



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

December 19, 2024

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 use the GC/CM Heavy Civil delivery method, with alternative subcontracting, to support the South Treatment Plant (STP) Influent Pump Station Upgrades Project (Project). If approved, we intend to proceed with procuring and selecting a GC/CM for this Project beginning in March 2025.

The Influent Pump Station (IPS) is a critical facility serving the wastewater needs of our region. The Project will rehabilitate an aging division channel, replace outdated equipment to improve raw sewage pumping capacity and energy efficiency, and enhance seismic resiliency of the IPS. Given the age and condition of the raw sewage pump #3, time is of the essence. We are collaborating with our consultant Program Manager/Owner Advisor (PMOA) team to procure GC/CM Heavy Civil services. The GC/CM can help us plan and construct the Project, provide critical constructability input, identify opportunities for schedule acceleration and cost savings, early procurement of long-lead equipment, and reduce risk overall.

King County Wastewater Treatment Division has appropriated funding for the initial phases of the Project, with the remainder expected to be appropriated once the GC/CM is selected. The Project is comprised of three work scopes: the Division Channel Recoating, Raw Sewage Pump 3# Replacement, and Seismic Upgrades, which are at various stages of design. The GC/CM will have opportunities to provide valuable input to the design process.

We held a public presentation on December 12, 2024 and facilitated a market sounding with the contracting community, which has expressed support for the use of GC/CM, heavy civil and alternative subcontracting as beneficial to make sure this critical facility remains fully functional throughout construction.

With your approval, our team is looking forward to moving ahead with this Project and further engaging with the Project Review Committee at the January 23, 2025 meeting.

Thank you for your consideration of our application.

Sincerely,

DocuSigned by:

Stephanie Tierrablanca

Stephanie Tierrablanca
Capital Project 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 Resources 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 Stephanie Tierrablanca](#)
 Title: [Contract Specialist III / STP Capital Project Manager](#)
- d) Phone Number: [\(206\) 263-4005 / \(206\) 477-3894](#)
 E-mail: mejordan@kingcounty.gov / stierrablanca@kingcounty.gov

1. Brief Description of Proposed Project

- a) Name of Project: [Heavy Civil General Contractor/Construction Manager \(GC/CM\) Services for South Plant \(STP\) Influent Pump Station Upgrades](#)
- b) County of Project Location: [King County](#)
- c) Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)
[King County Wastewater Treatment Division \(KC WTD\) operates and maintains the South Treatment Plant \(STP\) located in Renton, WA. STP began operations in 1965 and currently treats an average of 70 million gallons of wastewater daily from communities in Auburn, Bellevue, Issaquah, Kent, Renton, and Sammamish. The primary objective of the STP Influent Pump Station \(IPS\) Project \(Project\) is to address critical aging infrastructure and mitigate seismic resiliency risks. The proposed Project includes the following components within or adjacent to the IPS:](#)
 - [Division Channel Recoating](#)
 - [Raw Sewage Pump #3 \(RSP3\) Replacement](#)
 - [IPS Seismic Upgrades](#)

The STP RSP3 Replacement project involves replacing the existing RSP3 pump, motor, and drive because the existing pump has reached end of useful life and has reduced capacity. The existing pump drive is an outdated magnetic clutch which will be replaced with a variable frequency drive (VFD). Replacing RSP3 is critical to ongoing reliability and energy efficiency of the raw sewage pumping process at STP. The division channel is fed by six raw sewage pumps and the existing lining has also reached the end of its useful life. If the lining degradation reaches failure the plant capacity will be reduced by 50% or greater. The Division Channel Recoating project involves removal of the failing lining, conducting surface repairs and preparation, and application of new coatings. The IPS Seismic Upgrades project involves seismic upgrades to the IPS and includes structural retrofits to reduce failure risk, particularly to the high roof z-beams, in the event of an earthquake. High roof structure failure could cause the IPS to become inoperable, which is a significant risk for public and environmental health.
- d) Applying for permission to utilize Alternative Subcontractor Selection with this application? [Yes](#)
(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.)	\$7,151,000
Estimated project construction costs (including construction contingencies):	\$20,195,000
Equipment and furnishing costs	\$0
Off-site costs	\$0
Contract administration costs (owner, cm etc.)	\$8,188,000

Contingencies (design & owner)	\$4,836,000
Other related project costs (briefly describe)	\$3,206,000
Alternative Subcontractor Selection costs	\$
Sales Tax	\$1,994,000
Total	\$45,570,000

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*

King County follows a biennial budget process. Funding has been appropriated for 60 percent of the total project budget. The remaining funds are expected to be appropriated after the selection of the GC/CM and well before the completion of design and commencement of construction. The Seismic Upgrades project portion expects to receive funding through the Water Infrastructure Finance and Innovation Act (WIFIA). King County and the Environmental Protection Agency closed the WIFIA loan agreement on December 9, 2024.

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. King County anticipates the Program Engineering Consultant will receive Notice to Proceed in February 2025. This schedule assumes PRC approval in January 2025. Procurement of the raw sewage pumping unit is expected to take approximately 15 months and the existing pump’s condition demands near immediate replacement. This factor contributes to the need for collaborative delivery (GC/CM) to provide an opportunity for procurement acceleration. Failure of the existing pump would cause STP to have reduced raw sewage pumping capacity, eliminating redundancy in pumping operations (particularly during peak flows), and thereby create the potential for a raw sewage spill.

Task	2025	2026	2027	2028	2029
Program Engineer NTP	◇ 2/25				
Design	[Orange box spanning 2025 and 2026]				
GCCM Contractor Procurement	[Orange box]	◇ Contractor NTP 10/25			
Early Purchase Pump Procurement & Delivery to STP		◇ Early Purchase 5/26	◇ Pump Delivered to STP – 8/27		
Construction – Division Channel Recoating		[Orange box]	◇ SC* 9/26		
Construction – RSP3 Replacement				[Orange box]	◇ SC 6/28
Construction – Seismic Upgrades			[Orange box]		◇ SC 1/29

*SC = Substantial Completion

Figure 1. STP Influent Pump Station project schedule

Table 1 describes the procurement timeline for the GC/CM services for the Project.

Table 1. STP Influent Pump Station project procurement schedule milestones

Activity	Completion Date
PRC Application Submitted	December 20, 2024
PRC Presentation	January 23, 2025
RFP Advertised	March 2025
Shortlist Identified	June 2025
Issue RFFP	July 2025
Evaluation Phase	August 2025
Negotiations Phase	Aug./Sept. 2025
Issue GCCM Contract NTP	October 2025

Table 2 summarizes the preliminary schedule for alternative subcontractor selection.

Table 2. Preliminary Procurement Timeline for GC/CM Alternative Subcontractor Selection (Note:schedule will be adjusted based on GC/CM recommendations).

Activity	Completion Date
Evaluate Alternative Subcontractor SelectionOptions	November 2025
Issue Public Notice	December 2025
Public Hearing	December 2025
RFPs Advertised	January 2025
Interviews and Shortlist	February 2025
RFFPs Issued	February 2025
Final Proposals Due	March 2026
Alternative Subcontractors Selected	March 2026

KC WTD has retained Jacobs Project Management (Jacobs) team to provide Program Manager/Owner's Advisor (PMOA) services for the GC/CM project. Jacobs has completed the 90 percent design for the Seismic Upgrades project. KC WTD has developed the Division Channel Recoating design to 60 percent level of completion and will perform final design. The Program Engineering Consultant will complete the RSP3 design.

Based on industry feedback, KC WTD is requesting alternative subcontracting authority to procure a Mechanical Contractor/Construction Manager (MC/CM) and Electrical Contractor/Construction Manager (EC/CM). KC WTD and STP 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.

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. The first step is determining “goodness of fit” based on project schedule, constraints, and other information. The first step answers the binary question of whether a project is a good fit for collaborative delivery. If the answer to step one is “yes”, then the project proceeds to step 2 “Project Delivery Method Type Selection.” This step determines the optimal delivery method based on criteria for cost certainty, schedule certainty, level of owner control in the design, risk allocation, and scope certainty. The process includes comparative analysis of traditional design-bid-build, GC/CM, and Progressive Design Build (PDB). Additionally, the Alternative Delivery Committee (ADC), internal to KC WTD, 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 6, 2024. All projects approved internally by ADC must go through internal Governance approval and then PRC approval. Based on the STP PMOA 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? STP is an active wastewater treatment facility that must remain operational during construction. The Project is complex in terms of scheduling, phasing, and coordination because it involves critical equipment replacements, sequencing, and specialized work within multiple dry season construction windows. It also involves long lead-time equipment procurement and startup/shutdowns requiring close coordination with STP Operations staff. Early engagement of the GC/CM construction contractor is essential to addressing these considerations.

