King County
Department of Natural Resources and Parks
Wastewater Treatment Division
King Street Center, KSC-NR-0500
201 South Jackson Street
Seattle, WA 98104-3855

August 18, 2025

Project Review Committee
State of Washington Department of Enterprise Services
PO Box 41476
Olympia, WA 98504

Dear PRC Panelists:

Attached please find our application requesting approval to utilize Heavy Civil GC/CM, with Alternative Subcontracting, as the delivery method to construct the Mouth of Duwamish Combined Sewer Overflow (MDCSO) Chelan Wet Weather Storage (Project) for the MDCSO Wet Weather Facilities Program. We are collaborating with an owner's advisor through our consultant, Parametrix, to inform a Heavy Civil GC/CM services procurement.

King County has approved funding for the initial phases of the Project. We anticipate that all funding for the entire Project will be received through the King County budget process. This project encompasses the construction of a 7 million gallon (MG) underground concrete storage tank and sewer conveyance facilities including pipes, a diversion structure, and a regulator structure. Submersible pumps will be installed in the tank to discharge combined sewage to a treatment facility. The Project under the umbrella of the GC/CM will be approximately 30 percent complete with design at the time the GC/CM begins work on the project.

We have begun outreach with the contracting community to learn their perspective on the advantages and disadvantages of using the heavy civil GC/CM model with alternative subcontracting. We released a Request for Information (RFI) through King County's procurement portal to gain additional information. The response from the contracting community has been supportive regarding the use of GC/CM, heavy civil authority, and alternative subcontracting. Noted benefits include early risk mitigation, improved cost and schedule control, and early involvement of specialized trades to strengthen design and execution certainty.

With your approval, our team is prepared to move ahead with the project. We look forward to your review of our application and further engaging with the Committee at your September 25, 2025, meeting. Thank you for your consideration of our application.

Sincerely,

Signed by:
Steve Tolzman
012A5D745024D9...
Steve Tolzman
Mouth of Duwamish Wet Weather Treatment Facilities Program Manager

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION

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

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages *(font size 11 or larger)*. Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

a) Legal name of Public Body (your organization): King County Department of Natural Resource and Parks, Wastewater Treatment Division

b) Mailing Address: 201 South Jackson Street, Suite 500, Seattle, WA 98104

c) Contact Person Name: Melissa Jordan on behalf of Jack Launit
Title: Contract Specialist III / WTD Capital Project Manager

d) Phone Number: (206) 263-4005 / 206-263-0127
E-mail: mejordan@kingcounty.gov / jlaunit@kingcounty.gov

1. Brief Description of Proposed Project

a) Name of Project: Heavy Civil General Contractor/Construction Manager (GC/CM) Services for Mouth of Duwamish Combined Sewer Overflow (MDCSO) Chelan Wet Weather Storage

b) County of Project Location: King County

c) Please describe the project in no more than two short paragraphs. *(See Example on Project Description)*
The work is required to meet the 2013 consent decree between King County, the Washington state Department of Ecology (Ecology), the U.S. Environmental Protection Agency (EPA), and the U.S. Department of Justice (DoJ) directing King County to implement control measures on uncontrolled CSOs in order to meet regulatory compliance, including 5 CSOs at the Mouth of the Duwamish. King County is taking a programmatic approach to delivering multiple facilities to control the 5 CSOs by the December 31, 2034, deadline for compliance. The programmatic approach includes several projects. King County is contracting and seeking approval for those projects separately. With this application, King County is seeking approval for the Chelan Wet Weather Storage Project. Separate projects in the Program are Wet Weather Treatment Station approved by PRC for Heavy Civil GC/CM on May 23, 2025 and Influent Conveyance, Effluent Conveyance, and Outfall approved by PRC for Heavy Civil GCCM on July 24, 2025.

The Chelan Wet Weather Storage Project will serve combined sewer basins west of the Duwamish River. These basins receive both sanitary wastewater and stormwater. During rainfall events, flow in the combined sewer may exceed the sewer capacity, resulting in overflows to nearby waterbodies. The project includes construction of several new facilities including a 7-million gallon below grade combined sewer overflow (CSO) storage tank, a diversion structure, demolition and replacement of the Chelan regulator station, and installation of approximately 2,600 lineal feet of open-cut and trenchless (e.g., microtunneling and/or pipe ramming) influent 60-inch pipe. The project also includes constructing new submersible drain pumps that will discharge wet weather flows from the new storage tank through a new effluent pipeline that will connect to the existing West Duwamish Interceptor for treatment at the West Point Treatment Plant. Construction of the subsurface facilities is expected to encounter fill associated with prior industrial operations (e.g., logs, piles, abandoned pipes, buried tanks). The Project area has been used for a variety of industrial purposes and multiple sites in the vicinity have some level of documented soil or groundwater contamination.

d) Applying for permission to utilize Alternative Subcontractor Selection with this application? **Yes** \~~No~~
(if no, applicant must apply separately at a later date utilizing Supplement B*)*

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**77,270,000**
Estimated project construction costs (including construction contingencies):	$**449,180,000**
Equipment and furnishing costs	$**0**
Off-site costs (Real property)	$**1,090,000**
Contract administration costs (owner, cm, etc.)	$**39,750,000**
Contingencies (design & owner)	$**188,840,000**
Other related project costs (1% for Art and Sustainability allowances)	$**4,670,000**
Sales Tax	$**46,400,000**
Total	***$*807,200,000**

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

Funding for this project is not dependent on future grants, bonds or other non-ratepayer funds. The program is required to comply with regulations and a Consent Decree as indicated in the introductory paragraph.

King County follows a biennial budget process. Appropriation authorizing spending is made through the budget process. The concept design stage of the Chelan Wet Weather Storage project was funded during recent budget cycles. Additional appropriation is being requested for the upcoming biennium in the current and future budget cycles for remaining funds. The King County Council (Council) approved the Executive Branch's decision to sign the Consent Decree, thereby signaling its commitment to completing the program as a major component of fulfilling the Consent Decree requirements. Council is expected to adopt the proposed budget, thereby granting sufficient appropriation for this project, well before the completion of design and commencement of construction.

The project will be funded using ratepayer funding. In addition, King County will explore federal and state funding program opportunities to support this project. These may include, but are not limited to, WIFIA loans from the EPA and SRF loans from WA Ecology.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*

b) Hiring consultants if not already hired; and

c) Employing staff or hiring consultants to manage the project if not already employed or hired.
(See Example on Design & Construction Schedule)

d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process. *(If applicable)*

Figure 1 illustrates the Project's anticipated design, procurement, and construction schedule for Chelan Wet Weather Storage. King County has issued Notice to Proceed to the Program Engineering Consultant in June 2025. This schedule assumes PRC approval in September 2025.

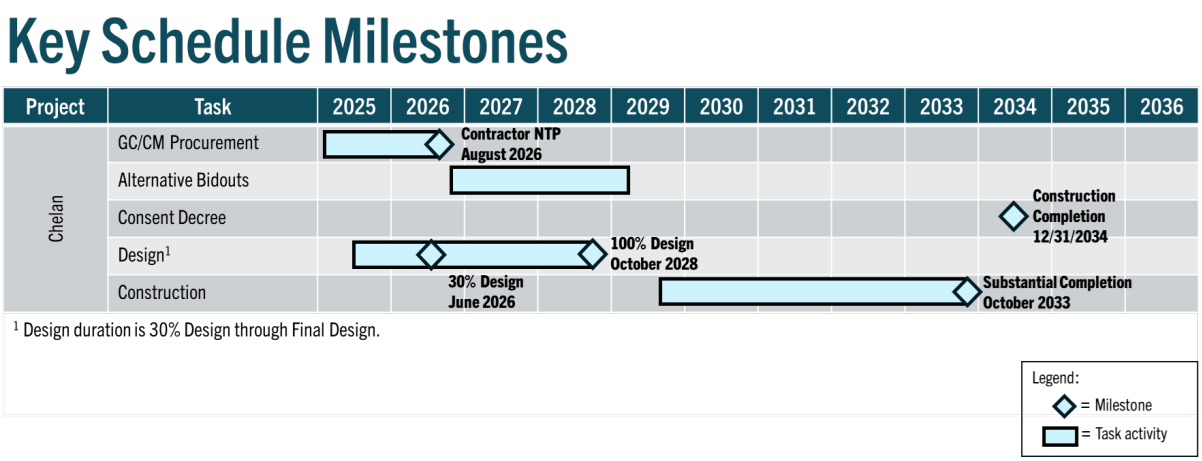


Figure 1. Mouth of Duwamish Chelan estimated project schedule.

King County Wastewater Treatment Division (WTD) has retained Parametrix to provide Program Manager/Owner's Advisor (PMOA) services for the GC/CM project. Jacobs, the Engineering and Environmental (EE) consultant who has been retained for design of the facilities, is developing the design to 30 percent level of completion and will perform final design as the engineer of record. The project is currently initiating the preliminary design phase.

Based on industry feedback, WTD is requesting alternative subcontracting authority to procure a Mechanical Contractor/Construction Manager (MC/CM) and an Electrical Contractor/Construction Manager. Each of these focal areas of work are anticipated to be meaningful elements of the project construction scope that will require management of specific risks and are anticipated to be in excess of $3 million of construction works. This approach allows the GC/CM to adapt to evolving means and methods, competitively bid or negotiate scopes, and maintain owner's leverage in pricing. KC WTD and PMOA will collaborate with the GC/CM, within the GC/CM subcontracting plan, to determine if additional alternative subcontracts will benefit the Project. The timeline for subcontractor procurement will be modified per GC/CM recommendations. KC is requesting multiple alternative subcontracting authority based upon industry feedback, market sounding, and evaluation of the scopes and anticipated performance of services mix under the construction services contract.

Based on the most recent Request for Information (RFI) KC001483 received, there is clear consensus among industry stakeholders that alternative subcontracting is widely viewed as essential for high-risk, specialized, and equipment-driven scopes. Respondents to the RFI were in unanimous support of the use of alternative subcontracting as a beneficial method to delivery of the construction services of the project. Additionally, industry has requested a wide pool of alternative subcontracting authority to respond to early works and specialty elements with the schedule considerations with the consent decree.

4. **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:

KC WTD has established processes for screening and determining suitability for collaborative delivery methods, through the internal Alternative Delivery Committee (ADC), which incorporates RCW 39.10 requirements for GC/CM suitability. The process includes comparative analysis of traditional design-bid-build, GC/CM, and Progressive Design Build (PDB). The ADC (composed of internal KC WTD unit managers responsible for the project's planning, delivery, and operations) reviews and approves the project team's recommendations for the preferred delivery method. The project was reviewed and approved for GC/CM delivery by ADC on November 13, 2024. Based on the PMOA, EE and KC WTD team's review, the project satisfies all RCW 39.10 criteria for use of the GC/CM contracting procedure. Additional justification is provided below.

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

  The project involves complex environmental permitting requirements (related to federal, state and local regulations), including the relationship between design and permitting, and a time specific consent decree. Agencies anticipated to issue permits or approvals for this project include, but are not limited to, US Army Corps of Engineers, US Fish and Wildlife Service, Washington Department of Ecology, Washington Department of Natural Resources, Washington Department of Transportation, Seattle Department of Construction and Inspections, Seattle Department of Transportation, Seattle City Light, and Puget Sound Clean Air Agency. The project area contains mapped estuarine wetlands north of the site and wetland buffers have the potential to extend into the project area. There is a high likelihood that the site intersects Native American archeological resources. The project site is located in an active industrial area, which creates the potential for significant traffic impacts during construction. An elevated track associated with Sound Transit's West Seattle Light Rail Link Extension will cross the project area. There is limited space on the site for construction activities, which complicates equipment staging, material storage, and general site logistics. This limitation could slow construction progress and require more careful sequencing and planning. Alignment of the conveyance piping requires crossing multiple transportation corridors, including BNSF Railways and City of Seattle roadways.

