

HART CROWSER STATEMENT OF QUALIFICATIONS

Hart Crowser and our teaming partner, DH, are pleased to provide the Spokane River Regional Toxics Task Force (SRRTTF or Task Force) with our qualifications and proposal for facilitation/administrative support and project management/coordination services as outlined in your April 26, 2018 Request for Qualifications and Proposal. Our team has the unique qualifications that you have requested for this project, including experience:

- ◆ Working with multi-stakeholder groups;
- ◆ Communicating complex technical information to non-technical parties;
- ◆ Developing and managing websites;
- ◆ Managing and coordinating with clients to complete project tasks;
- ◆ Writing grants and reports; and
- ◆ Providing clients with assistance for outreach and communications.

Our collective experience and skills, along with our local knowledge of Spokane River toxics issues and community connections, will provide a valuable resource to the SRRTTF as you transition into implementation of the 2016 Comprehensive Plan to reduce polychlorinated biphenyls (PCB) in the Spokane River.

Our team shares your vision to “...work collaboratively to characterize the sources of toxics in the Spokane River and identify and implement appropriate actions needed to make measurable progress towards meeting applicable water quality standards for the State of Washington.” We understand what a valuable resource the river is to our community and region. We will strive to become part of your team so that we can work seamlessly with the Task Force. Our primary points of contact live and work here in the Spokane region – a brief walk or drive away from Task Force members – and will be able to respond quickly to your needs.

About Our Team

Our team is comprised of two firms: Hart Crowser and DH. Hart Crowser will be the project manager for the contract, and will provide technical support to the Task Force and Workgroups. DH will provide meeting facilitation and coordination and manage project communications, including managing the SRRTTF website.

Hart Crowser

With offices in Spokane and elsewhere in Washington State, Oregon, Hawaii and Alaska, Hart Crowser provides environmental engineering, natural resource science and permitting, and geotechnical engineering services to support a wide range of private and public-sector clients. We were established in Washington in 1974 and have been providing our services to Spokane region clients for over 30 years. We

are familiar with the water quality, toxics, and other regulatory and technical challenges faced by the SRRTTF, and our staff has long experience sampling and studying toxics issues related to the Spokane River and in the Spokane Valley. Our local knowledge of Spokane River issues and challenges will be an asset to the Task Force; it will enable us to quickly come up to speed with technical issues the Task Force is facing and more easily coordinate with the Task Force's technical advisor, LimnoTech.

DH

Established in 1996, DH is recognized in Washington State and beyond for the results they help their clients achieve through facilitation, public relations, public affairs, brand strategy, and research. DH is a team of 25 experienced professionals who craft campaigns, programs and materials that raise awareness, educate consumers, and influence behavior. DH has coordinated and facilitated countless stakeholder meetings, managed meeting schedules and invitations, prepared agendas and messaging points for speakers, captured key themes important to stakeholders, and reported big ideas and action items to leadership.

The following sections describe our unique experience with similar projects, our project team (staff roles and individual qualifications), our project approach, and our estimated cost.

EXPERIENCE WITH SIMILAR PROJECTS

This section describes our team's unique experience that will help the SRRTTF achieve its goals and implement the Comprehensive Plan. We will highlight our combined team's facilitation and administrative support experience first, since those are the primary services required for this project. These services will be provided primarily by DH. We will then describe our project management and coordination experience, including technical support, which will be provided by Hart Crowser.

Facilitation and Administrative Support Services

For over 20 years DH has worked with Spokane area government agencies, businesses, non-profits and causes to communicate public issues to diverse audiences and stakeholders. DH's finger on the pulse of the business community is unmatched in Spokane—DH's team members serve and have served on over 40 boards including Greater Spokane Incorporated, Vision 2030, University District, Downtown Spokane Partnership, Spokane Young Professionals, and many more. DH staff members regularly work with elected leaders at the City of Spokane and Spokane County, as well as agencies like Spokane Regional Health District, Spokane Transit Authority and Spokane Regional Transportation Council. They also work with Tribal entities including the Kalispel Tribe of Indians and the Upper Columbia United Tribes.

We understand that SRRTTF stakeholders are diverse and will come to meetings with varying levels of knowledge about technical challenges, public outreach, and issues facing the river as well as varying opinions about how to find solutions. DH specializes in distilling complex technical information to make it accessible and compelling, and conveying it visually to broad audiences.

The following recent project examples show DH's track record of positive stakeholder engagement outcomes:

Washington State University Elson S. Floyd College of Medicine

January 2015 - December 2016

**Elson S. Floyd
College of Medicine**
WASHINGTON STATE UNIVERSITY

Washington State faces a serious physician shortage. Until 2015, the state's only medical school (in fact, the only medical school in a five-state region) had a monopoly on medical education. A 1917 state statute gave the University of Washington the exclusive ability to provide medical education. In 2014, when Washington State University expressed interest in starting a medical school, opposition from UW was fierce. A tough budget environment in the state raised questions about whether Washington could afford it. And citizens of the state had little or no understanding about the physician shortage, the need for medical education, or the economic benefit that could come from a second state-funded medical school. WSU retained DH to help direct a path for a new WSU medical school and DH led stakeholder relations in Spokane.

To change the 1917 law and secure funding from the legislature, WSU needed support from a collation of local community business leaders to engage elected leaders. DH amassed a group of over 30 CEOs and community influencers from across our region and branded the group "Leaders for a WSU Medical School".

The first step with stakeholders was to educate them about the physician shortage and how it affects rural and underserved communities. DH had to build a compelling case, supported by evidence, about why the State needed a new medical school and why it would be worth the investment required. Convening a series of engagement meetings, conference calls and one-on-one sessions, we worked with stakeholders and sought their feedback about how they could contribute and advocate for the medical school.

Perspectives and personalities varied amid the group since the issue was contentious, so DH was needed to moderate discussion and ensure all voices were given the opportunity to speak and be heard.