Sequencing and Uninterrupted Operations

The sequencing of work is as follows: Division Channel Recoating project, then RSP3 Replacement project, and lastly the Seismic Upgrades project. The reason for this sequencing is because the Division Channel Recoating project must be completed prior to the RSP3 Replacement project. When an influent channel is taken offline, the corresponding RSPs are also offline. Therefore, RSP3 Replacement and Division Channel Recoating projects cannot occur concurrently. Installation of the new raw sewage pump requires careful coordination and sequencing to minimize the risk of disruption to raw sewage pumping.

The Seismic Upgrades project must be done after the RSP3 Replacement project because the existing bridge crane cannot be removed until RSP3 is replaced. All construction and demolition work to the high roof, north wall, and several of the expansion joints being installed on piping in the tunnel/gallery must be done during the dry weather season (May through October). The Seismic Upgrades project will require construction over and around the operating raw sewage pumps and associated equipment. Avoiding injury or damage, or disruptions to operations, demands careful construction planning and sequencing that is best developed in a collaborative delivery approach such as GC/CM.

Preconstruction Assessment of Division Channel Condition

The existing division channels deliver flow to the treatment systems at STP, and inspection of the underlying concrete surfaces is impossible. For this reason, the extent of repair is not known and won’t be quantified until construction uncovers the channel concrete surfaces. Identification, development, and sequencing of specific repair techniques is vital, and is best addressed through a collaborative delivery approach with the contractor, such as GC/CM. Additionally, the Division Channel Recoating work is of higher complexity because it will likely require a specialized contractor and two to three separate channel entries during one summer to complete, depending upon weather constraints. STP Operations staff must complete a turnover (shutdown of the next section of the channel and associated

RSP's followed by a startup of the previously shutdown channel section) of the channel between each entry. Turnovers are anticipated to take two weeks each.

Early Procurement of Long-lead Equipment

Additionally, long-lead equipment procurement presents additional challenges and schedule complexity for the Project. Procurement of the RSP3 pump, motor, and VFD is anticipated to take approximately 15 months. The bridge crane procurement will take approximately one year.

- 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.

STP and the Influent Pump Station must operate continuously, 365 days per year, 24 hours per day to meet KC WTD's National Pollutant Discharge Elimination System (NPDES) permit requirements. This project involves construction within an operating facility in constrained spaces. The RSP3 Replacement project has relatively complex construction requiring demolition and major equipment and electrical replacement in an operating facility. This complexity requires close coordination of design and construction concepts with STP Operations staff to mitigate risks to operation and operator safety. The Division Channel Recoating has similar challenges requiring close coordination with STP Operations staff to minimize channel shutdowns. For this scope component, two or three channel shutdowns are anticipated during dry season. Each shutdown takes 1-2 weeks with a high hourly labor demand.

The IPS is a critical facility that will need to always remain operational to convey peak wastewater flows during the Project's construction. This will require close GC/CM collaboration with STP Operations staff to provide safety during demolition and to facilitate access to all areas of the IPS during the Seismic Upgrades project. Additionally, the Seismic Upgrades will require a facility and equipment protection plan (FEPP), to protect existing and new WTD assets and provide safety for STP Operations and all staff, design by the contractor. The FEPP will also need to account for the bridge crane configuration and installation schedule.

- 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 schedule acceleration, risk management, and cost certainty. KC WTD staff estimate that RSP3 Replacement project completion could occur in June 2028. However, KC WTD is seeking opportunities for schedule acceleration to allow for construction during dry season 2027. Procurement of the raw sewage pump, motor, and VFD is anticipated to take up to 15 months and the condition of the existing pump demands near immediate replacement. This will likely require initiation of pump and motor procurement before design would be completed, in the case of using traditional design-bid-build delivery. The GC/CM model will enable design efficiencies and provide opportunities for earlier procurement of this critical-path, long-lead equipment. By the time the GC/CM is under contract in October 2025, the RSP3 Replacement project design will have advanced to about 30 percent and the GC/CM can still have significant input on constructability and value engineering. The goal for Division Channel Recoating project completion is dry season 2026. The GC/CM model benefits this project component because this work will likely be an early work package, require a highly qualified specialty contractor, and carefully coordinated channel shutdowns. Early GC/CM and Designer collaboration will reduce risk, change orders, and subsequently costs for Division Channel Recoating and RSP3 Replacement projects. Seismic Upgrades is already at 90% design, however, the GC/CM's input to the FEPP is a considerable benefit, potentially eliminating a major risk in protection of County assets and STP Operations staff.
- If the project encompasses a complex or technical work environment, what is this environment? The Project is occurring at the IPS, which is a critical facility at STP that must maintain operations during construction. This is a complex work environment because of the presence of untreated wastewater, constrained and confined spaces, limited parking, and limited staging areas. Careful coordination and phasing of the construction packages and tie-ins to new equipment will be required, and the GC/CM will provide preconstruction planning and construction phase coordination of these critical aspects. Additional complexity and risk are inherent to the Seismic Upgrades project because it will involve replacing the roof of an operating, critical facility.
- 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; the IPS**

does not have historically significant structures or designated landmarks. The Washington State Historic Preservation Office determined that the IPS is not historic and therefore no project reviews are required. Additionally, The King County Historic Preservation Program has determined that the IPS is not a designated historic resource.

- 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 at a wastewater treatment plant. The IPS will remain operational and occupied during construction. 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 authority is an appropriate delivery method for the project. The heavy civil contracting procedure controls risk best via the GC/CM's negotiated self-performance of construction. The facility's critical nature 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 an emergency, if needed.

Based on contractor input to date through our market sounding, KC WTD anticipates up to 50 percent of the work to be negotiated self-perform.

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
- 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.

KC WTD has considered traditional design-bid-build for this project. Because of the schedule constraints, coordination complexity for maintaining STP operations during construction, and the risk to public safety, it was determined that GC/CM is the most suitable delivery method for this project. Control of risks and constructability considerations can be effectively addressed through the GC/CM delivery method. Collaborative delivery would also provide early indication of project costs and afford opportunities for value engineering and risk allocation to meet budget goals.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest. KC WTD believes heavy civil will serve the public interest because it gives the County 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. Because this is a critical facility that must operate 24/7/365 for public health and environmental safety, heavy civil can best meet those requirements. KC WTD obtained industry input on this subject and respondents have expressed support for heavy civil as appropriate for the project.

6. Public Body Qualifications

Please provide:

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

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 is delivering the Project as part of the ~\$700M STP Facility Program, which will upgrade the facility over a 12-year period. KC WTD has used RCW 39.10-authorized delivery methods for a variety of projects within the last decade. The Brightwater Treatment Plant project was completed in 2011 using GC/CM and DB delivery for the Brightwater Outfall project between 2005 and 2011. KC WTD is currently using PDB for three sewer rehabilitation projects (in the preconstruction phase) and GC/CM for wastewater treatment plant electrical upgrades (preconstruction phase).

WTD has determined that its ability to deliver capital projects consistent with the RWSP would be enhanced if it expanded its consideration and use of programmatic and alternative delivery methods. KC WTD established the Alternative Delivery Committee (ADC) in May 2021 to provide oversight and guidance to internal project teams seeking to use collaborative delivery methods. The ADC consists of

leadership across various units of WTD's Project Planning and Delivery Section, along with representation from WTD operations and maintenance; the ADC includes staff who worked on the Brightwater Project and have experience with DB and GC/CM delivery methods with other public sector projects. The ADC is dedicated to assisting WTD in seeking increased efficiencies, improved project throughput, and better leveraging internal resources by advocating for and overseeing the use of the GC/CM and PDB alternative delivery methods to deliver select WTD projects. ADC will be an important resource to the project team in determining whether alternative subcontracting is a public benefit.

KC WTD has five projects that are currently being delivered using alternative delivery methods:

- Elliott West Wet Weather Treatment Station (GC/CM)
- West Point Treatment Plant Electrical Improvements (GC/CM)
- Black Diamond Trunk Capacity Upgrade (GC/CM)
- East Side Interceptor 8 (PDB)
- M Street Trunk Rehabilitation (PDB)

KC WTD staff have conducted industry outreach with contractors and industry leaders to understand the current market, best practices, and hear lessons learned. In addition, KC WTD has participated in formal training provided by the Water Collaborative Delivery Association (WCDA) and the Design-Build Institute of America (DBIA). The DBIA training has included training exclusively for KC WTD with the goal of achieving DBIA certification for KC WTD project staff. Currently, 34 KC WTD staff have participated in DBIA Certification training, and five have obtained certification from DBIA. Additionally, KC WTD has retained Griffin, Hill & Associates and Tanner Pacific, Inc. to support training and develop internal processes and tools needed to implement Alternative Delivery Public Works projects and institutionalize collaborative delivery within the broader KC organization.

KC WTD has procured the Jacobs Project Management Co. (Jacobs) team to serve as Program Manager/Owner's Advisor (PMOA) for the STP Facility Program. The PMOA team has proven program management and owner's advisor capabilities. 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. HDR Engineering, Inc. (HDR), a major subconsultant within the PMOA team, is providing owner's advisor services. Rod Brauer, OA for the project, has provided OA services for major treatment plant projects valued at over \$1B and at facilities with flows over 400 million gallons per day. The PMOA team is further supported by Shelby Smith serving as Deputy OA and collaborative delivery advisors Pat Burke (Project Manager for Brightwater Treatment Plant design, and project advisor to over \$1B in other GC/CM water sector projects) and Michelle Green (current president of WCDA).