- 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 8.*

  The project is constructing new infrastructure that will connect to existing sewer infrastructure. This project involves demolition and replacement of an existing sewer flow regulator station. New piping will connect from the upgraded regulator station to the new storage tank and new piping will route discharge flow from the tank to the existing sewer system to be treated. The GC/CM's input is critical for identifying means and methods to ensure sewer operations are maintained while facilities are being demolished and replaced.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

  GC/CM involvement during design is critical for maximizing schedule acceleration opportunities, risk management, and cost certainty. The GC/CM model will enable design efficiencies and provide opportunities for earlier procurement of critical-path, long-lead equipment as well as input on constructability and value engineering. Early GC/CM and Designer collaboration will reduce risk and potential change orders, while facilitating improved schedule control necessary to complete the project and deliver the overall program by the Consent Decree deadline of December 2034.

- If the project encompasses a complex or technical work environment, what is this environment?

  This is a complex work environment due to potential for presence of archaeological resources, proximity to sensitive environmental areas, constrained spaces, potential for contaminated soils, limited parking and staging areas, and connections to existing and new wastewater infrastructure while maintaining current operations. In addition, there are various types of conveyance construction, including open cut / trench and underground construction works (i.e., microtunneling), as well as regulator station construction and demolition that will require strategic sequencing and construction staging. The Project site is located in an active industrial area that requires managing work to minimize traffic disruption. Early contractor involvement in design will mitigate risk, reduce costs, improve schedule certainty, and reduce impacts to the surrounding residential and business communities. Careful coordination and phasing of the construction, including integration of new equipment and connection to existing infrastructure, will be required. The GC/CM will provide preconstruction planning, construction phase sequencing, and third-party agency coordination of these critical aspects.

- 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?

  Not applicable. No buildings of historical significance are involved in the project or located in the project area.

- 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?

  The project qualifies as Heavy Civil GC/CM because its predominant features are infrastructure improvements and construction of incoming and outgoing systems connecting to the new wastewater storage tank. There is limited and constrained space onsite for staging, laydown, and performing the construction activities. Because of the site constraints and construction activities to be performed by the GC/CM, heavy civil (HC) authority is an appropriate delivery method for the project. The heavy civil contracting procedure controls risk via the GC/CM's negotiated self-performance of construction. The facility's critical nature (e.g., technical complexity and Consent Decree deadline) leads this project to be high risk, with a need for tight control, self-performance and control of interfaces, and the ability to create flexible work plans that can adapt to unplanned events, if needed. These factors all contribute to the appropriateness for selecting the GC/CM heavy civil contracting procedure.

  Based on industry outreach and collection of contractor input to date, KC WTD anticipates more than 30 percent, and up to 50 percent, of the work to be negotiated as self-perform.

  In RFI KC001483, all respondents endorsed the use of Heavy Civil GC/CM authority for this project. Respondents highlighted key benefits, including enhanced opportunities for self-performance, improved cost and schedule control, early contractor involvement, and risk mitigation. Contractors noted that HC authority allows for multiple, phased scopes on projects like this with uncertain underground conditions.

5. 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 Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

  Risk reduction and constructability considerations can be effectively managed through the GC/CM delivery method, compared to traditional delivery, which results in heightened cost control. GC/CM participation would also provide more reliable estimates early in design and afford opportunities for value engineering and risk mitigation to meet budget goals. This provides a fiscal benefit to the project and the ratepayer in providing increased cost control due to continual price discovery through progressive independent cost estimating and reconciliation exercises throughout preconstruction. Once the design reaches approximately 90%, the Maximum Allowable Construction Costs (MACC) value should take into consideration all risks identified through preconstruction estimating process.

- 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.

  The project contributes to the meeting of the Consent Decree substantial completion date of the MDCSO program, which has limited overall float. Traditional methods do not afford schedule acceleration opportunities that GC/CM would offer the project. GC/CM participation enables the early procurement of long-lead items, assessment and mitigation of scheduling risks, and adaptable sequencing to meet the Consent Decree deadline.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

  Heavy Civil authority will serve the public interest because it gives the County the ability to negotiate with the GC/CM to self-perform critical or higher risk work and thereby maintain tighter control of the quality and execution of a greater portion of the project. Using GC/CM will allow the Contractor to provide input during the design process to reduce community and environmental impacts. The GC/CM can use its ability to self-perform up to 50% of the work to have greater control over sequencing and logistics. KC WTD obtained industry input via RFI KC001483 on this subject and respondents expressed unanimous support for use of Heavy Civil authority for this project.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

  KC WTD delivers approximately $350M in capital projects every year as part of the Regional Wastewater Services Plan (RWSP), a 30-year comprehensive plan adopted by the King County Council in 1999 to ensure the regional sewer system keeps pace with growth and continues meeting regulatory requirements. KC WTD has used RCW 39.10-authorized delivery methods for a variety of

projects within the last decade. KC WTD is currently using PDB for two sewer rehabilitation projects, and two GC/CM projects for wastewater treatment plant electrical upgrades and a wet weather treatment station.

KC WTD is continuing to build organizational capacity and delivery capabilities in the use of alternative/collaborative delivery methods. This project is being delivered by the CSO Delivery Unit, led by Stan Hummel, who has more than 30 years of project delivery experience, including the delivery of projects using heavy civil GC/CM. Jack Launit, the project manager for this project, has significant experience in engineering and construction project delivery and intimate familiarity with WTD facilities and operations. The following active projects are being delivered using alternative delivery methods:

- Elliott West Wet Weather Treatment Station (GC/CM)
- West Point Treatment Plant Electrical Improvements (GC/CM)
- M Street Trunk Rehabilitation (PDB)

Parametrix is serving as Program Manager/Owner's Advisor (PMOA) for this project. The PMOA team has proven program management and owner's advisor capabilities. Over the past decade, Parametrix has provided OA services for over 50 GC/CM projects ranging from $10 M to over $1 B, with total value exceeding $7.1 B. Mitch Romero has been OA/PM for 11 GC/CM Projects since 2003 and is also a member of the CPARB GC/CM best practices committee. John Mahoney has more than 25 years' experience developing and implementing collaborative delivery public works projects totaling more than $5 billion, including Owner Advisor roles for multiple KC WTD GC/CM and PDB projects, as well as developing King County's Alternative Public Works Pilot-to-Practice Program, providing training and education for KC WTD staff. The team's organization balances proven experience and relationships with program and project management, technical expertise, and construction management expertise from a diverse resource pool.

- 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 Example on Project Organizational Chart)*

  As shown in the Project organization chart in Attachment A, the MDCSO Program Management Team is comprised of WTD and consultant staff, organized to deliver projects in a manner that supports collaboration, accountability, and efficiency. 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/Project Representative (PM/PR) and Construction Manager/Project Representative (CM/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, PMOA, and consultant engineer across the program and projects within it. The PM and CM are a team throughout both phases. The PM is the primary contact during Preconstruction; the CM is primary contact during Construction.

- Staff and consultant short biographies *(not complete résumés)*.

  Refer to key staff descriptions below.

- 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 Example Staff\Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*

  Refer to Attachment B, Project Team Experience.

- The qualifications of the existing or planned project manager and consultants.

  Refer to Attachment B, Project Team Experience.

- 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.

  Not applicable.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- Refer to descriptions below and Attachment B, Chelan Wet Weather Storage Project Team Experience.
- **Key Staff**

  Note: Not all staff from the Organization Chart (Attachment A) are described here. The below descriptions focus on key staff who will be involved in the day-to-day activities of the Project.

  Jack Launit, PMP – Capital Project Manager, King County WTD
  Jack's experience encompasses all facets of project and program leadership and execution from concept to completion, ensuring alignment with long-term operational needs while navigating strict regulatory policies, budget constraints, and tight timelines. Jack has led complex capital projects across engineering, construction, and operational teams, developing intricate project plans to ensure quality execution. Jack has over 17 years of experience leading a wide range of projects and programs from Army Soldier Readiness Programs to complex infrastructure capital improvement programs and projects. Jack has led teams in the planning and execution of multiple projects and programs utilizing alternative delivery methods including the West Point Treatment Plant GC/CM Contract, and the Harborview Bond Program, which is being delivered under a Progressive Design Build model. Projects Jack has led have ranged in cost between $16M and $439M.

  Stan Hummel, PE – CSO Delivery Manager, King County WTD
  Stan is the Unit Manager of the CSO Delivery Unit under which the MDCSO Program is being delivered. He has 33 years of Project Management experience focusing on the delivery of large wastewater treatment and conveyance projects for KC WTD, including the delivery of the $320M GC/CM contract for the Brightwater Treatment Plant. Stan has 21 years of direct supervisory experience with KC WTD's project planning and delivery section using conventional and alternative delivery methodologies. Please see attachment C for specific GC/CM Project experience.

  Steve Tolzman, PMP – Program Manager, King County WTD
  Steve is a program supervisor, overseeing delivery of Mouth of Duwamish Wet Weather Facilities infrastructure projects in the KC WTD's CSO Delivery Unit. He has 23 years of Project Management experience at KC WTD in capital project planning and delivery. Steve has directed and been in a team support role on large infrastructure projects including treatment systems and regional wastewater conveyance infrastructure. Steve is a certified PMP through the Project management Institute (PMI).

  Todd Keithahn, PE, PMP - Project Engineer, King County WTD
  Todd is a Principal Wastewater Engineer with King County's Wastewater Treatment Division (WTD) and has over 36 years of experience in public works engineering. Todd is a registered professional engineer in Washington and a registered project management professional. Todd has extensive design experience for water and wastewater conveyance and treatment facilities. His experience includes all aspects of planning and design including preparation of engineering reports, alternatives evaluation, development of detailed design plans and technical specifications, preparation of cost estimates, project schedules and permit documents. Todd also has practical experience managing subconsultants and contractors and conducting CM services during construction that include submittal reviews, response to field questions, inspection of field work, and onsite support for testing and commissioning of water and wastewater systems. Todd is currently providing engineering support on the Sammamish Wastewater Diversion Phase 1 project, which is being delivered as GCCM, and the South Treatment Plant Influent Pump Station Seismic Upgrades project contracted as GCCM.

  Ronald Gillenardo, West Offsite Manager, King County WTD
  Ronald is a wastewater professional that brings more than 36 years of experience in Water and Wastewater Operations and Maintenance. Ronald is a subject matter expert on Wastewater Process, Conveyance, Collections and Regulatory Compliance. Ronald has experience operating and maintaining wastewater facilities as small as 12 MGD and as large as 340 MGD with associated pumps, motors and other process and conveyance equipment. Ronald also has over 25 years facilitating and managing wastewater construction and improvement projects.

  Shannon Phipps – Construction Manager, King County WTD
  Shannon has 15 years experience in construction management in both private and public sector. He is a Certified Construction Manager (CCM) with 9 years at the King County South Treatment Plant.

Additionally, he is assigned as Project Representative on M Street Trunk Rehab (PDB) and GCCM contracts at South Treatment Plant.

Zoe Lehman – West Offsite Senior Operator in Charge
Zoe is a Senior Operator for West Side offsite facilities. She has a bachelor's degree in environmental studies and 14 years of wastewater experience. Zoe has been with WTD at West Point since 2012 and the West Offsite team since 2017. She has broad knowledge of wastewater treatment processes and collection systems operations, with expertise in CSO storage and treatment. She provides support to capital improvement projects for WTD operating facilities including the Elliott West wet weather upgrade project, which will have a maximum capacity of 210 MGD at completion. Zoe holds Group IV Wastewater Treatment and Group I Collection System certifications.

Melissa Jordan, Associate DBIA, CPPB – Procurement Lead, King County
Melissa has over 8 years of Alternative Public Work Experience and 18 years of public procurement experience. The majority of her experience was spent in Public Work and Capital Project procurement, contract administration, and close outs. Melissa holds a Bachelor's in Business Management, is a Certified Professional Public Buyer (CPPB) and an Associate DBIA. Melissa has conducted multiple procurements for alternative delivery projects under RCW 39.10.

Trisha Roth, Associate DBIA, CPPB, MSTM, BSBA – Contract Administration, King County WTD
Trisha brings more than 20 years of experience in both public and private sector with a firm background in project management and contract administration, particularly for capital projects. Trisha holds a Master of Science in Transportation Management, Associate DBIA and Certified Professional Public Buyer (CPPB) certifications. Trisha has direct GC/CM experience working on the West Point Treatment Plant GC/CM Electrical Improvement Project, and Elliott West Wet Weather Treatment Station.

