

EXHIBIT C

PROGRAM & SITE NARRATIVE

Battle Creek Hatchery and Lower Tulalip Creek Hatchery Upgrade Program

1. Program Description

Exhibit C is intended to provide a general overview of the planned facilities and the Program's current design, permitting, funding, and schedule status. It is not intended to define, limit, or modify the design in any way. The selected proposer is expected to develop its own understanding of all project documents in accordance with good professional practice for the industry.

The Tulalip Tribes of Washington (Tulalip) is modernizing two salmon hatchery facilities operated by its Natural Resources Department: Battle Creek Hatchery and Lower Tulalip Creek Hatchery. The Program is a single, integrated modernization effort at two sites, described further in Section 3 below.

The Tulalip Tribes are prepared to support the Program with the funds needed to complete construction at both sites, while the Natural Resources Department continues to secure additional grant funding to close the remaining gap. Section 6 below summarizes the Program's current funding status. The Program's remaining needs also include a defined set of soft-cost service items, to be identified, priced, and finalized as part of the Owner's Representative's cost and budget management scope (Exhibit B, Section 5).

The Program will be delivered as a single, integrated engagement under a Construction Manager at Risk (CMAR) delivery method, with both facilities under construction concurrently. This narrative is intended to give proposers a working understanding of the Program so they may price the Owner's Representative engagement accordingly; the full design, budget, and funding record is provided in Exhibits D through I, and permit records are available to proposers on request.

2. Design and Cost Status

Design was started by Stantec Consulting Services and continued by McMillen from approximately the 90 percent stage; McMillen is now the engineer of record for the Program. The Battle Creek design is at the plan-review stage, comparable to a 100 percent design development document set, and has been submitted for full Tribal plan review. The Lower Tulalip Creek design is at approximately the same level of development but has been reviewed only for a grading permit, as design changes are pending. Both facilities have a Class 3 Opinion of Probable Construction Cost (OPCC), which will be revised to reflect the completed design. The current design documents are provided as Exhibits D and E, and the design contracts as Exhibit G.

3. Site Summaries

Battle Creek Hatchery

Battle Creek Hatchery is located on Battle Creek near Tulalip, Washington. The upgrade enables full term rearing of chum and other salmon from egg to release at Battle Creek. It eliminates the time, labor, and stress of hauling millions of eggs and fish back and forth between Battle Creek and the Bernie Kai Kai Gobin Salmon Hatchery, increases rearing capacity at both hatcheries, improves fish health and water quality at both, and provides a safe work location and basic facilities for Tribal staff that are currently lacking.

The Work involves modernization of Battle Creek Hatchery. Improvements include mechanical components for a production well, a concrete water supply headbox with aeration for both surface water and well water, an incubation building, water intake and pump station, wastewater clarifier, effluent drum filter, eight 26-ft diameter circular rearing tanks, and ten early rearing troughs (ERTs) plumbed to a release vault and lines above and below the diversion structure.

Well water will be obtained from the existing production well located in the NE corner of the property. The screen and casing are installed but no additional mechanical components. Well water will be pumped to a well water storage tank with a packed column aerator mounted at the top. Space for a second aerator is provided for a future well. The outflow from the storage tank will be routed directly to the Incubation Building for use in the vertical incubation stacks and Kitoi boxes.

Well water from the storage tank may also be directed to the headbox to supplement surface water supply. Surface water for grow out operations will be obtained from Battle Creek from the reservoir created by the existing diversion dam. The surface water supply will be diverted through an intake structure equipped with a trash rack and self-cleaning cylindrical fish screens, then into a wet well containing submersible intake pumps. The pumped water will