DH developed messaging and engagement planning for stakeholders that focused on creating vocal champions. DH built the group's external-facing website and collateral materials it used in its outreach efforts based on the key messages. DH also designed developed and supported a series of breakfast events designed to keep additional community leaders updated about WSU's efforts and progress, answer questions, and correct misperceptions in the community.

Relevance to this Contract

- Coordinated with a committee of stakeholders across the region
- Assisted with public outreach and messaging
- Built a website to aid public outreach and education
- Facilitated meetings between stakeholders
- Organized events for public outreach

In 2015 the Washington State legislature voted to change the 1917 law and allocated seed funding to allow WSU to pursue the development of a new medical school. The votes were an overwhelming show of local and statewide support for ending UW's monopoly on medical education. The groundswell of support created in Spokane, and around the state, fueled this outcome. Leaders for a WSU Medical School is still an active group and now focusses their attention on advocating for WSU's operating budget.

Palouse Basin Aquifer Committee

September 2017 – May 2018



The Palouse Basin Aquifer Committee (PBAC) is a voluntary, multi-jurisdictional group with the mission of ensuring a safe and sustainable supply of water for the future. The Palouse groundwater basin is the sole source of water for over 60,000 residents of Pullman, Washington and Moscow, Idaho and outlying areas in both Whitman County

(Washington) and Latah County (Idaho). Groundwater users also include Washington State University and the University of Idaho.

DH developed a communications plan for PBAC to help reach audiences with more readily understood information. Because PBAC has a collaborative, data-driven approach that heavily analyzes data, DH helped PBAC to inform the community about the region's future in a way that could be easily understood. The communications plan we developed gave context around data to make information accessible to help the community understand what it means for them.

Most recently, DH updated PBAC's visual identity, including building out a new website for them. The website is set to launch in July of 2018. Since partnering with PBAC, DH has also helped with their annual water report, which updates the community on the current status of the aquifer. Like with other messaging, DH helps with simplifying the message in order for the community to understand what the report means.

Relevance to this Contract

- Coordinated with a committee of stakeholders across state lines
- Assisted with public outreach and messaging
- Built a website to aid public outreach and education
- Helped convey technical information to non-technical parties

DH is also helping PBAC to identify who their key audiences are, their awareness level of the aquifer, and the desired action from them. This research is aimed to help PBAC communicate effectively with those impacted by the aquifer.

Other examples of DH's experience in these areas include the following projects:

Post Street Bridge Renovation – City of Spokane

- ◆ Wrote communications plan with various message delivery tactics.
- ◆ Communicated with key private and public stakeholders and coordinated Project Advisory Committee.

- ◆ Wrote communications collateral and digital tactics to convey updates to the public.
- ◆ Coordinated and promoted public engagement sessions.

Spokane Transit Authority, Central City Line – City of Spokane

- ◆ Wrote communications plan with various message delivery tactics to engage with multiple audience segments.
- ◆ Developed communications collateral and digital tactics to convey updates to the public – social media, website, presentation decks, video assets.
- ◆ Coordinated letters of support for project from community leaders.
- ◆ Created media relations story angles for the project.

WSU Elson S. Floyd College of Medicine – University District, Spokane

- ◆ Developed comprehensive stakeholder strategy to educate business and community leaders about the goal of establishing the state's second publicly funded medical school.
- ◆ Provided strategic counsel to client in navigating project controversies and implementing clear and ongoing communication tactics.
- ◆ Developed and supported business leader stakeholder group to support advocacy activities
- ◆ Developed community leader breakfast series to educate target audiences on the goals of the project and to create two-way dialogue with university leaders.
- ◆ Developed media and op-ed strategies, community presentation strategies and a paid traditional and digital media campaign.

Project Management and Coordination Services

As an engineering consulting firm, we actively manage projects daily. Hart Crowser strives to serve as an extension of our client's staff. Our staff members have experience working on a wide variety of projects with a very diverse clientele. We have honed our project management skills while providing our services to clients across Washington State including Kaiser Aluminum and the Washington Department of Ecology Toxics Cleanup Program/Eastern Regional Office.

Our projects vary in complexity from simple assessments with one or two subcontractors to complicated, multidisciplinary, multi-year projects requiring several contractors and subconsultants. Additionally, our projects often require us to interface with regulatory agencies, attend and present at public meetings, and negotiate with stakeholders and property owners. Hart Crowser project managers are well-versed in preparing scopes of work, plans, specifications, and bid packages; evaluating bids; coordinating field activities; and writing reports. Below are examples of projects that highlight our project management, stakeholder engagement, and negotiation abilities:

Technical Support to U.S. Forest Service for MTCA/CERCLA Cleanup of Holden Mine, Chelan County, WA (USFS, 2005-ongoing)

Hart Crowser has provided technical and public relations support to the Forest Service in its role as Lead Agency overseeing the \$500 million MTCA/CERCLA cleanup of this abandoned copper mine site in the North Cascades. As part of this work, we have provided a number of services relevant to the mission of SRRTTF, including:

- ◆ Prepared numerous technical documents designed for public review, including Proposed Plans, Record of Decision, and various fact sheets on the cleanup.
- ◆ Organized public meetings and hearings throughout Washington to present and receive comments on the proposed cleanup approach for the mine.
- ◆ Categorized and responded to over 2,000 public comments on the proposed plan and prepared an extensive Responsiveness Summary for inclusion in the Record of Decision.
- ◆ Incorporated diverse input from federal, state, local, tribal and private entities—including EPA, Ecology, U.S. Fish and Wildlife Service, Chelan County, Yakama Nation, and Rio Tinto—into the decision documents mentioned above.
- ◆ Facilitated weekly “Agency team” teleconferences for the past 5 years, including preparation of agendas, meeting minutes, and action items.
- ◆ Provided technical and negotiation support to the Natural Resources Trustees (Forest Service, USFWS, Ecology, and Yakama Nation) in their CERCLA Natural Resource Damage claim against Rio Tinto/Intalco.

