

## KING CO. DEPT. OF NATURAL RESOURCES & PARKS, WASTEWATER TREATMENT DIVISION

- *MOUTH OF DUWAMISH COMBINED SEWER OVERFLOW EFFLUENT CONVEYANCE AND OUTFALL AND INFLUENT CONVEYANCE HEAVY CIVIL GC/CM PROJECT W/ASSP FOR EC/CM, MC/CM, SPECIALTY EQUIPMENT & STRUCTURES SUBCONTRACTORS.*

1. Please provide clarity to the Table of Organization (Question No. 5 [Attachment A]) via graphical representation, the interaction of the Program Management Leadership, the Project Core Team, Specialty Consultants, King Co. Contract Administrator, and King Co. Procurement Lead in the daily management of the project and in the decision making and change order review/approval processes.

### Summary Response:

- a) The MDCSO Program Management Team is an integrated team of King County's Wastewater Treatment Division (WTD) and consultant staff, organized to deliver projects aligned with the MDCSO Program Management Plan which is structured to support collaboration, accountability, and efficiency throughout all phases of project development and execution. The governance model follows WTD's Portfolio Management structure, with decision-making authority and change approvals governed by thresholds and an escalation ladder. The Project Manager (PM) and Project Representative (PR) have decision making and contractual authority for daily management of the GC/CM contract. The program uses an Integrated Project Delivery approach involving WTD, Program Manager Owner Advisor (PMOA), and Consultant Engineer across the program and projects within it.
- b) Under WTD oversight by the Project Manager, the functional structure for the project team assigns engineering work to the Consultant Engineer and program coordination to the PMOA, with the Project Core Team supported by both consultants and WTD staff. Daily project activities are managed by the Project Core Team, which includes both consultant staff and WTD personnel, working closely with the GC/CM contractor to ensure alignment with project goals and schedule. Strategic decisions and escalated issues are addressed by Program Management Leadership. The updated graphical image is provided below.

### Full Response:

- a) The MDCSO Program Management Team is an integrated team consisting of members from WTD and consultant teams whose focus is on delivery of projects in accordance with the MDCSO's Program Management Plan while achieving the overall goals of the MDCSO Program. The MDCSO Program will integrate project delivery at a program level by integrating WTD, PMOA, and Consultant Engineer teams at the program and project team levels; this will leverage the knowledge and skills of all parties to maximize program benefits while best managing risks. MDCSO Program Tiers 0 and 1 governance will include members from the integrated program team. The combined Tiers 2/3 is the Joint Definition and Delivery Board, which is an external governance board that is a part of the existing functional governance structure. The program governance tiers, and their roles, are described in Figure 1. The authority to approve changes in project scope, schedule, and budget is dictated by the escalation ladder.