Below are individual biographies with more information.

- 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)

Attachment A presents the Project organizational chart?

- 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.

- The qualifications of the existing or planned project manager and consultants. Refer to descriptions below and Attachment B.
- 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.

Key Staff

Note: Not all staff from the Organization Chart (Figure 2) are described here. The below descriptions focus on key staff who will be involved in the day-to-day activities of the Project.

Bry Polk – STP Program Manager / STP Division Channel Recoating Project Manager, King County WTD

Relevant Experience: Bry is a Project Manager with KC WTD's Project Management Unit and has over 15 years of project and program management experience. Most recently, Bry has led the development and implementation of King County's South Treatment Plant Facility Program to deliver \$700M of critical infrastructure improvements. Additionally, Bry has led various infrastructure projects and programs including Lower Duwamish Waterway Sedimentation Cleanup, WTDs Roof Replacement Program, Sammamish Plateau Acquisition Project, and King County's Harborview Bond Program.

Sumon Kanpirom, PhD, PE, PMP, Associate DBIA – Program Engineer, KC WTD

Relevant Experience: Sumon is a Project Engineer with KC WTD and has over 18 years of experience in public works engineering. He is a registered professional engineer in Washington and has completed training by Water Collaborative Delivery Association. He has experience in collaborative delivery projects (e.g. GC/CM, FPDB), operation, preventive maintenance, capital improvement programs, planning, process engineering, field investigation, preliminary engineering and data analysis, preparation of scope of work, contract, and agreement, consultant selection, review and preparation of reports, drawings, specifications, cost estimate, and bid documents, value engineering, engineering services during bidding and construction, and project management. Experience also includes municipal drinking water and wastewater treatment, water/wastewater pump station system design, stormwater, solid waste, and general civil design, as well as overseeing water and wastewater treatment and operations from the creation of engineering design to the plant construction, simulation, commissioning, start-up and shut down.

Mike Wohlfert – Program Operations, KC WTD

Relevant Experience: Mike is the Plant Manager at the South Treatment Plant (STP) with 37 years of experience in Water & Wastewater Treatment. Mike will serve as an Operations SME based on his 29 years of service at STP. He has served in this role for multiple, successful projects including the replacement of RSP's 1, 4 & 6.

Stephanie Tierrablanca – Collaborative Delivery Lead / STP Seismic Upgrades Project Manager, KC WTD

Relevant Experience: Stephanie is a Project Manager with KC WTD and has 7 years of project management experience in the public and private sector. As a project manager for WTD, she has successfully led and managed pump station, conveyance, and treatment plant capital projects. Stephanie has completed the Collaborative Delivery Methods for Water/Wastewater Infrastructure Projects training hosted by the Water Collaborative Delivery Association.

Elliot Jarvimaki – RSP3 Project Manager, KC WTD

Relevant Experience: Elliot is a WTD Capital Project Manager with 9 years of experience in both public and private sector water and wastewater utilities industries. He has experience managing at both the program and project level and is currently managing 6 Capital projects with a total combined budget of approximately \$24M. He has successfully managed projects through both design and construction phases.

Robert Standley – RSP3 Project Engineer, KC WTD

Relevant Experience: Robert is a Project Engineer with KC WTD with 3 years of experience in project delivery and 8 years of experience in the wastewater field. He has successfully led several designs for wastewater and water equipment retrofits at the County. Robert holds a DBIA Associate certification for collaborative delivery.

Todd Keithahn, PE, PMP – Seismic Upgrades Project Engineer, KC WTD

Relevant Experience: Todd is a WTD Project Engineer with over 35 years of public and private sector project delivery experience in the wastewater field including 14 years with WTD. Todd specializes in pump station and pipeline civil/mechanical design and project management including seismic retrofits scoped for this project. He currently is lead engineer on over \$200 million in WTD capital projects.

Chase Kingsbury – Construction Manager, KC WTD

Relevant Experience: Chase is the Program Construction Manager for King County's (KC) South Treatment Plant. Chase has 15 years' experience in construction management in both private and public sector and is a Certified Construction Manager (CCM). Chase has been at KC South Treatment Plant for 9 years and is the assigned Project Representative on M Street Trunk Rehab (PDB) and GCCM contracts at STP.

Melissa Jordan, Associate DBIA, CPPB, King County Procurement Role: Contract Specialist (Procurement)

Relevant Experience: Melissa has over 6 years of Alternative Public Work Experience and 15 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. Role: WTD Procurement Support and Contract Administration

Relevant Experience: 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.

Deanna Hopper, CST – Program Control Engineer, KC WTD

Relevant Experience: Deanna brings over 10 years of project control experience from both the public and private sector, and 20 years spent working in the public sector. She has provided expertise on project control functions for complex, large-scale capital projects including GC/CM and PDB delivery methods.

Petra Liskova, PMP – Consultant Program Manager, Jacobs

Relevant Experience: Petra is a proven and certified program and project manager (PMP) with 13 years of experience focused on wastewater projects for municipal clients. Petra's strong management skills and experience managing CIP planning and implementation with King County give her intimate understanding of KC WTD's program management plans, quality processes and procedures, PRISM cost estimating tool, and basis of estimate template. Petra has been closely involved in the alternative delivery evaluation with ADC and the OA team for STP Facility Program, making sure the projects align with broader STP Facility Program objectives. She advised on Elliott West CSO's GC/CM bundling strategy and developed the construction bundling approach and sequencing assessment for West Point Power Quality.

Anna James – Program Operations Coordinator, Jacobs

Relevant Experience: Anna is a program manager and engineer with 12 years of experience in program and project delivery, including coordinating design and construction projects at active WWTPs, overseeing outage/cutover planning with operations and CMAR contractor teams, developing and monitoring a comprehensive project schedule around key activities, and working with operations specialists and municipal O&M staff evaluating potential process disruptions, devising mitigation strategies, and scheduling outages.

Paul Bruce – PMOA Program Controls Lead, Jacobs

Relevant Experience: Paul has more than 20 years' experience across all project controls disciplines, including planning, cost, change, and risk management. He is skilled with setting up and implementing scope-focused project control processes for large-scale projects and programs using various integrated schedule and cost enterprise management systems.

Dan Shafar, PE – Program Engineering Advisor

Relevant Experience: Dan is a senior project and program manager and environmental process engineer with over 18 years of experience in water and wastewater treatment facility design, project planning, and development and execution of construction contracts. He specializes in managing large multidisciplinary engineering and technical teams for collaborative delivery projects.

Jody Robinson – PMOA Construction Manager

Relevant Experience: Jody is a Vice President at Jacobs. She brings over 26 years as a Construction Manager with a demonstrated history of working in the construction industry. She has supported four collaborative delivery projects, of which one was delivered heavy civil GC/CM, two were delivered traditional GC/CM, and one delivering as a Progressive Design Build (in progress).

Nicki Pozos, PhD, PE, PMP – Program Equity Manager

Relevant Experience: 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.

Rod Brauer, PE, BCEE, PMP, DBIA – Owner’s Advisor, HDR

Relevant Experience: Rod has served as owner’s advisor or Project Manager for \$3B-worth of GC/CM and PDB projects nationwide. With experience as Project Manager for the delivery off some of the largest collaborative water and wastewater infrastructure in the U.S., Rod brings unique experience to support King County’s mission to select and implement the best project delivery model to suit its needs. For over 25 years, Rod has successfully advised many clients through the process of securing alternative delivery approval from state-based boards and review committees, including Wyoming, Texas, Colorado, and Kansas.

Shelby Smith, PE, PMP – Deputy Owner’s Advisor, HDR

Relevant Experience: Shelby has over 12 years of experience in planning, design, and oversight of wastewater projects and programs. She provides Owner’s Advisor services for delivery method evaluations, market sounding, and procurement of alternative delivery projects in Washington and Idaho. She has completed Water Collaborative Delivery Association training for collaborative delivery projects and supported Washington State municipalities with CPARB PRC application development.

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

KC WTD and PMOA will be implementing project control procedures that address all aspects of the project from predesign 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 periodically updated throughout the project and will be used to help manage 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.
The goal for GC/CM procurement is NTP in Q4 2025. KC WTD intends to use a multi-phased GC/CM procurement approach:
 - Market sounding with interested construction companies
 - Request for Proposals (RFP Phase 1), to include relevant experience, proposed team, and approach. RFP Phase 1 will conclude with shortlisting up to three respondents.

- Request for Fee Proposals (RFFP Phase 2), with focus on the fee and rates for Phase 1 (preconstruction/design) to establish the price proposal. 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 a second agreement with the GC/CM construction agreement Any EWPs will be added to the Maximum Allowable Construction Cost (MACC) change order and the cost to construct the entire project.