be directed to packed column aerators, drum filters, and UV disinfection units located in the Water Supply Headbox. The headbox is used primarily to distribute surface water to the circular tanks, but also can provide surface water to the Incubation Building or to a drain. An overflow weir box maintains water levels during operation. The hatchery will feature both vertical incubation (Heath) stacks and Kitoi boxes for incubation. The Kitoi boxes are intended to be used for excess or surplus eggs and will be connected to a small fry tank with ability to transfer to circular tanks using a forklift. Well water is intended to be the primary supply for incubation, but surface water is also available from the headbox. A chiller system is also included for use in otolith marking. A formalin treatment room is provided in the Incubation Building for storing formalin barrels. The formalin system inside the formalin room will be provided by others. When formalin is used, valves are provided to direct the effluent into a formalin holding tank that has a pump to slowly pump out the water to meet label dilution requirements. Following egg hatch and early rearing, the fry are intended to be transferred to circular tanks for grow out. The side drain outlet of the tanks captures the cleaner effluent and may be routed to the Battle Creek in-river pond or downstream below the diversion dam. The bottom drain is directed to a drum filter for solids removal prior to discharge below the dam. Fish release lines will be connected from each circular and ERT to a release vault to allow fish to be moved directly out to Battle Creek Pond or directly to stream below the dam, without handling. A drum filter will be provided to treat effluent from the circular tanks. This will be done to avoid overwhelming the clarifier when peak flow occurs (approximately 2000gpm). The clarifier tank is provided to settle concentrated backwash from the screen filters and drum filters on site. A rake mechanism is used to promote settling. Sludge can be removed from the clarifier by the OWNER's Vector-Truck.

Lower Tulalip Creek Hatchery

Lower Tulalip Creek Hatchery is located on Tulalip Creek near Tulalip, Washington. The upgrade improves juvenile salmon rearing and counting facilities and allows releases while fish continue to be reared in the large pond or raceway; supports adult holding, crowding, sorting, and spawning; provides water reuse and oxygen supplementation to maintain flow during increasingly dry summers; treats hatchery effluent and adjacent road and parking lot runoff; and gives returning adults a refuge from pinniped predation.

The facility components include improvement and replacement of the existing Lower Tulalip Creek Hatchery facilities to improve adult salmon sorting, holding and spawning operations, juvenile fish transfer, enumeration, rearing, and release capabilities, and to improve water and sediment management.

The Tulalip Creek Ponds include both the earthen upper holding pond (Upper Pond) and a lower holding pond (Lower Pond), with supporting facilities that include adult salmon capture, holding, and spawning. Since the facilities began service in the 1980's, the facility has been substantially unmodified.

All existing facilities will be demolished with the exception of the flow splitting box structure, the existing concrete walls on the NE side of the site, the box culvert and flume, the lower pond dam, and the lower portion of the fish ladder through the dam.

Construction for this project includes the following new structures:

- *Screen Channel* – A long concrete channel with a weir and screen with the ability to concentrate fish prior to their travel through the fish counter and manage flow distribution.
- *Fish Counting Vault* – A concrete vault containing one fish counter.
- *Distribution Box* – A concrete water retaining structure consisting of several chambers to distribute water to the lower pond and raceway. Stoplogs and slide gates will be used to control the flow to the raceway and pond.
- *Lower Raceway* – One sorting raceway which allows fish to be crowded for spawning operations. The raceway will be divided into two halves longitudinally by a picket barrier to improve sorting operations.
- *Spawning Shed* – A steel canopy-covered area at the upstream end of the sorting raceway, with facilities to support spawning, sorting, and carcass removal.
- *Clarifier* – A fiberglass structure to promote settling of solids from the cleaning water prior to discharge.
- *Water Treatment Shed* – An enclosed building that will contain electrical panels for the equipment on site and water treatment equipment that is part of the partial reuse system.

In addition to new structures, a series of improvements are proposed to improve water management and hydraulics. This includes the following:

- *Flow Splitting Box Modifications* – The existing structure will be modified to improve flow control and provide the ability to bypass water around the various Lower Pond structures.
- *Water and Fish Bypass Pipe* – A surplus/bypass pipe that extends from the flow splitting box around the hatchery processes for discharge through the fish ladder will be added. Other buried pipelines convey screened water and/or fish through or around a fish counting system for ultimate discharge through either the existing fish release pipe or the fish ladder.

- *Common Tailrace* – A concrete tailrace structure will be constructed to connect the raceway and lower pond to the fish ladder and fish release pipe. Upon completion of the tailrace, ladder and intertidal work, the bypass pipe will be connected to the tailrace.
- *Lower Pond Modifications* – The existing earthen pond will continue to be utilized. The pond will be re-graded to improve pond hydraulics and retain sufficient volume for operations.

