



## **North Sound Behavioral Health Treatment Facility**

**State of Washington  
Capital Projects Advisory Review Board (CPARB)  
Project Review Committee (PRC)**

**Application for Project Approval  
General Contractor / Construction Manager**

**Submitted by  
Snohomish County  
April 20, 2018**

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
**Project Review Committee (PRC)**

**APPLICATION FOR PROJECT APPROVAL**

*To Use the General Contractor/Construction Manager (GC/CM) Contracting Procedure*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 9

**1. Identification of Applicant**

- (a) Legal name of Public Body (your organization): **Snohomish County Facilities**
- (b) Address: **6th Floor, Drewel Building, 3000 Rockefeller, M/S 404, Everett, WA 98201-4064**
- (c) Contact Person Name: **Mark Thunberg** Title: **Facilities Director**
- (d) Phone Number: **425-388-3035** Fax: **425-388-7008** E-mail: **Mark.Thunberg@snoco.org**

**2. Brief Description of Proposed Project**

Please describe the project in no more than two short paragraphs.  
(See Attachment A for an example.)

The preferred project Option A consists of renovating two of the four housing pods in the two-story north wing of the Denny Juvenile Justice Center (DJJC) which will house the clinical areas of the treatment center, including two separately operated 16-bed treatment facilities, plus a new building addition which will house clinical support, facility support services and administrative functions.

The DJJC was selected as a potential site since repurposing a portion of the underutilized facility preserves the County's significant investment in the DJJC, which has many years of useful life remaining, provides the opportunity for potentially lower costs than all new construction and potentially lowers operating costs for the DJJC through the revenue stream from the BHO for leasing the facility and contracting for support services (laundry and dietary).

**3. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, legal, Cx, testing & inspections etc.)	\$1,500,000
Estimated project construction costs (including construction contingencies):	\$9,500,000
Equipment and furnishing costs	\$600,000
Off-site costs	\$500,000
1% for Art	\$95,000
Contract administration costs (owner, cm, etc.)	\$750,000
Contingencies (design & owner)	\$950,000
Sales Tax	\$1,105,000
<b>Total</b>	<b>\$15,000,000</b>

## B. Funding Status

Please describe the funding status for the whole project.

The North Sound Behavioral Health Organization (BHO) is the lead agency for the project, partnered with Snohomish County Superior Court, Human Services and Facilities and Procurement. Funding for construction costs for the project are state capital funds that will come from the Department of Commerce which is requiring the facility to be licensed as two separately operated 16-bed treatment facilities. Remaining additional funds for all other project costs are being provided by the North Sound BHO.

## 4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

SCHEDULE EVENT	CALENDAR DAYS	START	FINISH
PRC Application	0	4/20/2018	4/20/2018
PRC Meeting	0	5/24/2018	5/24/2018
*Preliminary Design	110	1/5/2018	4/25/2018
GCCM Procurement & Contracting	60	5/25/2018	7/24/2018
Design	260	4/26/2018	1/11/2019
Final Estimate and Validation	30	1/12/2019	2/11/2019
Negotiate GMP / Approval	30	2/12/2019	3/14/2019
Construction	365	3/15/2019	3/14/2020
Cx / Systems Training / Shake-down	30	3/15/2020	4/14/2020
Move-in, Furnish, Set-up, Closeout	60	4/15/2020	6/14/2020

\*KMD Architects has been hired and is currently providing design services.

## 5. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?  
*Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.*
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

**As outlined below, the North Sound Behavioral Health Treatment Facility (NSBHTF) meets four of the six GCCM criteria listed above.**

**Complex phasing and scheduling is involved:**

The most efficient, least-risk schedule involves starting the site development activities in the spring of 2019 and proceeding with critical path procurement and construction as construction documents are completed. GCCM supports phased release and execution of bid packages including early procurement of critical building components. Subject to confirmation with our selected GCCM, we are currently planning four major bid packages: sitework and utilities, structures, exterior closure, and interior finishes.

**Construction involves an existing facility that must continue to operate:**

The NSBHTF will involve an addition and renovation to the existing Denny Juvenile Justice Center (DJJC) located in Everett, WA. To maximize the collaborative use of the existing resident services, the project will involve renovation and addition to the housing pods in the north wing of the existing DJJC. This will require close coordination for safety, security, deliveries and noise mitigation.