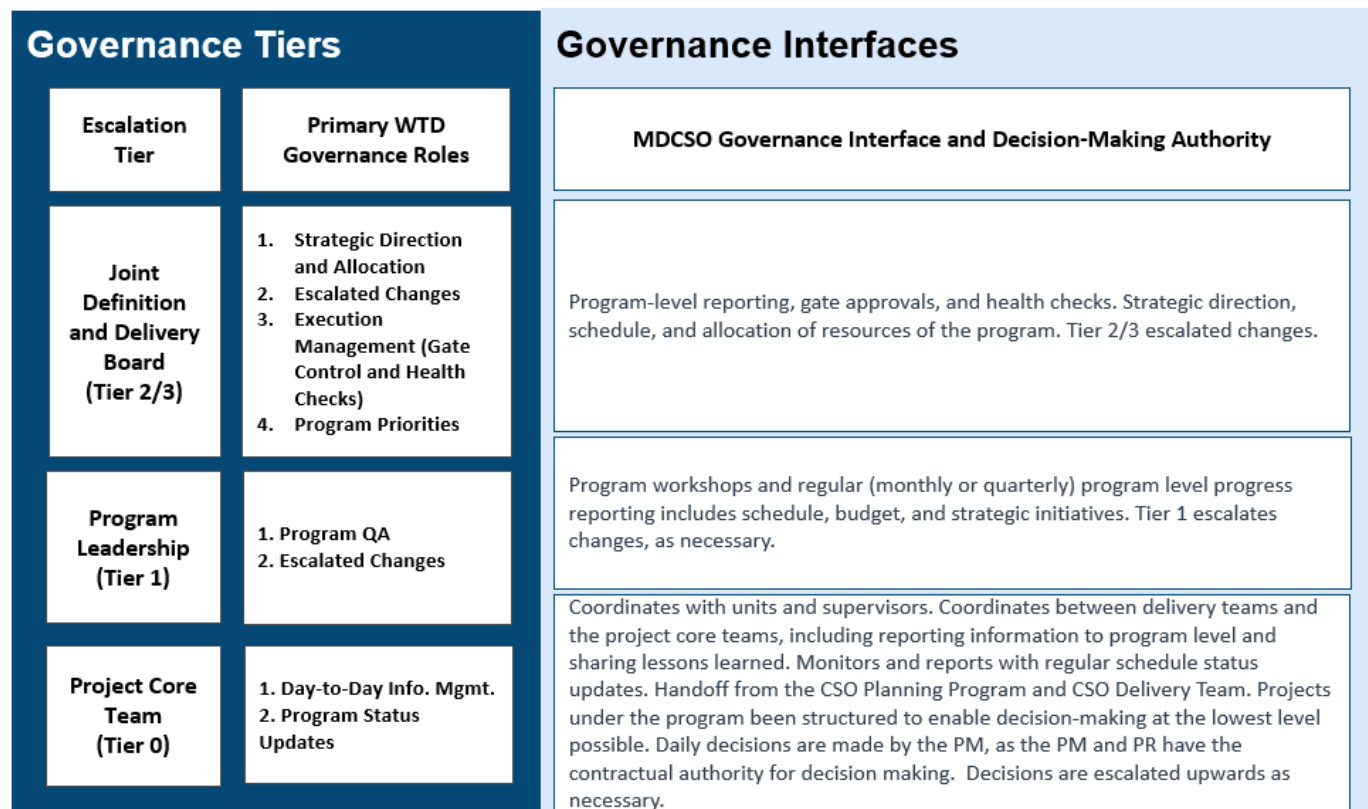


Figure 1: Governance tiers and interfaces

- b) Figure 2 presents the functional program structure where the Consultant Engineer team leads the engineering, and PMOA leads program coordination, delivery planning and execution efforts. The teams underneath the program leadership are divided by functional responsibilities. While each of the functional areas are part of the integrated MDCSO team, the Consultant Engineer team has a separate contract than the PMOA. All of the functional teams are delivered by both consultants and WTD staff. The future GC/CM teams will also be separately contracted with the County.



Figure 2: Functional program structure

- c) The Team is comprised of multiple Program, Core Team, and Contract Administration key roles defined in Table 1.

Table 1: Program Management Leadership and Core Team Roles

Program Leadership Team	
GC/CM Role	Description
Program Management Leadership Team (PgMT)	The Program Management Leadership Team assumes overall responsibility for the program, providing oversight and responding to escalated strategic decisions and issues and change orders at the project level. The PgMT is responsible for preparing recommended plans of action and presentation materials for issues escalated to the upper tiers of governance throughout the life of the project. The PgMT operates as Tier 1 for approval of changes to scope, schedule, and budget within the baselined project and allocations of schedule reserves and/or cost contingency. Any changes exceeding the allocated schedule reserves and/or cost contingency are escalated to the Definition and Delivery Boards, with recommendations and final governance determination of acceptability.

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<b>Core Team</b>	
<b>GC/CM Role</b>	<b>Description</b>
<b>Project Manager (PM)</b>  <i>100% Design / 100% Construction</i>	<p>The Project Manager assumes overall responsibility for the project scope, schedule, and budget. The PM also serves as the PR over the GC/CM Contract for Pre-Construction services. This role serves as the main point of contact for the contractor and the project teams for anything related to GC/CM pre-construction services.</p> <p>During construction, the PM will be notified of all contract changes and will retain signatory authority for changes that exceed the PR's authority. In addition, the PM will lead presentations at the Change Review Board (CRB), the Definition and Delivery Boards, in collaboration with the Program Manager. If applicable, the PM administers consultants and Owner-Furnished Equipment contracts.</p> <p>The PM is 100% committed to the project from preconstruction through construction. The Construction Management team works at the direction of the PM and the PR to support delivery throughout the life of the project.</p>
<b>Project Representative (PR)</b>  <i>10% Design / 50% Construction</i>	<p>The Project Representative represents the County and has contractual authority over the GC/CM during construction. The GC/CM contract's general terms and conditions establish the PR as the person representing King County in all communications and administration of the construction contract. The responsibilities of the PR include receiving all correspondence, issuing field directives, issuing request for change proposals, responding to Requests for Information (RFI), reviewing schedules, submittals, testing inspection reports and substitution requests, managing and negotiating change proposals and change orders, and acceptance of work.</p>
<b>Project Engineer (PE)</b>  <i>35% Design / 10% Construction</i>	<p>The Project Engineer (PE) acts as the lead for the County on engineering and project development during the design process. The PE works closely with other members of the Influent Conveyance, Effluent Conveyance and Outfall Core Team during the design process to review RFIs, Submittals and provides final comments to the PM to return to the GC/CM Contractor.</p>
<b>Consultant PM</b>  <i>35% Design / 10% Construction</i>	<p>The Consultant PM provides project management and coordination of the Owner's Advisor (OA) and Construction Management (CM) team. This role involves aligning the efforts of the PMOA staff, owner, engineering team, and contractor to ensure the successful execution and delivery of the project and in coordination with all projects in the programmatic GC/CM. The Consultant PM oversees the day-to-day service delivery of the OA/CM team, ensuring all tasks, including scope, schedule, and budget control, are aligned with project objectives.</p>

