



May 1, 2013

Mr. Kent Nugen  
Assistant Program Manager  
Engineering and Architectural Services  
Department of Enterprise Services  
Project Review Committee  
PO Box 41012  
Olympia, Washington 98504-1012

**Re: Kitsap County Application to use GC/CM for  
Pump Station 16/67 Upgrades Project**

Dear Mr. Nugen:

We have attached Kitsap County's application to the Project Review Committee (PRC) to use the GC/CM project delivery method for the County's \$6.2 million Pump Station 16/67 Upgrades Project. The Project is an ideal candidate for delivering through the GC/CM process, and will be successfully managed by an outstanding team experienced with capital project delivery and the GC/CM requirements of Washington State.

Project Meets GC/CM Use Criteria: The Project meets four out of the five criteria specified in RCW 39.10.340 for the use of GC/CM. The work involves construction at two active pump stations that must remain in operation at all times during construction. The Project requires complex scheduling, phasing, and coordination to effectively manage rerouting of flows during construction. Because of the potential impact of the Project on the community and the environment, it will be critical for the GC/CM to be involved during the design phase to develop plans to manage these issues. The complexity of the Project is related to the need to take into account a multitude of uses, balancing access to the shoreline, park, boat launch and dock, local businesses, and residences, while preventing environmental damage to the shoreline, ensuring public safety, and maintaining two operating pump stations.

Project Team GC/CM Qualifications: Kitsap County has assembled a project team with significant experience in successfully managing public works projects. The County has supplemented its team with HDR Engineering, Inc. as the designer with their GC/CM experiences. In addition, Mike Purdy is a sub-consultant to HDR and will be guiding Kitsap County through the GC/CM process, from selection to negotiation to contract administration issues during construction.

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Thank you for your consideration of our application to use the GC/CM process for this challenging Project. We look forward to meeting with the PRC on May 23, 2013 and responding to any questions you may have about the Project.

If you need additional information, or have questions, please contact the County's Project Manager, Barbara Zaroff at (360) 337-5777, ext. 3663, or at (360) 981-1767 (cell), or by email at [bzaroff@co.kitsap.wa.us](mailto:bzaroff@co.kitsap.wa.us).

Sincerely,

A handwritten signature in black ink, appearing to read "Randy Casteel". The signature is fluid and cursive, with a large initial "R" and a long, sweeping underline.

Randy Casteel, PE  
Director of Public Works  
Kitsap County

Enclosure: Kitsap County Application and Attachments



# Pump Station 16/67 Upgrades Project

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
Project Review Committee (PRC)  
**APPLICATION FOR PROJECT APPROVAL**

**TO USE THE**  
**GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)**  
**CONTRACTING PROCEDURE**

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9. (Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than \$10 million is not required to submit information for Questions 7 or 8.)

## 1. Identification of Applicant

- (a) Legal name of Public Body: Kitsap County  
(Public Works Department, Sewer Utility Division)
- (b) Address: 8600 SW Imperial Way, Port Orchard, WA 98367
- (c) Contact Person Name and Title: Barbara Zaroff, P.E., Capital Projects Manager
- (d) Contact Information: Phone: (360) 981-1767, Fax: (360) 337-5678  
Email: bzaroff@co.kitsap.wa.us

## 2. Brief Description of Proposed Project

This project involves constructing upgrades to sewerage Pump Station 67 and elimination of Pump Station 16, both of which are located in the unincorporated community of Keyport in Kitsap County. The project will also include storm water and street improvements in the street right-of-way between the two pump stations. Pump Station 16 is a 2,500 gallons per minute (GPM) station located on Liberty Bay, alongside the Port of Keyport boat launch. The facility was constructed in 1980 to convey flows from Poulsbo and the Keyport Naval Base to the Central Kitsap Wastewater Treatment plant, approximately 2 miles to the south on the Brownsville Highway. Pump Station 67, located on Washington Street, was constructed in 1999 to pump local Keyport community flows into the Pump Station 16 force main. It has a capacity of 700 GPM.

The Central Kitsap County Wastewater Facility Plan (completed in March 2011 by Brown and Caldwell), identified Pump Station 16 as a high-priority upgrade and replacement project due to its lack of capacity to handle future flows, the age and level of deterioration of the equipment, and its location on a sensitive shoreline, alongside a public boat launch. The least cost and preferred solution is to upgrade Pump Station 67 to handle the entirety of the north end flows, and eliminate Pump Station 16. This project

has a budget of \$6.2 million and is scheduled for construction beginning in the summer of 2014.

### 3. Projected Total Cost for the Project

#### A. Project Budget

Costs for Professional Services (A/E, Legal, etc.):	\$1,875,000
Estimated project construction costs: (inc. construction contingencies):	\$3,407,000
Equipment and furnishing costs:	\$0
Off-site costs:	\$0
Contract administration costs (Owner, CM, etc):	\$240,000
Contingencies (design & owner):	\$170,000
Other related project costs (briefly describe) – Preconstruction Services with GC/CM:	\$170,000
Sales Tax at 8.6%:	\$307,622
<b>Total:</b>	<b>\$6,169,622</b>

The “estimated project construction costs” includes a 30% contingency, which is far in excess of the 5% budget contingency required for GC/CM projects by RCW 39.10.350.

#### B. Funding Status

There are more than sufficient funds for this project, which, like all Sewer Utility capital projects, will be funded from Sewer Utility revenues, reserve funds on hand, and revenue bond proceeds. The Central Kitsap County Wastewater Facility Plan lays out 20 years of scheduled capital projects, including the Pump Station 16 and 67 projects. The Plan includes a cost of service and rate study, and a funding approach for all of the capital projects, including the Pump Station 16/67 Upgrades Project. Revenues to the Sewer Utility include user rates, contract revenues (City of Poulsbo and the Navy), and newcomer assessments from new development. Expenses include Sewer Utility operations and maintenance, reserves, and debt service. Capital Improvement Project (CIP) funding is allocated from reserve funds on hand, newcomer assessment revenues, and revenue bond proceeds. The County issued \$45 million worth of revenue bonds in 2010 and plans to issue an additional \$55 million in 2014. The Board of County Commissioners approved the initial bond sale (Bond Resolution 205, Dec. 2010) and also passed Resolution #213-2010, approving six years of rate increases to provide ongoing financing of the full CIP. The Sewer Utility is also pursuing low-cost (0.5% over 20 years) Public Works Trust Fund loans to fund capital projects.

### 4. Anticipated Project Design and Construction Schedule

- **Procurement:** The draft procurement schedule is included as part of our response to question 7 in this application. In addition, a more detailed project design and construction schedule is included in Attachment A, outlining major milestone events during design, GC/CM selection process, and construction.

- **Hiring Consultants:**
  - a) **Design-Engineer:** The County has hired and contracted with HDR Engineering, Inc. to serve as the design engineer for the project.
  - b) **GC/CM Procurement and Contracting Consultant:** HDR's scope of work also involves GC/CM procurement and contracting services and advice that will primarily be provided through HDR's sub-consultant, Michael E. Purdy Associates, LLC. Mike Purdy will guide and assist the County with the Washington State required GC/CM selection and contracting process, as well as providing GC/CM related support throughout the Project, as needed. HDR and Purdy have already executed a contract.
  - c) **Construction Manager:** Before construction begins, the County intends to hire a Construction Manager firm to support Project Manager Barbara Zaroff in effectively managing the project.
- **Employing Staff:** The County's Project Manager for this GC/CM project, Barbara Zaroff, has been the County's Capital Projects Manager for 15 years, is an experienced project manager, and is very familiar with this Project.
- **Percent Complete of Design Documents:** With the design documents only 5% complete as of May 2013, the County anticipates obtaining significant value from the GC/CM during the Preconstruction period.

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

- **Construction at an Operating Facility:** This Project involves construction at two active pump stations which convey a combined total of over 3,000 GPM into a single force main. Incoming flow will continue throughout the construction period, and therefore both pump stations must remain in operation at all times during the Project. The GC/CM will be responsible for sequencing the work to ensure continuous operations of both pump stations during construction. The work on both pump stations will occur on the two ends of Washington Street, the main thoroughfare in Keyport. The GC/CM will need to maintain continuous access to homes, businesses, a children's play park, and the Port of Keyport boat launch along and adjacent to Washington Street. Because Pump Station 16 is located on the Liberty Bay shoreline, the GC/CM will also be responsible for preventing any spills and construction impacts to the water quality of the bay.
- **Complex Scheduling, Phasing, or Coordination:** Flows entering both pump stations will be managed by phased rerouting during construction. This will require close coordination by the GC/CM with the County's Wastewater Division to ensure that wastewater staff is fully aware of any bypasses, temporary stoppages, and modifications to instrumentation and alarms. The GC/CM will also need to coordinate and plan for emergency clean-ups and notifications, temporary permitting requirements, street and facility access during construction, public information, and ensure the safety of workers, residents, and the public at large.
- **GC/CM Involvement Critical During Design Phase:** It will be crucial to have input from the GC/CM early on in the design process to collectively discuss, amongst the design team, the Wastewater Division staff, the Port of Keyport Commissioners, and the

Keyport Advisory council, the various constraints that will affect the execution of this work, as well as developing options for minimizing these limitations most effectively. It will require construction knowledge and expertise to thoroughly evaluate the viability of potential options – from the standpoint of technical feasibility, scheduling, costs, public impact, safety – and to select the best solution. The challenge of this project is less the technical engineering than its delivery. For that reason, it is vital that the contractor actually performing the construction be involved in the design phase.