Relevance to this Contract

- Preparation of “public-friendly” technical documents.
- Incorporation of diverse technical input from stakeholders and regulators.
- Facilitation of meetings/teleconferences.
- Support for public meetings and hearings.



Former Custom Plywood Site Remedial Investigation, Design, Permitting, and Cleanup, Anacortes, WA (Ecology, 2010-ongoing)

Since 2010, Hart Crowser has been Ecology's prime consultant at the Custom Plywood Site in Anacortes, Washington. The project, which is



being completed under the Puget Sound Initiative, involves remediation and restoration of the upland and aquatic areas impacted by the former Custom Plywood mill operations. We developed a phased interim action approach under MTCA and led cleanup and restoration of impacted upland, intertidal, and shallow subtidal habitats.

Hart Crowser has led and/or contributed to all phases of the public involvement process, whether presenting designs at public meetings or participating in public outreach events such as Trail Talks. We prepared Phase I plans and coordinated field activities and contractors. Our expertise in wetland mitigation and habitat enhancement helped facilitate discussions with regulatory agencies (federal, state, and local), tribes, and other stakeholders on critical regulatory approvals and public access, health and safety, and cost/practicability issues. This site has become a showcase project for Ecology and other state and local agencies.

Relevance to this Contract

- Coordinated work and obtained approvals from other public agencies (DNR, USACE, WFDW)
- Multidisciplinary with multiple subcontractors
- Supported stakeholder/PLP engagement for high profile project
- Award-winning showcase project for Ecology

“Hart Crowser has been instrumental in the success of this project not only from a technical standpoint, but also from their timely interaction with Ecology, their willingness to think outside of the box, and their ability to coordinate with multiple regulatory agencies and stakeholders. Overall, Hart Crowser has brought a very high level of expertise to the project process while being cost effective and maintaining project timelines and milestones.”—Hun Seak Park, Washington State Department of Ecology

Upper Columbia River Smelter Plume Characterization, Stevens County (Ecology, 2012-2013)

Hart Crowser planned and conducted a soil sampling program across a 20-square mile rugged forested area to characterize the extent of the atmospheric metal deposition plume from the Teck Cominco smelter in Trail, BC.

We investigated and documented atmospheric metal deposition and surface soil enrichment originating from the Teck Cominco smelter in Trail, BC to support Ecology’s cleanup process in this area. Our multidisciplinary team first analyzed soil and geology maps to identify appropriate sampling locations, created a GIS database, coordinated with numerous property owners to gain site access and property information, and conducted site reconnaissance. The project was logistically difficult and required coordinating with multiple subcontractors.

Relevance to this Contract

- Conducted project management and coordination for a large site with multiple stakeholders/property owners
- Performed a high-profile site investigation
- Supported Ecology with public involvement and stakeholder engagement
- Worked directly with property owners to gain site access

We then collected and analyzed surface and subsurface composite samples from more than 120 locations across miles of rugged forested lands in the northeastern corner of Washington approximately 2 miles from the Canadian border.

"I want to thank you all for pushing through challenges and obstacles to secure virtually all our field objectives for the uplands sampling. Not a cakewalk by any means. Your efforts are indeed appreciated."—John Roland, Ecology Project Manager

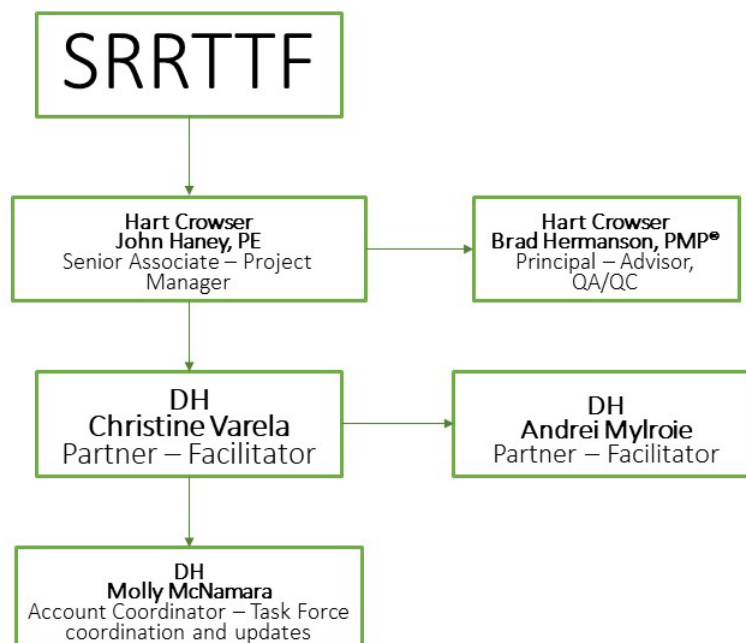
PROJECT TEAM

This section identifies the team members that will be involved in this project. We also discuss our proposed team organization and how it will interact with the SRRTTF. Team member qualifications are highlighted in this section and resumes are included in Attachment A. We believe that our unique local experience will set us apart from other candidates.

We envision a small team of dedicated folks (two members of Hart Crowser and three members from DH) will best serve the SRRTTF for the scope of services requested. The Hart Crowser members will consist of John Haney, who will manage the project, and Brad Hermanson, who will serve in an advisory role and as our Quality Assurance/Quality Control (QA/QC) Manager. Contact information for John and Brad is included on page 14.

The DH team members will consist of Christine Varela, who will be the primary meeting facilitator, Andrei Myloroie who will serve as a backup facilitator should Christine be unavailable, and Molly McNamara, who will lead Task Force communications, make web updates, coordinate logistics for meetings, and take meeting minutes.

