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| Project Charter | | | Version 01 |
| Project Name | Covington Creek Culvert Replacement | | |
| Sponsor/Client | City of Black Diamond | | |
| Project Number | | Date | May 19, 2020 |
| Project Manager | Scott Hanis | Email | shanis@blackdiamondwa.gov |

Charter Objective: The objective of the charter is to document the information as it is known at the beginning of the project – not to get into the planning itself. A good charter creates a summary of the project. It's a very succinct way of sharing good, concrete information about the project with individuals who have questions about the project later. The project charter is a short, 3-4 page document that allows us to have that initial discussion, before launching into detailed planning. It is also a tool to make sure we've brought everyone together and have them on the same page regarding what the project needs to be. It's a very important step to deal with stakeholder expectations.

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| Project Statement | <u>What</u> is the project? Provide a brief sentence or two about what the project is. |
| | The project includes design and construction for the replacement of three failing culverts between Lake Sawyer and Covington Creek underneath 224 th Avenue SE. The culverts and this portion of roadway will be replaced by a bridge which will allow for better salmon passage and eliminate risks to the roadway due to the chokepoint created by the culverts. |
| Need/ Justification | Why is it important to achieve the project scope, to be doing this project now? What is expected to be achieved by executing the project? This is a high level business justification. |
| | Lake Sawyer empties into Covington Creek through three failing culverts underneath 224 th Avenue SE. These culverts are rusted and are deteriorating. The culverts restrict flows, which increases the difficulty for salmon migration. With flows being restricted, there are concerns about protecting the roadway during a flood event. Replacing these culverts with a bridge will eliminate flow restriction and will protect the roadway. |
| | Black Diamond has explored several options for rehabbing/replacing these culverts, including installing a box culvert or lining the existing culverts to extend the useful life. The box culvert would not fit and would have created other difficulties with existing water and sewer utilities. Lining the existing culverts would have a minimal benefit to flows and would likely be challenged as it would not remove the fish passage barrier. An engineering study determined a bridge would be the best alternative for this location. The bridge option will eliminate the fish passage barrier, eliminate the potential of the roadway being washed out, and will not create any conflicts with existing utilities. This project will likely be the best option for getting through the permitting process and for addressing potential concerns of all stakeholders. |
| Objectives/ Deliverables | What will be the outcome of the project? What does the world look like when the project is done (what does DONE look like)? State the objectives to be SMART (Specific [clear & explicit], Measurable, Attainable, Relevant [what is the benefit gained] and Time-bound [completion date]). |
| | <ol style="list-style-type: none"> 1. The first stage will be to complete the design, create bid and contract documents, and have the project ready to solicit bids from contractors. Design work has been partially completed. Design should only take about four more months to complete and should be complete by the end of 2020. 2. During design, Black Diamond's consultant will procure the necessary permits from the Army Corps of Engineers (about six months from application to receiving the permit) and the Washington Department of Fish & Wildlife (about one month from application to receiving the permit), and submit a SEPA checklist (Black Diamond will be the lead agency). Obtaining these permits will occur alongside the design and should be ready before Black Diamond solicits bids for construction. 3. Construction of the project should not take more than two months. Black Diamond is targeting construction for late summer/early fall of 2021. This time of year is typically when Lake Sawyer and Covington Creek are at their lowest, which would minimize the |