King County has an established procurement office that is supported by the King County Prosecuting Attorney's Office and contract specialists. Trisha Roth, Procurement and Project Delivery Specialist within KC WTD's Project Control and Contract Management Team, leads the ADC and helped develop the GC/CM contract templates. These templates continue to be refined as KC WTD delivers collaborative delivery projects and incorporates lessons learned. The Project has a dedicated Contract Specialist, Melissa Jordan, to facilitate procurement documents preparation and advertising. 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. The contract terms will comply with RCW 39.10 and support reasonable risk allocation and execution of EWPs.

- 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 originally for use on the West Point Treatment Plant Electrical Improvements project in concert with the King County Prosecuting Attorney's Office and the GC/CM contractor. Those documents are based on the University of Washington boilerplate merged with documents used by WSDOT and King County. The boilerplate documents are continuing to be improved as they are implemented on WTD and other King County projects.

7. 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.**

8. 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.

Refer to the site plan in Attachment D.

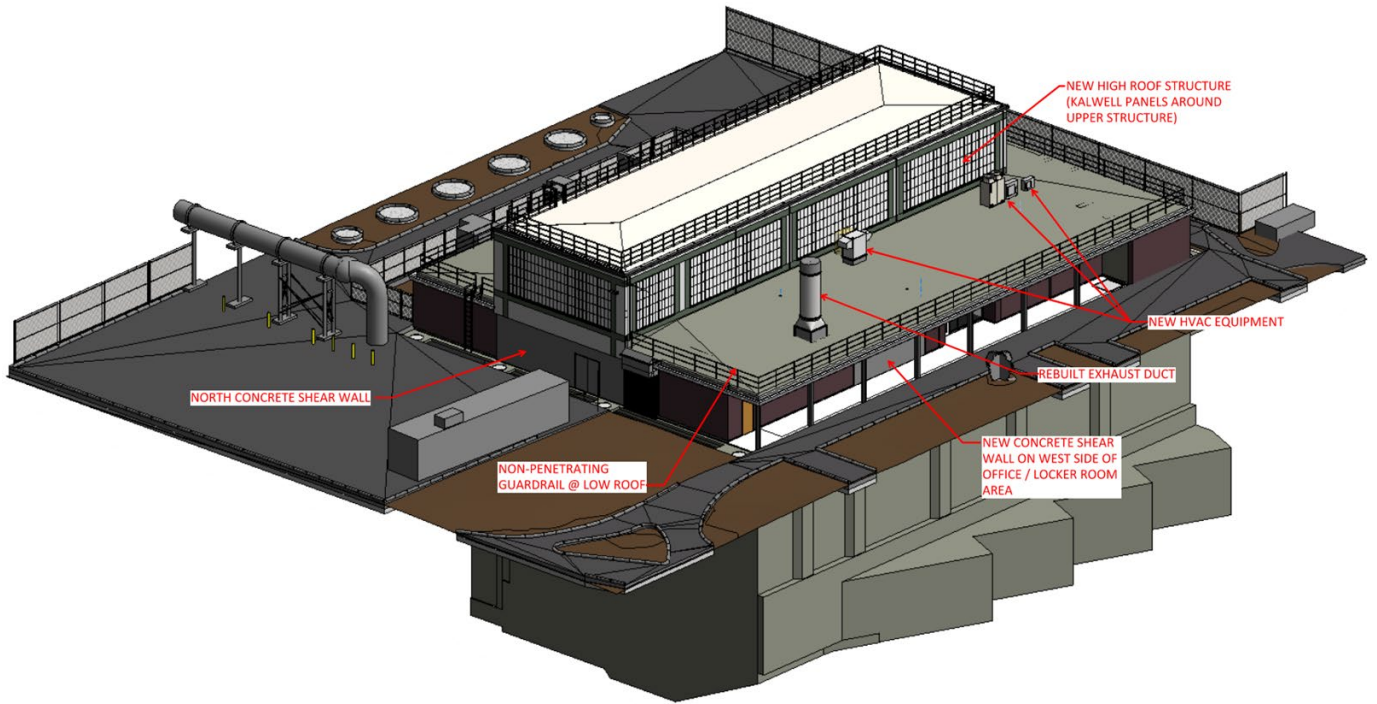


Figure 2. Seismic Upgrades concept

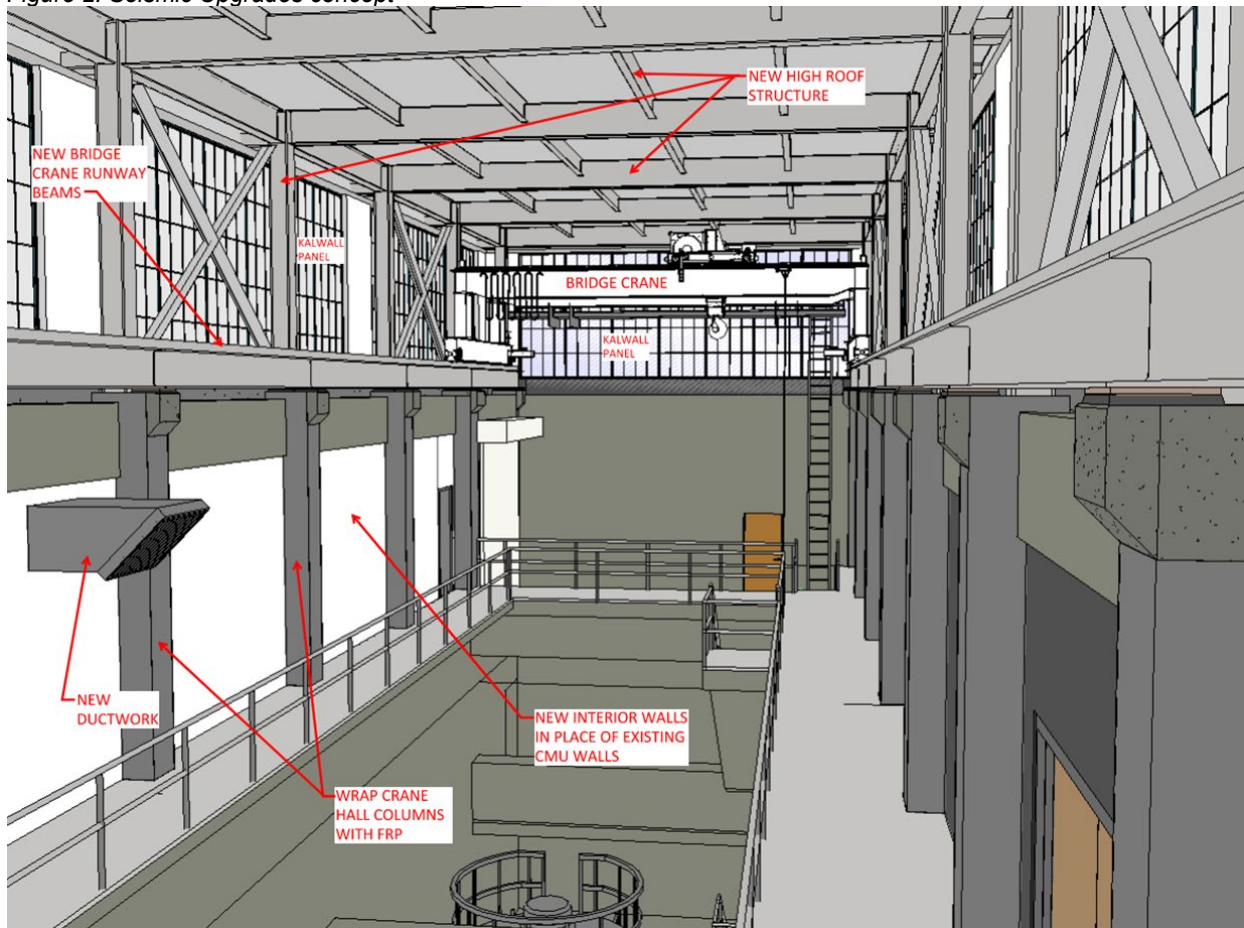


Figure 3. Interior view of Seismic Upgrades project.