Evann Tenuta – Program Control Engineer, King County WTD
Evann brings over 10 years of public sector project control experience including Washington State Ferries and King County Solid Waste and Wastewater Treatment Divisions. She has provided expertise on project control functions for multiple complex, large-scale capital projects.

Greg Brink, PMP, PMI-RMP, CVS, CCE/A – PMOA Program Manager, Parametrix
Greg has 24 years of experience as a program/project manager, a longstanding relationship with KC WTD, and successful experience managing KC WTD contracts with multiple subconsultants. He has direct experience as an Owner's Advisor, contract Project Manager (PM), Program Manager, and Project Control Specialist for Alaska GC/CM alternative delivery capital projects, Sound Transit's Lynnwood Link Extension GC/CM, project manager/principal owner's advisor of the consultant team for KC WTD's West Point Treatment Plant GC/CM, and delivery of more than 30 international military construction and embassy compound development DB projects for the US Department of Defense, US Navy, and US Department of State.

Kimberly Kelsey, PE, PMP – PMOA Deputy Program Manager, Parametrix
Kimberly has 30 years of experience as a program and project manager and mechanical engineer with a focus on public infrastructure and wastewater treatment projects. She has extensive experience managing KC WTD contracts with multiple subconsultants, acting as a program management advisor, project manager, and project engineer. Kimberly has also served as a project manager and program management advisor for Seattle Public Utilities' CSO Program, was the project manager for KC WTD's Elliott West CSO Control Facility, and led the Small Generator Replacement Program, as well as many other projects for KC WTD and other municipalities.

Lisa Reynolds, PE, MBA – Consultant PM, Parametrix
Lisa is an experienced wastewater engineer and program manager with 30 years of experience and a strong background in utility management, engineering, and regulatory compliance. She is a registered professional engineer in Maryland, Virginia, and the District of Columbia. Her past program management experience includes the DC Water Biosolids Management Program with components delivered using DB and DBO. As Director of Engineering and Planning, Lisa played an integral role in selecting the owner's advisor for AlexRenew's River Renew CSO program. Lisa's ability to engage with diverse communities, address potential impacts, and deliver value to affected areas demonstrate her ability to manage large-scale initiatives and drive successful outcomes in complex projects.

Lisa Stensby, PMI-RMP, PMP – Program Controls Manager, Parametrix
Lisa has over 12 years of experience in program controls, scheduling, and risk management for complex infrastructure projects. She specializes in Critical Path Method (CPM) scheduling, time impact analysis, and project risk analysis, with expertise in GC/CM. Lisa has served as the lead scheduler and owner's advisor for KC WTD's West Point Treatment Plant GC/CM, lead scheduler for KC WTD's WPTP Low Pressure Sludge Gas Pipe Replacement, and scheduler and owner's advisor for Alaska GC/CM alternative delivery capital projects.

John Mahoney, PE, PMP, DBIA – CSO Program Owner Advisor, Tanner Pacific
John has more than 25 years developing and implementing collaborative delivery public works projects, including progressive design-build (PDB), totaling more than $5 billion. He has direct experience as a public agency executive, contractor, Owner Advisor, contract Project Manager (PM), and Program Manager, for various alternative public works delivery capital projects. As the CSO Program's Owner Advisor, John's expertise includes the ECAWP Advanced Water Purification Program, Silicon Valley Clean Water RESCU Program, KC WTD ESI Section 8 Trunk Rehabilitation PDB Project, KC WTD M Street Trunk Rehabilitation PDB Project, and SFO Airport Tenant Relocation Program Construction Manager at Risk project. Additionally, John developed King County's Alternative Public Works Pilot-to-Practice Program, and continues to provide training and education for KC WTD and County staff.

Mitch Romero, CCM, AIA, LEED AP, Associate DBIA – Owner Advisor Support, Parametrix
With over 30 years of experience, Mitch has served as Owner Advisor, Project Manager, and Construction Manager on 15 Washington State GC/CM projects and five federal Design Build projects. He has a strong background in alternative delivery methods, with a focus on critical facilities.

Alex Mannion, CEP, PSP, PMI-RMP, PMP – Program Cost Estimator, Parametrix
Alex has over 10 years of experience in cost estimating for water and wastewater infrastructure projects. He specializes in Total Cost Management and alternative delivery methods, including GC/CM and Progressive Design-Build. For KC WTD, Alex has served as the lead cost estimator and owner's advisor on major projects, including West Point Treatment Plant GC/CM, Elliott West Wet Weather Treatment Station, and Brightwater Aeration Basins Optimization. His expertise includes capital cost estimation, risk assessments, GMP negotiations, and cost validation, supporting KC WTD's best practices in project controls and financial management.

Chris Baersten, PE, PMP, ENV SP – Technical/Engineering Lead, Kennedy Jenks
Chris has spent his entire career working on public infrastructure projects related to wastewater, drinking water and stormwater conveyance and treatment. Chris has worked for KC WTD for over 15 years across large and small projects related to treatment, conveyance and regulatory compliance. Chris has experience in project management, owner's advisory services, design management, project engineering, construction management, and technical advising. Chris has collaborative delivery experience including GC/CM, Progressive Design-Build, and Design Assist. Chris is an Owner's Advisor for KC WTD's Eastside Interceptor Section 8 PDB project and Pierce County's Cascadia Wastewater Treatment Plant Program, was a design engineer on Pierce County's Chambers Creek Wastewater Treatment Plant Expansion GC/CM project and was the design manager on the City of Everett's Phase 2 Water Filter Plant Expansion PDB project.

Anne Timmermans, CCM, LEED AP BD+C – Construction Manager, Parametrix
Anne has 21 years of experience in construction management, specializing in in large-scale heavy civil infrastructure projects. With over $2.5B in capital construction experience in the Pacific Northwest, she has led projects involving phased construction on occupied sites, 24/7 operating facilities, secured access, and constrained sites. Anne has been a lead construction manager on several mega capital construction programs, including the Port of Seattle Concourse C Expansion program. She has also led GC/CM alternative delivery support for the Port of Seattle Baggage Optimization Phase III project.

Nicki Pozos, PhD, PE, PMP – Program Equity Manager, The Formation Lab
Nicki brings over 20 years of experience in water supply planning, strategic communications, and equity consulting. Her experience includes leading equity programs on capital projects for achievement of equity and inclusion goals, providing management and oversight of diversity and inclusion efforts, outreach, mentoring, and capacity for building small businesses in the community.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

  KC WTD and the PMOA will be implementing project control procedures that address all aspects of the project from planning through closeout. These procedures build on standard capital project management procedures used by KC WTD and are being tailored to GC/CM delivery. Detailed project control procedures address design development and reviews, scheduling, cost control and quality assurance, and closeout. A project-specific risk register has been developed to identify and mitigate risks. The risk register will be updated monthly throughout the project and will be used to help manage risk allocation and contingencies.

  During procurement of the GC/CM contractor, procedures will be implemented by King County procurement with support from the PMOA and the project team to ensure that the procurement process, criteria, and project requirements comply with RCW 39.10.

  KC WTD and the GC/CM will implement design reviews, design logs and trend logs throughout design development to ensure that the project goals, criteria, and requirements are met by the design packages. KC WTD will be the primary party responsible for engineering design reviews and stakeholder integration. KC WTD, with the assistance of the PMOA, will lead construction price negotiations with the GC/CM in a transparent and open book manner.

  In construction, field quality assurance will be a combined team effort with KC WTD and PMOA oversight of work. Quality control and implementation of quality processes will be the responsibility of the GC/CM, with oversight from the KC WTD, PMOA, and Engineer of Record.

  KC WTD's document and project controls best practices will be followed throughout the project. At the completion of the project, the PMOA will prepare a project closeout report which will capture all pertinent project data and lessons learned.

- A brief description of your planned GC/CM procurement process.

  KC WTD intends to use a multi-phased GC/CM procurement approach:

  - Market sounding with interested construction companies (already in progress).
  - Public outreach including a Request for Information by interested firms.
  - Request for Proposals (RFP is Phase 1 of the procurement), to include relevant experience, proposed team, and approach. RFP Phase 1 will conclude with shortlisting three to five respondents.
  - Request for Fee Proposals (RFFP Phase 2 of the procurement) to acquire the GC/CM fee (standard fee and negotiated self-performed fee) and projected cost for Phase 1 preconstruction and design. Short-listed respondents will be invited to interviews, proprietary meetings, and site tours.
  - KC WTD will use GC/CM contract documents that follow an established boilerplate. The first agreement is specific to pre-construction services.
  - Any Early Work Packages (EWPs) will require execution of the second (construction phase) GC/CM construction services contract, as mini-MACC's. Any additional EWPs prior to the full Maximum Allowable Construction Cost (MACC) will be treated as change orders, resulting in the final EWP as the MACC or the cost to construct the entire project.

  The PMOA will also provide expertise and support by leveraging industry experience and knowledge of best practices and Washington State requirements from RCW 39.10.

- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms.
  KC WTD has developed boilerplate documents in collaboration with the King County Prosecuting Attorney's Office. The boilerplate documents are continuing to be improved as they are implemented on KC WTD and other King County projects.

7. **Owner Readiness** *(To be answered by the Owner)*

   a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?

   The County has been actively engaged in undertaking steps of organizational readiness. This includes participation in professional organization trainings, including the Association for General Contractors (AGC) GC/CM training, Design Build Institute of America (DBIA), Water Collaborative Delivery

Association (WCDA), and multiple planning workshops with the team. Planning workshops facilitated by the owner's advisor included capturing and applying lessons learned from other GC/CM projects the County and its team members have undertaken, as well as planning and preparing for engagement in alternative public works with a contractor. Key topics of preparation include project governance, budgetary planning, coordination/communication, cost estimating and mini-MACC negotiations, project controls, change management, contract compliance, tracking/reporting, and engagement in preconstruction and construction phases of the project.

i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?

KC WTD staff conducted industry outreach with peer agencies, including Sound Transit, Pierce County, Port of Seattle, City of Tacoma, and Seattle Public Utilities, and industry leaders to understand the current market, best practices, and receive information on lessons learned. The County actively engaged peer agencies involved in alternative public works starting in 2021 and has maintained contact and coordination to further its learning process and improve organizational readiness of staff. The agency has learned and now understands that administratively it takes a dedicated, focused core team to align the organization to alternative public works. The County understands this core team is necessary to focus on the day-to-day management and administration of alternative public works projects. The County continues to refine its internal processes and procurement documents based on industry feedback, lesson learned, and specific project needs.

ii. What training have you as an Owner and your staff taken?

The County recognizes there is limited training available specifically for GC/CM; however, several actions have been undertaken to train and prepare staff. Staff has participated in the AGC's GC/CM training to better understand the process and how to administer the preconstruction and construction contracts. Staff has attended organizational readiness workshops, led by the owner advisor, to prepare for engaging in all aspects and phases of collaborative delivery and to understand specific nuances of delivering a GC/CM project in the WA state. Staff have also participated in formal training provided by the Water Collaborative Delivery Association (WCDA) and the Design-Build Institute of America (DBIA) to better understand collaborative delivery processes and tools that may be applied to GC/CM delivery. KC WTD has retained an owner advisor to support training and assist in development of internal processes and tools needed to implement Alternative Public Works projects and institutionalize collaborative delivery within the broader organization.

iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

The County has considered the differences in alternative delivery and use of alternative public works relative to Design Bid Build. In particular, the County has adapted its risk register and further developed a risk allocation matrix tool to provide transparent and clear understanding of owner-controlled vs. contractor-controlled contingency associated with allocated risks. County staff have undertaken training and are currently sharing lessons learned from the two active GC/CM projects already in administration within the agency, along with staff and team members' experience implementing GC/CM for other public agencies. This has ensured that staff better understand the nature of contract changes in alternative public works and recognize that changes during design from contractor input provide a benefit to delivery in calibrating the designer's intent with contractor means and methods. Further, County staff are recognizing that changes are a collaborative problem-solving effort between the integrated team as opposed to a more traditional adversarial approach that may be experienced using Design Bid Build. The County has formulated a core team approach to delivering GC/CM projects between the County, owner's advisor, Engineer of Record, and GC/CM contractor that seeks to foster collaboration throughout the delivery process. In terms of potential disputes, the County has a dispute resolution process as part of its governance approach that includes an escalation ladder to the Change Review Board, as well as the Agency Governance Boards that seek to facilitate decision-making and mediate any potential disputes between the agency and contractor in order to arrive at a mutually agreeable outcome in the interest of the project. Lastly, as part of evaluating the goodness of fit

and optimal delivery method type for a project, KC WTD's Alternative Delivery Committee (ADC) has institutionalized a process where Design Bid Build is the baseline delivery case that is considered and compared to Alternative Public Works delivery methods.

b) How does your organization ensure that knowledge is passed down to your staff and project team?