The project includes the following ancillary improvements:

- *Improvements to Existing Fish Ladder* – The existing fish ladder will be modified for improved hydraulics and fish passage. The stairs and walkway leading to the davit crane for lifting the fish ladder entrance barrier will be improved. Concrete stairs will be added to the face of the spillway to reach the davit crane.
- *Stormwater Detention Bioswale* – A location to the northeast of the project site will be constructed to capture stormwater runoff from a portion of Totem Beach Rd.
- *Seal Barrier Picket Replacement* – The existing seal barrier pickets will be replaced to improve performance.
- *Intertidal Holding Pool Modifications* – The existing holding pond at the bottom of the fish ladder will be modified into a channel and the existing concrete weir structure will be removed and replaced.

The proposed project also includes mechanical improvements in support of the rearing operations. This includes the following:

- *Fish Counting System* – One VAKI fish counter will be installed downstream of the screen channel with a method of adjusting the flow of water through the fish counter.
- *Mechanical Crowders* – The lower sorting raceway will be provided with a center divider screen and self-propelled crowder systems on each side to facilitate efficient crowding and sorting operations.
- *Water Reuse System* – Water reuse pumps provide the ability to return a percentage of hatchery flow from the tailrace back to the Distribution Box or from the distribution box to the upper pond after treatment in a filtration and disinfection system. The pressurized Reuse System includes locations to connect for washdown operations or to fill a water tank on a truck.
- *Water Reuse Filtration and Disinfection System* – The pumped reuse water will be routed through a small building which houses water filtration and Ultra-Violet (UV) light disinfection equipment.
- *Oxygenation System* – System for actively oxygenating water at the Distribution Box through the use of oxygen tanks that discharge through micro-bubble diffusers.
- *Flow Metering* – An electromagnetic flow meter will be installed at the supply pipe to each of the supply pipes to the lower pond and south lower raceway. A magnetic flow meter will be installed in the filtration and disinfection building to measure water reuse flows.
- *Cleaning Water Systems* – A system of piping with valved camlock ports extends throughout the facility to facilitate manual debris removal from the floor of rearing structures for pumped discharge to the clarifier.
- *Lower Raceway Solids Removal Pumps* – A system for pumping solids from the trench drains along the downstream end of the raceway to the clarifier.
- *Spawning Area Waste Pumps* – A system of pumping solids and wash water from the spawning area to the clarifier.
- *Fish Carcass Elevator* – Equipment to lift fish carcasses from the spawning area floor level into a cart or onto a table as needed.

4. Permitting Synopsis

Federal and Tribal environmental permitting is essentially complete at both facilities:

Permit / Authorization	Lower Tulalip Creek	Battle Creek
USACE Nationwide Permit 3	#NWS-2022-847	#NWS-2024-0692 / #NWS-2025-798
Section 401 Water Quality Certification	Issued June 2023	Issued March 2025
NPDES Discharge Authorization	#WAG13-0013	#WAG13-0014
NMFS Consultation (fish release)	Consultation No. WCR-2022-00679	Applies to both facilities
Tribal Building & Grading Permits	Reviewed for grading permit only; design changes pending	Submitted for full plan review

In-water work windows (generally July–September, low-flow periods) apply at both facilities under the above permits and will govern construction sequencing. Full permit records are available to proposers on request.

5. Schedule Overview

Although the Program spans two facilities at two sites, both are to be delivered concurrently as a single, integrated Program. The CMAR will be responsible for developing the Program’s integrated construction schedule; the Owner’s Representative will review and monitor that schedule and require routine updates. A graphic summary of the Program’s milestone-level schedule basis is provided as Exhibit H, Program Milestone Schedule.

6. Funding Overview

The Program’s total construction cost is currently estimated at approximately \$42.0 million, including construction, markups and allowances, escalation, TERO fee, and engineering support during construction across both sites. Approximately \$30.7 million in grant funding has been secured to date, and the Tulalip Tribes are prepared to fund the remaining balance of construction — currently estimated at approximately \$12.0 million — while the Natural Resources Department continues to pursue additional grant funding to close the gap. If final Program costs exceed current estimates, the Tribal commitment will increase accordingly. Approximately \$2.2 million in grant funding has been expended to date on final design for both sites.

The Program’s remaining soft-cost items (e.g., permitting support, testing and special inspections, commissioning, and grant compliance administration) have not yet been quantified; identifying, pricing, and finalizing these items, and developing a final Program budget that incorporates them, is a priority task of the Owner’s Representative’s cost and budget management scope (Exhibit B, Section 5). A more detailed breakdown of Program funding and cost estimates is provided as Exhibit F, Initial Budget Report.