One of our goals for this project is to have our team integrate with the SRRTTF team so we can serve as an extension of the Task Force. Under this model, information and tasks from the Task Force will flow to the Hart Crowser project manager (John Haney) and will then be acted upon or directed to the appropriate team member. Our conceptual organizational flow chart for the project is shown below:



Hart Crowser

With a staff of about 110, Hart Crowser has the resources to be responsive to our client's needs. Additionally, our Spokane office has the capacity to take on this project immediately and continue to work with the SRRRTF in the years to come.

Our project manager, **John Haney**, lives and works in the region and is involved in several local professional organizations like GSI, SINES, SME, and PNWIS. Both John and **Brad Hermanson** have managed hundreds of projects of varying complexity, many requiring stakeholder engagement, which makes them ideal candidates to help the Task Force implement their Comprehensive Plan.

Here are some additional details about John and Brad:



John Haney, PE, Senior Associate

Role: Project Manager

John Haney will lead this project from our Spokane office. John is a professional engineer licensed in the state of Washington, has over 18 years of experience, and has lived and worked in Spokane for the last 14 years. John has managed a wide variety of projects, including projects that require attending, presenting and leading public meetings with stakeholders. John has represented his clients at agency negotiations and in public forums on numerous occasions.

John has worked on several projects within and adjacent to the Spokane River including: cleanup of a former cement manufacturing plant (Holcim), several unique low-level PCB sampling studies at Kaiser Trentwood, several cleanups of Spokane River beaches for the Department of Ecology, and cleanup of contaminated soil at the Convention Center for the Spokane Public Facilities District. John's experience on these projects makes him well-suited to help the Task Force Workgroups implement their projects.



Brad Hermanson, Principal

Role: Project Support & QA/QC

John will be supported by Brad Hermanson, a professional engineer and project management professional (PMP®) with over 30 years of consulting experience, including 28 years addressing PCB contamination in river systems and uplands areas. Brad has been involved with issues related to water quality on the Willamette River in Portland for over 25 years. He was recently invited by EPA to serve on the steering committee for the Willamette River Watershed Toxics Reduction Task Force and very recently was invited to represent Oregon Business and Industry on its "Water Quality Select Group" in negotiations with Oregon Department of Environmental Quality staff members.

Brad's experience on similar issues on the Willamette River in Oregon makes him an ideal advisor to assist on this project. As a principal engineer, Brad also will provide QA/QC of any work products prepared by Hart Crowser.

DH

DH has 25 staff members. Because of their small size, they are able to develop large programs quickly, yet are small enough to be nimble, accessible, and easy to work with. DH believes collaboration is key, and regularly works directly with clients, within project teams, and with agencies and/or contractors. DH regularly serves as a subcontractor on broader projects and works well within a cohesive team. Facilitation and administrative support services will be managed by Christine, Andrei, and Molly.

Here are some additional details about the DH team:



Christine Varela, Partner

Role: Facilitator

Christine has formulated and led successful community engagement, public affairs, public relations, marketing and reputational strategies for a variety of transportation, health care and public policy clients. She has overseen community-wide public engagement initiatives for Spokane Transit Authority including open houses and presentations. For the City of Spokane, she led a stakeholder engagement process to help inform Riverfront Park's master plan. She has worked with the Washington State Association of Counties, City of Spokane, Spokane County, Greater Spokane Inc., Kalispel Tribe of Indians, and Jefferson Health Care to name a few. Christine helped WSU Spokane pursue the development of the state's second publicly funded medical school, by providing communication strategy and planning, media relations, and stakeholder relations with businesses and local government agencies. She has broad experience working in transportation related issues, including for the Spokane Transit Authority leading creative campaign planning for the award winning "Sleigh the Holidays" campaign in 2015 as well as supporting the public education campaign for the successful 2016 bond initiative.



Andrei Mylroie, Partner

Role: Facilitator

Andrei brings years of experience working with government agencies and the private sector to engage leadership and stakeholders in public issues and business strategy. He led DH through the public engagement and media relations campaign for the Lake Roosevelt Superfund designation project, earning support from statewide elected leaders and elevating the issue across Washington state. Andrei has facilitated public meetings for the Washington State Department of Transportation, Spokane Regional Transportation Council, the Washington State Department of Health, and businesses across the

Pacific Northwest. As the strategic lead for DH's Grant County PUD account, he helped craft a brand campaign to engage multiple stakeholder audiences across the county and distill complex technical information into compelling and accessible messages. He sifted through brand strengths and fractures in the client's reputation to inform communications campaigns rooted in business strategy.

Andrei is DH's leading brand strategist and regularly works with companies in the energy and utility space. He is a past speaker at the Washington State Public Utility District Association conference, where he has addressed leaders about communications trends relevant to the utility field.



Molly McNamara, Account Coordinator

Role: Task Force coordination and updates

At DH, Molly serves as an account coordinator, assisting and keeping track of details on a variety of accounts. Specifically, she has supported several research projects for different clients, often scheduling and interviewing up to 30 interviewees in different time zones. She excels at managing event and committee logistics, handling details and keeping projects organized and on track. Molly also runs social media platforms for several clients. This involves managing social pages on a day to day basis, curating content each month, and working with designers to create social graphics. She presents content to the client every month, and makes sure that each team member works together to produce an impactful end goal.

Molly will lead the ongoing communications to the Task Force, make web updates, and coordinate other logistics for meetings. She also will take notes during the facilitation of each full Task Force meeting.

PROJECT APPROACH

In our experience, successful projects require effective communication and follow-through. Our goal on this project is to help the Task Force implement the Comprehensive Plan and to provide our services in a seamless fashion so that working with the Hart Crowser/DH team is like working with your own staff. We understand that each Task Force stakeholder will have their own perspective and style, but it is our goal to learn how to best work with each stakeholder so that our services are effective at meeting the Task Force objectives.