The County, and more specifically KC WTD, maintains an active lessons learned database tool that tracks information and is readily available to all staff. This program captures learned lessons on projects that are broadly shared and communicated to staff throughout the agency. Recently, the County has ensured particular emphasis in the sharing of lessons learned on alternative public works projects, inclusive of the two active GC/CM projects that are already undergoing delivery within the agency. Surveys have been conducted amongst KC WTD staff to capture information on elements that are working well, aspects that could use improvement, areas of opportunity to refine/improve delivery, and challenges that may disrupt the delivery process. Project teams, including owner's advisors and Engineers of Record, from the active GC/CM projects are conducting knowledge sharing as part of organizational readiness efforts for this GC/CM project through a series of interactive, scenario-based workshops focused on ensuring staff are prepared. Overall, KC WTD is cross training team members through lessons learned, collaboration with project team members on existing projects, and internal training efforts including a library of past projects. Standards are being established with project SharePoint site documentation, and procedural manuals, all of which are in a state of continuous improvement.

c) How have you familiarized yourself and your staff with GC/CM Best Practices?

The County, and more specifically KC WTD, has invested significantly in orienting to and understanding industry best and effective management and delivery practices in alternative public works, collaborative delivery, and more specifically GC/CM, per RCW 39.10. KC WTD currently has two active GC/CM projects underway and is applying a lean continuous improvement methodology in efforts to continue to tailor agency practices to industry best practices. For each of the current active GC/CM projects, KC WTD (with support from its owner advisor) have developed a GC/CM Management Plan to provide overarching guidance and define how the agency will manage and deliver projects using the GC/CM delivery method. The GC/CM Management Plan draws upon industry best practices in collaborative delivery during preconstruction and construction phases and ensures alignment to and compliance with RCW 39.10. In addition, KC WTD has owner advisor consultants with significant experience in GC/CM delivery guiding the process and ensuring that the County is seeking to employ best practices in GC/CM delivery. Lastly, a "best practices" document has been published on the County's global Capital Project Management Work Group (CPMWG) to inform teams from all County agencies.

d) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

The County's project team is directly involved in monitoring GC/CM subcontractor bid packaging. The core team structure that KC WTD is employing involves both the PM/PR of Phase 1 preconstruction services agreement and CM/PR of the Phase 2 construction services contract who provide direct oversight of the prime contractor's bidding and subcontract terms. In addition, KC WTD has added additional procurement resources to its Project Control and Contract Management Unit recently to support alternative public works and to support bidding procedures and review / validation of acceptability of subcontract terms. As part of the preconstruction services, the County staff and the core team will work with the prime contractor to determine appropriateness of subcontractor bid packaging, including the process by which alternative subcontractor bids will be administered and conducted in compliance with RCW 39.10. KC WTD Project Representatives are supported by the PMOA, and Trisha Roth who is in KC WTD's Project Control and Contract Management Unit, to provide oversight to the GC/CM subcontractor bid packaging and alternative subcontracting process. Oversight will include flow down of requirements from the GC/CM contract to subcontractors, review of subcontract packages, and public outreach documentation presented prior to release to verify RCW requirements are met, and public opening of the bids are conducted by a County authorized representative.

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 Example Construction History. 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
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

Refer to Attachment C, 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. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- An 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.*

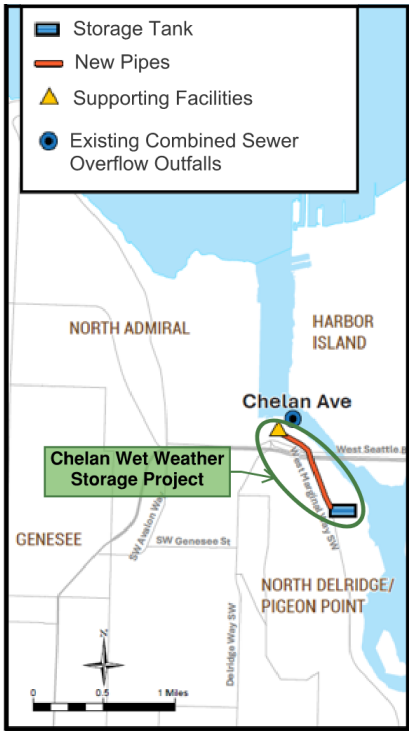


Figure 2. Location Map – Chelan Wet Weather Storage.

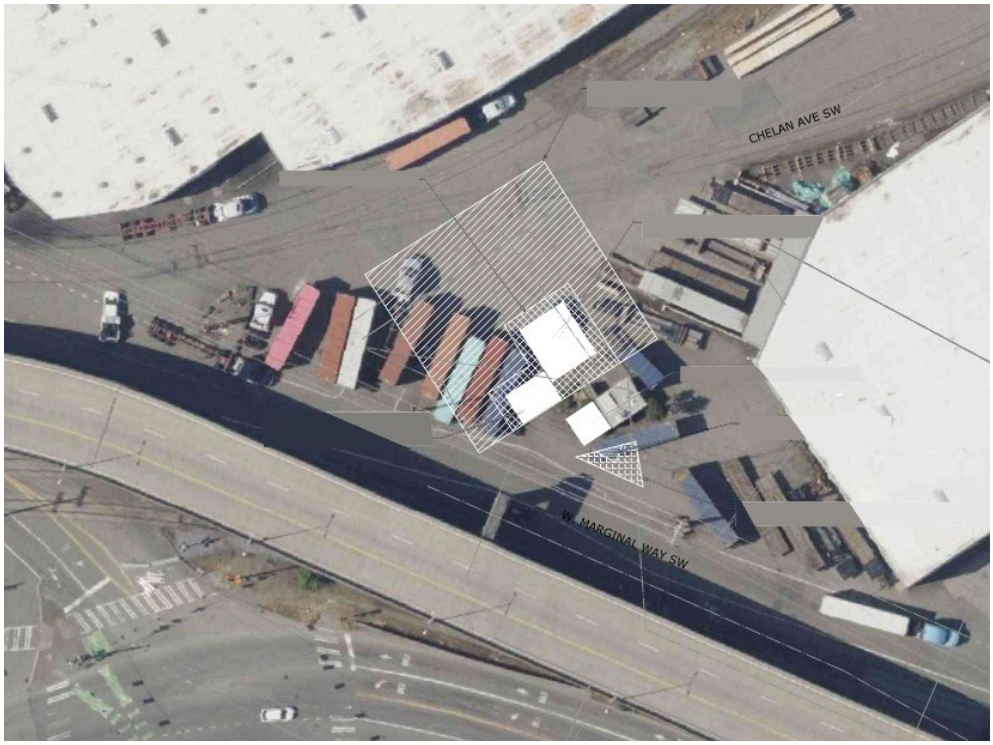


Figure 3. Chelan Regulator Tie In.

Figure 4. Proposed Chelan Tank Trenchless Conveyance.

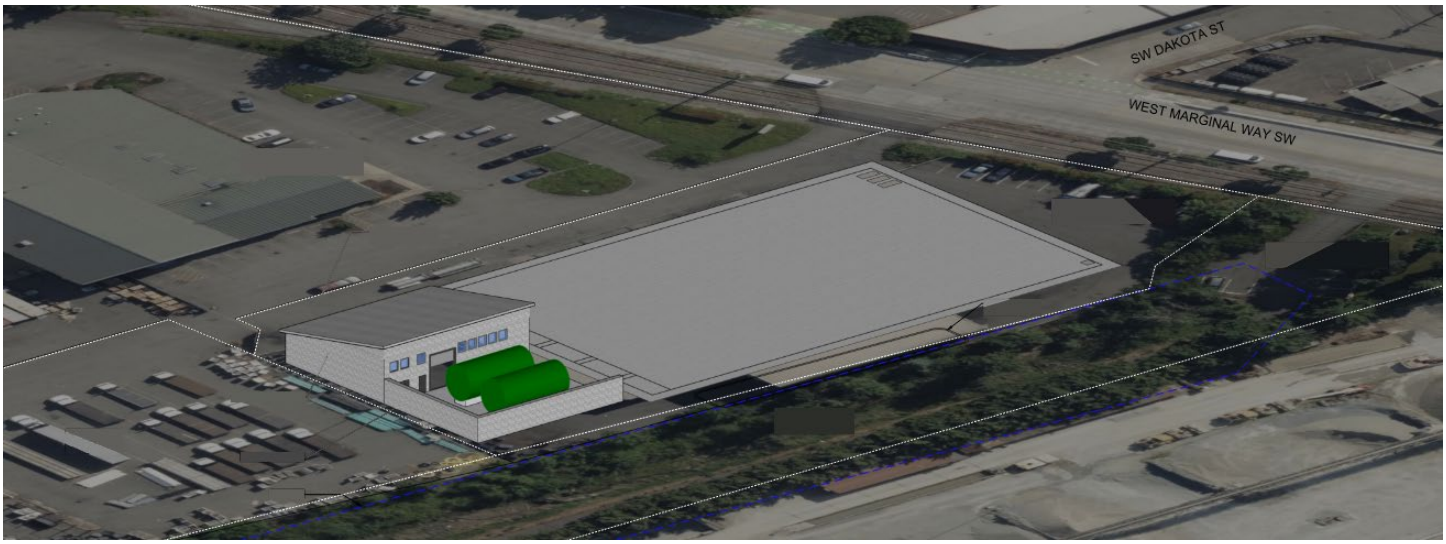


Figure 5. Site Plan – Vicinity of 4034 W Marginal Way, SW, Seattle.

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.

KC WTD has received no audit findings on any of the public works projects listed in response to Question 8.

11. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization ($).

King County is a national leader in equity and social justice, including strong pro-equity contracting policies designed to deliver equitable opportunities for small businesses certified by the Washington State Office of Minority and Women Businesses Enterprises (OMWBE) and the Washington State Department of Veteran Affairs, including DBE, MBE, WBE, PWSBE and VOB firms. Strategies include:

- **Quarterly outreach events.** Quarterly online events hosted by KC WTD, supplemented with annual in-person outreach events, hosted by the broader County, as well as one-on-one meetings with project management and potential prime and subcontractors on a quarterly basis. KC WTD is continuing to improve these outreach events based on external feedback.
- **Program-specific outreach.** KC WTD has engaged in comprehensive industry outreach, including contractor one-on-one meetings, tactical requests for information to gather critical insights on packaging and delivery methods as well as package specific input, and open house events to enhance competition and program outcomes.
- **Pro-equity contracting requirements.** KC will establish goals for this contract based on the funding sources, potentially including Water Infrastructure and Finance Innovation Act (WIFIA) and EPA State Revolving Funds.

  The RFP requires proposing firms submit an Equity and Social Justice (ESJ) Innovation Plan as part of their proposal, which focuses on outreach, inclusion and mentorship for certified DBE, MBE, WBE, PWSBE and VOB firms. That plan summarizes: (A) GC/CM's outreach strategies, (B) experience successfully implementing meaningful project focused inclusion plans which maximize DBE, MBE, WBE, PWSBE and VOB firm participation, (C) experience providing mentoring to DBE, MBE, WBE, PWSBE and VOB firms such technical assistance, tools and networking, and (D) past performance on utilization of DBE, MBE, WBE, PWSBE and VOB firms.
- **Pro-equity contracting compliance.** Consistent with RCW 39.10.360, KC's contract will require reporting on utilization of certified DBE, MBE, WBE, PWSBE and VOB firms. Utilization is tracked in

KC's Diversity Compliance Monitoring System (DCMS). The awarded firm will be required to include an ESJ manager and to conduct monthly meetings focused on accountability with pro-equity contracting and other equity requirements related to workforce. Accountability includes tracking of DBE, MBE, WBE, PWSBE and VOB contacts, targeted outreach events, 1:1 mentoring and group trainings for certified subcontractors, and an ESJ Tracking Sheet. The Contractor shall maintain an ESJ Tracking Sheet, provided by the County, to document its Good Faith Efforts for small business inclusion throughout the contract lifecycle. If the awarded firm falls short of established goals for certified firms, the County may require submittal of a corrective action plan.