- **Complex or Technical Work Environment:** The complexity of the Project is related to the need to take into account a multitude of uses, balancing access to the shoreline, park, boat launch and dock, local businesses, and residences, while preventing environmental damage to the shoreline, ensuring public safety, and maintaining two operating pump stations. Pump Station 16 is located on the shoreline of Liberty Bay immediately next to a public boat launch. Pump Station 67 abuts a local playground. Both Lemolo (across Liberty Bay) and Keyport community groups and the Port of Keyport will be very active in monitoring the progress and manner of the work. It will be important for the contractor to come onto the project early to understand fully the priorities of the community and to establish relationships with the spokespersons for these groups.
- **Work on Building With Historic Significance:** The Project does not involve work on any building or facility with historic significance.

## 6. Public Benefit

- **Significant Fiscal Benefit:** The use of the GC/CM contracting procedure for this Project will significantly reduce the financial risk of potential change orders and claims that may occur on a project requiring complex coordination and continuous operation of two pump stations as described in the response to question 5 above. By involving a GC/CM in the design and preconstruction phase of the Project, the GC/CM will become a partner with the County, Engineer, and community in assessing the best approach for dealing with unique features of the Project. The use of the GC/CM contracting procedure will also result in a fiscal benefit by providing the most efficient design and schedule based on collaboration, given the constraints of the project.
- **Design/Bid/Build Not Practical:** The GC/CM process will permit the contractor to be actively involved in developing the construction phasing and sequencing with the designer, County operations staff, and the local community. This teaming process is a key in successfully addressing the complex coordination challenges of this Project. If the contractor is selected based on low bid after the drawings and specifications have been completed, there will be no opportunity to collaboratively develop the best solutions for maintaining public access, protect the shoreline environment, and keep the pump stations operating during construction. In addition, use of the Design-Bid-Build method will not provide the opportunity for preconstruction services and may result in change orders from a contractor who did not adequately plan for the complexities of the project. The GC\CM process will result in more efficient and timely scheduling, enhance transitions between existing operations and new facilities, facilitate the bypassing of existing operations without duplication of efforts, equipment or scheduling conflicts, and facilitate access around both sites. These results will help to keep costs low, minimize public impact, and control spills or other environmental impacts.

- **Subcontracting:** The GC/CM process will allow the County and Engineer to work with the contractor to develop the most effective subcontracting options and arrangements. Typically, electrical and instrumentation and control (I&C) conflicts are a source of delays and change orders on projects. The County's Sewer Utility staff will be able to share with the GC/CM their knowledge of the system-wide needs for data transmission during preconstruction and subcontractor bidding to help minimize overall costs.

## 7. Public Body Qualifications

- **Description of Organization's Qualifications to use the GC/CM contracting procedure.**

County's Experience and Staffing on Capital Projects: Next year, 2014, will mark the 20<sup>th</sup> year of the Kitsap County Public Works Sewer Utility Capital Improvement Program. During that time over \$56 million worth of improvements, encompassing 12 projects, have been made to the capital facilities including a wide range in scope of wastewater treatment plant facility renovations and new construction, several pump stations, and several miles of pipeline. The program has had the same Capital Projects Manager since 1997 (Barbara Zaroff, who will serve as the Project Manager for this GC/CM Project). Construction contract change orders have not exceeded 7% and typically are 5% or less.

Staff Collaboration: There is a close working relationship between the County's Capital Project Manager, the Purchasing Manager, Risk Manager, as well as the Kitsap County Deputy Prosecuting Attorney (Kevin Howell). This support and collaboration will facilitate the implementation of any required changes to the County's processes to accommodate the GC/CM delivery method.

GC/CM Training and Strategy Workshops: While this Project will be the County's first GC/CM project, the County's existing project management system can be effectively integrated into the GC/CM model of project delivery. Mike Purdy will assist and guide the County in the GC/CM selection process, contract negotiations, and contract administration for the Project. To provide further tools and resources for the Project team in the management of GC/CM contracts, the Project team including County staff and the design engineering (HDR) team have participated in three training and strategy workshops specifically for this Project on GC/CM contracting in Washington State conducted by Mike Purdy.

- **Org chart** – Please refer to Attachment B for the Project organizational chart.
- **Staff and consultant short biographies**

### **Barbara Zaroff, P.E.** **Project Manager**

**Role:** Manage the delivery of the engineering design, coordination with the GC/CM throughout the Project, and supervision of the Construction Manager

**Relevant Experience:** Barbara is a seasoned project manager in the public sector with over 25 years of professional experience. She has managed capital projects for the King County Solid Waste Division, spent eight years in private consulting with Harding Lawson Associates and Herrera Environmental Consultants, and for the last 15 years has been the Capital Projects Manager for the Kitsap County Sewer Utility Division. During her time with

the Sewer Utility, Barbara has managed over \$50 million worth of completed wastewater treatment facility, collection, and conveyance projects. Her management of these projects has encompassed all phases of the work including planning; permitting; purchasing packages; contracts review; conceptual and final design review; coordination between County operations staff, design engineers, and construction personnel; review and tracking of budgets, schedules, project documentation; and construction management.

### **Firm To Be Selected**

#### **Construction Manager**

**Role:** The Construction Manager will be the day-to-day intermediary for contract administration between the County and the GC/CM, reporting to the County's Project Manager. The Construction Manager will perform the following duties: provide on-site inspections of the work, review pay applications from the GC/CM, produce and maintain project documentation such as photographs, recommend potential solutions to schedule and cost issues, evaluate and make recommendations on change order requests from the GC/CM, notify the County of any visible project safety measures that may be out of compliance with rules and regulations, work with the Project team to develop the punch list, and monitor the progress of the GC/CM's submittals to help ensure timely submittal and approval relative to the schedule.

**Relevant Experience:** The County will seek a Construction Manager with experience in managing GC/CM projects.

### **Rudy Vigilia, P.E.**

#### **Project Manager for Design Engineer**

**Role:** Lead and coordinate the design and GC/CM processes

**Relevant Experience:** Rudy has almost 30 years experience designing upgrades to almost 30 sewage pump stations ranging in size from 250 to over 13,000 gallons per minute (GPM). He was the Project Manager on almost 20 sewage pump stations in the past 15 years. Rudy is experienced in many facets of projects: planning, preliminary and final design, cost estimating, and services during construction. Rudy is the Lead Pump Station Designer/Mechanical on the Seattle Public Utilities Genesee CSO Project, which is also a GC/CM project.

### **Dave Tucker, P.E.**

#### **Assistant Public Works Director**

**Role:** Project oversight for the County and coordination with Public Works Director and County Board of Commissioners

**Relevant Experience:** Dave has 25 years of engineering and supervisory experience. He has been a supervisory engineer for Kitsap County for 13 years and worked in a similar capacity previously for the US Navy. With the Navy, Dave oversaw several complex engineering projects that involved significant environmental risk, requiring careful project sequencing to minimize that risk. That experience of ensuring critical continuous operation of a sanitary sewer system will be required during this project, which will involve replacing a tightly constrained, shoreline pump station.

### **Stella Vakarcs, P.E.**

#### **Senior Sewer Utility Program Manager**

**Role:** Project oversight, including review of contract documents for the Project, attending project meetings, and coordinating project administration between the Sewer Utility, Public Works Department, Purchasing Division, Risk Management, and the Prosecuting Attorney's Office.

**Relevant Experience:** Stella has 25 years of engineering, construction, and project management experience, first as a consulting engineer with URS, and then as an engineer with the Kitsap County Sewer Utility Division. For the last 5 years, Stella has been the Senior Program Manager for the Sewer Utility, overseeing over \$45 million in construction projects and leading the effort to finalize the 20 year capital program, including staffing, funding, and project prioritization.

### **George Radebaugh**

#### **Facilities Manager**

**Role:** Design Review and Construction Coordination. Provide input into project sequencing and maintenance of existing facility operations to ensure continuous operation of both pump stations during construction.