Effective communication also means having productive meetings, clear email correspondence, website updates, and outreach to the broader community. Meetings should disseminate information in a timely fashion, update the Task Force on Workgroup activities, and allow time to focus on pressing issues. In the fast-paced world in which we live, it is also crucial to email vital information to stakeholders in a timely fashion and have regular updates to the SRRTTF website. DH will help facilitate meetings, manage email correspondence and the SRRTTF website, and assist with outreach to the community. Additional specifics about our project approach are included in the following sections.

Project Management and Coordination

We understand that key tasks for the project manager/coordinator will be to help Workgroup members complete tasks laid out in the Comprehensive Plan, track Comprehensive Plan progress, report regularly at Task Force meetings, and prepare a brief annual summary of the status of implementation activities. These key tasks also feed into agenda items that likely will be discussed during Task Force general meetings. Therefore, we plan to have our project manager attend each Task Force meeting to remain apprised of Task Force activities, assist with presenting status of Comprehensive Plan activities, and track action items discussed.

Our project manager also will coordinate with meeting facilitators to help prepare meeting agendas and update the facilitator on relevant project information pertinent to the meetings. Following our first full meeting, our team will evaluate Task Force processes and procedures and we will recommend management and process adjustments to promote efficiency and successful outcomes as needed. We will regularly reevaluate Task Force processes and procedures to optimize the function of the team as a whole.

The project manager will serve as a single point of contact for the Task Force members so that members can contact a single person to coordinate project activities if they choose. The project manager will then conduct tasks delegated by the Task Force or distribute tasks to the appropriate team member(s). However, we understand that different people have different work styles and we want Task Force members to accomplish tasks in the most efficient way possible. Therefore, if a Task Force member finds it easier to work directly with one of our team members rather than going through the project manager, we encourage that.

The project manager will regularly check in with Task Force Workgroups and assist as needed to coordinate projects, prepare scopes of work, coordinate with contractors, and maintain schedules. He also will coordinate with the Administration and Contracting Entity (ACE) for subcontracts and project deliverables. The Hart Crowser team also will be available to the Task Force to provide technical support, research, and project advice.

Meeting Coordination & Facilitation

DH will schedule meetings at least one month in advance so Task Force members can plan their schedules; the meeting venue also will be booked prior to announcing the meeting. At the time of invitation, meeting agendas and goals will be clearly articulated so attendees know what to prepare for and what they will be discussing.

DH has a track record of successful stakeholder engagement thanks to a honed process of managing stakeholders effectively. We anticipate the SRRTTF key stakeholders represent disparate audiences with varying perspectives and priorities around a given issue, and we will strive to manage the group as efficiently as possible and within the bounds of the Memorandum of Understanding (MOA) and subsequent addendums. DH will steer the Task Force to work in accordance with the intention of the MOA and subsequent addendums to the MOA, especially as it relates to decision-making protocols, dispute resolution, and verifying a quorum is in attendance at SRRTTF meetings where decision-making is anticipated.

DH works to manage expectations and behaviors from meeting attendees by clearly communicating the goals and agenda of each session in advance, as well as reviewing key ideas from previous sessions so stakeholders feel their perspectives are acknowledged. Moderators lay out discussion ground rules that attendees collectively agree on before discussion begins. DH facilitators are seasoned moderators who allow new ideas to rise from the group while keeping limited discussion time focused on the key themes being raised to avoid unhelpful tangents in conversation. Facilitators call on voices who may not be heard amid other more assertive voices and perspectives in the room and ensure all stakeholders have opportunities to weigh in during discussion.

Email Communications and Web Updates

DH will maintain a standardized email format that highlights key information so the Task Force can expect a consistent, clear, and concise collection of information to either scan or read in-depth as they have availability. DH will quickly update the project website with materials, once received, striving to ensure a 24-hour turnaround of uploads and updates to the site. DH also will manage the SRRTTF email lists for disseminating information.

Optional Tasks

Our team also is prepared to support the SRRTTF with additional communications efforts as needed, including:

- Grant Writing and Reporting
- Assistance in Outreach and Communications

Throughout the project, John Haney will check-in with key Task Force members to assess whether our services are being provided in an effective manner and to solicit comments for improvements. John also will manage the overall project schedule for the team.

ESTIMATED COSTS

Our estimated cost for the scope of services listed in the RFQ are presented in the table below. Key assumptions also are summarized. We will provide our services on a time and materials basis in accordance with our attached schedules of charges. Subcontractor costs will be charged at a 10 percent markup.

Cost Estimate

Item	Details/Assumptions	Estimated Annual Budget ¹	
		Low-end	High-End
Task I, a	Notetaking during meetings. Assumes 4 - 6 per year, half to full days in duration. Includes cleaning of key notes and summarizing major ideas, action items in follow-up memo	\$ 5,800	\$ 9,200
Task I, b	Secure meeting venues, and meeting coordination	\$ 1,360	\$ 2,040
Task I, c	Monthly maintenance of taskforce email lists	\$ 1,040	\$ 3,080
Task I, d	Post necessary meeting materials to Task Force website prior to and after each meeting. This estimate includes a web CMS handoff session to give DH access and any pertinent information.	\$ 1,360	\$ 2,040
Task I, e	Post necessary workgroup materials to Task Force website throughout the year as needed. Budget assumes no more than 2 hours each month for posting new materials	\$ 2,040	\$ 2,040
Task I, f	Emails to Task Force members regarding upcoming meetings, reports, requests for review and grant opportunities. Assumes 2 - 3 emails per month	\$ 11,240	\$ 11,240
Task II, a, b, c	We have assumed these tasks will take an average of 16 hours/month for the project manager (and minor local travel), 2 hours/month in support from the QA/QC manager, 2 hours/month for a project coordinator, and 2 hours/month for a drafter.	\$ 4,351	\$ 4,351
Task II, d	We have assumed these tasks will take an average of 16 hours/month for the project manager, 2 hours/month in support from the QA/QC manager, 2 hours/month for a project coordinator, and 2 hours/month for a drafter. Subcontracted services to coordinate with project managers for meeting agendas and stakeholder engagement logistics are estimated to be \$4,080	\$ 8,409	\$ 8,409
Task II, e	Estimated costs include facilitation of 4 - 6 Task Force meetings and meetings will be attended by the project manager (includes minor local travel).	\$ 14,297	\$ 26,592
TOTAL		\$ 49,897	\$ 68,992

¹ Low-end range assumes four half-day meetings per year, high-end range assumes 6 full-day meetings a year.