Past performance inclusion goals and actual utilization for previously completed Wastewater Treatment Division Projects is documented below.

Project Name	Contract Value	Commitment	Achievement	Contract Status
Georgetown Wet Weather Treatment Station (GWWTS)	$107,543,926 MBE spend: $6,907,872.08. WBE spend: $3,070,356.74	MBE – 4.7% WBE – 1.4%	MBE – 6.7% WBE – 3.0%	100% complete
GWWTS – Conveyance	$22,362,090 MBE spend: $3,873,983.68. WBE spend: $1,677,364.78	MBE – 10% WBE – 6%	MBE – 17.4% WBE – 7.5%	100% complete
Eastside Interceptor Section 2 Rehab Phase II	$20,536,847 SCS spend: $2,536,636.32	SCS – 8%	SCS – 11.8%	100% complete
WPTP Primary Sedimentation Area Roof Structure	$23,006,376 DBE spend: $899,446.09, SCS spend: $4,692,751.59	DBE – 0% SCS – 20%	DBE – 3.4% SCS – 19.6%	100% complete

12. Alternative Subcontractor Selection

- If your organization anticipates using this method of subcontractor selection and the scope of work is anticipated to be over $3M, please provide a completed *Supplement A, Alternative Subcontractor Selection Application* document, *one per each desired subcontractor/subcontract package*.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under $3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over $3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application and* submit it to the PRC for consideration at a future meeting.

Refer to Supplement A for Alternative Subcontractor Selection Application documentation.

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

The PRC strongly encourages all project team members to read the GC/CM Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

Signature: Signed by: Steve Tolzman 012A5D79E0244D9...

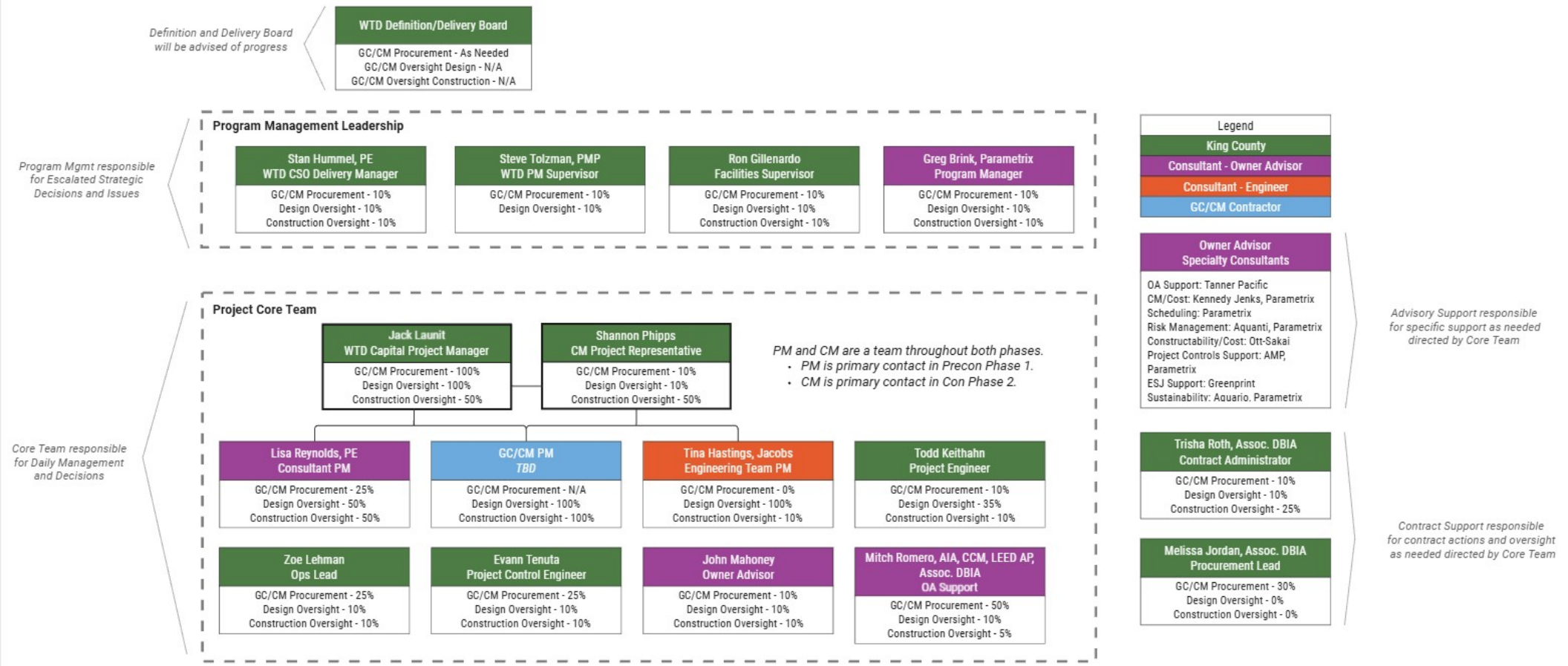
Name *(please print)*: Steve Tolzman *(public body personnel)*

Title: Wastewater Capital Project Managing Supervisor

Date: 8/18/2025

ATTACHMENT A (COMPLEX)

HEAVY CIVIL GC/CM SERVICES FOR MOUTH OF DUWAMISH COMBINED SEWER OVERFLOW (MDCSO) - CHELAN WET WEATHER STORAGE
TABLE OF ORGANIZATION



Project Team Experience							Role During Project Phases		
Name	**Organization**	**Role**	**Summary of Experience**	**Project Names**	**Current Project Size**	**Project Type**	**Planning**	**Design**	**Construction**
Jack Launit	KC WTD	Project Manager on three of eleven projects forming this programmatic GC/CM contract	Jack's experience encompasses all facets of project and program leadership and execution from concept to completion, ensuring alignment with long-term operational needs while navigating strict regulatory policies, budget constraints, and tight timelines. Jack has led complex capital projects across engineering, construction, and operational teams, developing intricate project plans to ensure quality execution. Jack has over 17 years of experience leading a wide range of projects and programs from Army Soldier Readiness Programs to complex infrastructure capital improvement programs and projects. Jack has led teams in the planning and execution of multiple projects and programs utilizing alternative delivery methods including the West Point Treatment Plant GC/CM Contract, and the Harborview Bond Program, which is being delivered under a Progressive Design Build model. Projects Jack has led have ranged in cost between $16M and $439M.	GC/CM Services for West Point Treatment Plant	$871M	GCCM	PM	PM	PM
Todd Keithahn	KC WTD	Project Engineer	Todd is a Principal Wastewater Engineer with King County's Wastewater Treatment Division (WTD) and has over 36 years of experience in public works engineering. Todd is a registered professional engineer in Washington and a registered project management professional. Todd has extensive design experience for water and wastewater conveyance and treatment facilities. His experience includes all aspects of planning and design including preparation of engineering reports, alternatives evaluation, development of detailed design plans and technical specifications, preparation of cost estimates, project schedules and permit documents. Todd also has practical experience managing subconsultants and contractors and conducting CM services during construction that include submittal reviews, response to field questions, inspection of field work, and onsite support for testing and commissioning of water and wastewater systems. Todd is currently providing engineering support on the Sammamish Wastewater Diversion Phase 1 project, which is being delivered as GCCM, and the South Treatment Plant Influent Pump Station Seismic Upgrades project contracted as GCCM.	Kent Auburn Phase B Interceptor	$25 million	DBB	PE and DE	PE and DE	PE and DE
				Vashon Bunker Trail PS Improvements	$6.0 million	DBB	PE and DE	PE and DE	PE and DE
				GC/CM Casino Expansions for Lummi, Suquamish, and Nisqually Tribes	$55 million	GC/CM	PM	PM	PM
Stan Hummel	KC WTD	Project Management Unit Manager	Stan is the Unit Manager of the CSO Delivery Unit under which the MDCSO Program is being delivered. He has 33 years of Project Management experience focusing on the delivery of large wastewater treatment and conveyance projects for KC WTD, including the delivery of the $320M GC/CM contract for the Brightwater Treatment Plant. Stan has 18 years of direct supervisory experience with KC WTD's project planning and delivery section using conventional and alternative delivery methodologies. Please see attachment C for specific GC/CM Project experience.	Brightwater Treatment Plant	$320M	GC/CM	Program Supervisor	-	-
				Elliott West CSO Control Facility	$400M	GC/CM	Unit Manager	Unit Manager	-
				GC/CM Services for West Point Treatment Plant	$871M	GC/CM	Program Supervisor	Program Supervisor	-
Steve Tolzman	KC WTD	Program Manager	Steve is a program supervisor, overseeing delivery of Mouth of Duwamish Wet Weather Facilities infrastructure projects in the KC WTD's CSO Delivery Unit. He has 23 years of Project Management	Conveyance System Improvement Program	$188M	DBB	Program Manager	Program Manager	

Project Team Experience							Role During Project Phases		
Name	**Organization**	**Role**	**Summary of Experience**	**Project Names**	**Current Project Size**	**Project Type**	**Planning**	**Design**	**Construction**
			WTD's CSO Delivery Unit. He has 23 years of Project Management experience at KC WTD in capital project planning and delivery. Steve has directed and been in a team support role on large infrastructure projects including treatment systems and regional wastewater conveyance infrastructure. Steve is a certified PMP through the Project management Institute (PMI).	Sunset/HeathField Pump Station Replacement & Forcemain Upgrade	$91M	DBB	Planning Lead		
				Carnation Wasterwater Treatment Facility	$21M	DBB	Project Manager		
Shannon Phipps	KC WTD	Construction Manager	Shannon has over 33 years of experience in construction, construction management, project management in both private and public sector, focusing on building and delivering large wastewater treatment and Heavy Civil projects in Washington, Oregon, and Hawaii.	Lower Duwamish Waterway Upper Reach	$52M	DBB	CM	CM	CM
				Sand Island WWTP UV Disinfection Facility and Effluent Pump Station, New Headworks and Primary Clarifiers	$170M	DBB	Superintendent		Superintendent
				Chambers Creek Reginal Wastewater Treatment Plant					
				The Dalles Wastwater Treatment Plant					
				US 101 Coffee Creek Fish Barrier removal project	$239M	GCCM	Project Manager	PM	PM
					$15M	PDB	Project Manager	PM	PM
					$15M	DB	Sr. Project Manager	Sr. PM	Sr. PM
Ronald Gillenardo	KC WTD	West Offsite Manager	Ronald is a wastewater professional that brings more than 36 years of experience in Water and Wastewater Operations and Maintenance. Ronald is a subject matter expert on Wastewater Process, Conveyance, Collections and Regulatory Compliance. Ronald has experience operating and maintaining wastewater facilities as small as 12 MGD and as large as 340 MGD with associated pumps, motors and other process and conveyance equipment. Ronald also has over 25 years facilitating and managing wastewater construction and improvement projects.	Wilmington Delaware, Contract O&M Delivery	$420M	Contract Ops	Project Director		Project Director
				City of Brookfield, WI. Cogeneration Facility	$2.5M	DBB	Operations Liason	SME	Operations Liason
				City of Salisbury, MD BNR/ENR Upgrade	$85M	DBB	SME	SME SME	Operations Liason
				City of McMinnville, Secondary Flow Upgrade	$1.5M	DBB	SME	SME	Operations Liason
				CIty of Wilmington, DE Secondary Improvements	$12M	DBB	Project Manager		Facilitator
				CIty of Wilmington, DE RAS Improvement Project	$8M	DBB			Operations Liason
				City of Gresham, OR Contract O&M Delivery	$50M	Contract Ops			
Zoe Lehman	KC WTD	West Offsiite Senior Operator	Zoe is a Senior Operator for West Side offsite facilities. She has a bachelor's degree in environmental studies and 14 years of wastewater experience. Zoe has been with WTD at West Point since 2012 and the West Offsite team since 2017. She has broad knowledge of wastewater treatment processes and collection systems operations, with expertise in CSO storage and treatment. She provides support to capital improvement projects for WTD operating facilities including the Elliott West wet weather upgrade project, which will have a maximum capacity of 210 MGD at completion. Zoe holds Group IV Wastewater Treatment and Group I Collection System certifications.	Elliott West Wet Weather Station upgrade	$400M	GC/CM	SME	SME	SME
Evann Tenuta	KC WTD	Program Control Engineer - WTD	10 years of project control experience in the public sector, including 8 years of experience supporting wastewater and solid waste capital projects.	Black Diamond Trunk Capacity Upgrade	$167M	GC/CM	PCE	PCE	
				ESI Section 8 Trunk Rehabilitation	$123M	PDB	PCE	PCE	
				M Street Trunk Rehabilitation	$40M	PDB	PCE	PCE	
				South Interceptor Rehabilitation	$37M	PDB	PCE	PCE	
				CSO Program - Mouth of the Duwamish Facility Plan	$44M	TBD	PCE	PCE	
Trisha Roth	KC WTD	Contract Specialist / Procurement and Contract Administration Support	20 years of experience in private and public sector, Direct experience with GC/CM projects for KC West Point Treatment Plant, Elliott West Wet Weather Treatment station, and multiple Progressive Design Build projects for WTD, FMD and Metro.	Elliott West Wet Weather Treatment Station Project	$400M	GC/CM	SME	SME	SME
				GC/CM Services for West Point Treatment Plant	$871M	GC/CM	SME	SME	SME
Melissa Jordan	P&P	Contract Specialist / Procurement Support	Over 18 years of experience in public sector procurement with over 8 years of Alternative Public Work Experience including projects prior to joining King County. King County experience with GC/CM projects include KC West Point Treatment Plant, Elliott West Wet Weather	Elliott West Wet Weather Treatment Station Project	$400M	GC/CM	SME	SME	SME
				West Point Power Quality Facility - GCCM	$180M	GC/CM	SME	SME	SME
				ESI Section 8 Trunk Rehabilitation	$123M	PDB	SME	SME	SME