**Relevant Experience:** George has over 25 years experience as electrical foreman with the Kitsap County Public Works Department, and has been the Facilities Manager for the last 9 years with the Sewer Utility. He has been part of design and construction management teams for over \$80 million dollars of capital projects including 3 new wastewater treatment plants, phased upgrades to the Central Kitsap Wastewater Treatment Plant, and a dozen pump station upgrades, including the construction of the existing Pump Station 67.

### **Mike Purdy**

#### **GC/CM Procurement and Contracting Consultant (Michael E. Purdy Associates, LLC)**

**Role:** Provide strategic GC/CM guidance to the County throughout the Project. Develop procurement and contracting documents, guide the County through the GC/CM selection and contract negotiation processes, and provide input on GC/CM related issues during construction.

**Relevant Experience:** With more than 30 years of experience as a manager in public contracting and procurement with some of the largest government agencies in the State of Washington, Mike is one of the State's most experienced and respected leaders and experts in public contracting, especially GC/CM. As the Contracts Manager at the University of Washington, Mike was a key player in the selection, contracting, and administration of more than a dozen GC/CM projects at the University. He served in a similar role for three multi-million dollar GC/CM housing redevelopment projects when he was the Contracting and Procurement Manager at the Seattle Housing Authority. As a consultant, Mike has advised and guided eight public bodies doing GC/CM projects for the first time. Mike is a frequent trainer and speaker on GC/CM and other public procurement and contracting issues, and maintains the popular Mike Purdy's Public Contracting Blog, followed by hundreds of contracting professionals in the state and around the country.

### **Barry Loveless, P.E.**

#### **Director of Public Works, City of Poulsbo**

**Role:** Design review, construction coordination, contractor selection as part of the City of Poulsbo's oversight role on the Project as a funding partner and as an agency served by the system to be upgraded.

**Relevant Experience:** Barry has successfully managed many construction projects and large construction programs during over 24 years of Federal contracting and construction management with the US Navy. He managed alternative contracting projects during those years, mainly Design-Build, as well as traditional Design-Bid-Build. Barry was certified at the highest level as a warranted Federal Contracting official. He has also managed several construction projects under Washington State law, including most recently managing the \$8 million construction of the new Poulsbo City Hall, and, during his time as Manager of the

Kitsap County Sewer Utility Division, over \$26 million in projects including treatment plant and pump station upgrades, and sewer replacements.

### **Kevin Howell**

#### **Deputy Prosecuting Attorney**

**Role:** Provide legal guidance for RCW 39.10 compliance. Review of contract documents and involvement in any disputes.

**Relevant Experience:** Kevin has extensive experience in public works contracting matters ranging from bidding issues, construction claims, dispute resolution, and litigation support. He began the private practice of law in Kitsap County in 1980. For the past 15 years Kevin has worked in the Civil Division of the Prosecuting Attorney's Office and has been assigned to represent various divisions of the Public Works Department including the Sewer Utility Division. He has also represented the county in numerous multi-million dollar capital construction projects including a \$33M jail expansion, \$25M Administration Building, \$16M Juvenile Justice Center, \$10M Emergency Call Center, \$7M Public Works Annex, and numerous multi-million dollar upgrades to the county's sewerage system.

### **Timothy M. Perez**

#### **Risk Manager**

**Role:** Review of contract provisions from a risk and insurance perspective, evaluate insurance documentation for adequacy

**Relevant Experience:** Tim has over 14 years of experience in Risk Management, Occupational Safety, and Loss Control Services. He has worked in both government contracting and the public sector, and has experience in contract review and insurance services, especially related to construction contracting. Tim currently is responsible for review of all County contracts to ensure appropriate liability protections are in place and ensure adequate insurance is provided based on the scope and services of the contract. He is also responsible for procurement and administration of all County insurance policies, including commercial liability, automobile, property, and worker's compensation. Tim has a B.S. degree in Loss Control Management, and an MBA in Project Management.

### **R'lene Orr**

#### **Purchasing Manager**

**Role:** Review GC/CM solicitation documents and contracts and ensure the procurement process is appropriately documented

**Relevant Experience:** R'Lene has been the Purchasing Manager for Kitsap County for over twenty years and in their employ for thirty years, previously holding the position of Internal Auditor and County Records Manager. In her current position she develops, recommends and implements County procedures for the procurement of all supplies, materials, equipment and contractual services required by a County department, division or agency in accordance with applicable regulations. She ensures that supplies, materials, equipment and contractual services are purchased at the best possible price. R'Lene manages and participates in the preparation and publication of bid specifications as required by state law and makes recommendations to the Board of County Commissioners for purchases requiring Board action.

## Project Team Level of Involvement

Individual	GC/CM Procurement & Contracting	Preconstruction Phase	Construction Phase
<b>Barbara Zaroff</b> (Kitsap County – Project Manager)	35%	50%	35%
<b>To Be Determined</b> (Construction Manager Firm)	N/A	N/A	50%
<b>Rudy Vigilia</b> (HDR Engineering, Inc. – Project Manager)	35%	40%	30%
<b>Dave Tucker</b> (Kitsap County – Asst. Public Works Director)	5%	As Needed	As Needed
<b>Stella Vakarcs</b> (Kitsap County – Sr. Sewer Utility Program Mgr.)	5%	As Needed	As Needed
<b>George Radebaugh</b> (Facilities Manager)	5%	25%	25%
<b>Mike Purdy</b> (Michael E. Purdy Associates – GC/CM Advisor)	30%	20%	15%
<b>Barry Loveless</b> (City of Poulsbo – Director of Public Works)	5%	As Needed	As Needed
<b>Kevin Howell</b> (Kitsap County – Deputy Prosecuting Attorney)	15%	As Needed	As Needed
<b>Tim Perez</b> (Kitsap County – Risk Manager)	5%	As Needed	As Needed
<b>R'lene Orr</b> (Kitsap County – Purchasing Manager)	10%	As Needed	As Needed

- **Provide the experience and role on previous GC/CM projects.** Please refer to Attachment C for a chart describing the team's project experience.
- **The qualifications of existing or planned project manager and consultants.** Please refer to the bios above for the qualifications of the County's Project Manager and consultants.
- **A brief summary of the construction experience of your organization's project management team.** Please refer to Attachment D which summarizes the relevant construction projects for the project management team.

- **A description of the controls your organization will have in place to ensure that the project is adequately managed.** The Kitsap County staff that will be most closely involved in day-to-day construction – Barbara Zaroff and George Radebaugh – have been closely involved in the construction of all the projects in the County’s ongoing Capital Program, since 1997. Typically, Sewer Utility project staff is very involved in construction, attending all progress meetings, visiting the site several times a week, and consulting frequently with the construction manager. All project documentation – change orders, schedules, field updates, meeting minutes, pay applications, contract clarifications, Requests for Information (RFIs), submittals, permits, and technical reports – are routed through Project Manager Barbara Zaroff. On pump station projects, Facilities Manager George Radebaugh and his staff have been involved in design and equipment selection and would be also on this Project. During construction they assist in planning for field work, and review and discuss all equipment shut-downs and bypasses, submittals, and O&M manuals. Barbara coordinates permitting, interactions with citizens and other utilities and County divisions. Currently, a web-based construction management software system is being used and will continue to be used throughout the PS 16 and 67 construction. This allows consistency and immediacy of access to project documentation, for all team members.

Kitsap County Public Works has clear guidelines and checks in place to ensure that contracts are executed within their terms, and within the framework of the Kitsap County Code. These include:

- The RFP for GC/CM selection will be publicly advertised and information sessions will be held for prospective contractors.
  - The selection panel for the GC/CM will consist of a panel from various Divisions within the County, the City of Poulsbo, and Sewer Utility Operations staff.
  - All contracts are routed for review and signature through the Sewer Utility Manager, Budget Office, Risk Management, Prosecuting Attorney’s Office, Purchasing, and the Director of Public Works, prior to being presented to the Board of County Commissioners for review and signature.
  - Change orders greater than 10% of the contract value or greater than \$50,000 are required to be approved and signed by the Board of County Commissioners.
  - The selected Construction Manager will be tasked with developing a Construction Management Plan, demonstrating a process and methodology for sufficient and thorough tracking and documentation of field work and project administration.
- **A brief description of your planned GC/CM procurement process.** The County’s GC/CM procurement process will be based on the requirements of chapter 39.10 RCW and emerging best practices for Washington State GC/CM projects, with significant input and advice from consultants, County staff, other organizations, and public agencies. The selection process will include initial proposals focused on bidder qualifications and project approach, interviews of qualified firms, and then final proposals in which the finalist contractors will submit their prices for Percent Fee and a fixed amount for Specified General Conditions work. The firm with the highest total score from the scoring of Proposal, Interview, and Final Proposal, will be selected to provide Preconstruction Services and enter into MACC negotiations. During the selection process, in the unlikely event of a tie, the firm with the lowest proposal price

will be selected. Below is a list of some of the key dates in the procurement and contracting schedule:

Date	Description
May 28, 2013	Issue RFP
May 28, 2013	First date of advertisement of the RFP
June 6, 2013	Pre-Proposal Meeting and site visit
June 14, 2013	Submission of final questions about the RFP due
June 20, 2013	Proposal Submission Deadline
June 28, 2013	Proposal Review Complete
July 1, 2013	Evaluation Committee Meeting
July 11, 2013	Interview Short-List Firms
July 12, 2013	Issue Request for Final Proposals (RFFP)
July 24, 2013	Pre-Pricing Proposal Meeting with Finalists
August 2, 2013	Final Proposal Deadline
October 4, 2013	Preconstruction Contract Signed
March 31, 2014	Begin MACC Negotiations
April 25, 2014	MACC Negotiations Completed
July 7, 2014	Begin Construction
April 8, 2016	Construction Substantially Complete

- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.** Using the expertise and previous experiences of Barbara Zaroff, Rudy Vigilia, Mike Purdy, and Kevin Howell, and drawing on work developed for other public bodies in the State using GC/CM, the Project team will develop the various and necessary GC/CM contract documents (Preconstruction Services Contract, GC/CM Construction Services Contract, General Conditions, Division 01) to reflect the specifics of GC/CM contracting in Washington State in accordance with chapter 39.10 RCW. The County intends to issue the Preconstruction Services Contract and GC/CM Construction Services Contract with the RFP to be advertised immediately after PRC approval. These documents have already been developed and will be ready for distribution to contractors upon PRC approval and advertising of the Project.

**8. Project Matrix:** See Attachment D for a matrix summary of the County’s construction activity for the past six years.

**9. Preliminary Concept Drawings/Plans:** The following documents are attached to this application in Attachment E to provide a visual representation of the project:

- Location Map
- Vicinity Map
- Site Plan – Conveyance Upgrades
- Lemolo Siphon Diversion

**10. Audit Findings** – The County has not had any audit findings on any of the projects identified in response to Question 8 of this application.

**Attachments to PRC Application:**

- Attachment A – Schedule
- Attachment B – Organizational Chart
- Attachment C – Team Experience with Project Delivery
- Attachment D – County’s Project Construction History
- Attachment E – Site Maps and Plans

**Caution to Applicants**

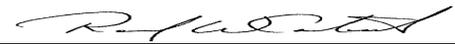
The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria to be approved.

**Signature of Authorized Representative**

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

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

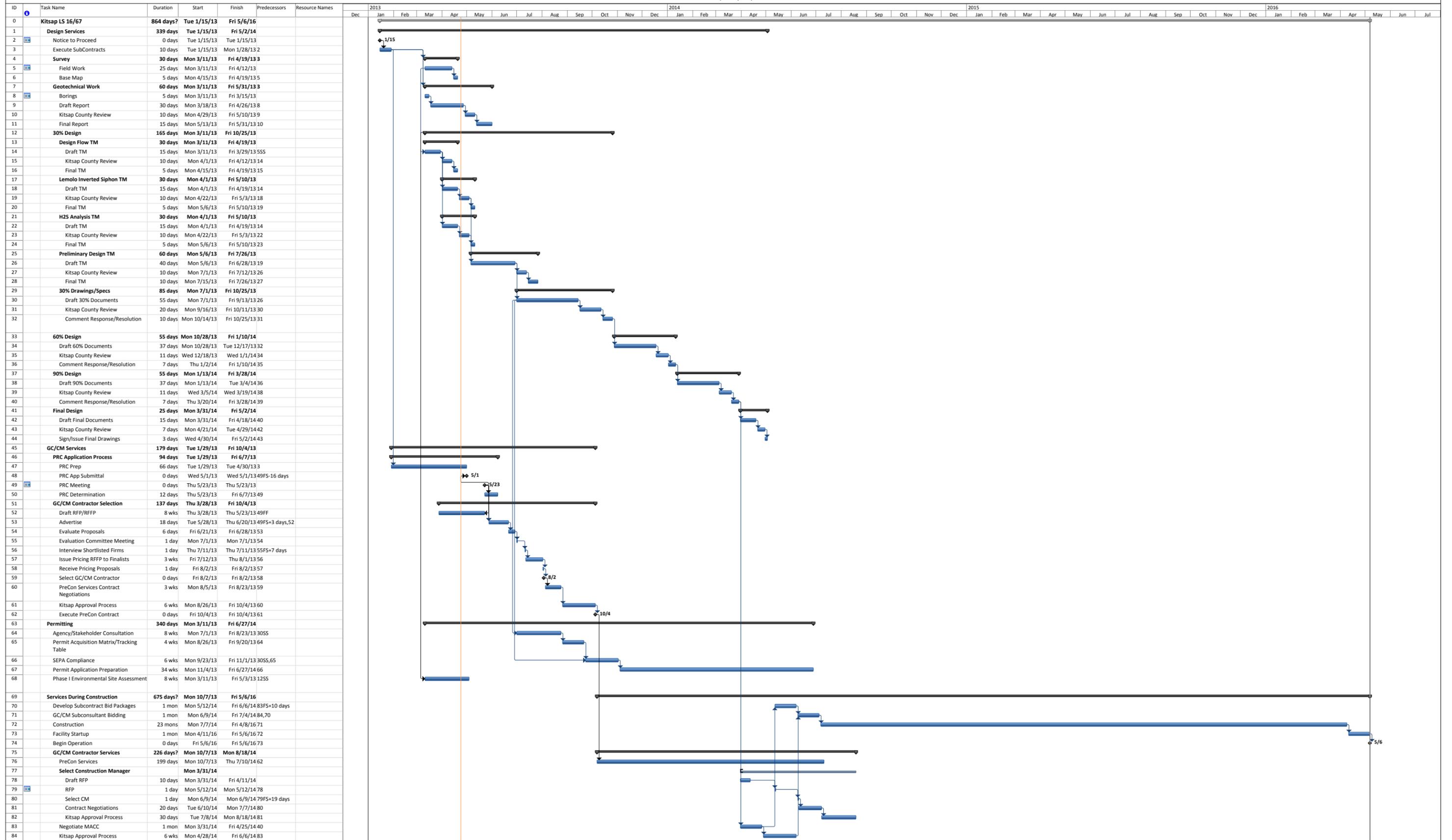
I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 