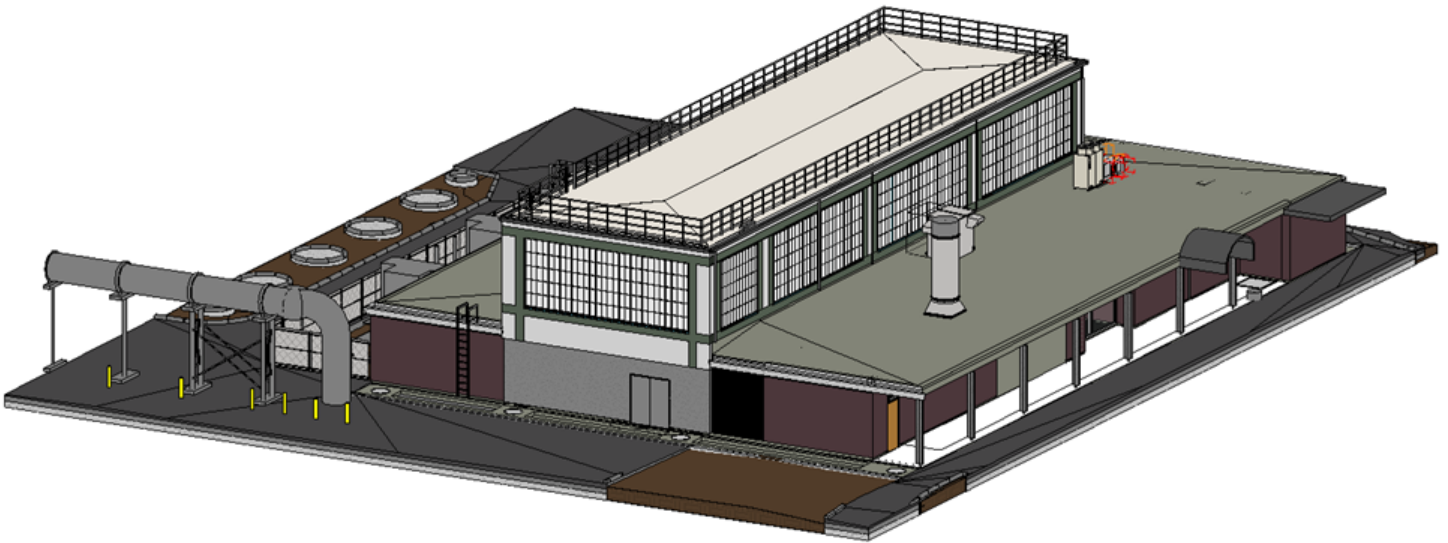


Figure 4. Exterior view of Seismic Upgrades project.

9. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 7, 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 7.](#)

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation.

[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 \(OMWBE\), including MBE and WBE firms. Subcontractor outreach and engagement includes:](#)

- **Quarterly outreach events.** [Quarterly online events are hosted by WTD with a focus on both prime and subcontractors. These events are supplemented with annual in-person outreach events, hosted by the broader County, as well as one-on-one meetings with WTD project leaders available to potential prime and subcontractors on a quarterly basis. These events and forecasted contract opportunities are summarized on WTD's \[Upcoming Contract Opportunities\]\(#\) webpage. WTD maintains a mailing list of firms that have attended or expressed interest in past events and includes those firms on notifications of upcoming outreach events and procurements. WTD is continuing to improve these outreach events based on feedback from firms, including feedback from a survey of OMWBE-certified firms in 2024.](#)
- **Program-specific outreach.** [WTD will host an outreach event for potential prime and subcontractors within three months of releasing the procurement. Information about the event will be distributed to all firms on WTD's mailing list and will include an offer of 1:1 meetings that will include potential subcontractors.](#)
- **Pro-equity contracting requirements.** [KC has established the following aspirational goals for this contract: 10% Minority Owned Business Enterprise \(MBE\) and 6% Women Owned Business Enterprise \(WBE\). The firms counting towards the MBE and WBE \(M/WBE\) goals are required to be certified by the Washington State Office of Minority and Women Business Enterprises \(OMWBE\). While the goals are aspirational, the GC/CM is required to conduct and document good faith efforts throughout the contract which will be actively monitored by KC.](#)

[The RFP requires proposing prime contractors submit an Outreach, Inclusion and Mentorship Plan as part of their proposal, which focuses on certified M/WBE firms and Veteran Owned Businesses](#)

(VOB). That plan summarizes: (A) GC/CM’s outreach strategies, (B) experience successfully implementing meaningful project focused inclusion plans which maximize the participation of M/WBE and VOB firms, (C) experience providing mentoring to M/WBE and VOB subcontractors including mentoring, technical assistance, strategies, tools, networking, and outcomes, and (D) past performance on utilization of M/WBE and VOB firms.

- **Pro-equity contracting compliance.** Consistent with the provisions of RCW 39.10.360, KC’s contract with the awarded firm will require the firm to track and report on its utilization of certified M/WBE and VOB businesses. Utilization of certified firms is tracked in KC’s Diversity Compliance Monitoring System (DCMS). The awarded firm will be required to include an equity manager as part of their team’s key personnel and to conduct monthly meetings focused on accountability with pro-equity contracting and other equity requirements related to workforce. That accountability includes tracking of M/WBE and VOB contacts, targeted outreach events for M/WBE and VOB firms, 1:1 mentoring and group trainings for certified subcontractors, and a bidder log. If at any point the awarded firm falls short of the goals for certified firms established for the contract, the County may require submittal of a corrective action plan.

11. 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. **Refer to Supplement A for Alternative Subcontractor Selection Application documentation.**
- 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.

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.

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.

DocuSigned by:

 Signature: _____
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Name (please print): Stephanie Tierrablanca (public body personnel)

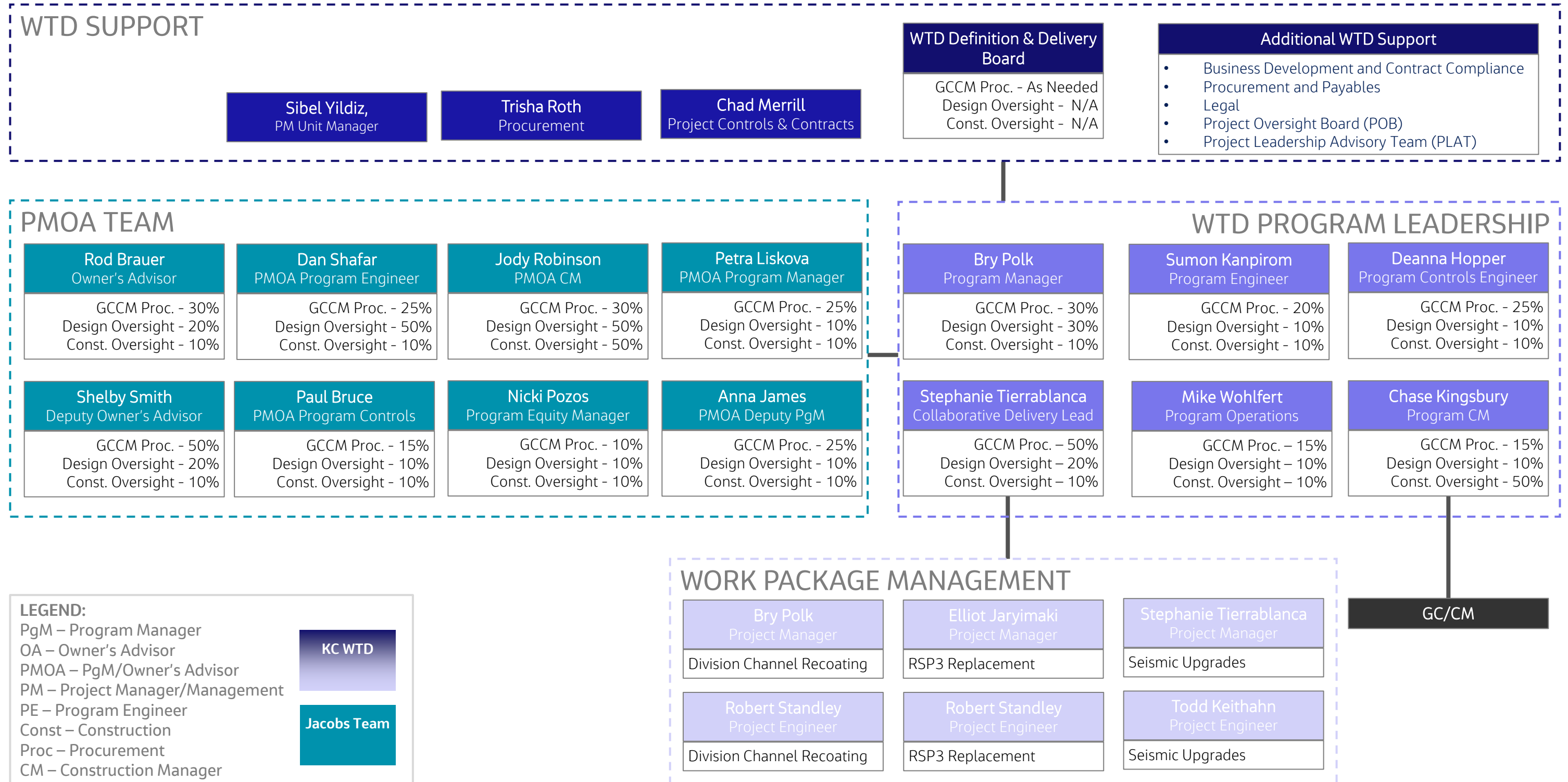
Title: Wastewater Capital Prj Mgr III

Date: 12/18/2024

Attachment A

GC/CM Services for South Treatment Plant (STP)