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<b>Project Control Engineer (PCE)</b>  <i>10% Design / 10% Construction</i>	The Project Control Engineer supports the overall GC/CM delivery by evaluating progress and schedules of the project; reviewing and processing payment requests for engineering, design, and OA/CM services; tracking change proposals and change orders. During construction, the PCE supports construction management by evaluating construction progress and schedules, reviewing and processing payment requests, tracking and distributing submittals, change proposals, change orders and RFIs.
<b>Ops. Lead/Project Site Manager</b>  <i>10% Design / 10% Construction</i>	The Operations Lead/Project Site Manager will coordinate construction activities with on-going operations and maintenance (O&M) activities, assist in reviewing O&M data submittals, assist in commissioning, and ultimately take possession of newly constructed and rehabilitated facilities.
<b>Owner's Advisor (OA)</b>  <i>10% Design / 10% Construction</i>	The Owner's Advisor acts as the owner's representative and advocate, working closely with the GC/CM to ensure that the GC/CM project is executed successfully, meeting the owner's objectives in terms of cost, schedule, quality, and overall project performance. This role involves providing guidance, expertise, and oversight on behalf of the project owner throughout the design and construction process. The key responsibilities and functions of the OA include project planning and strategy, procurement/contracting support, risk management, cost control, quality assurance / quality control, schedule management, and communication and reporting.
<b>Engineering Team Project Manager (Engineering Consultant PM)</b>  <i>100% Design / 10% Construction</i>	The Engineering Team Project Manager is the lead designer and supports the County overseeing the design process. They work closely with the GC/CM to ensure that the design process meets the necessary technical and functional requirements set out by the County. They are accountable for the review of RFIs and submittals as well as providing continuous value engineering and over-the-shoulder review and informal comments throughout the design and construction process.
<b>GC/CM Project Manager (GC/CM PM)</b>  <i>100% Design / 100% Construction</i>	The GC/CM Project Manager assumes overall responsibility for the GC/CM Contractor's coordination of the project scope, schedule and budget during the construction and pre-construction process. This role involves coordination with the GC/CM design team, WTD Project Manager, WTD Project Representative, Owner Advisor, and Engineering Consultants in the planning and execution of the project scope, providing feedback and value engineering on constructability, and close collaboration with WTD personnel.
<b>Contract Administration</b>	
<b>GC/CM Role</b>	<b>Description</b>
Contract Administrator	The WTD Contract Administrator (CA) works with the project team and OA at the formulation stage, to verify internal governance approvals are followed (Alternative Delivery Committee prior to PRC), guides the project team for PRC application, and requests

	<p>review by our centralized Procurement and Payables (P&amp;P) division, which includes Business Development and Contract Compliance (BDCC). BDCC sets small business goals for the overall project, and monitors compliance of said goals. WTD CA reviews documents prior to submission to PRC, and once approved by PRC, reviews Request for Proposal documents prior to submission to P&amp;P for the procurement of the GC/CM. WTD CA answers questions on procurement processes and attempts to provide quality documentation to P&amp;P for the GC/CM procurement. Documents provided by the Agency include evaluation criteria, preconstruction scope of work, and technical specifications, etc.</p> <p>After procurement of the GC/CM, the WTD CA works directly with the Project Control Engineer for the successful execution and oversight of the contractual elements between the County, GC/CM, and other project stakeholders. The WTD CA reviews change orders and major milestones, such as Early Works Packages or Maximum Allowable Construction Cost (MACC), are executed with integrity, transparency and full compliance with project requirements and alternative public works regulations as defined in RCW 39.10. In addition, the WTD CA also reviews documentation managed by the GC/CM for Alternative Subcontracting as defined in RCW 39.10.385.</p>
Procurement Lead	<p>Per King County policy, Procurement and Payables (P&amp;P) is a centralized procurement group providing procurement services and compliance oversight to all agencies within the County for goods and services, architectural and engineering, construction and Alternative Public Works contracts.</p> <p>The P&amp;P Procurement Lead or Contract Specialist (CS) assumes responsibility for managing all procurement activities to select the GC/CM. The CS reviews documents submitted by the agency project team, including initiating legal reviews of language (if applicable), evaluation scoring meetings, interviews, and execution of the preconstruction contract. The CS verifies proposals for responsiveness and ensures all necessary documentation is in place for County compliance and audit readiness, including alternative public works procurement regulations as defined in RCW 39.10. The CS is responsible for documenting the entire procurement selection process for transparency and audit compliance.</p> <p>Once the preconstruction contract is executed, contract administration is managed by WTD, with specific oversight by P&amp;P Project Controls, based on King County Policies and Procedures.</p>