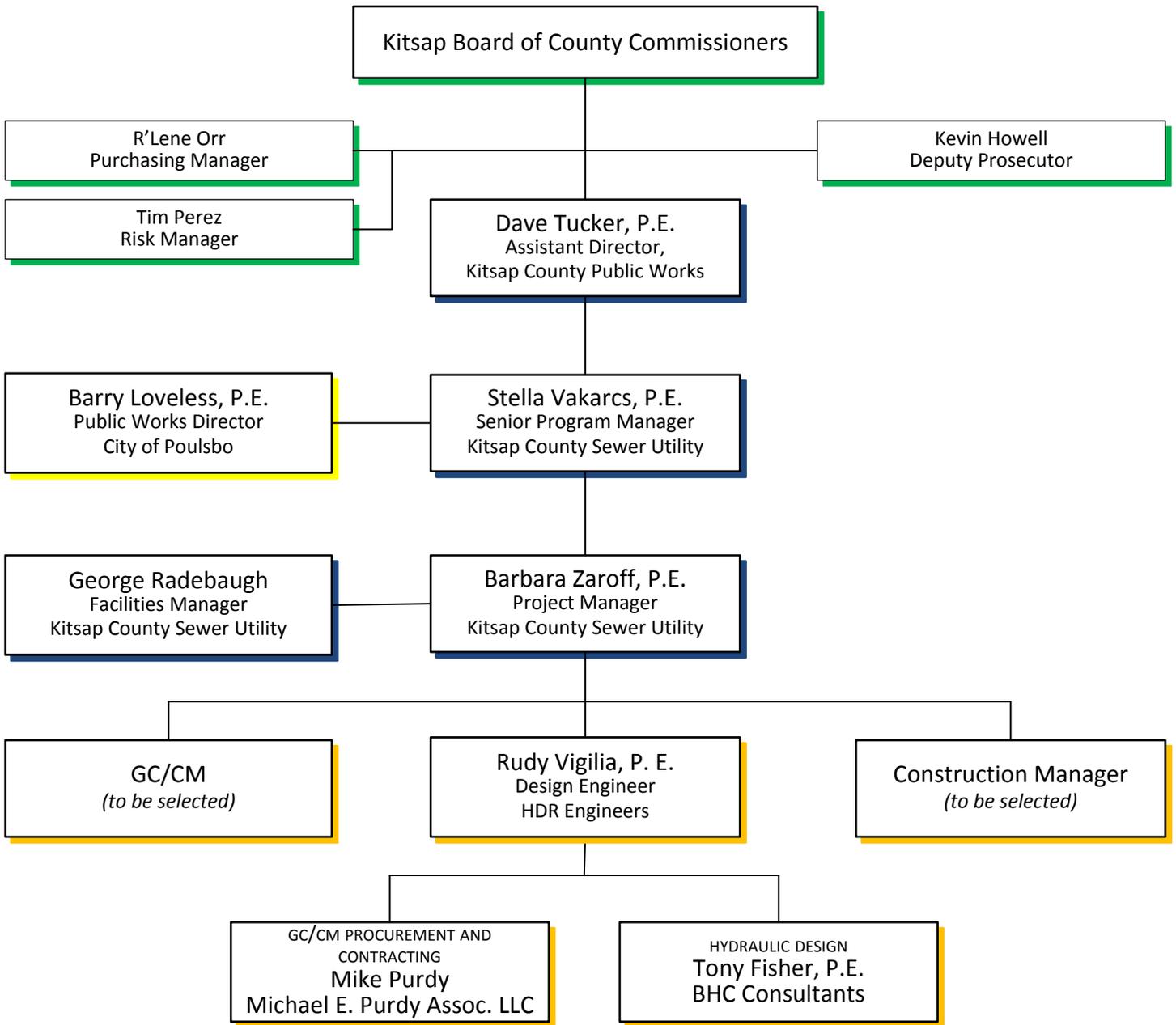
Name: (please print) Randy Casteel, PE

Title: Director of Public Works

Date: 4/29/13



# Attachment B – Organizational Chart



## Attachment C Team Experience with Project Delivery

Name	Title/Organization	Project Names	Role During Project Phases				
			Construction Budget	Procurement Type	Planning	Design	Construction
<b>Barbara Zaroff</b>	Project Manager, Kitsap County	Central Kitsap Treatment Plant Resource Recovery	\$29.0M	DBB	OPM	OPM	OPM
		Techite Force Main	\$5.7M	DBB	OPM	OPM	OPM
		Central Kitsap Treatment Plant Headworks	10.0M	DBB	OPM	OPM	OPM
		Central Valley / Pump Station 34	\$1.7M	DBB	OPM	OPM	OPM
		Pump Station 7 Upgrade	\$1.8M	DBB	OPM	OPM	OPM
<b>Rudy Vigilia</b>	Project Manager, HDR Engineering, Inc.	North Valley/Spokane Valley Pump Stations Spokane County, WA	\$9.3M	DBB	DES	DES	CM
		Rudkin Road Pump Station, Yakima, WA	\$0.6M	DBB	DES	DES	CM
		WWTP Trickling Filter Pump Station, Pasco, WA	\$1.2M	DBB	DES	DES	CM
		WTP Intake Pump Station, Longview, WA	\$1.9M	DBB	DES	DES	CM
		Lindental Pump Station, Kent, WA	\$1.5M	DBB	DES	DES	CM
		Lift Station 7 and 8, Everett, WA	\$1.6M	DBB	DES	DES	CM
		WB3/EB6 Pump Stations, Bremerton, WA	\$1.0M	DBB	DES	DES	CM
		Emerald Ridge Pump Station, Bellevue, WA	\$1.1M	DBB	DES	DES	CM
		March's Point Pump Station, Anacortes, WA	\$4.1M	DBB	DES	DES	CM
		Genesee CSO Project, Seattle Public Utilities	\$30.0M	WA GC/CM	DES	DES	CM
<b>Dave Tucker</b>	Assistant Public Works Director, Kitsap County	Central Kitsap Treatment Plant Resource Recovery	\$29.0M	DBB	OEX	OEX	OEX
		Techite Force Main	\$5.7M	DBB	OEX	OEX	OEX
		Central Kitsap Treatment Plant Headworks	\$10.0M	DBB	OEX	OEX	OEX
		Ridgetop Regional Pond Expansion	\$1.1M	DBB	OEX	OEX	OEX
		Converse Ave. Conveyance Improvements	\$1.9M	DBB	OEX	OEX	OEX
<b>Stella Vakarcs</b>	Senior Sewer Utility Program Manager, Kitsap County	Central Kitsap Treatment Plant Resource Recovery	\$29.0M	DBB	OEX	OEX	OEX
		Techite Force Main	\$5.7M	DBB	OEX	OEX	OEX
		Central Kitsap Treatment Plant Headworks	10.0M	DBB	OEX	OEX	OEX
		Central Valley / Pump Station 34	\$1.7M	DBB	OEX	OEX	OEX
		Pump Station 7 Upgrade	\$1.8M	DBB	OEX	OEX	OEX
<b>George Radebaugh</b>	Facilities Manager, Kitsap County	Central Kitsap Treatment Plant Resource Recovery	\$29.0M	DBB	OENG	OENG	OENG
		Techite Force Main	\$5.7M	DBB	OENG	OENG	OENG
		Central Kitsap Treatment Plant Headworks	10.0M	DBB	OENG	OENG	OENG
		Central Valley / Pump Station 34	\$1.7M	DBB	OENG	OENG	OENG
		Pump Station 7 Upgrade	\$1.8M	DBB	OENG	OENG	OENG

## Attachment C Team Experience with Project Delivery

Name	Title/Organization	Project Names	Role During Project Phases				
			Construction Budget	Procurement Type	Planning	Design	Construction
<b>Mike Purdy</b>	Principal, Michael E. Purdy Associates, LLC	LOTT Clean Water Alliance, Budd Inlet Treatment Plant Improvements	\$31M	WA GC/CM	PROC	PROC	PROC
		Sound Transit, University of Washington Station	\$115M	WA GC/CM	PROC	PROC	PROC
		City of Bellingham, Post Point Wastewater Treatment Plant Improvements	\$28M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		City of Tacoma (Water), Green River Filtration Facility	\$161M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		City of Seattle, Fire Station 14 Renovation	\$6M	WA GC/CM	PROC	PROC	PROC
		Kennewick School District, Kennewick Elementary Modernization Project	\$26M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		Ridgefield School District, Ridgefield Capital Improvements Project	\$49M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
		City of Everett, Water Pollution Control Facility, Phase C	\$54M	WA GC/CM	SUBPROC	SUBPROC	SUBPROC
<b>Barry Loveless</b>	Director of Public Works, City of Poulsbo	Poulsbo City Hall	\$10M	DBB	OEX	OEX	OEX
		Viking Avenue Improvements	\$3.5M	DBB	OEX	OEX	OEX
		Noll Road Roundabout	\$500K	DBB	OEX	OEX	OEX
		Anderson Parkway LID Retrofit	\$500K	DBB	OEX	OEX	OEX
<b>Kevin Howell</b>	Deputy Prosecuting Attorney, Kitsap County	Legal Advisor to the Kitsap County Dept. of Public Works	Various	DBB	OPROC	OPROC	OPROC
		Kitsap County Jail Expansion	\$33M	DBB	OPROC	OPROC	OPROC
		Kitsap County Administration Building	\$25M	DBB	OPROC	OPROC	OPROC
		Juvenile Justice Center	\$16M	DBB	OPROC	OPROC	OPROC
		Emergency Call Center	\$10M	DBB	OPROC	OPROC	OPROC
		Kitsap County Public Works Annex	\$7M	DBB	OPROC	OPROC	OPROC
<b>Timothy Perez</b>	Risk Manager, Kitsap County	Central Kitsap Treatment Plant Resource Recovery	\$29.0M	DBB	ORISK	ORISK	ORISK
		Techite Force Main	\$5.7M	DBB	ORISK	ORISK	ORISK
		Central Kitsap Treatment Plant Headworks	10.0M	DBB	ORISK	ORISK	ORISK
		Central Valley / Pump Station 34	\$1.7M	DBB	ORISK	ORISK	ORISK
		Pump Station 7 Upgrade	\$1.8M	DBB	ORISK	ORISK	ORISK
<b>R'Lene Orr</b>	Purchasing Manager, Kitsap County	Advisor to the Kitsap County Dept. of Public Works	Various	DBB	OPROC	OPROC	OPROC
		Kitsap County Jail Expansion	\$33M	DBB	OPROC	OPROC	OPROC
		Kitsap County Administration Building	\$25M	DBB	OPROC	OPROC	OPROC
		Juvenile Justice Center	\$16M	DBB	OPROC	OPROC	OPROC
		Emergency Call Center	\$10M	DBB	OPROC	OPROC	OPROC
		Kitsap County Public Works Annex	\$7M	DBB	OPROC	OPROC	OPROC