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| | <p>amount of work that needs to be completed in the water. Construction at this time will also give extra time to the City in case complications arise in the permitting process.</p> <p>4. At project completion, the bridge will provide an unrestricted, natural creek bed underneath 224th Ave. SE, flows from Lake Sawyer to Covington Creek will no longer be restricted, the barrier to fish passage created by the culverts will be eliminated, and the risk of the roadway washing out at higher water levels will be virtually eliminated.</p> | | | | | | | | | | | | |
| Stakeholders | <p>A stakeholder is anyone who is involved, impacted, or perceives themselves as being impacted by a project. Who is the project sponsor? What other stakeholders have already been identified? We can do a more detailed stakeholder analysis later <u>but this lets people begin to raise awareness of stakeholders.</u></p> <ol style="list-style-type: none"> 1. Adjacent home owners (Mike Bertsch, Ken Dooley, Doug Lindblad) 2. City of Black Diamond 3. King County Flood Control District 4. Washington Department of Fish & Wildlife 5. Muckleshoot Indian Tribe 6. Army Corps of Engineers 7. Washington Department of Ecology 8. Covington Water District | | | | | | | | | | | | |
| Project Team Role and Responsibilities | <p>Who will be on the team? Are there some roles/responsibilities that need to be clarified now before the detailed planning begins? Are you clear on your responsibilities as the project manager?</p> <p>Core Team</p> <ol style="list-style-type: none"> 1. Scott Hanis – Project Manager 2. Seth Boettcher – Public Works Director/City Engineer 3. Dan Dal Santo – Utilities Superintendent and inspector <p>Additional Resources</p> <ol style="list-style-type: none"> 1. Parametrix Inc. – City’s engineering consultant providing design, bid documents, permitting assistance, and some inspections | | | | | | | | | | | | |
| High-Level Schedule | <p>List month & year for start and end of overall project and each phase of the project. May include key milestone dates if known.</p> <table border="0"> <tr> <td>Phase 1 (Preliminary Design) – Complete</td> <td></td> <td></td> </tr> <tr> <td>Phase 2 (Final Design and Permitting) –</td> <td>Start June 2020</td> <td>End December 2020</td> </tr> <tr> <td>Phase 3 (Construction) –</td> <td>Start August 2021</td> <td>End November 2021</td> </tr> <tr> <td>Phase 4 (Closeout) –</td> <td>Start November 2021</td> <td>End December 2021</td> </tr> </table> | Phase 1 (Preliminary Design) – Complete | | | Phase 2 (Final Design and Permitting) – | Start June 2020 | End December 2020 | Phase 3 (Construction) – | Start August 2021 | End November 2021 | Phase 4 (Closeout) – | Start November 2021 | End December 2021 |
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| Initial Assumptions | <p>What high-level assumptions have already been made about the project?</p> <ol style="list-style-type: none"> 1. The King County Flood Control District will cover costs for this project of \$2,293,500, which were approved in the 2020 Budget and CIP. 2. The City of Black Diamond will manage the project from design through completion. 3. Preliminary design, which was already completed and funded by a grant from the King County Flood Control District, will be the basis for final design and permitting. 4. Cost estimates and the amount in the CIP will be sufficient to cover all costs. 5. Stakeholders not already contacted will be contacted during design. 6. The City will obtain temporary construction easements from neighboring landowners for construction of this project. 7. The roadway will be completely closed during construction. | | | | | | | | | | | | |

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| Risks | <p>What are main high-level risks that have already been identified? This is all about uncertainty. What do you, or other people, think could go wrong on the project?</p> <ol style="list-style-type: none"> 1. The driveway for one adjacent homeowner will need to be relocated for the bridge to fit. This homeowner has expressed a willingness to allow for this change in access. 2. The road closure during construction could result in increased response times for emergency responders. This increase in response times will only be during construction. The City will work with first responders to mitigate response times. 3. The City will work closely with Covington Water District during design and construction to make sure facilities are protected/replaced, as necessary, and to ensure that District customers continue to have access to potable water during construction. 4. Construction could impact transportation for nearby schools in the Kent School District. 5. A wetter than average summer could impact the window for completing construction. 6. There could be delays to the permitting process if the SEPA determination is appealed. | | | | | | | | | | | | |
| Constraints/ Boundaries | <p>Are there specific items that are NOT within the scope of the project? There's an infinite number of things not in the project, but remember, this document is about clarifying stakeholder expectations.</p> <ol style="list-style-type: none"> 1. The SEPA determination could set windows for construction and increase mitigation efforts during construction. 2. While neighboring property owners have expressed support for the project, there is always the chance that support can change as further engineering decisions are made. | | | | | | | | | | | | |
| Planning Level Cost Range | <p>What is the expected project cost through the life of the project? Include contingencies and allied costs (design, permitting, staff labor) and where appropriate, estimated cash flow for the project. Present the project cost range to correspond with the initial schedule assumptions adjusted as appropriate to recognize the very preliminary nature of this cost estimate.</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 40%;">Engineering and Permitting:</td> <td style="text-align: right;">\$ 237,500 - \$ 262,500</td> </tr> <tr> <td>Construction</td> <td style="text-align: right;">\$ 1,387,000 - \$1,533,000</td> </tr> <tr> <td>Services During Construction</td> <td style="text-align: right;">\$ 66,500 - \$ 73,500</td> </tr> <tr> <td>Project Management</td> <td style="text-align: right;">\$ 38,000 - \$ 42,000</td> </tr> <tr> <td>Contingency</td> <td style="text-align: right;"><u>\$ 172,900 - \$ 191,100</u></td> </tr> <tr> <td>TOTAL</td> <td style="text-align: right;">\$ 1,901,900 - \$2,102,100</td> </tr> </table> <p>All costs associated with this project would be covered by King County Flood Control District funds. Costs may change depending on mitigation required from the design and permitting process.</p> | Engineering and Permitting: | \$ 237,500 - \$ 262,500 | Construction | \$ 1,387,000 - \$1,533,000 | Services During Construction | \$ 66,500 - \$ 73,500 | Project Management | \$ 38,000 - \$ 42,000 | Contingency | <u>\$ 172,900 - \$ 191,100</u> | TOTAL | \$ 1,901,900 - \$2,102,100 |
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| Sustainability Development Programs | <p>Discuss how this project will address the County directives related to environmental sustainability, such as: climate change; green building and sustainable development practices for capital projects (e.g., LEED Certification, or cost-effective sustainable practices); energy efficiency; conservation and cost savings; and any other related County directives in this area.</p> <ul style="list-style-type: none"> -Replacing the failing culverts with a bridge will enhance the environment by creating better fish passage. -The bridge option will minimize maintenance frequency at this location, such as removing branches/logs caught at the culvert. -This portion of roadway will be enhanced for safe pedestrian passage and will make the area more walkable. -The guardrails on the bridge will help prevent cars from leaving the roadway and landing in the water, which happens about once per year. -There is the potential for reusing materials that will be removed during demolition of the existing roadway. Black Diamond can reuse asphalt grindings on gravel access roads in other parts of the City to help with dust control. -Erosion and sediment control measures will need to be in place prior to construction. -Contractor will be required to submit a Spill Prevention and Countermeasures Control Plan prior to construction. -The bridge will likely be prefabricated. | | | | | | | | | | | | |

