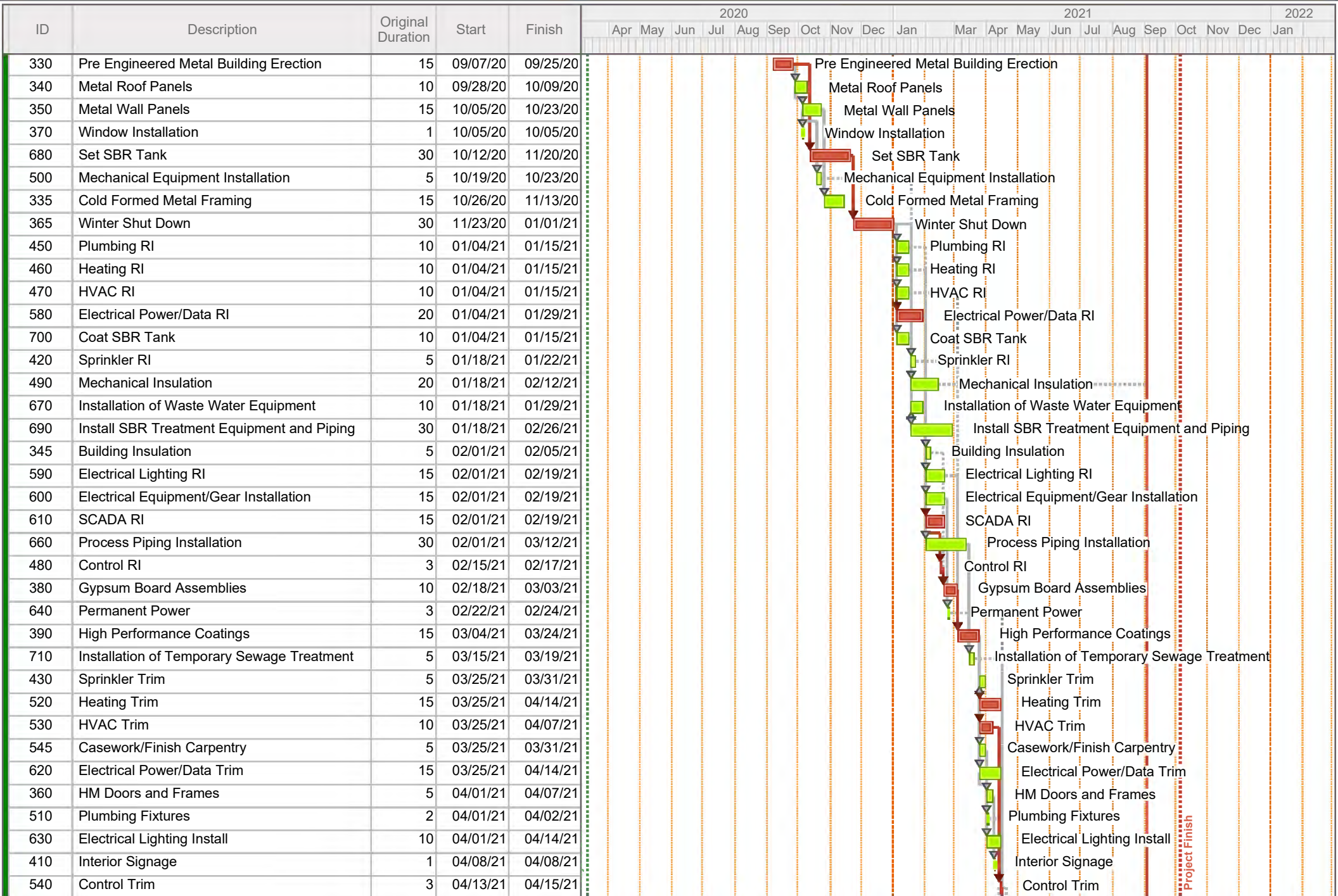
Sincerely,

Vince McElmurry

Vince McElmurry
RMC Engineering, President



Start Date: 03/12/20
 Finish Date: 10/05/21
 Data Date: 03/02/20
 Run Date: 06/14/20



Start Date: 03/12/20
 Finish Date: 10/05/21
 Data Date: 03/02/20
 Run Date: 06/14/20

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