**GCCM involvement is critical during the design phase:**

To maximize the value of limited allocated funds, increase the budget and schedule predictability, minimize impact to existing occupants, and coordinate the complex health, security and access control systems, GCCM involvement is critical. In addition, the Snohomish County team is strongly considering using MCCM and ECCM subcontracting to further enhance team coordination, early buyout and project risk mitigation.

**The project involves complex and technical work environment:**

Complex and technical systems within a health and justice facility environment includes but is not limited to: security and access controls, kitchen and health services, detention handling and holding, sophisticated HVAC controls, secure elevators, and lab and pharmacy services.

**6. Public Benefit**

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

**GCCM will benefit the public by increasing predictability of delivery and reducing financial risks:**

By engaging the contractor early and building an integrated design and construction team to support decision making, accurate estimating, and staged buyout, overall predictability of delivery is increased and the risk of over-budget bidding is reduced.

**Attracting a highly qualified contractor pool to a project of this complexity is more likely with GCCM:**

A project of this complexity is biddable by fewer of the region's general contractors, many of whom would be unlikely to bid the project in a design-bid-build delivery model.

**Planning, coordinating and executing complex building systems is best done with collaboration between designers and builders throughout the process:**

GCCM construction supports close collaboration during design, buyout, and construction and the use of modern technologies including Building Information Modeling, Virtual Design and Construction and early award of mechanical / electrical subcontracts through ECCM and MCCM.

**7. Public Body Qualifications**

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)*
- Staff and consultant short biographies (*not complete résumés*).
- Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (*See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.*)
- The qualifications of the existing or planned project manager and consultants.
- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.

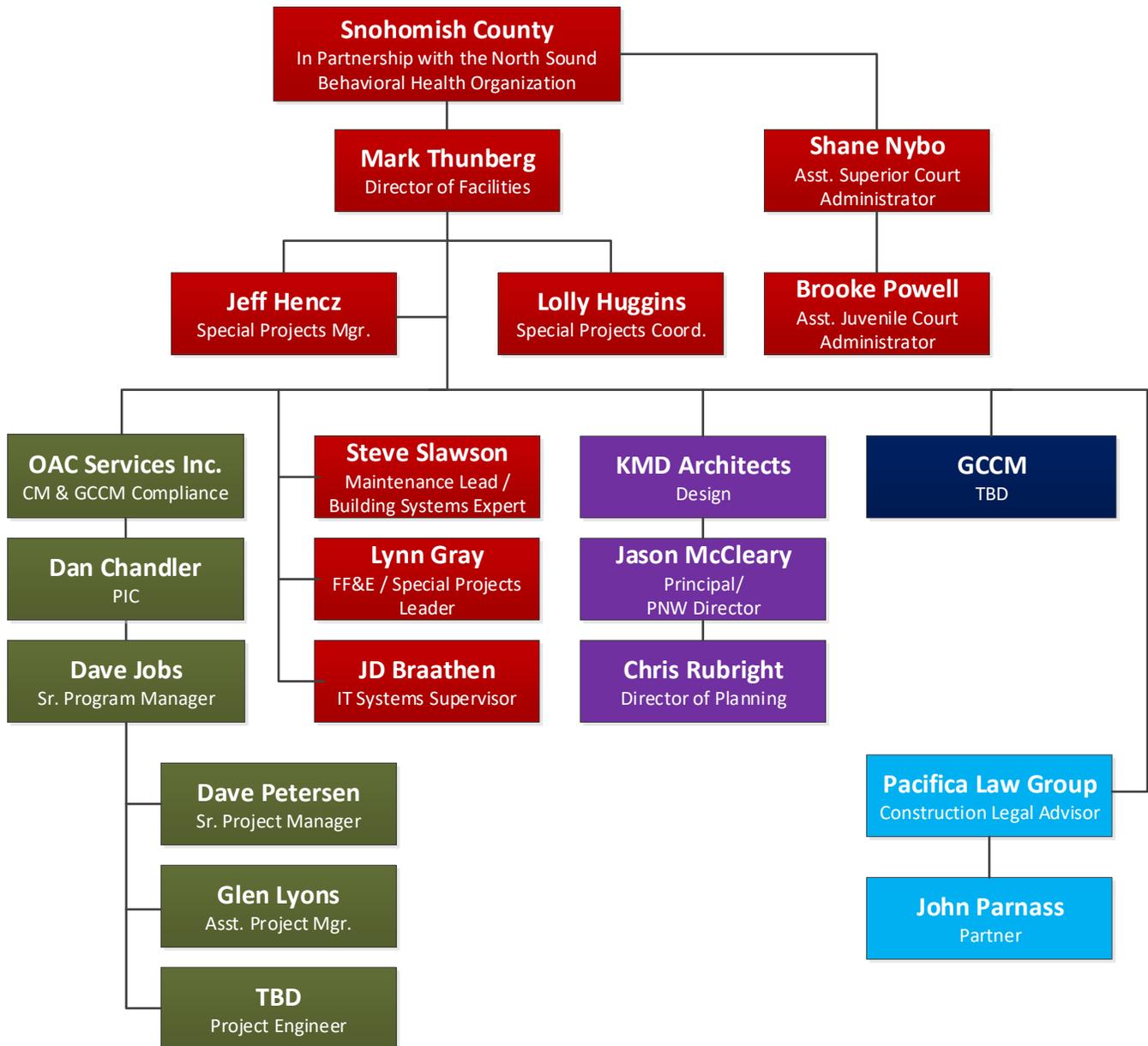
**See attachment A for Team Experience Matrix.**