## Attachment C Team Experience with Project Delivery

### PROJECT DELIVERY

#### TYPE KEY

WA DB	WA State Design-Build project administered under RCW 39.10.
PU DB	A public/federal Design-Build project
PR DB	A Design-Build project for a private owner
WA GC/CM	WA State GC/CM project administered under RCW 39.10.
OR CM/GC	OR State CM/GC project
PU CM@R	A public/federal CM at Risk project
PR CM@R	A CM at Risk project for a private owner
DBB	Public or Private Design-Bid-Build project

#### INDIVIDUAL ROLE KEY

##### As the Public Body:

OEX	The executive or manager for the Owner responsible for the project
OPM	The Owner's Project Manager
ODM	The Owner's Design Manager
OCM	The Owner's Construction Manager
OENG	As the Owner acting as the resident engineer or field engineer
OREP	The Owner's Representative
OPROC	The Owner's Procurement Manager or Attorney
OCTR	Provided project controls, scheduling, or estimating support to the project as the Owner

##### As a Prime Consultant or Prime Contractor providing service to the Public Body:

PROC	A prime consultant providing procurement services
ADV	A prime consultant providing project advisory, oversight, or audit services
PM	A prime consultant providing project management services
CTR	A prime consultant providing project controls, scheduling, or estimating services
DES	Designer of Record or prime consultant providing design services
CM	A prime consultant providing construction management, resident engineering, or field engineering services
CON	The prime contractor responsible for building the project

##### PRECON The prime contractor responsible for preconstruction services

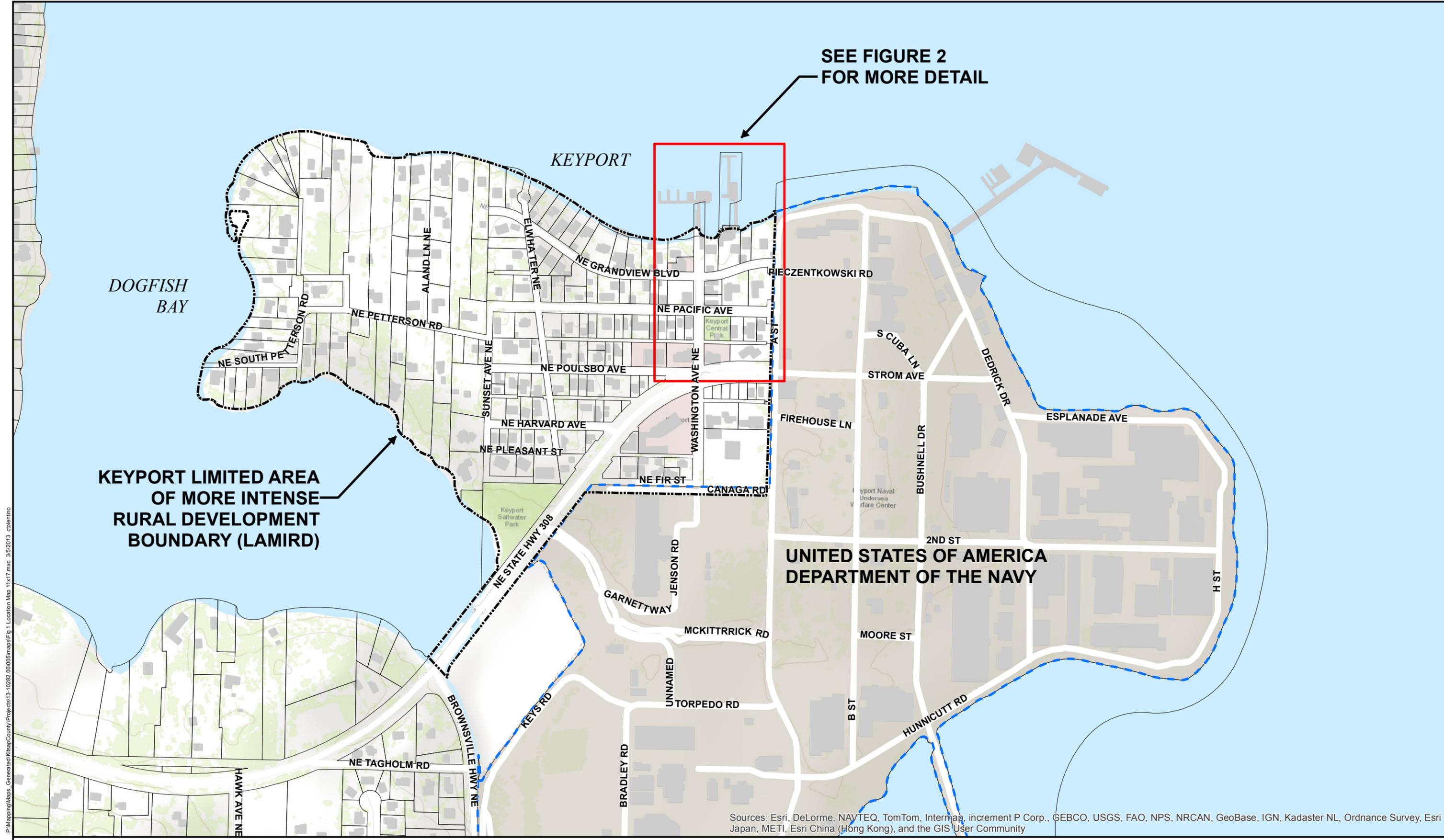
##### As a Subconsultant or Subcontractor to a Prime:

SUBPROC	A subconsultant providing procurement services
SUBADV	A subconsultant providing contract advisory, oversight, or audit services
SUBPM	A subconsultant providing project management services
SUBCTR	A subconsultant providing project controls, scheduling, or estimating services
SUBDES	A subconsultant providing design or engineering services
SUBCM	A subconsultant providing construction management, resident engineering, or field engineering services
SUBCON	A subcontractor to the prime on the project

ATTACHMENT D  
KITSAP COUNTY PROJECT CONSTRUCTION HISTORY FOR PAST SIX YEARS

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Explanation for Overruns
KC 118-06	Pump Station 7 Upgrades	Construct 4200 gpm triplex, submersible pump station, 900 ft. 14-inch force main; appurtenant structures	Design-Bid-Build	Feb. 06	Aug. 08	Feb. 06	Jun. 09	\$1,700,000	\$1,760,000	Field changed conditions, Delay due to manufacturer's commissioning of VFD's and pumps
KC 252-09	Central Valley Sewer	Replace 4700 ft. 12-inch pipe; pump station mods.	Design-Bid-Build	Jul. 09	Jul. 10	Jul. 09	Jul. 10	\$1,800,000	\$1,780,000	Deduct for paving
KC 259-09	Techite Force Main Replacement	6375 feet 34-inch HDPE force main; 6460 feet 18-inch PVC reclaimed water force main; appurtenant valves and structures	Design-Bid-Build	Jun. 11	Nov. 12	Jun. 11	Nov. 12	\$5,600,000	\$5,750,000	Changed site conditions; Owner-requested materials substitution
KC-422-09	Central Kitsap Treatment Plant Headworks	7.0 MGD Influent screens, grit washer, blowers, aerated grit tanks, pipe gallery, biofilter, plant power mods, yard piping	Design-Bid-Build	Nov. 09	Jul. 12	Nov. 09	Nov. 12	\$9,600,000	\$10,000,000	3% Owner requested changes 1% Unforeseen conditions 1.75% design error/omission
KC-348-12	Central Kitsap Treatment Plant Resource Recovery	7.0 MGD two aeration basins, RAS mixing box; turbine blowers; tertiary sand filtration; co-generation system; electrical upgrades; WAS thickening bldg. and rotary drum thickener; air gap sytem; yard piping; misc.	Design-Bid-Build	Nov. 12	Jun. 15	Nov. 12		\$29,600,000		Work in progress
KC 3592	Waaga Way Extension	Extend Waaga Way to Old Frontier	Design-Bid-Build	2001	2007	2007	2009	\$11,186,000	\$12,308,000	R/W Costs due to rezone and project delay
KC 2538	Southworth Dr.	Widen shoulders, drainage improvements	Design-Bid-Build	2002	2010	2002	2010	\$510,000	\$1,473,000	Environmental issues, legal proceedings
KC 3603	Gluds Pond Road	Culvert removal and channel reconstruction	Design-Bid-Build	2003	2007	2003	2007	\$2,675,000	\$2,675,000	
KC 1547	Miller Bay Road	Widening, traffic signal, intersection improvements	Design-Bid-Build	2004	2007	2004	2007	\$2,037,000	\$4,541,000	Owner requested change in scope
KC 1562	Hansville Road	Widening and channelization	Design-Bid-Build	2005	2008	2005	2008	\$792,000	\$1,217,000	Owner requested change in scope
KC 1559	Hood Canal Drive	Safety Improvements	Design-Bid-Build	2006	2008	2006	2008	\$625,000	\$1,384,000	Owner requested change in scope
KC 3615	Bucklin Hill Rd./Tracyton	Right drop lane and intersection improvements	Design-Bid-Build	2006	2009	2006	2009	\$830,000	\$2,107,000	Change in scope - drop lane, overlay area
KC 3640	Stavis Bay Bridge	Replace timber bridge	Design-Bid-Build	2006	2011	2006	2011	\$1,435,000	\$1,378,000	
KC 2563	Lake Flora Rd	Roundabout, resurfacing, horizontal curve correction	Design-Bid-Build	2008	2011	2008	2011	\$6,200,000	\$2,300,000	Change in scope
KC 1571	Cliffside Rd	Widening, resurfacing, pedestrian/bike improvements	Design-Bid-Build	2008	2010	2008	2010	\$1,570,000	\$1,350,000	
KC 3645	Silverdale Way Roundabout	Intersection improvements	Design-Bid-Build	2009	2012	2009	2012	\$1,775,000	\$1,853,000	PE overruns, Owner requested changes
KC 1576	Division Ave. Suquamish	Road, storm, sidewalk improvements	Design-Bid-Build	2009	2011	2009	2011	\$2,651,000	\$1,642,000	Over estimated costs
KC 1575	Chief Sealth Dr.	Culvert replacement	Design-Bid-Build	2009	2010	2009	2010	\$415,000	\$477,000	
KC 3623	Seabeck Holly Rd.	Replace damaged sw culvert	Design-Bid-Build	2009	2010	2009	2010	\$248,000	\$451,000	Revised fish passage requirements
KC 2565	Southworth Dr Bridge	Replace concrete bridge	Design-Bid-Build	2009	2011	2009	2010	\$2,125,000	\$2,717,000	Add'l PE and permitting costs
KC 2575	Lake Helena Road	Replace washout culvert	Design-Bid-Build	2010	2011	2010	2011	\$1,075,000	\$611,000	Emergency work, estimate assumed worst case scenario
KC 3650	Hite Center Drive	Culvert replacement	Design-Bid-Build	2010	2012	2010	2012	\$360,000	\$348,000	
KC 2574	Hunter Road	Culvert replacement	Design-Bid-Build	2011	2012	2011	2012	\$1,260,000	\$962,000	Low bid
SW 2010	Hansville Recycling	Modular Building and pavements	Design-Bid-Build	2010	2011	2010	2011	\$97,000	\$171,000	Change in scope