Influent Pump Station (IPS) Upgrades Project Organization Chart



South Treatment Plant (STP) Facility Program Team Project Experience							Role During Project Phases			
Name	Organization	Role	Summary of Experience	Project Names	Project Size	Project Type	Planning	Design	Construction	
Bry Polk	KC WTD	Program Manager - STP Facility Program, STP Division Channel Recoating Project Manager	15+ years project management and program management experience.	Harborview Bond Program	\$1.74B	PDB	PM			
Sumon Kanpirom	KC WTD	Program Engineer - STP Facility Program	18 years of experience in water, wastewater, reclaimed water, industrial waste, solid waste, stormwater, and municipal infrastructure projects, emphasizing design, construction, and management. 5 years of experience providing project engineering and civil/mechanical design support with an OA team for design-build public works projects	Apra Harbor Wastewater Treatment Plant (WWTP) Upgrade (Naval Facilities Engineering Systems Command (NAVFAC))	\$75M	FPDB	PE & DE for OA Team	PE & SME for OA Team	PE & DE for OA Team	
				Ordot Dump Closure and Dero Road Sewer Improvements (Government of Guam)	\$55M	FPDB	PE & DE for OA Team	PE & DE for OA Team	PE & DE for OA Team	
				Upgrade Northwest Field Infrastructure, Phase 1 (Anderson Airforce Base, NAVFAC)	\$17M	FPDB	PE & DE for OA Team	PE & DE for OA Team	PE & DE for OA Team	
Stephanie Tierrablanca	KC WTD	Collaborative Delivery Lead - STP Facility Program, Seismic Upgrades Project Manager	Capital Project Manager. 7 years of project management experience, 3 years managing wastewater capital projects.	Lakeland Hills PS Facility Replacement	\$63M	DBB	Deputy PM			
				STP Secondary Sedimentation Tanks Retrofit	\$6.2M	DBB	PM	PM	PM	
				STP Alkalinity Addition	\$1.1M	DBB	PM	PM	PM	
Elliot Jarvimaki	KC WTD	RSP3 Replacement Project Manager	9 years experience in the water/wastewater utility industry, 2.5 years managing capital projects	SP Access Gate Security Improvements	\$3.2M	DBB	PM	PM	PM	
				SP Essential Services Standby Generator Replacement	\$5.4M	DBB	PM	PM	PM	
				Coating Roofs 2022-2023	\$1.5M	DBB	PM	PM	PM	
Todd Keithahn	KC WTD	Seismic Upgrades Project Engineer	35 years of capital wastewater civil/mechanical design projects in the private and public sector including 5 projects involving GC/CM	Vashon Bunker Trail PS Improvements	\$6.0M	DBB	PE & DE for OA Team	PE & DE for OA Team	PE & DE for OA Team	
				Kent/Auburn Phase B Interceptor Sewer and Pump Station Improvements	\$25.0M	DBB	PE & DE for OA Team	PE & DE for OA Team	PE & DE for OA Team	
				GC/CM Casino Expansions for Suquamish, Lummi, and Nisqually Tribes	\$55.0M	GC/CM	PM	PM	PM	
Robert Standley	KC WTD	STP RSP3 Replacement, STP Division Channel Recoating Project Engineer	8 years experience in the wastewater industry and 3 managing capital projects. 6 months experience with GC/CM	West Point Fire Suppression under the WPTP GC/CM	\$5M	GC/CM	SME	PE	PE	
Mike Wohlfert	KC WTD	Program Operations	37 years of Water/Wastewater Treatment experience, 13 years operating experience at STP, 16 years Supervision and Management of the STP Operation & Maintenance sections.	STP Control Systems Upgrade project	\$45M	DBB	SME	SME	SME	
				RSP 1,4,6 Pump, Motor, Drives & MV switchgear replacement project	\$21M	DBB	SME	SME	SME	
				ETS Pump VFD project	\$4.4M	DBB	SME	SME	SME	
Chase Kingsbury	KC WTD	Program Construction Manager	15 years experience in construction management in both private and public sector. Certified Construction Manager (CCM), 9 years at KC South Treatment Plant. Assigned as Project Rep on M Street Trunk Rehab (PDB) and GCCM contracts at STP.	DCS Modernization at Shell Oil and BP Cherry Point	\$100M	DBB	SME	SME	CM	
				STP Heating Systems Improvements	\$10M	DBB	SME	SME	CM	
				Rainier Wet Weather Storage Facility	\$50M	DBB	SME	SME	CM	
Deanna Hopper	KC WTD	Program Control Engineer - STP Facility Program	10 years of project control experience in the public sector 4 years of experience supporting APW projects 2.5 years of experience supporting wastewater 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 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	\$193M	GC/CM	SME	SME	SME	
				West Point Power Quality Facility - GCCM	\$180M	GC/CM	SME	SME	SME	
Melissa Jordan	P&P	Contract Specialist / Procurement Support	Over 15 years of experience in public sector procurement with over 6 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 Treatment Station, and Progressive Design Build ESI 8 project.	Elliott West Wet Weather Treatment Station Project	\$193M	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	
Petra Liskova	Jacobs	PMOA Program Manager - STP Program	13 years of experience focused on wastewater projects for municipal clients. Has worked extensively with KC WTD in CIP planning and implementation, including alternative delivery evaluations with the Alternative Delivery Committee and developing bundling strategies	Elliott West Wet Weather Treatment Station Project	\$193M	GC/CM	Alternative Delivery Advisor			
				West Point Power Quality Facility - GCCM	\$180M	GC/CM	PM			
Anna James	Jacobs	PMOA Deputy Program Manager/Operations Coordinator	12 years experience in major water/water reuse infrastructure projects and programs, with focus in program/project delivery, procurement financial modeling, and securing state and federal funding	Clean Water Program and Construction Management - City of San Mateo, CA	\$1B	CMAR, DBB	Program Mobilization & Initiation Team	Project Delivery Lead	Deputy PgM	

Rod Brauer	HDR	Owner's Advisor	Rod has over 40 years of experience in planning, design and construction of water and wastewater facilities. For the last 30 years he has engaged with his clients as and Owner's Advisor or project manager for collaborative delivery projects, including some of the largest projects in the U.S. He was project manager for the \$300M Metro Water Recovery Northern Treatment Plant, and the \$1.6 billion City of Houston Northeast Water Purification Facility.	Clean Water Program and Construction Management - City of San Mateo, CA	\$700M	CMAR, DBB	Program Mobilization & Initiation Manager		
				16th St. Distribution Water Line Replacement, City of Astoria, OR		CM/GC	OA	OA	OA
				Northeast Water Purification Plant Design Build	\$1.8B	PDB	DB PM		
				Prairie Waters Project, City of Aurora, CO	\$754M		PgM, QA Advisor	PgM, QA Advisor	PgM, QA Advisor
				Northern Treatment Plant OA, Metro (Denver) WW Reclamation District, Denver, CO	\$277M		OA	OA	OA
				Fort Laramie Canal Tunnel, Goshen Irrigation District, Fort Laramie, WY	\$100M	CMAR, DB			
				Fresno Metropolitan Water Resources Plan, City of Fresno, CA	\$1B		PD		
Shelby Smith	HDR	Deputy Owner's Advisor	Over 12 years wastewater program and project management consulting experience in the wastewater sector; 6 years in collaborative delivery/owner's advisor projects	City of Nampa Recycled Water Program - Project Group F	\$189M	PDB	DPgM/CDL		
				Kitsap County Liquid and Solids Hauled Waste Upgrades	\$100M	GCCM	MSL		
				City of Bellingham Post Point Resource Recovery Project	\$130M	GCCM	DPM/CDL		
				King County Mouth of Duwamish CSO Program	\$2B	TBD	EE	Collaborative Delivery Support	
Luke Thompson	HDR	Owner's Advisor Support	6 years project engineering experience in private consulting 2+ years in program management and owner's advisor projects	Sites Reservoir Project	\$4B	TBD			
Paul Bruce	Jacobs	PMOA Program Controls	Over 20 years experience across all project controls disciplines, including planning, cost, change, and risk management. Experienced with setting up and implementing scope-focused project control processes for large-scale projects and programs using various integrated schedule and cost enterprise management systems.	Westshore Potash Export Project	\$1.1B	EPCM	PCM	PCM	PCM
				Northeast Water Purification Plant Design Build	\$1.8B	PDB	PCM		PCM
				Hazard Mitigation Grant Program (HMGP)	\$204M	EPCM			PCM
				New Orleans Drainage - Emergency Repairs Project	\$65M	EPCM	PCM		PCM
				Clarified River Water Project	\$100M	EPCM	PCM	PCM	PCM
				PCT Potash Handling Facility	\$200M	EPCM	PCM	PCM	PCM
				Premium I and II Refineries, Petrobas	\$20B	Design	PCM	PCM	
				Canaport LNG gasification terminal	\$900M	PMC			PCM
				Millennium Coker Unit Expansion Project	\$2B	EPCM	Cost Lead	Cost Lead	
				Millennium Vacuum Tower Expansion Project	\$450M	EPCM	PCM	PCM	PCM
				PRISM Ultra-Low Sulphur Diesel (ULSD) Program	\$1B	EPCM	Change Manager	Change Manager	Change Manager
				Millennium Project	\$3B	EPCM	Change Manager	Change Manager	Change Manager
				E3 ethylene plant expansion	\$900M	EPCM	Field Progress	Field Progress	Field Progress
				Nicki Pozos	The Formation	Program Equity Manager	10+ 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
Portland BES Columbia Blvd STEP	\$500M	GC/CM	ESJ					ESJ	
Willamette Water Supply Program	\$1.3 B	GC/CM, DBB	PM						
KC West Point Facilities Program	\$500M	GC/CM						ESJ	ESJ
KC Mouth of Duwamish CSO Program	\$2B	TBD						ESJ	ESJ
Dan Shafar	Jacobs	PMOA Program Engineer	Dan is a senior project and program manager engineer with 18+ years of experience in water and wastewater treatment facility design, project planning, and development and execution of construction contracts. His experience includes large municipal, port, and industrial projects.	Lighthouse Point	\$300M	DB	DE & SME	DE & SME	DE & SME
				Portland BES Carolina Trunk Sewer Rehabilitation	\$30M	GC/CM	PE & SME		
				Anaklia Development Corporation	\$350M	DB	DE		
				PSA Rodman	\$350M	DB		DE	DE
				Wolfspeed Chatham County	\$5B	DB		DE & SME	DE & SME
Jody Robinson	Jacobs	PMOA Construction Manager	Vice President at Jacobs with 26+ years of Construction Management experience as a Contractor and Consultant in the Puget Sound Area.	First Hill Street Car, Seattle, WA	\$80M	GC/CM		PM/RE	PM/RE
				Elliott Bay Seawall Project, Seattle, WA	\$410M	GC/CM	RE	RE	RE
				Wenatchee Confluence Parkway, Wenatchee, WA			PDB	Construction Liaison for OA	Construction Liaison for OA
				Overlook Walk, Seattle, WA	\$75M	GC/CM	Construction Engineer	Construction Engineer	Construction Engineer