Project Team Experience							Role During Project Phases		
Name	**Organization**	**Role**	**Summary of Experience**	**Project Names**	**Current Project Size**	**Project Type**	**Planning**	**Design**	**Construction**
Greg Brink	Parametrix	PMOA Program Manager	Over 20 years of program/project delivery experience in public sector, including GC/CM projects.	GC/CM Services for West Point Treatment Plant	$871M	GC/CM	OA Project Manager	OA Project Manager	OA Project Manager
				Sound Transit Lynnwood Link Extension Project	$2.8B	GC/CM	OA Project Manager	OA Project Manager	OA Project Manager
				Anchorage ARL Leachate Upgrades	$21M	GC/CM	OA Project Manager	OA Project Manager	OA Project Manager
				Elliott West Wet Weather Treatment Station Project	$400M	GC/CM	GC/CM Advisor	GC/CM Advisor	GC/CM Advisor
				Anchorage New Central Transfer Station	$120M	GC/CM	Owner's Advisor, Risk Manager, Project Controls Lead	Owner's Advisor, Risk Manager, Project Controls Lead	Owner's Advisor, Risk Manager, Project Controls Lead
Kimberly Kelsey	Parametrix	PMOA Deputy Program Manager	Over 25 years of experience with a focus on public infrastructure and wastewater treatment projects.	Elliott West Wet Weather Treatment Station Project	$400M	GCCM	Project Manager	-	-
				Seattle Public Utilities CSO Program	$800M	DBB	Contract Manager/ Program Management Advisor	-	-
				Metropolitan Water District of Southern California Sepulveda Feeder Pump Stations	$100M	PDB	OA Project Manager	OA Project Manager	OA Project Manager
				Small Generator Replacement Program	$20M	DBB	Project Manager	-	-
Lisa Reynolds	Parametrix	Consultant PM	Experienced wastewater engineer and program manager with 30 years of experience and a strong background in utility management, engineering, and regulatory compliance.	Alexandria Renew Enterprises River Renew CSO Program	$500M	DB	Director, Engineering & Planning		
				DC Water Biosolids Management Program - Main Process Train	$210M	DB	Owner's Advisor - Alternative Delivery Task Lead		
				DC Water Biosolids Management Program - Combined Heat and Power	$110M	DBO	Owner's Advisor - Alternative Delivery Task Lead		
				DC Water - McMillan Stormwater Storage	$16M	PDB	Capital Procurement Lead		
John Mahoney	Tanner Pacific	Owner's Advisor	Over 25 years developing and implementing collaborative delivery public works projects, including progressive design-build (PDB), totaling more than $5 billion.	ECAWP Advanced Water Purification Program	$1B	PDB	Sr. Owner's Advisor	Sr. Owner's Advisor	Sr. Owner's Advisor
				Silicon Valley Clean Water RESCU Program	$580M	PDB	Program Owner's Advisor	Program Owner's Advisor	Program Owner's Advisor
				ESI Section 8 Trunk Rehabilitation	$123M	PDB	OA SME/Support, Partnering Facilitator	OA SME/Support, Partnering Facilitator	OA SME/Support, Partnering Facilitator
				M Street Trunk Rehabilitation	$36.7M	PDB	OA SME/Support, Partnering Facilitator	OA SME/Support, Partnering Facilitator	OA SME/Support, Partnering Facilitator
				Elliott West Wet Weather Treatment Station Project	$400M	GC/CM	Owner's Advisor	Owner's Advisor	Owner's Advisor *(Anticipated, future phase)*
				King County Metro State of Good Repairs Fixed Assets	$160M	GC/CM	ADP Advisor (PRC Application, Industry Outreach)	ADP Advisor (PRC Application, Industry Outreach)	-
				SFO Airport Tenant Relocation Program	$45M	CMAR	Owner's Advisor	Owner's Advisor	Owner's Advisor

Project Team Experience							Role During Project Phases		
Name	**Organization**	**Role**	**Summary of Experience**	**Project Names**	**Current Project Size**	**Project Type**	**Planning**	**Design**	**Construction**
Mitch Romero	Parametrix	Owner's Advisor	Over 30 years of construction management/OA experience, with a focus on critical facilities	GC/CM Services for West Point Treatment Plant	$871M	GC/CM	Owner's Advisor	Owner's Advisor	Owner's Advisor
				Centralia School District, Centralia High School, Fords Prairie Elementary, Jefferson Lincoln Elementary	$100M	GC/CM	OA Program Manager	OA Program Manager	OA Program Manager
				Spokane International Airport, Data Back Bone, TSA Expansions and Passenger Address Systems Upgrades	$60M	GC/CM	OA Project Manager	OA Project Manager	OA Project Manager
				Central Valley School District, Evergreen MS, Opportunity Elementary, Sunrise Elementary	$110M	GC/CM	OA Project Manager	OA Project Manager	OA Project Manager
				Seattle Public School BEX 1 and 2 Programs, Nathan Hale High School PAC, Cleveland High School	$115M	GC/CM	OA Project Manager	OA Project Manager	OA Project Manager
				US Embassies, NATO, Kabul, Brasilia, Consulates Recife, Rio de Janeiro, and Sao Paulo	$1.5B	Design-Build	OA Project Manager	OA Project Manager	OA Project Manager
Lisa Stensby	Parametrix	Program Controls Manager	Over 12 years of experience in scheduling and risk management for complex infrastructure projects.	GC/CM Services for West Point Treatment Plant	$871M	GC/CM	Scheduling Lead	Scheduling Lead	Scheduling Lead
				Anchorage ARL Leachate Upgrades	$21M	GC/CM	Scheduling Lead	Scheduling Lead	Scheduling Lead
				Anchorage New Central Transfer Station	$120M	GC/CM	Scheduler, Owner's Advisor	Scheduler, Owner's Advisor	Scheduler, Owner's Advisor
				Sound Transit Lynnwood Link Extension Project	$2.8B	GC/CM	Scheduler	Scheduler	Scheduler
Alex Mannion	Parametrix	Program Cost Estimator	Over 10 years of experience in cost estimating for water and wastewater infrastructure GC/CM and PDB projects.	GC/CM Services for West Point Treatment Plant	$871M	GC/CM	Cost Estimating Lead	Cost Estimating Lead	Cost Estimating Lead
				Elliott West Wet Weather Treatment Station Project	$400M	GC/CM	Cost Estimating Lead	Cost Estimating Lead	Cost Estimating Lead *(Anticipated, future phase)*
				Sound Transit Lynnwood Link Extension Project	$2.8B	GC/CM	Cost Estimating Lead	Cost Estimating Lead	Cost Estimating Lead
				Anchorage ARL Leachate Upgrades	$21M	GC/CM	Cost Estimating Lead, Owner's Advisor	Cost Estimating Lead, Owner's Advisor	Cost Estimating Lead, Owner's Advisor
Chris Baersten	Kennedy Jenks	Technical/Engineering Lead	Over 15 years of experience with WTD, managing and advising on GC/CM and PDB public infrastructure projects.	Eastside Interceptor Section 8	$65M	PDB	Owner's Advisor	Owner's Advisor	Owner's Advisor *(Anticipated, future phase)*
				Pierce County Cascadia Wastewater Treatment Plant Program	$100M	Private Procurement (GC/CM is most analogous)	Design Engineer	Design Engineer	Design Engineer
				Pierce County Chambers Creek Wastewater Treatment Plant Expansion	$200M	GC/CM	-	Design Engineer	Design Engineer
				City of Everett Phase 2 Water Filter Plant Expansion	$25M	PDB	-	Design Manager	Design Engineer

Project Team Experience							Role During Project Phases		
Name	**Organization**	**Role**	**Summary of Experience**	**Project Names**	**Current Project Size**	**Project Type**	**Planning**	**Design**	**Construction**
Anne Timmermans	Parametrix	Construction Manager	21 years of construction management in large-scale heavy civil infrastructure projects.	Port of Seattle North Satellite Terminal Modernization	$680M	GC/CM (traditional)	Construction Manager (Site/Civil/Building) and Commissioning/Smoke Control Liaison	Construction Manager (Site/Civil/Building)	Construction Manager
				Port of Seattle Concourse C Expansion	$401M	GC/CM (traditional)	-	Lead Construction Manager (precon and five early work enabling projects)	Lead Construction Manager (precon and five early work enabling projects)
				Port of Seattle Baggage Phase 3	TBD	GC/CM (heavy civil)	-	Principal-in-Charge/Owner's Advisor	Principal-in-Charge/Owner's Advisor
				Sea-Tac International Airport Remote Consolidated Rental Car Facility Core & Shell	$420M	GC/CM (traditional)	Asst. Project Manager	Project Manager	Project Manager
				City of Seattle Office of the Waterfront: Overlook Walk	$100M	GC/CM (heavy civil)	APD Advisor	-	-
				Shoreline Public Schools: Early Learning Center	$22.5M	GC/CM	APD Advisor	APD Advisor	APD Advisor
				Shoreline Public Schools: Einstein and Kellogg Middle Schools	$160M	GC/CM	APD Advisor	APD Advisor	APD Advisor
Nicki Pozos	The Formation Lab	Program Equity Manager	20+ years of equity-focused work in the water sector. Experienced in delivering equity and inclusion trainings and presentations, design management, strategic communications, leading equity programs on capital projects for the Portland Water Bureau and Portland Bureau of Environmental Services.	Portland Water Bureau Bull Run Filtration Program	$2.3B	GC/CM	ESJ	ESJ	-
				Portland BES Columbia Blvd STEP	$500M	GC/CM	ESJ	ESJ	-
				Willamette Water Supply Program	$1.3B	GC/CM, DBB	Project Manager	-	-
				GC/CM Services for West Point Treatment Plant	$871M	GC/CM	-	ESJ	ESJ
				South Plant Facilities Program	$700M	GC/CM	ESJ	ESJ	ESJ *(Anticipated, future phase)*