SEE FIGURE 2  
FOR MORE DETAIL



KEYPORT LIMITED AREA  
OF MORE INTENSE  
RURAL DEVELOPMENT  
BOUNDARY (LAMIRD)

UNITED STATES OF AMERICA  
DEPARTMENT OF THE NAVY

Sources: Esri, DeLorme, NAVTEQ, TomTom, Intermap, increment P Corp., GEBCO, USGS, FAO, NPS, NRCAN, GeoBase, IGN, Kadaster NL, Ordnance Survey, Esri Japan, METI, Esri China (Hong Kong), and the GIS User Community

P:\Mapping\Maps\_General\KitsapCounty\Projects\13-10282\_00005\maps\Fig 1 Location Map 11x17.mxd, 3/5/2013, cdclentno

**LEGEND**

- LAMIRD
- US NAVY
- PARCELS
- BUILDINGS

Base Map: ESRI Online - See Sources description  
Parcels Data: Kitsap County  
  
This map is a geographic representation based on information available.  
No warranty is made concerning the accuracy, currency, or completeness  
of data depicted on this map.

**NORTH**

0 200 400 Feet

**BHC**  
CONSULTANTS  
**BHC Consultants, LLC**  
1601 Fifth Avenue, Suite 500  
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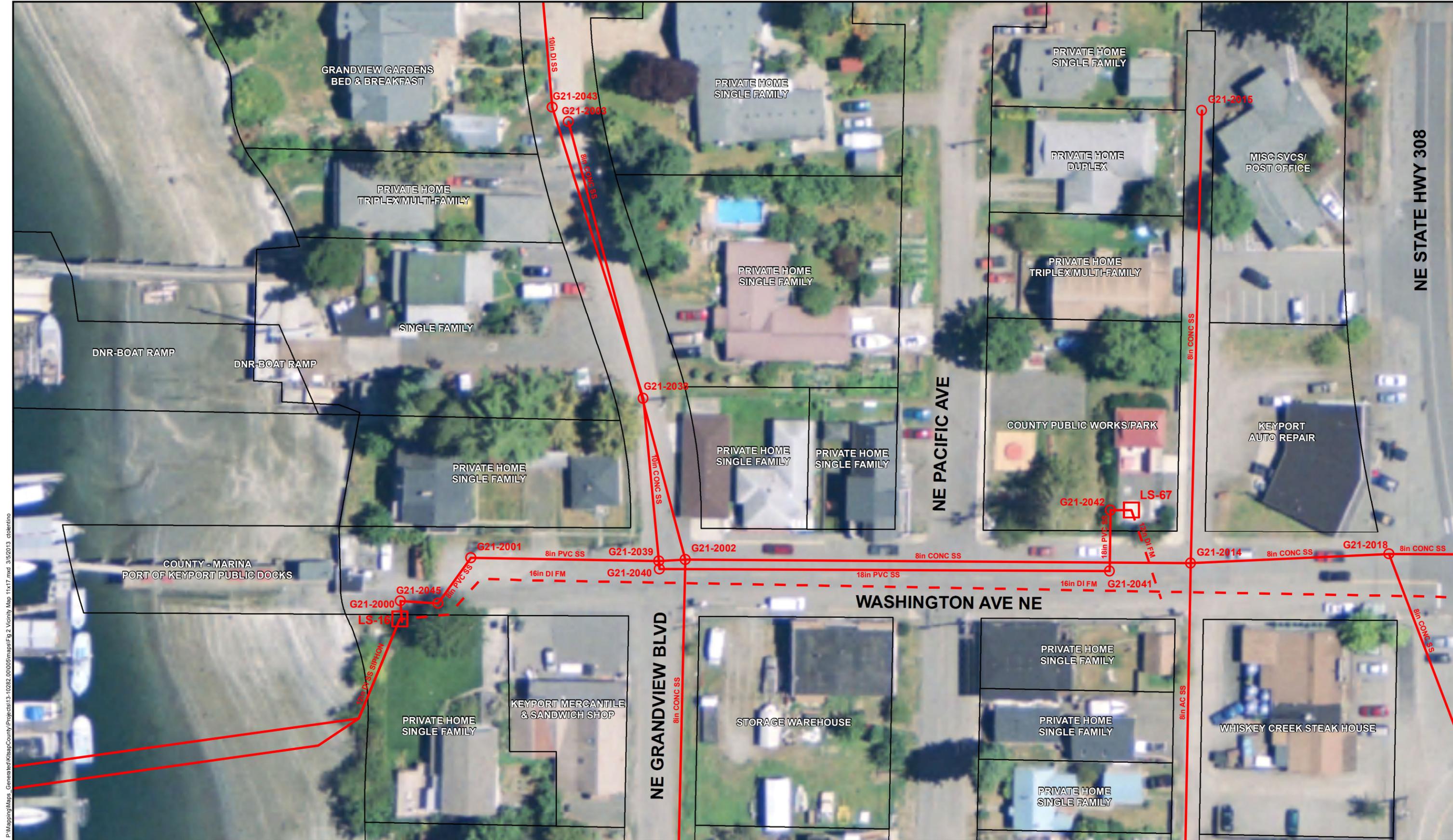
**HDR**

**PS 16 & 67 UPGRADES  
KITSAP COUNTY PUBLIC WORKS  
LOCATION MAP**



DATE  
MARCH 2013

FIGURE  
1



P:\Mapping\Maps\_General\KitsapCounty\Projects\13-10282\_0005\maps\Fig 2 Vicinity Map 11x17.mxd 3/5/2013 ctoleirino

**LEGEND**

- EXISTING LIFT STATION
- EXISTING MANHOLE
- EXISTING FORCE MAIN
- EXISTING GRAVITY SEWER

Existing Sewer System Kitsap County 2012  
 Aerial Photo: Kitsap County 2007  
 GIS Base Data: Kitsap County

This map is a geographic representation based on information available.  
 No warranty is made concerning the accuracy, currency, or completeness  
 of data depicted on this map.