June 1, 2018

*Spokane River Regional Toxics Task Force
Proposal for Consulting Services*

Thank you for considering the Hart Crowser team for this project; we are eager to work with you to further your goals and help you implement your Comprehensive Plan. Please contact John Haney using the information below if you would like to schedule an interview or wish to further discuss project details.

Best Regards,



John Haney, PE Senior Associate; Spokane Regional Manager

D: 509.960.7422 **C:** 509.768.5861

Hart Crowser, Inc. | 505 West Riverside Avenue, Suite 205, Spokane, WA 99201

john.haney@hartcrowser.com



Brad Hermanson, PMP Principal; Manager, Environmental Sciences and Engineering

D: 971.808.5172 | **O:** 503.620.7284 x4121 | **C:** 503.341.6236

Hart Crowser, Inc. | 6420 SW Macadam Ave, Suite 100, Portland, OR 97239-3517

brad.hermanson@hartcrowser.com

ATTACHMENT A

Hart Crowser Resumes and Firm Rate Sheet

DH Resumes and Rate Sheet


HARTCROWSER

JOHN HANEY, PE

Environmental Engineer

EDUCATION

BS, Environmental Engineering, Montana College of Mineral Science and Technology, 1995

REGISTRATIONS

Professional Engineer (Environmental), WA, #43248

CERTIFICATIONS

40 Hour HAZWOPPER

OSHA (8-Hour) Hazwopper Refresher, January 20, 2004

First Aid, November 5, 2007

AFFILIATIONS

American Exploration and Mining Association (AEMA) Member

American Society of Civil Engineers (ASCE) Member

Air and Waste Management Association-Pacific Northwest International Section (AWMA-PNWIS) Past-President, former Board Director, and Member

Society of Mining, Metallurgy and Exploration Columbia Section Chairman, former Vice Chairman, member

John Haney is a professional engineer, with over 18 years of experience in environmental engineering and consulting. His experience includes conducting assessments of PCB-, petroleum-, metals-, hazardous waste-contaminated sites, and abandoned mine lands, preparing RI/FS, and preparing engineering plans and specifications (CSI format). He also has decommissioned UST systems, underground oil-pipelines, and plating facilities. He has extensive experience in well installation/decommissioning, groundwater monitoring, groundwater treatment, and facility decontamination/decommissioning. John has managed multiple consolidation and capping remediation projects, hydrogeologic studies, and groundwater monitoring programs.

REPRESENTATIVE PROJECT EXPERIENCE

Metals-Contaminated Beach Capping-Spokane River/Washington Department of Ecology/Spokane Valley, WA

John managed a multidisciplinary design and construction team to cap three metals-contaminated beaches along Spokane River. The purpose of the project was to protect recreational users and ecological receptors from accumulated metals-contaminated sediments at these popular beach sites downstream of the Silver Valley. The design team engineered gravel and cobble caps hydraulically stable enough to withstand the high energy annual spring flows often seen on the Spokane River. John's team conducted an analysis of each river reach, modeled and optimized various capping materials, prepared plans and specifications, assisted Ecology with contractor selection, and provided construction oversight during capping activities. The project was completed in 2011 and the caps have remained stable through multiple high-energy flow events.

Site Assessment, Groundwater Monitoring, RI/FS, and Remediation Design/Holcim (US), Inc./Spokane Valley, WA

John managed site assessment activities, developed a groundwater and surface water monitoring program, negotiated access and indemnity

agreements with adjacent property owners, performed remedial pilot testing, prepared an RI/FS and engineering plans and specifications for this cement-kiln dust landfill site located along the Spokane River. Contamination at the site extended into an adjacent public park which required coordination with

the City of Spokane Valley to assess and remove. John also represented Holcim at public meetings and agency negotiations.

Industrial Wastewater System PCB-Sampling and Source Removal/Kaiser Aluminum/Spokane Valley, WA

John led a program to find sources of PCB at the Trentwood facility and remove PCB mass from the wastewater system. The program included innovative flow measurements using Rhodamine WT dye and a fluorometer; collecting composite wastewater samples side-by-side with samples collected using semipermeable membrane devices (SPMD); and continuous low-level aquatic monitoring (CLAM) samplers. Flow and PCB data collected from various locations in the wastewater system were used to identify portions of the system contributing the greatest mass of PCB to wastewater.

Water Use Efficiency Audits for Commercial, Industrial and Institutional Development/City of Spokane/Spokane, WA

As Project Manager, John completed technical services associated with developing and implementing the City of Spokane's Water Use Efficiency Assessment program for commercial, industrial and institutional water users. Through this program, an element of the City's Water Stewardship Program, the City partnered with local businesses and institutions to promote responsible water resource use. The project elements included developing program goals and implementation strategies, program public relations communications, and assessment procedures. John then led the effort to conduct water assessments of major water users within the City. John assisted the City in selecting businesses to be assessed, led meetings with business partners, managed indoor and outdoor water use assessments, evaluated assessment results, developed reports, and coordinated with business partners to establish specific water reduction goals.

Convention Center Completion Project/Spokane Public Facilities District (SPFD)/Spokane, WA

John was project manager for Phase II Environmental Site Assessment and cleanup planning services for this site adjacent to the Spokane River. John compiled a comprehensive summary of previous site assessment data, identified data gaps, prepared a site assessment plan to fill data gaps, and oversaw implementation of the plan. He also developed project-specific specifications and planning documents for cleanup and monitored cleanup activities during construction.