Project Team Experience							Role During Project Phases		
Name	Organization	Role	Summary of Experience	Project Names	Current Project Size	Project Type	Planning	Design	Construction

Acronyms List

GCCM	General Contractor / Construction Manager
CMAR	Construction Manager At-Risk
DB	Design-Build
PDB	Progressive Design-Build
FPDB	Fixed Price Design-Build
DBB	Design-Bid-Build
PgM	Program Manager
DPgM	Deputy Program Manager
PD	Program Director
PM	Project Manager
PE	Project Engineer
DE	Design Engineer
OA	Owner's Advisor
CDL	Collaborative Delivery Lead
MSL	Market Sounding Lead
PCE	Project Controls Engineer
QAA	Quality Assurance Advisor
PCM	Program Controls Manager
EPCM	Engineering Procurement and Construction Management
ESJ	Equity Social Justice Lead
SME	Subject Matter Expert
KC WTD	King County Water Treatment Division
PMC	Project Management Contract
RE	Resident Engineer
DA PgM	Deputy Assistant Program Manager
IDaC	Integrated Design and Construction (US Army Corps of Engineers variant of GC/CM)

ATTACHMENT C
CONSTRUCTION HISTORY

King County - Construction History (10 years)												
Project No.	**Project Name**	**Project Description (1-2 sentence description)**	**Contracting Method**	**Planned Start (MM/YY)**	**Planned Finish (MM/YY)**	**Actual Start (MM/YY)**	**Actual Finish (MM/YY)**	**Planned Budget ($X.XM)**	**Actual Budget ($X.XM)**	**Reason for budget or schedule reconciliation**	**SCS/WBE/MBE Project % Goals**	**SCS/WBE/MBE Project % Actual Util.**
1.	Lake Hills Interceptor Phase 2	The scope of this project included design and implementation of the rehabilitation of approximately 7,200 linear feet of the Lake Hills Interceptor, located in Bellevue.	D-B-B	11/2018	12/2020	11/2018	10/2023	$29M	$20.4M	Project encountered design delays due to complexities associated with a new lining technology.		
2.	Eastside Interceptor Lining (Section 2)	The scope of this project included design and implementation of the rehabilitation of approximately 3,900 linear feet of the Eastside Interceptor Section 2 (ESI 2), located in Renton.	D-B-B	3/2019	3/2020	3/2019	9/2020	$28.3M	$22.6M	Pipe rehabilitation was completed February 2020; the September 2020 finish listed here reflects issuance of final acceptance.	8% SCS	11.763% SCS
3.	Kent-Auburn Conveyance System Improvements (Phase B)	The scope of this project included the design and construction of the Pacific Pump Station Discharge and Auburn West Interceptor Parallel pipelines. The pipelines totaled about 3 miles in length and include regions of both force main and gravity sewer, ranging in diameter from 16 inches to 48 inches.	D-B-B	1/2017	12/2019	2/2017	1/2020	$27.4M	$22.9M	NA	Not Available	Not Available
4.	North Creek Interceptor	This project increased the capacity of part of the North Creek Interceptor Sewer serving southwestern Snohomish County. The project involved replacement of 10,000 LF of existing gravity pipe with larger gravity pipes, 36 to 48 inches in diameter. Both trenchless (open face shield tunneling and pipe ramming) and open trench construction methods were used.	D-B-B	3/2014	6/2017	2015	2021	$39.5M	$63.0M	The original construction contract was terminated with the initial contractor for inability to complete the work. A project-specific work order was issued under the January 19, 2017, Executive determination of emergency to complete the project. The change in budget and schedule represents increases in both cost and time for construction, consultant, construction management, permitting/easement and staff costs needed to complete the project due to this issue.	Not Available	Not Available

King County - Construction History (10 years)												
Project No.	**Project Name**	**Project Description (1-2 sentence description)**	**Contracting Method**	**Planned Start (MM/YY)**	**Planned Finish (MM/YY)**	**Actual Start (MM/YY)**	**Actual Finish (MM/YY)**	**Planned Budget ($X.XM)**	**Actual Budget ($X.XM)**	**Reason for budget or schedule reconciliation**	**SCS/WBE/MBE Project % Goals**	**SCS/WBE/MBE Project % Actual Util.**
5.	Rainier Valley Wet Weather Storage	This scope of this project included the design and construction of a 0.34-million-gallon, off-line storage tank and install conveyance that will divert flows during storm events from the Hanford trunk to the Bayview tunnel.	D-B-B	10/2015	1/2018	5/2016	5/2019	$20.0M	$19.6M	Advertisement was delayed due to the Worthington property acquisition (use and possession was granted in August 2015) and Facility Plan approval from the Department of Ecology.	Not Available	Not Available
6.	GC/CM Services for Elliott West Wet Weather Treatment Station	The Elliott West Wet Weather Treatment Station (EWWTS) Project consists of new and upgraded treatment facilities to treat combined sewer overflows (CSOs) prior to discharge through the existing outfall in Elliott Bay in Seattle. The Project will replace and upgrade the screening facility, complete pump modifications, add ballasted sedimentation technology for solids removal, replace the existing onsite chlorine disinfection system with a new ultraviolet light (UV) disinfection system, complete electrical upgrades, and complete modifications to the operation of the Mercer Street Tunnel for additional equalization.	GC/CM	10/2019	07/2034	10/2019	Current	$492.9M	$492.9M Ongoing		10% MBE 6%WBE	Pending
7.	GC/CM Services for West Point Treatment Plant	This programmatic GC/CM is delivering multiple rehabilitative and restorative capital projects at a live operating facility. Central to the work is a replacement of approximately 300 electrical assets, relocate nine electrical assets, and coordinate these efforts with other electrical and asset replacement projects at West Point Treatment Plant (WPTP) in Seattle.	GC/CM	10/2021	10/2032	10/2021	Current	$401M	$871M Ongoing	The original $401M identified for the WPTP GC/CM at the time of the PRC application was based on prior estimates by each individual project package, before accounting for current market pricing and the addition of scope for the Fire Suppression project. Since then, WTD implemented a new estimating policy, and the OA team updated and developed independent estimates for all projects, resulting in a current estimated programmatic GC/CM delivery cost of $871M.	10% MBE 6%WBE	Pending

King County - Construction History (10 years)												
Project No.	**Project Name**	**Project Description (1-2 sentence description)**	**Contracting Method**	**Planned Start (MM/YY)**	**Planned Finish (MM/YY)**	**Actual Start (MM/YY)**	**Actual Finish (MM/YY)**	**Planned Budget ($X.XM)**	**Actual Budget ($X.XM)**	**Reason for budget or schedule reconciliation**	**SCS/WBE/MBE Project % Goals**	**SCS/WBE/MBE Project % Actual Util.**
8.	Progressive Design Build Services for M Street Trunk Rehabilitation	This project includes the repair of 13,800 LF of severely deteriorated sewer trunk line (18, 24, 30, and 36-inch) and repair of 45 maintenance holes.	PDB	4/2024	1/2028	4/2024	Current	$40M	Ongoing		10% MBE 6%WBE	Pending

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

Alternative Subcontractor Selection Application

To use the General Contractor/Construction Manager (GC/CM) Alternative Subcontractor Selection per RCW 39.10.385 as approved by the Legislature in the spring of 2021.

Please submit one Supplement A form for <u>each desired subcontractor/subcontract package</u> as part of your Project Application.

Identification of Applicant

a) Legal name of Public Body (your organization): **King County: Department of Natural Resources and Parks, Wastewater Treatment Division (WTD)**

b) Address: **201 S Jackson St., Seattle WA 98104**

c) Contact Person Name: **Melissa Jordan on behalf of Jack Launit**
Title: **Contract Specialist III / Project Manager**

d) Phone Number: **206-263-4005** E-mail: **mejordan@kingcounty.gov**

e) Name of Project: **Heavy Civil General Contractor/Construction Manager (GC/CM) Services for Mouth of Duwamish Combined Sewer Overflow (MDCSO) Chelan Wet Weather Storage**

f) Subcontractor/Subcontract Package desired for Alternative Selection:
Electrical Contractor/Construction Manager (EC/CM)

g) Subcontract Value: **$6.5M**

1. Public Benefit –

This application is submitted to request the use of alternative subcontractor selection, pursuant to RCW 39.10.385, to procure an EC/CM subcontractor. This is a major component of the Heavy Civil General Contractor/Construction Manager (GC/CM) Services for MDCSO Chelan Wet Weather Storage (Project) and carries high schedule and technical complexity risk due to procurement lead times and the constrained technical work environment. This application is for approval to utilize alternative subcontractor selection for the proposed Project.

If approved, it is anticipated that the alternative subcontractor selection process will be completed, and the EC/CM subcontractor brought onboard the team by Q4 2028. This will allow the selected EC/CM subcontractor partner to have collaborative and meaningful input and influence in the project design.

a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?

The alternative subcontractor selection process will allow the GC/CM, in partnership with King County (KC) WTD, to select subcontractor partners based primarily on qualifications and experience rather than solely basing the selection on the lowest priced responsive bid received. This allows opportunity to customize our alternative subcontractor selection RFQ/RFP criteria and scoring to suit the specifics of this type of work as it relates to the different components of this Project. This type of subcontractor qualifications and experience confirmation is just not possible in a “low bid” selection scenario, where selection is based solely on price.

Alternative Subcontractor Selection authority provides opportunity to engage the EC/CM subcontractor early as a collaborative project partner throughout design and construction, which will support reducing risk of errors, omissions, and/or unclear scope in the construction documents. In addition, constructability, cost savings, and better coordinated shutdown plans support key project success factors such as quality, cost and schedule certainty, which ultimately benefits King County ratepayers and comply with the project’s Consent Decree requirements and deadlines.

Earlier engagement of an EC/CM subcontractor on the team prior to construction allows us to respond to volatility in the construction market and the challenges in the supply chain. With a subcontractor involved during design, they can analyze and recommend materials and/or equipment specific to their work for early purchase/procurement prior to construction to avoid market price increases and/or long lead times that could otherwise impact the project budget and ability to meet the Consent Decree schedule.

Additionally, the EC/CM subcontractor will provide expertise during design and construction for phasing and sequencing construction, and commissioning upgrades.

b. Please explain the process your organization will use to determine if alternative subcontractor selection is in the best interest of the public.

Once the GC/CM is brought onboard, KC WTD and our Owner Advisor will collaborate with them to evaluate potential scopes of the work, benefit to the project, and consider industry input to make informed and documented decisions about any alternative subcontracting methods. KC WTD has also engaged in industry outreach to obtain input regarding the use of alternative subcontracting. The contractor community feedback has been supportive of pursuing alternative subcontractor selection.

c. Please provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

The figure below provides the anticipated procurement schedule for Chelan Wet Weather Storage project overall, not the specific alternative subcontractor schedule.

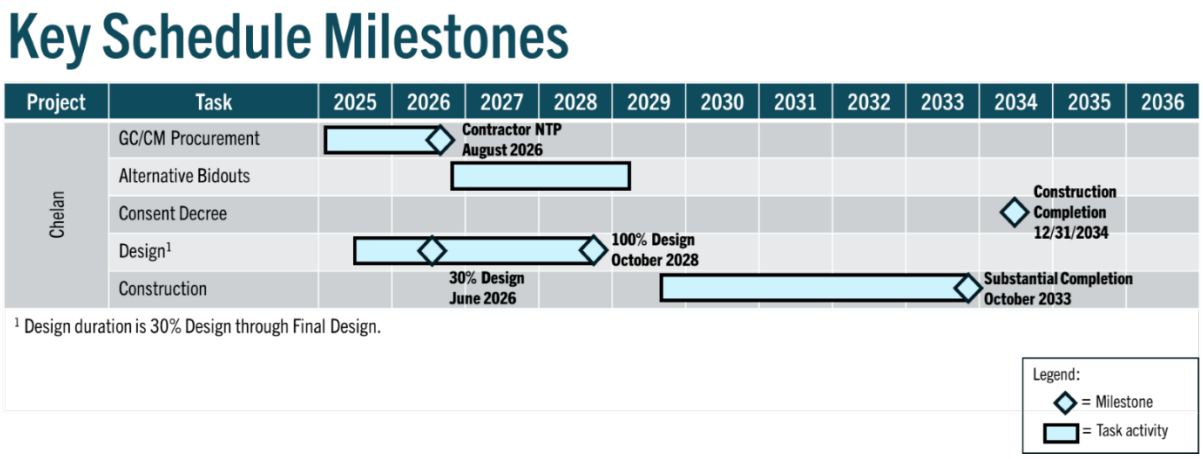


Figure 1. Anticipated Alternative Subcontractor Selection Schedule for Chelan Wet Weather Storage Tank

2. Public Body Engagement/Knowledge

a. What role will your organization play in the selection process and the oversight of the GC/CM in the selection process?