NORTH

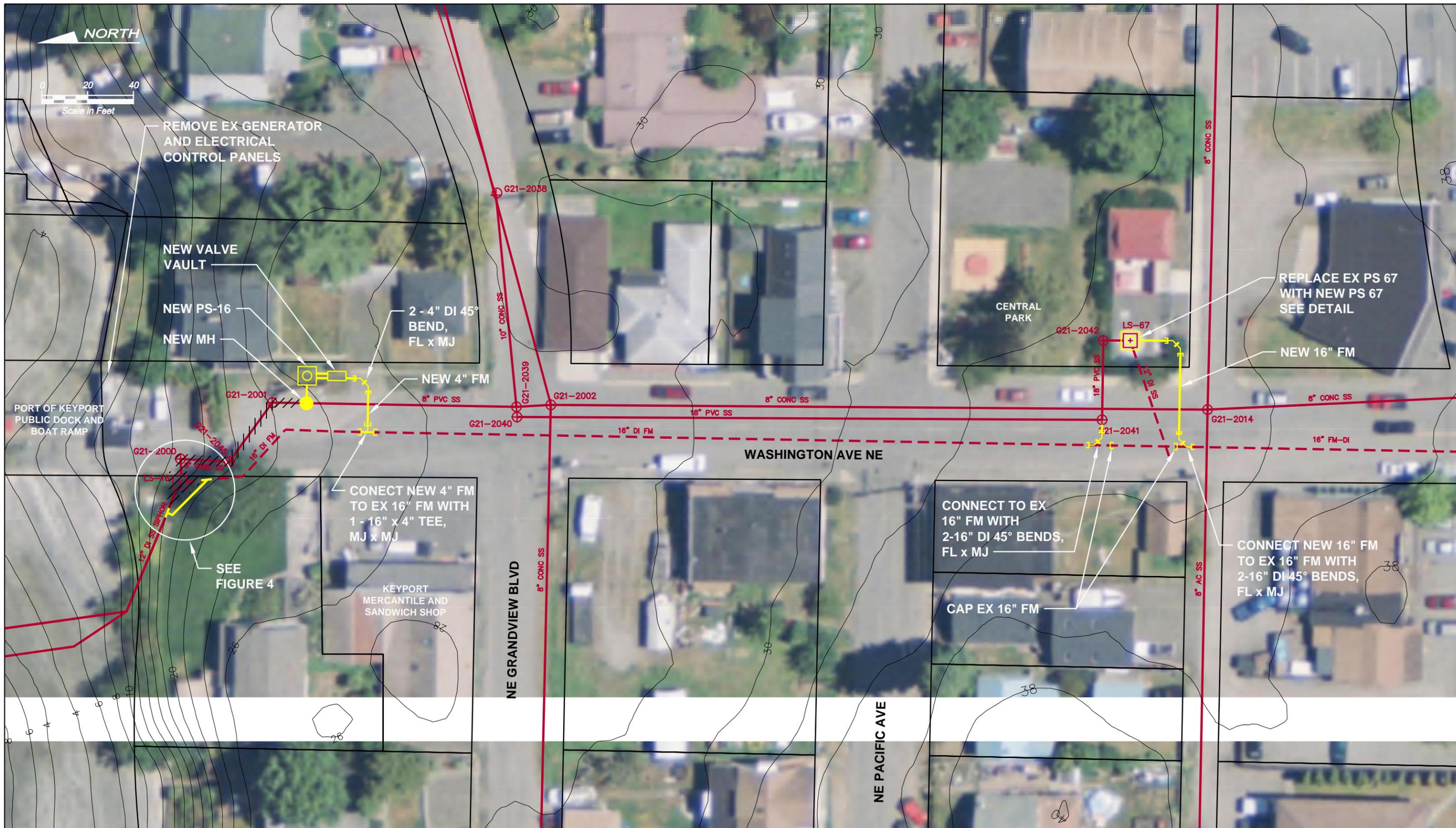
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**PS 16 & 67 UPGRADES**  
**KITSAP COUNTY PUBLIC WORKS**  
**VICINITY MAP**

DATE MARCH 2013	FIGURE 2
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FILE NAME (UPDATED BY) S:\CAD\KITSAP COUNTY\13-10282 PS 16-67 UPGRADES\DWGS\13-10282\_Plan.DWG (P.L.S)  
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 XREFS: X13-10282\_Conf KCL00r, X13-10282\_EX SSM, X13-10282\_Parcels



**LEGEND**

- EXISTING MANHOLE
- EXISTING PUMP STATION
- EXISTING FORCE MAIN
- EXISTING GRAVITY SEWER
- NEW MANHOLE
- NEW SEWER IMPROVEMENTS
- / / / / TO BE REMOVED OR ABANDONED

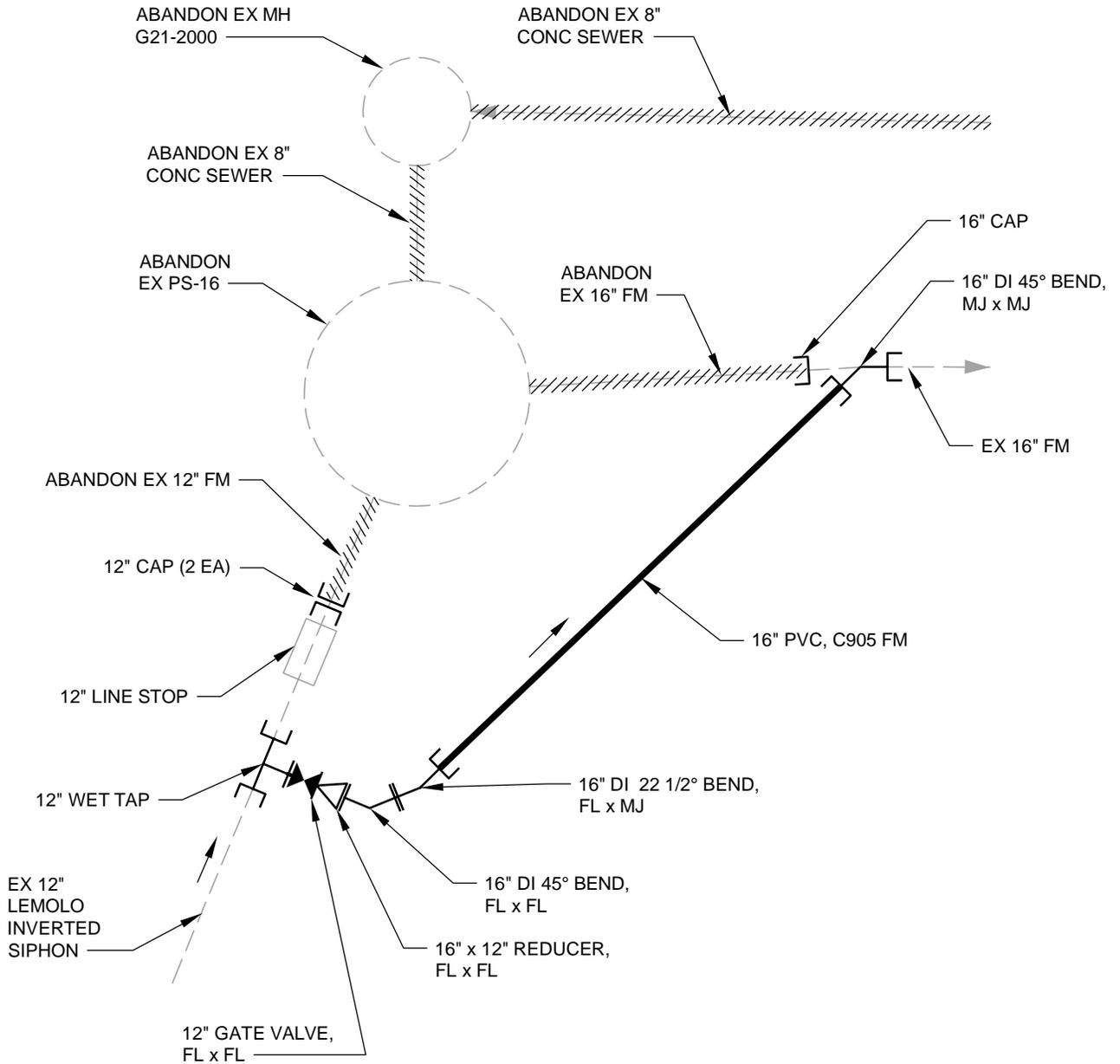
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**HDR**

**PUMP STATION 16 AND 67 UPGRADES  
 KITSAP COUNTY PUBLIC WORKS  
 SITE PLAN - CONVEYANCE UPGRADES**

PRC APPLICATION

DATE	MARCH 2013
FIGURE	3



PLOT DATE & TIME  
MAR 01 2013 11:56:00

FILE NAME (UPDATED BY)  
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XREFS: NONE



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**PUMP STATION 16 AND 67 UPGRADES  
KITSAP COUNTY PUBLIC WORKS  
LEMOLO SIPHON DIVERSION**

PRC APPLICATION

DATE	MARCH 2013
FIGURE	4