Groundwater Monitoring and Annual Cap & Drainage Inspections, Anderson-Calhoun & Grandview Mine and Mill Superfund Sites/Blue Tee-Gold Fields/Leadpoint, WA

John worked with the client, EPA, and Ecology to prepare a Maintenance and Repair Plans for these former mine and mill sites. EPA constructed a tailings repository on site and capped the tailings with clay materials. John assisted Blue Tee with managing groundwater monitoring activities to verify performance of the remedy and semi-annual site inspection activities to observe and document the performance of the cap and drainage features. Maintenance challenges at the site included dealing with differential settlement of the cap constructed by EPA, poor vegetative cover, repair of washed out drainage ditches, constructing a security fence around the repository to decrease trespasser and vehicle traffic, and controlling noxious weeds. John also represented the client at public meetings.



HARTCROWSER

BRAD HERMANSON, PE, PMP

Principal Chemical and Environmental Engineer

EDUCATION

MBA, General Business,
University of Oregon

MS, Civil/Environmental
Engineering, Oregon State
University

BS, Chemical Engineering,
Oregon State University

REGISTRATIONS

Professional Engineer,
Chemical and Environmental,
Oregon
No. 12921PE

Project Management
Professional, No. 27694

Brad Hermanson is a chemical and environmental engineer and project management professional (PMP®). He is a Principal and Manager of Hart Crowser's Environmental Science and Engineering Business Unit. Brad has over 30 years of consulting experience as a project manager, program manager, and process engineer for industrial and government clients. He has provided project management, technical, and strategic expertise on over 60 federal National Priorities List (NPL) sites and over 20 State cleanup sites. He has managed or provided project management support on some of the most complex and controversial environmental projects in the Pacific Northwest, and was Director of Project Delivery and Quality for a 550-person consulting firm. Brad has been involved with issues related to water quality on the Willamette River in Portland for over 25 years. He managed the first remediation project on the Willamette River, the sediment capping and dredging project at PGE Station L, and later the Portland Harbor RI/FS Oversight Project. At EPA's request, he was recently invited to serve on the steering committee for the Willamette River Watershed Toxics Reduction Task Force, and more recently was invited to represent Oregon Business and Industry on its "Water Quality Select Group" in negotiations with Oregon Department of Environmental Quality staff members.

REPRESENTATIVE PROJECT EXPERIENCE

Public/Agency Meeting and Decision Process Assistance

- ◆ **Columbia River Channel Improvement Biological Assessment (BA) Reconsultation, Port of Portland, Lower Columbia River, OR and WA** – Brad facilitated discussions between resource agencies to resolve technical issues related to the effort to permit reconfiguration of the Columbia River navigation channel. He facilitated workshops in which the delivery strategy and plan for the report was developed and then executed.
- ◆ **Reynolds Metals/Alcoa NPL Site RD/RA Oversight, Troutdale, OR** – As project manager working as a consultant to EPA, assisted the EPA project management and public engagement staff in public meetings and the development of a draft ROD and other final decision documents for the site. As a consultant to Reynolds Metals, initiated negotiations with Department of Interior and facilitated discussions between Reynolds Metals and multiple resource agencies.
- ◆ **Suttle Road RI/FS/RD/RA, Rhodia Chemicals, Portland, OR** - Manager of the Rhodia (formerly Rhone-Poulenc Basic Chemicals) Facility RI/FS and remedial action, an Oregon DEQ Cleanup Site. Brad led negotiations with multiple environmental resource, city, and state agencies to secure

permits for the sediment cap that was successfully constructed. He assisted Rhodia with presentations at the public meetings discussing the remedies selected for the site.

Consulting Sediment NPL Site Expert Consulting and Litigation Services –Confidential Client and Location

For over five years technical and regulatory analyst, part of a small consulting team advising attorneys working on a large waterway on the east coast listed as a federal NPL site. Among his various activities, Brad organized and led a comprehensive effort to determine and prioritize key project risks so a full mitigation program could be developed to address prioritized risks and implemented portions of the risk management program. Brad's technical work has included analysis of existing data, including fingerprint and source evaluation, for a variety of organic and inorganic contaminants to determine potential sources of the contaminants. He has evaluated sediment sites across the nation to determine sources of release, primarily of polychlorinated biphenyls (PCBs), and established existing precedents.

Portland Harbor RI/FS Oversight – EPA Region 10, Portland, OR

For seven years Project Manager for the consulting team supporting EPA Region 10 on the project. The site, listed on the NPL in 2000, is a roughly 11-mile stretch of the lower Willamette River. It has undergone a Remedial Investigation/Feasibility Study (RI/FS) by a Potentially Responsible Party (PRP) group under EPA oversight. As a consultant to EPA, Brad's responsibilities included assisting the EPA in technical support, and identifying and managing teams that provided technical oversight or were involved in technical consulting as part of the government team. He led development of an overall project schedule that was used to inform EPA on project status and deadlines, and performed regular schedule analysis. He was an active member of the FS team, assisting EPA and Oregon Department of Environmental Quality (DEQ) in strategy development for the FS, and preparing for remedy selection.

Station L Sediment Cap Design and Remediation – Portland General Electric, Portland, OR

Manager of the design and construction aspects of a project that successfully remediated PCB-contaminated river sediments for PGE. Responsibilities included developing a contracting strategy, preparing prequalification and contract documents, assisting with contractor selection, and providing support services during remediation. Brad also developed technical options to remediate PCB-contaminated sediments in the Willamette River, monitored the efforts' effectiveness, and negotiated with Oregon DEQ. The project involved low-volume dredging of contaminated sediments and capping of the remediated area, a method not previously attempted for hazardous or toxic waste materials.