KC WTD will require that the GC/CM involve key KC staff members, Engineer of Record, and the Owner Advisor in active roles during all aspects of the notification/hearing, solicitation and selection processes. In addition to the minimum statutory requirements (See response to 2.b below) we will expect that those key staff members will be involved with:

- The review/input on notifications and documents prior to public release.
- Attendance at public determination hearings.
- Development of qualification criteria for the RFQ and RFP.
- Review and scoring of SOQs and proposals.
- Negotiation of subcontractor costs and fees.

The Owner Advisor will support the selection process as needed, however will not have decision-making authority.

b. Discuss your organization's understanding of the Public Body responsibilities contained in RCW 39.10.385, including the audit requirements.

KC WTD intends to take an engaged and active role in the alternative subcontractor selection process that will be led by the GC/CM. Although RCW outlines a minimum level of involvement

required by KC, we anticipate that our role and level of involvement will exceed the statutory requirements.

KC WTD will be a partner to the GC/CM during alternative subcontractor selection, providing oversight, assistance, and approvals along the way. In review of RCW 39.10.385, we understand the specific responsibilities of KC WTD during the alternative subcontractor selection process to include, but not be limited to:

- Authorize GC/CM to proceed with alternative subcontractor selection.
- Work with the GC/CM to determine that the use of alternative subcontractor selection is in the best interest of the public. The determination process would include:
  - Publication of a notice of intent to utilize alternative subcontractor selection.
  - Conducting a public hearing.
  - Consideration of comments and determining whether alternative subcontractor selection is in the best interest of the public.
  - Issue a final determination to all interested parties.
  - Receive and respond to written protests related to the determination.
- Serve on the committee, established by the GC/CM, that reviews Qualifications received and selects the most qualified subcontractors.
- Receive and respond to written protests related to the selection of the most qualified subcontractors.
- Review cost proposals received from the most qualified subcontractors and score/determine the selected firm.
- Review preconstruction service fees and contract terms received from the selected firm to determine that they are fair, reasonable and within the available budget.
- Approve the GC/CM to contract with the selected firm for Preconstruction Services.
- At the time of fee negotiations, review the proposed maximum allowable subcontract costs.
- Provide agreement to and approval of the final maximum allowable subcontract costs.
- During and after completion of the subcontractor's work, pay for an independent third-party audit to determine the proper accrual of subcontract costs.

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 may delay action on your application.

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

Signature: Signed by: Steve Tolzman 012A5D79E0244D9...

Name *(please print)*: Steve Tolzman *(public body personnel)*

Title: Wastewater Capital Project Managing Supervisor

Date: 8/18/2025

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

ALTERNATIVE SUBCONTRACTOR SELECTION APPLICATION

To use the General Contractor/Construction Manager (GC/CM) Alternative Subcontractor Selection per RCW 39.10.385 as approved by the Legislature in the spring of 2021.

Please submit one Supplement A form for <u>each desired subcontractor/subcontract package</u> as part of your Project Application.

Identification of Applicant

a) Legal name of Public Body (your organization): **King County: Department of Natural Resources and Parks, Wastewater Treatment Division (WTD)**

b) Address: **201 S Jackson St., Seattle WA 98104**

c) Contact Person Name: **Melissa Jordan on behalf of Jack Launit**
Title: **Contract Specialist III / Project Manager**

d) Phone Number: **206-263-4005** E-mail: **mejordan@kingcounty.gov**

e) Name of Project: **Heavy Civil General Contractor/Construction Manager (GC/CM) Services for Mouth of Duwamish Combined Sewer Overflow (MDCSO) Chelan Wet Weather Storage**

f) Subcontractor/Subcontract Package desired for Alternative Selection:
Mechanical Contractor/Construction Manager (MC/CM)

g) Subcontract Value: **$17.6M**

1. Public Benefit –

The application is submitted to request the use of alternative subcontractor selection, pursuant to RCW 39.10.385, to procure the services of an MC/CM subcontractor.

This is a major component of the Heavy Civil General Contractor/Construction Manager (GC/CM) Services for MDCSO Chelan Wet Weather Storage (Project) and carries high schedule and technical complexity risk due to procurement lead times and the constrained, technical work environment. This application is for approval to utilize alternative subcontractor selection for the proposed Project.

If approved, it is anticipated that the alternative subcontractor selection process will be completed, and the MC/CM subcontractor brought onboard the team by Q4 2028. This will allow the selected MC/CM subcontractor partner to have collaborative and meaningful input and influence in the project design.

a. What does your organization see as the benefits to the public of using alternative subcontractor selection and why is it appropriate vs low bid selection?

The alternative subcontractor selection process will allow the GC/CM, in partnership with King County (KC) WTD, to select subcontractor partners based primarily on qualifications and experience rather than solely basing the selection on the lowest priced responsive bid received. This allows opportunity to customize our alternative subcontractor selection RFQ/RFP criteria and scoring to suit the specifics of this type of work as it relates to the different components of this Project. This type of subcontractor qualifications and experience confirmation is just not possible in a “low bid” selection scenario, where selection is based solely on price.

Bringing an MC/CM subcontractor aboard early in design and as a collaborative project partner during the design and construction process will result in reduced risk of change orders due to errors, omissions and/or unclear scope in the construction documents. The subcontractor’s input during design is needed to find methods to procure and install critical mechanical systems without impacting the operation of the treatment plant. Additionally, their involvement is likely to offer the potential for betterment of the design, increased constructability, cost savings and/or a shorter construction duration which will ultimately benefit the public rate payers who are funding the work.

Earlier engagement of an MC/CM subcontractor on the team prior to construction allows us to respond to volatility in the construction market and the challenges in the supply chain. With a subcontractor involved during design, they can analyze and recommend materials and/or equipment

specific to their work for early purchase/procurement prior to construction to avoid market price increases and/or long lead times that could otherwise impact the project budget and ability to meet the Consent Decree schedule.

Additionally, the MC/CM subcontractor will provide expertise during design and construction for phasing and sequencing construction, and commissioning upgrades.

b. Please explain the process your organization will use to determine if alternative subcontractor selection is in the best interest of the public.

Once the GC/CM is brought onboard, KC WTD and our Owner Advisor will collaborate with them to evaluate potential scopes of the work, benefit to the project, and consider industry input to make informed and documented decisions about any alternative subcontracting methods. KC WTD has also engaged in industry outreach to obtain input regarding the use of alternative subcontracting. The contractor community feedback has been supportive of pursuing alternative subcontractor selection.

KC is requesting multiple alternative subcontractor approvals in order to have flexibility and support the most beneficial subcontracting strategy for the Project.

c. Please provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

The figure below provides the anticipated procurement schedule for the Chelan Wet Weather Storage project overall, not the specific alternative subcontractor schedule.

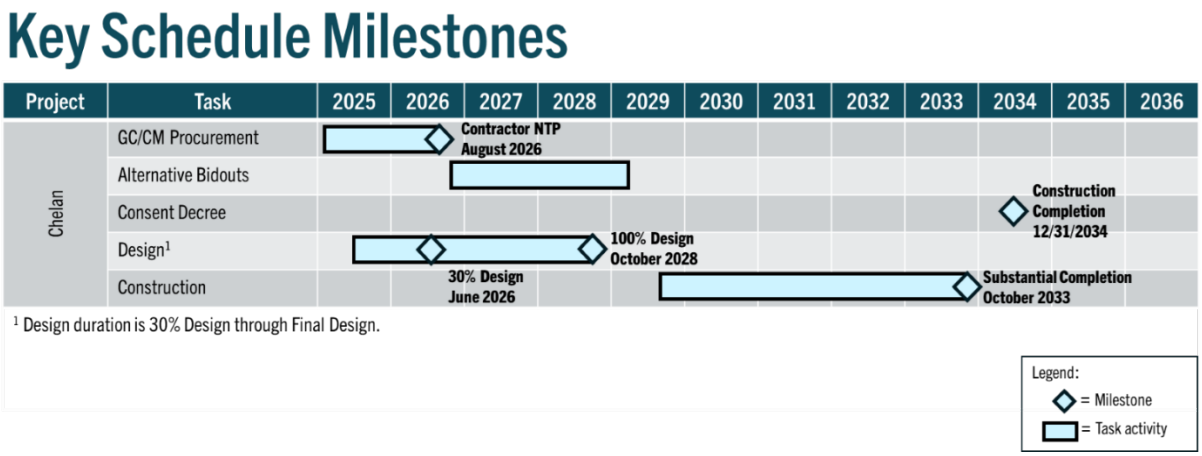


Figure 1. Proposed Alternative Subcontractor Selection Schedule for Chelan Wet Weather Storage Tank

2. Public Body Engagement/Knowledge

a. What role will your organization play in the selection process and the oversight of the GC/CM in the selection process?

KC WTD will require that the GC/CM involve key KC staff members, Engineer of Record, and the Owner Advisor in active roles during all aspects of the notification/hearing, solicitation and selection processes. In addition to the minimum statutory requirements (See response to 2.b below), we will expect that those key staff members will be involved with:

- The review/input on notifications and documents prior to public release.
- Attendance at public determination hearings.
- Development of qualification criteria for the RFQ and RFP.
- Review and scoring of SOQs and proposals.
- Negotiation of subcontractor costs and fees.

The Owner Advisor will support the selection process as needed, however will not have decision-making authority. KC WTD is the decision maker.

State of Washington

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

b. Discuss your organization's understanding of the Public Body responsibilities contained in RCW 39.10.385, including the audit requirements.

KC WTD intends to take an engaged and active role in the alternative subcontractor selection process that will be led by the GC/CM. Although RCW outlines a minimum level of involvement required by KC, we anticipate that our role and level of involvement will exceed the statutory requirements.

KC WTD will be a partner to the GC/CM during alternative subcontractor selection, providing oversight, assistance, and approvals along the way. In review of RCW 39.10.385, we understand the specific responsibilities of KC WTD during the alternative subcontractor selection process to include, but not be limited to:

- Authorize GC/CM to proceed with alternative subcontractor selection.
- Work with the GC/CM to determine that the use of alternative subcontractor selection is in the best interest of the public. The determination process would include:
  - Publication of a notice of intent to utilize alternative subcontractor selection.
  - Conducting a public hearing.
  - Consideration of comments and determining whether alternative subcontractor selection is in the best interest of the public.
  - Issue a final determination to all interested parties.
  - Receive and respond to written protests related to the determination.
- Serve on the committee, established by the GC/CM, that reviews Qualifications received and selects the most qualified subcontractors.
- Receive and respond to written protests related to the selection of the most qualified subcontractors.
- Review cost proposals received from the most qualified subcontractors and score/determine the selected firm.
- Review preconstruction service fees and contract terms received from the selected firm to determine that they are fair, reasonable and within the available budget.
- Approve the GC/CM to contract with the selected firm for Preconstruction Services.
- At the time of fee negotiations, review the proposed maximum allowable subcontract costs.
- Provide agreement to and approval of the final maximum allowable subcontract costs.
- During and after completion of the subcontractor's work, pay for an independent third-party audit to determine the proper accrual of subcontract costs.

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 may delay action on your application.

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

Signature: Signed by: Steve Tolzman 012A5D79E0244D9...

Name *(please print)*: Steve Tolzman *(public body personnel)*

Title: Wastewater Capital Project Managing Supervisor

Date: 8/18/2025