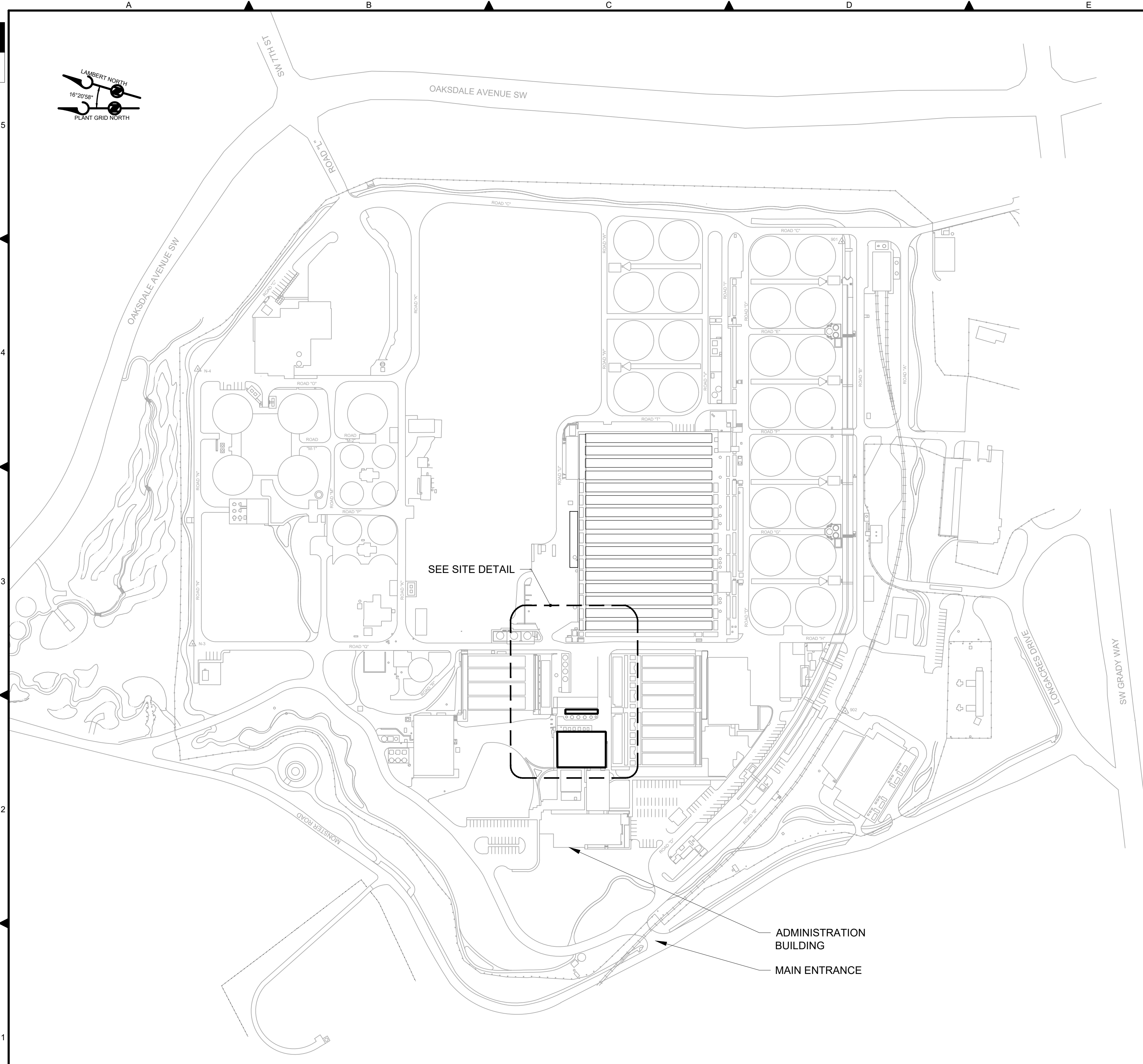
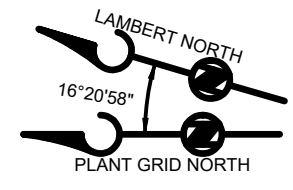
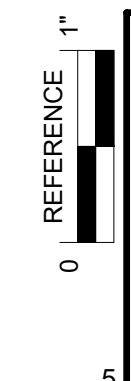
Acronyms List

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

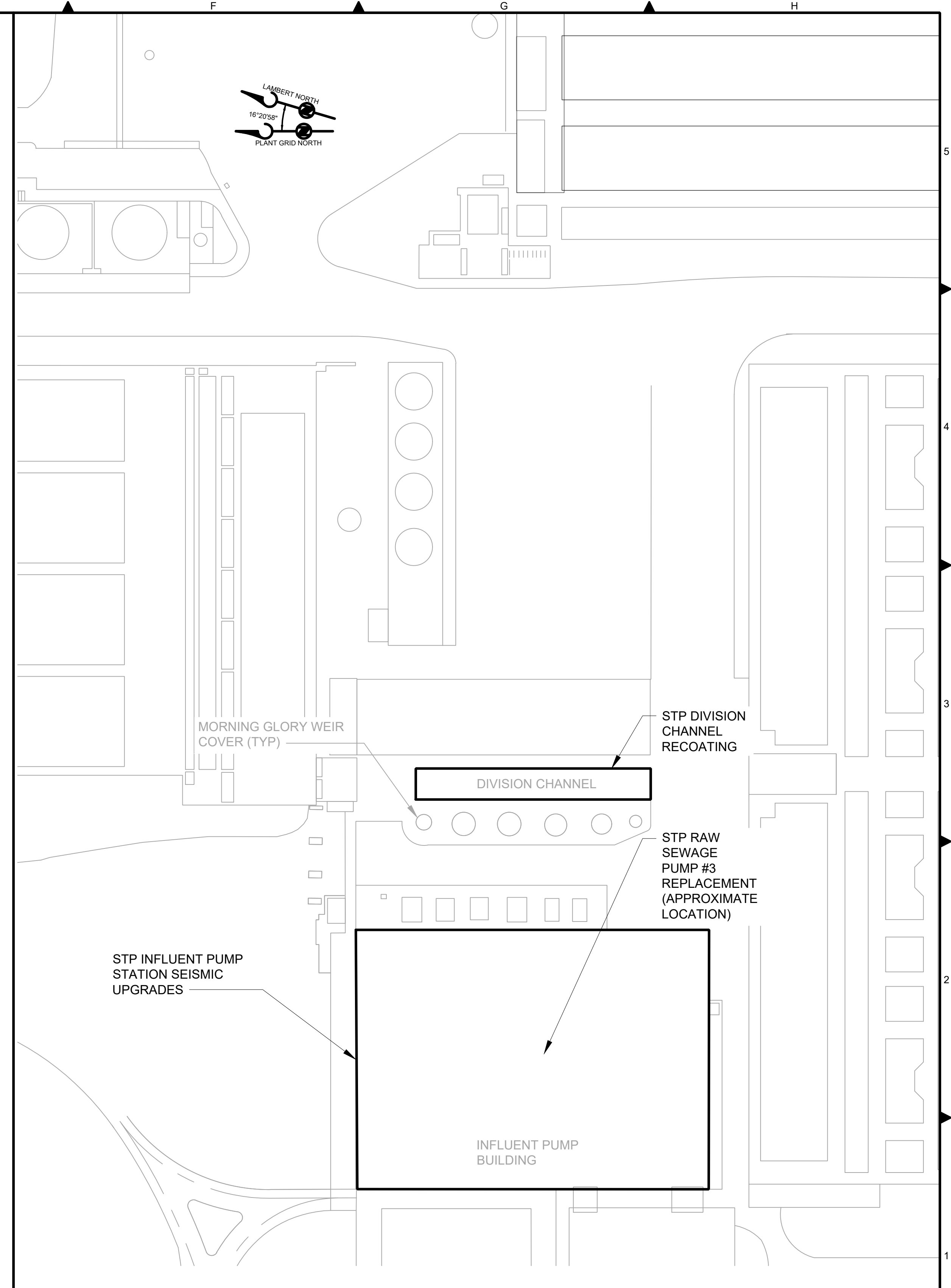
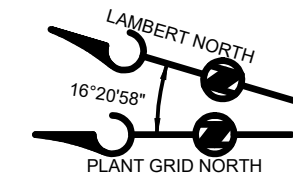
**ATTACHMENT C
CONSTRUCTION HISTORY**