**Led by an experienced in-house capital project management team, Snohomish County has retained OAC Services to augment internal staff and provide enhanced public sector GCCM experience.**

As described further below, **Jeff Hencz** will be the County's overall project manager responsible to deliver a project that meets the needs of Snohomish County on time and within budget. Other Snohomish County staff assigned to the project will assist Jeff with managing users, defining user requirements, reviewing facility needs, obtaining executive approvals and providing adequate funding.

OAC Services has been retained to augment in-house project management staff and provide specific expertise in GCCM procurement, GCCM negotiations, and team integration. Led by Senior Program Manager **David Jobs**, a team of OAC project management, controls and administrative professionals will support Snohomish County. OAC principal **Dan Chandler** will support the team with Washington GCCM expertise including procurement, integration and negotiations.

## Project Organization Chart—North Sound Behavioral Health Treatment Facility



**Mark Thunberg**  
**Director Facilities Management**  
**Snohomish County**

Mark brings over 30 years of facilities management experience including construction project management and will have executive oversight of the project team. Mark will be a resource to the owner's representatives, OAC and the project team. Mark has extensive experience in negotiated project delivery in the private sector including projects up to \$300M as well as multiple public projects for Snohomish County including the Snohomish County Courthouse Renovation and Addition which is a GCCM project.

**Jeff Hencz**  
**Special Projects Manager**  
**Snohomish County**

Jeff brings over 30 years of design and construction project management experience to the Courthouse project and will manage the overall project development in collaboration with OAC. Jeff will be the primary owner's representative for the County responsible for budget, schedule and management of the project team working closely with OAC to implement the GCCM contracting procurement process. Jeff has extensive prior experience as a Senior Project Manager in the private sector managing large, negotiated construction projects, as well as multiple projects for Snohomish County including the Snohomish County Courthouse Renovation and Addition which is a GCCM project.

**Lolly Huggins**  
**Special Projects Coordinator**  
**Snohomish County**

Lolly is a Project Specialist with over 15 years of project management experience in the fields of aerospace engineering, financial management, property management and manufacturing. In the past 10 years she has worked in the engineering and software industries. She is respected for team leadership taking a project's vision and organizing details, meeting key milestones and delivering a project that surpasses expectations. She has prior negotiated project delivery in the private sector including projects up to \$300M, as well as multiple projects for Snohomish County including the Snohomish County Courthouse Addition and Renovation which is a GCCM project.

**Lynn Gray**  
**FF&E / Facilities Project Leader**  
**Snohomish County**

Lynn brings 25 years of Snohomish County public work experience including facilities design, construction, project management, construction administration, FF&E and purchasing. Lynn will serve as owner lead regarding FF&E and relocations. Lynn's relevant experience includes Snohomish County Campus Redevelopment, Denny Juvenile Justice Center, Courthouse & Mission building remodels and as well as extensive space planning and move/add/change projects for all law & justice departments. Lynn has helped deliver all types of public work projects including GCCM.