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| Equity and Social Justice (ESJ) Program | <p>Discuss how this project will address the County directives related to Equity and Social Justice (ESJ) Ordinance 16948. The ordinance calls for a focus on both equity in the development and decision processes (process equity) and equity in the distribution of project benefits and burdens (distributional equity). http://www.kingcounty.gov/exec/equity/vision.aspx</p> <p>Black Diamond will require the construction contractor and subcontractors to pay prevailing wages to all workers. This project will also make it safer for pedestrians in this location as the bridge will create a safer stretch of roadway for pedestrians, allowing students to walk to nearby Kentlake High School and everyone in the area to have access to Lake Sawyer parks.</p> | | | | | | |
| Project Approval Process | <p>Identify who evaluates and decides on project continuance at intermediate review milestones, as well as project success, and gives ultimate sign-off of project completion. Agencies may refer to other standard processes of project acceptance if used within that agency.</p> <ol style="list-style-type: none"> 1. Project charter approval – Approved by the City of Black Diamond (Project Manager and Public Works Director) and the King County Flood Control District (KCFCD) 2. Continual reports and project updates as required by KCFCD 3. Preferred Alternative Selection – Approval by the City of Black Diamond design team with input from stakeholders. Selected alternative to be approved by KCFCD. (Use gate 2 form and materials, as required by KCFCD) 4. 30% design and baselining – to be approved by KCFCD (Use gate 3 form and materials, as required by KCFCD), including baseline cost and schedule spreadsheet, 30% drawings, and Basis of Design report 5. Authorization to proceed from 60 to 90% design – to be approved by KCFCD 6. Design will continue by Parametrix with at least two reviews by Black Diamond’s project team prior to design work being finalized. 7. Once design is complete and acceptable to Black Diamond’s project team, bids will be requested from contractors 8. The project team will recommend awarding the construction contract to the City Council 9. The City Council will award the project to a contractor with the Mayor executing the contract. | | | | | | |
| Decision Making Process | <p>What will be the decision making process(es) for the project?</p> <p>The Project Manager will make day-to-day decisions for the project in consultation with the Public Works Director/City Engineer and the Utilities Superintendent. The City Council and Mayor will award and execute any contracts associated with this project.</p> | | | | | | |
| Success Criteria | <p>What will be the criteria for judging the project successful?</p> <ul style="list-style-type: none"> • Timely completion of the bridge • Minimize interruptions to traffic and emergency services • Project is completed within the budget • Affected property owners | | | | | | |
| Signatures | <p>Optional - List signatories and obtain their signatures memorializing they have read and agree with the Charter. Typically the core project team members sign . The client/sponsor by signing the Gate 1 authorization form, with the charter as an attachment, agrees to the charter.</p> <table border="1" data-bbox="427 1486 1513 1734"> <tr> <td data-bbox="427 1486 764 1654">  Scott Hanis, Project Manager </td> <td data-bbox="769 1486 1101 1654">  Seth Boettcher, PW Director </td> <td data-bbox="1105 1486 1513 1654">  Dan Dal Santo, Utilities Superintendent </td> </tr> <tr> <td data-bbox="427 1654 764 1734">  Michelle Clark, Executive Director, King County Flood Control District </td> <td data-bbox="769 1654 1101 1734"></td> <td data-bbox="1105 1654 1513 1734"></td> </tr> </table> |  Scott Hanis, Project Manager |  Seth Boettcher, PW Director |  Dan Dal Santo, Utilities Superintendent |  Michelle Clark, Executive Director, King County Flood Control District | | |
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