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 overrun	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 overrun	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 project will replace 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	\$409.9M	\$409.9M Ongoing		10% MBE 6%WBE	Pending	



STP INFLUENT PUMP STATION UPGRADES
SCALE: 1"=150'-0"



SITE DETAIL
SCALE: 1"=300'

BORDER FILE EDITION: KCWTD-Dsize-TB-Border
 C:\Users\jbeltran\OneDrive - King County\Desktop\SITE PLAN.dwg | Layout: G1001
 PLOTTED: Dec 06, 2024 03:28:15pm By: jbeltran
 XREFS: KCWTD-Dsize-TB-Border_CONCEPT.dwg
 IMAGES:

NO	REVISION DESCRIPTION	BY	APVD	DATE

DESIGNED/DRAWN: J. BELTRAN	SCALE: AS NOTED
DESIGN ENGINEER: -	WORK ORDER:
PROJECT ENGINEER: S. KANPIROM	PROJECT NO: XXXXXXX
LOCATION CODE: SP140	CONTRACT NO:



DEPARTMENT OF NATURAL RESOURCES & PARKS
 WASTEWATER TREATMENT DIVISION
 SOUTH TREATMENT PLANT
 INFLUENT PUMP STATION UPGRADES

CONCEPTUAL SITE PLAN

DATE: DECEMBER 2024
PROJECT DWG NO:
ECMS DOC NO:
SHT NO / TOTAL SHEETS # / #
REVISION NO. 0.A

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 each desired subcontractor/subcontract package 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 Stephanie Tierrablanca**
Title: **Contract Specialist III**
- 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 South Plant (STP) Influent Pump Station Upgrades**
- f) Subcontractor/Subcontract Package desired for Alternative Selection:
Electrical Contractor/Construction Manager
- g) Subcontract Value: **\$3,000,000**

1. Public Benefit –

This application is submitted to request the use of alternative subcontractor selection, pursuant to RCW 39.10.385, to procure an Electrical Contractor/Construction Manager (EC/CM) subcontractor. This is a major component of the Heavy Civil General Contractor/Construction Manager (GC/CM) services for South Plant (STP) Influent Pump Station Upgrades (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 King County Heavy Civil GC/CM services for South Treatment Plant (STP) Influent Pump Station (IPS) Upgrades Project. The overall Project is comprised of: STP Division Channel Recoating, RSP3 Replacement, and Seismic Upgrades to the Influent Pump Station. All three projects are at different stages of design development. STP Division Channel Recoating is at approximately 60 percent design (by KC WTD), RSP3 Replacement is at concept level of design (to be completed by the Program Engineer Consultant), and the Seismic Upgrades are developed to 90 percent design (to be completed by Jacobs). It is anticipated the EC/CM subcontractor would support components of RSP3 Replacement and Seismic Upgrades.

If approved, it is anticipated that the alternative subcontractor selection process will be completed, and the EC/CM subcontractor brought onboard the team around Q1 2026, well before the end of design for all three Project components. 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?

STP is a critical facility that began operations in 1965 and currently treats an average of 70 million gallons of wastewater daily from communities in Auburn, Bellevue, Issaquah, Kent, Renton, and Sammamish. Facility operations must be maintained during construction. STP must operate continuously and be occupiable by STP Operations staff during construction. Alternative Subcontracting of Electrical will allow WTD's GC/CM Heavy Civil contractor the ability to maintain tighter control of quality and schedule. This reduces risk of raw sewage spills that could negatively impact public and environmental health.

The alternative subcontractor selection process will allow the GC/CM, in partnership with KC WTD, to select subcontractor partners based primarily on qualifications and experience rather than solely

PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

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.

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/or schedule.

Additionally, the EC/CM subcontractor will provide expertise during design and construction for phasing and sequencing construction, coordinating channel and RSP3 shutdowns, and commissioning upgrades while maintaining continuous, uninterrupted operations of the existing facilities.

- 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.

Table 1 provides the anticipated schedule for the Alternative Subcontractor Selection Procurement below.

Table 1. Proposed Alternative Subcontractor Selection Schedule

Activity	Completion Date
Evaluate Alternative Subcontractor Selection Options	November 2025
Issue Public Notice	December 2025
Public Hearing	December 2025
RFPs Advertised	January 2025
Interviews and Shortlist	February 2025

PROJECT REVIEW COMMITTEE (PRC)**SUPPLEMENT A**

RFFPs Issued	February 2025
Final Proposals Due	March 2026
Alternative Subcontractors Selected	March 2026

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?

King County WTD will require that the GC/CM involve key King County staff members, design team, 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.

King County 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 King County, we anticipate that our role and level of involvement will exceed the statutory requirements.

King County 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 King County 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.

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SUPPLEMENT A

- 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.

DocuSigned by:
 Signature: Stephanie Tierrablanca
57F3B02484B34B2...

Name (please print): Stephanie Tierrablanca (public body personnel)

Title: Wastewater Capital Prj Mgr III

Date: 12/18/2024

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 each desired subcontractor/subcontract package 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 Stephanie Tierrablanca**
Title: **Contract Specialist III**
- 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 South Plant (STP) Influent Pump Station Upgrades**
- f) Subcontractor/Subcontract Package desired for Alternative Selection:
Mechanical Contractor/Construction Manager
- g) Subcontract Value: **\$5,000,000**

1. Public Benefit –

This application is submitted to request the use of alternative subcontractor selection, pursuant to RCW 39.10.385, to procure a Mechanical Contractor/Construction Manager (MC/CM) subcontractor. This is a major component of the Heavy Civil General Contractor/Construction Manager (GC/CM) services for South Plant (STP) Influent Pump Station Upgrades (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 King County Heavy Civil General Contractor/Construction Manager (GC/CM) services for South Treatment Plant (STP) Influent Pump Station (IPS) Upgrades Project. The overall Project is comprised of: STP Division Channel Recoating, RSP3 Replacement, and Seismic Upgrades to the Influent Pump Station. All three projects are at different stages of design development. STP Division Channel Recoating is at approximately 60 percent design (by KC WTD), RSP3 Replacement is at concept level of design (to be completed by the Program Engineer Consultant), and the Seismic Upgrades are developed to 90 percent design (to be completed by Jacobs). The MC/CM subcontractor would support components of RSP3 Replacement and Seismic Upgrades.

If approved, it is anticipated that the alternative subcontractor selection process will be completed, and the MC/CM subcontractor brought onboard the team around Q1 2026, well before the end of design for all three Project components. 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?

STP is a critical facility that began operations in 1965 and currently treats an average of 70 million gallons of wastewater daily from communities in Auburn, Bellevue, Issaquah, Kent, Renton, and Sammamish. Facility operations must be maintained during construction. STP must operate continuously and be occupiable by STP Operations staff during construction. Alternative Subcontracting of Mechanical will allow WTD's GC/CM Heavy Civil contractor the ability to maintain tighter control of shutdowns and critical tie-ins coordination, quality, and schedule. This reduces risk of raw sewage spills that could negatively impact public and environmental health.

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PROJECT REVIEW COMMITTEE (PRC)

SUPPLEMENT A

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PROJECT REVIEW COMMITTEE (PRC)

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- Provide agreement to and approval of the final maximum allowable subcontract costs.
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SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

DocuSigned by:
Stephanie Tierrablanca
 Signature: _____
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Name (*please print*): Stephanie Tierrablanca (*public body personnel*)

Title: Wastewater Capital Prj Mgr III

Date: 12/18/2024