**David Jobs, CCM, DBIA, AVS, LEED AP**  
**Senior Program Manager**  
**OAC Services**

Dave has over 25 years of project and program management experience including many complex health, youth justice, educational and security projects for Snohomish County, King County, Microsoft, and multiple school districts throughout Western Washington. Dave is an expert at building high functioning, integrated Owner-Architect-Contractor teams. Dave's public sector project experience includes: Snohomish County Courthouse Addition & Renovation, King County Children & Family Justice Center, Harborview Medical Center, and Evergreen Medical Center. Dave will assist Jeff Hencz in the oversight of the GCCM and KMD, managing procurement, contract negotiations and team leadership.

**Dave Petersen, CCM**  
**Senior Project Manager**  
**OAC Services**

Dave has over 25 years of project and program management experience including many complex health, emergency response, educational and security projects for Snohomish County, City of Puyallup, Microsoft, and multiple school districts throughout Western Washington. Dave will supplement Snohomish County staff, update and manage the Project Management Plan, be responsible for monthly invoicing, lead design reviews including VE and constructability, cost analysis, scheduling and phasing advising, GCCM and design team collaboration, and managing sub-consultant contracts and invoices.

**Glen Lyons**  
**Assistant Project Manager**  
**OAC Services**

Glen has over 15 years of project engineer and project management experience including complex justice, emergency response, educational and security projects for Snohomish County, City of Kirkland, and Washington State University. Glen will provide project management support and be the lead for project controls including development and management of the project SharePoint website, project documentation and records management, permit facilitation, meeting coordination, and financial record keeping. He will also support project managers to prepare monthly progress payment applications and perform site observation reporting.

**TBD**  
**Project Engineer / Coordinator**  
**OAC Services**

OAC will be assigning a Project Engineer / Coordinator to manage technical details including submittals, RFI's, photo documentation and serve the administrative needs of Snohomish County and OAC project staff.

**Dan Chandler, PE, AIA**  
**Principal**  
**OAC Services**

Dan brings over 30 years of industry experience including 18 public GCCM projects, eight public DB projects and over 50 private negotiated projects. Dan has been active in alternative public works delivery since 1994 proposing as a contractor on one of the first GCCM projects through his vice chair role today on the Project Review Committee. Dan has written and spoken extensively on the topic of alternative delivery including white papers for the University of Alaska and Microsoft Corporation. Dan's role on the project is to be the subject matter expert in GCCM procurement, contracting and subcontractor procurement.

## **Organizational Controls**

As a very experienced owner-builder, Snohomish County Facilities Management has extensive project controls and reporting systems to manage the scope, schedule, and budget, and report progress to users, elected officials, and the public. Jeff Hencz and Dave Jobs will utilize Snohomish County's standard project budgeting tools, procurement processes and project management websites to manage communications and monitor progress. Detailed schedule and budget progress will be monitored and reported using OAC's tool set and reporting up to county officials.

Procurement including the GCCM will be supported by Snohomish County Purchasing department in close concert with OAC and legal counsel. Extensive project status reporting will initiate with OAC including weekly and monthly project updates via email and use of the County's SharePoint site for quick information access by the project team and County stakeholders.

## **Planned GCCM Process**

Snohomish County is planning to use a modified AIA133/CMC owner agreement along with modified AIA201 general conditions developed in close coordination with County procurement, legal, and their counsel. In addition, Snohomish County is planning on a comprehensive Pre- Construction Services scope of work and General Requirements (Division 01) that will be coordinated thoroughly with the modified AIA documents for the GCCM construction procurement within Washington State.

Preparation of the GCCM RFP and selection process will be based on an OAC standard form and modified with the latest lessons learned including that from other public owners. This process will include selection criteria, interviews and final selection evaluations.

Recent modifications to OAC's procurement process include extensive GCCM interviews, jobsite visits and detailed Specified General Conditions Cost Responsibilities Matrix. Our overall goal is to select the most highly qualified and compatible GCCM contractor at a competitive fee structure.