Ross Island Facility Permitting – Ross Island Sand and Gravel, Portland, OR

Administrative Project Manager for the permitting project on the Willamette River in Portland. Brad provided project management assistance on a critical project assisting Ross Island Sand & Gravel in obtaining facility permits under Section 404 of the federal Clean Water Act (CWA), certification under Section 401 of the CWA, Endangered Species Act (ESA) compliance approval. This fast-track project operated with critical milestones and required close project management. Brad was personally responsible for project and task planning, coordination between task leaders and client, status reporting and project control.

HART CROWSER RATE SCHEDULE

Staff	\$95
Sr. Staff	\$124
Project	\$143
Sr. Project	\$166
Numeric Modeler	\$176
Associate	\$185
Sr. Associate	\$204
Principal	\$228
Sr. Principal	\$252
Drafter	\$109
Project Assistant	\$90
Technician	\$86

DIRECT CHARGES

Auto Mileage	Current Federal Standard
Truck/Van Rental	\$95/day + 25¢/mile over 50
Subcontractors and Outside Vendors	Cost + 10%
Second and Third Shift Weekend and Holidays*	\$40/hr premium

The current Schedule of Laboratory and Field Charges for in-house laboratory services and field equipment rental and supplies is available upon request. All rates are subject to change without notice.

Preparation for testimony and appearance at depositions and testimony will be charged at 1.5 times the specified rate.

HC2017

CHRISTINE VARELA—DH

Partner, DH

Spokane, WA

September 2010 - present

- ◆ Provides sound counsel for clients, emphasizing strategic analysis, planning, and implementation
- ◆ Plans, manages, and executes high level public relations, communications, and integrated marketing strategies for regional and national clients
- ◆ Leads key initiatives for the firm, actively participating in the overall management

Director, Communications and Business Development, Deaconess Medical Center

Spokane, WA

2008 - 2010

- ◆ Responsible for leading all public relations, marketing, business development and strategic planning efforts for the hospital
- ◆ Led internal communications strategy and implementation after the hospital was acquired
- ◆ Led communications strategy through tenuous labor relations
- ◆ Oversaw strategic planning efforts during the acquisition and integration of Rockwood Clinic and its physicians

Director, Communications and Marketing, Empire Health Services

Spokane, WA

2004 - 2008

- ◆ Led a multi-discipline strategic communications team during a non-profit to for-profit hospital conversion process in a sale to the largest investor owned healthcare company in the country
- ◆ Directed service line and general image/brand marketing communications campaigns that increased public awareness of “Best Image and Reputation” by 12.3 percent in 18 months
- ◆ Implemented multi medium marketing campaign resulting in increased market share of one percent in one year

Education

- ◆ Accredited in Public Relations (APR) through PRSA, 2009
- ◆ Bachelor of Arts, 2003, Gonzaga University, Spokane, WA
- ◆ Associate of Arts, 2000, North Idaho College, Coeur d’Alene, Idaho

ANDREI MYLROIE – DH

Partner, DH

Spokane, WA,

1999 – present

- ◆ Develops overall marketing and communications strategy for clients, as well as playing an integral role in the firm's day-to-day business management
- ◆ Specific expertise in organizational positioning, branding, media relations and executive coaching
- ◆ Leads business development efforts for DH, one of the largest integrated public relations firms in the Northwestern U.S.

Team Manager, Trek/Volkswagen & Team Gary Fisher Mountain Bike Racing Teams

Spokane, WA

1994 – 1998

- ◆ Teams included the Olympic Gold Medalist, World Cup Champion, and World Champion
- ◆ Developing team infrastructure using the teams' 1.3-million-dollar budget
- ◆ Running the teams' day-to-day operations, including management of 10 athletes and 5 staff members
- ◆ Negotiating with team sponsors and race promoters
- ◆ Coordination of marketing, public relations, engineering and team needs
- ◆ Coordinating media/press conferences and athlete interviews
- ◆ Planning and execution of event operations
- ◆ Logistics coordination for all athletes, staff, and promotional and support vehicle
- ◆ Coordination with Volkswagen corporate offices and Volkswagen advertising agency, Arnold Communications

Community and Professional Involvement

- ◆ Global President of IPREX, 2017 – 2018
- ◆ DSP BID Board, 2012 – 2013
- ◆ Boys and Girls Club, Board Member 2007 – 2010

Education

- ◆ Bachelor of Science in Communications, 1993, University of Colorado, Boulder, CO

MOLLY MCNAMARA -- DH

Account Coordinator, DH

Spokane, WA

May 2017 – present

- ◆ Responsible for running social media for two separate clients; this includes content curation, coordinating with designers for social graphics, and collaboration with the client for approvals and revisions
- ◆ Contributes writing skills to Requests for Proposals for the company to obtain new clientele
- ◆ Using research skills for client work; this includes in-depth interviews, intercept interviews, focus groups coordination, and detecting consistent themes or patterns in the focus groups for the report

Intern, American Cancer Society

Spokane, WA

Spring 2017

- ◆ Planned an inaugural gala – Coaches vs. Cancer Game On
- ◆ Spearheaded the planning of the 2nd Annual Parking Lot Party, designed to thank volunteers, sponsors, and donors
- ◆ Prepared social media and event promotional materials
- ◆ Wrote auction ask letters, pitch letters, and compiled a media list for the organization

Education

- ◆ Bachelor of Arts, Gonzaga University
- ◆ Major in Public Relations, Minor in Promotions
- ◆ Gonzaga-in-Florence Study Abroad Program, Fall 2015
- ◆ President's List – 1 Semester
- ◆ Dean's List – 4 Semesters

DH 2018 Rates

Below you will find DH's standard hourly cost structure corresponding to team roles.

- ◆ Partner \$225.00
- ◆ Vice President \$200.00
- ◆ Account Director / Art Director \$170.00
- ◆ Account Executive \$150.00
- ◆ Account Coordinator / Designer \$135.00
- ◆ Crisis Rate \$300.00
- ◆ Administrative Operations Coordinator \$75.00
- ◆ Partner Day Rate \$1,600.00
- ◆ Staff Day Rate \$1,200.00