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	The P&P CS is often consulted on questions that may affect future GC/CM procurements, in an effort to have continuous improvement of the process and documents.
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- d) To further provide clarity, the Table of Organization has been altered in Figure 3. Changes include denoting how the Core Team interacts with the Contract Administrator and the OA Specialty Consultants. The Contract Administrator (CA) supports the contractual compliance for the Core Team, working in close collaboration with the Project Control Engineer, and providing feedback to P&P Lead/CS if challenges arise that may require improvement of the procurement or contract documents. During the Alternative Subcontracting or Bid process for Maximum Allowable Construction Cost (MACC), the CA reviews documents from the GC/CM to ensure bidding is conducted publicly, transparently, and in compliance with RCW 39.10.385 requirement.

The OA Specialty Consultants, as needed by the GC/CM delivery method, provide advisory support and oversight of industry best practices. The Core Team engages in daily management, including change management and change orders. All decisions are made through the core team, except for escalated strategic decisions and issues and change orders that exceed the escalation threshold. These matters are resolved by the Program Management Leadership.

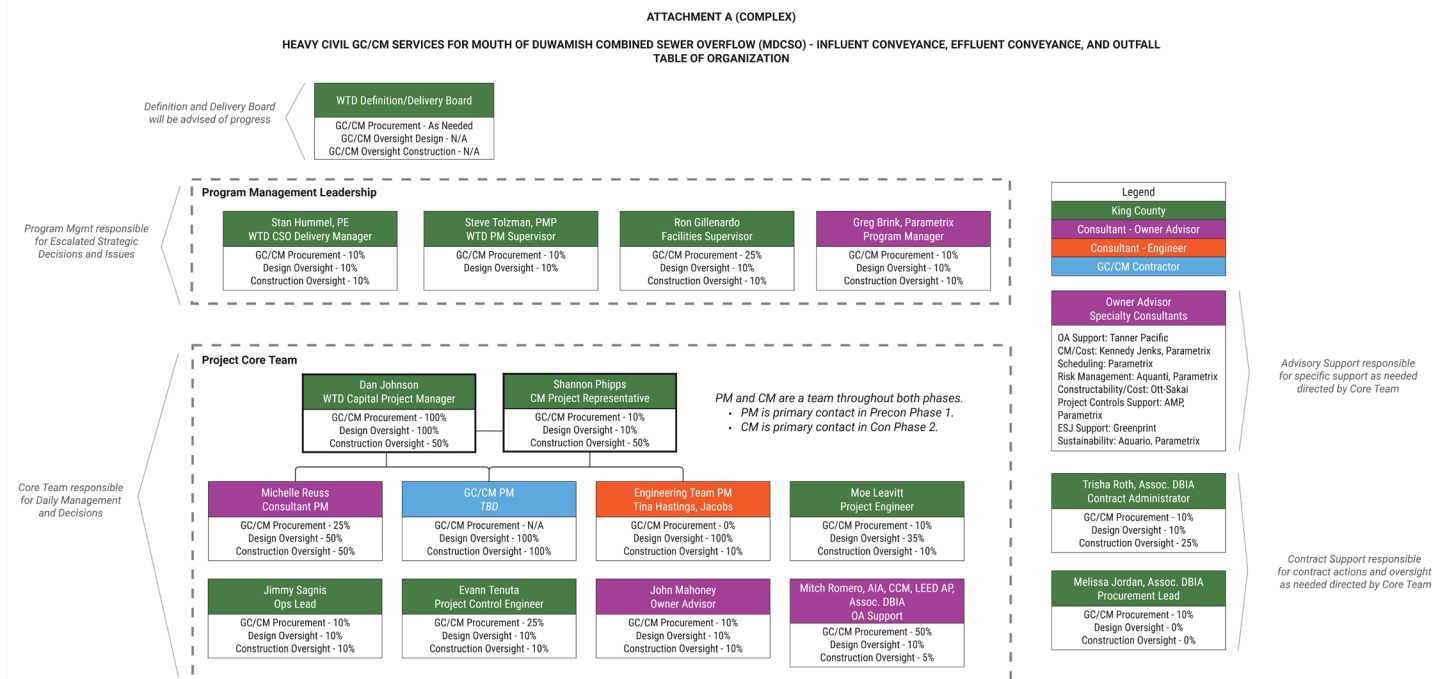


Figure 3: Table of Organization