## **GCCM Procurement**

Snohomish County is planning on using a three-phased GCCM selection model:

1. Public outreach followed by a Request for Qualifications, and Approach
  - a. Focusing on relevant experience, proposed team and approach
  - b. Short list for interviews—three, possibly four firms
2. Extensive interviews, site and office visits
  - a. Focusing on team members proposed
3. Fee and Specified General Conditions Bidding
  - a. Focusing on competitive but reasonable fees

**8. Public Body (your organization) Construction History:**

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

**Please refer to Attachment B for Public Body Construction History.**

**9. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

**Note:** Applicant may utilize photos to further depict project issues during their presentation to the PRC.

**Please refer to Attachment C for Preliminary Concepts, Sketches or Plans Depicting the Project.**

**10. Resolution of Audit Findings on Previous Public Works Projects**

If your organization had audit findings on *any* project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

The County has not had any financial statement or accountability findings in the last five years.

**CAUTION TO APPLICANTS**

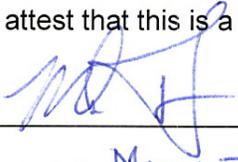
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 

Name (please print): MARK THUNBERG

Title: DIRECTOR

Date: 04/19/2018

## ATTACHMENT A Team Experience Matrix

The following table lists some (but not all) of the relevant Alternative Delivery Experience of the NSBHTF project team.

Name	Summary of Experience	Projects	Construction Budget	Procurement Type	Role During Project Phases		
					Pre-Design	Design	Construction
<b>Mark Thunberg</b>	Director, Facilities Management, Snohomish County	Snohomish County Courthouse	\$55M	GCCM	Owner	Owner	Owner
		Safeco Westminster Data Center	\$35M	Negotiated	Owner	Owner	Owner
		Multiple Microsoft Bldgs	Varies	Negotiated	Owner	Owner	Owner
		Pacific First Center	\$300M	Negotiated	Owner	Owner	Owner
		Century Square	\$150M	Negotiated	Owner	Owner	Owner
<b>Jeff Hencz</b>	Special Projects Manager, Snohomish County	Snohomish County Courthouse	\$55M	GCCM	PM	PM	PM
		Safeco Redmond Campus Expansion	\$155M	Negotiated	PM	PM	PM
		Safeco 2 <sup>nd</sup> & Seneca Relocation	\$26.5M	Negotiated	PM	PM	PM
		Safeco 4 <sup>th</sup> & Madison Relocation	\$44.5M	Negotiated	PM	PM	PM
		Safeco NW Region Reno	\$13.5M	Negotiated	PM	PM	PM
<b>Dan Chandler, PE, AIA</b>	Principal, OAC Services	Lake Washington School District	\$399M	GC/CM	PM PIC	PM PIC	PM PIC
		Tahoma School District	\$229M	GC/CM	PM PIC	PM PIC	PM PIC
		Children and Family Justice Center	\$210M	D-B	PM PIC	PM PIC	PM PIC
		Snohomish County Courthouse	\$55M	GC/CM	PIC	PIC	PIC
		City of Spokane Central Service Center	\$15M	D-B	PM PIC	PM PIC	PM PIC
<b>David Jobs, CCM, DBIA, AVS, LEED AP</b>	Senior Associate, OAC Services	King County CFJC	\$154M	D-B	PM	PM	PM
		Snohomish County Courthouse	\$55M	GC/CM	PM	PM	PM
		Bellingham School District	\$52M	GC/CM	Advisory	Advisory	Advisory
		Lake Washington School District	\$5M	D-B	PM	PM	PM
		Highline School District	\$6M	D-B	PM	PM	PM
<b>Dave Petersen</b>	Senior Project Manager, OAC Services	Snohomish County Courthouse	\$55M	GC/CM	PM	PM	PM
		WSU Everett	\$46M	D-B			PM
		Sound Transit – Overlake Center	\$36M	D-B	PM	PM	
		Univ of Alaska Life Sciences Bldg	\$65M	GC/CM			PM
<b>Glen Lyons</b>	Assistant PM, OAC Services	King County CFJC	\$154M	D-B	PC	PE	APM
		Snohomish County Courthouse	\$55M	GC/CM	PC	PE/APM	APM
		Billings Federal Courthouse	\$60M	D-B			PC
		WSU Everett	\$46M	D-B	PE	PE	PE
		Mason County General Hospital	\$22M	GC/CM			PC

## ATTACHMENT B Public Project Experience

Project Name	Budget		Delivery Method	Planning Start	Constr. Start	Project Completion		Explanation of Budget or Schedule Overruns
	Planned	Actual				Planned	Actual	
<b>FACILITIES</b>								
Carnegie Restoration & Tenant Improvements	\$2.6M	\$3.4M	DBB	2015	2016	2018	2018	Added tenant scope
Snohomish County Cathcart Operations Center	\$400K	\$400K	DBB	2017	2017	2018	2018	
New Parking Garage & New Admin Bldg Const.	\$75M	\$75M	GGCM	2001	2002	2004/2005	2004/2005	
Sno Co Corrections; (New Jail Const, Existing Jail Remodel, Temp WR Facility)	\$87.5M	\$87M	GCCM	2001	2002	2003/2005/ 2006	2003/2005/ 2006	
Campus Remodels; (Existing Courthouse, Admin West & Mission Bldgs)	\$14.5M	\$14.5M	GCCM	2001	2003	Phased 2004 to 2006	Phased 2004 to 2006	
<b>PAINE FIELD</b>								
Future of Flight Museum	\$22.5M	\$24.5M	DBB	Feb 03	July 04	Oct 05	Dec 05	Added elevator, HVAC and observation deck
Kilo One North Taxiway	\$12.2M	\$12.2 M	DBB	Aug 08	May 09	Sept 09	Nov 09	
ARRA Main Runway	\$21M	\$12.2 M	DBB	Aug 08	July 09	Sept 09	Oct 09	
Main Runway Drainage and Lighting	\$11M	\$11M	DBB	May 11	May 12	Sept 12	Oct 12	
<b>SOLID WASTE</b>								
Airport Road Transfer Station	\$25M	\$26.6M	DBB	1998	2001	2003	2003	Unforeseen soils conditions
Southwest Recycling Transfer Station	\$28M	\$28.7M	DBB	1998	2003	2004	2004	Unforeseen soil conditions
<b>PARKS</b>								
Tambark Dev	\$7M	\$7M	DBB	2007	2011	2012	2013	Engineering discrepancy
Major Park Dev(Fields, Trails, Structures, Infrastructure)	\$4.3M	\$28.9M	DBB	2002/2010	2004/2012	2006/2012	2006/2012	Cent Trail –Bank Slide
Building and Parking Project	\$3.5M	\$4.3M	DBB	2009/2010	2011	2011	2011	Ahead of Schedule

Project Name	Budget		Delivery Method	Planning Start	Constr. Start	Project Completion		Explanation of Budget or Schedule Overruns
	Planned	Actual				Planned	Actual	
<b>PUBLIC WORKS OPERATIONS</b>								
Cathcart Way Operations Center	\$57.5M	\$60.4M	DBB	2001	2006	11/07	03/08	Utility relocation delays, utility offsite design changes, building design changes.

# ATTACHMENT C

## Preliminary Concepts, Sketches or Plans Depicting the Project

Floor layout information of the existing facility is confidential and not included.

### E. Existing Denny Juvenile Justice Center Campus

The existing DJJC Campus is located north of central Everett at the intersection of Pine Street and 10<sup>th</sup> Street. The campus for the purposes of this analysis consists of the DJJC, MSC and the Everett Evaluation and Treatment Center, and is bordered by commercial property and housing to the west, housing to the north and to the east across Pine Street and a City Park to the south across 10<sup>th</sup> Street.

The primary vehicular access to the campus is from 10<sup>th</sup> Street providing access to the parking lot along the east side of the site and that serves both the courts and the detention center. There is a secondary access drive from Pine Street. To the west of the DJJC is another vehicular access from 10<sup>th</sup> Street which leads to the service dock and kitchen dock of the DJJC, the parking lot for the MSC Building and ends at the parking lot of the existing Everett Evaluation and Treatment Center at the northwest corner of the site. Further west along 10<sup>th</sup> Street lies a fourth access drive with a second access to the MSC building parking which includes a driveway extending to a secondary parking area and lower level entrance along the southwest side of the building.



