

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)  
Alternative Contracting Procedure*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 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): **Port of Port Townsend**
- b) Address: **P.O. Box 1180, Port Townsend, WA 98368**
- c) Contact Person Name: **Jim Pivarnik** Title: **Executive Director**
- d) Phone Number: **1-360-385-0656** E-mail: **jim@portofpt.com**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Point Hudson Jetty (South) Renovation**
- b) County of Project Location: **Jefferson**

Please describe the project in no more than two short paragraphs. (*See Example on Project Description*)

- c) **The 258 foot long South Jetty (in combination with the overlapping North Jetty) protects the entrance to the Point Hudson Marina, a key marina used by a high volume of boaters on North Puget Sound. A facility condition assessment conducted by Mott MacDonald Engineering has concluded that the facility is severely compromised and must be substantially renovated to maintain continued use of this historic facility.**

The proposed project is to design, permit, engineer, and comprehensively renovate the existing 258' long batter-pile and rock South Jetty. The project will entail the removal of a substantial (150 or more) number of creosote treated piles and their replacement with galvanized steel piles. The core of the structure will be back-filled with granite quarry spalls, and the pile tops then tied together and reinforced with galvanized steel cross-bracing (i.e., replacing the existing cable ties). The project will also include dredging of the main entrance channel in order to clear sediment and rock debris and maintain unimpeded vessel access to the marina. The Port of Port Townsend is seeking approval to use the GC/CM alternative contract and procurement method to take advantage of the GC/CM's experience in carefully planning, managing and implementing complex project scheduling/phasing, and construction plans. The marina must be protected from the potentially damaging wind and wave action of Port Townsend Bay during the project, and access to the facility must (to the greatest extent feasible) be maintained throughout the project. The added public benefit of using the GC/CM alternative project delivery is to reduce the potential financial risk to the Port and increase certainty with respect to project scheduling, phasing, and overall cost. Please refer to Attachment "A" for Preliminary Project Concept Drawings.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	<b>\$75,000</b>
Estimated project construction costs (including construction contingencies):	<b>\$2,500,000</b>
Equipment and furnishing costs	<b>\$ --</b>
Off-site costs	<b>\$ --</b>
Contract administration costs (owner, cm etc.)	<b>\$60,000</b>
Contingencies (design & owner)	<b>\$220,000</b>
Other related project costs (permits, bid advertising, etc.)	<b>\$25,000</b>
Sales Tax	<b>\$283,500</b>
<b>Total</b>	<b>\$3,163,500</b>

Note: Consistent with RCW 39.10.350(1)(c), the Port has allocated more than the required 5% budget contingency for this project.

### **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*

**The Port has made application to the Jefferson County Public Infrastructure Fund Board for \$150,000 in grant aid to assist in covering the "soft" costs associated with this project. The balance of anticipated project costs will be funded through a combination of bank loan(s) and Port general fund reserves.**

### **3. Anticipated Project Design and Construction Schedule**

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- 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)

#### Outline Schedule:

The Port of Port Townsend has retained Mott MacDonald Engineering for the duration of the project as its GC/CM and project management consulting team. Sea-Run Consulting of Seattle is also under contract with the Port to assist with project permitting. This team will be responsible for project design, engineering, permitting, and construction management. Mott MacDonald and Sea-Run have been retained for this project because of their extensive and highly relevant prior experience in assisting the Port with design, engineering and permitting work associated with Point Hudson infrastructure. Mott MacDonald also recent relevant experience with alternative bid procedures.

Procurement of the GC/CM firm will begin immediately after GC/CM project approval from the Project Review Committee. Solicitation and selection process for GC/CM services will follow the criteria prescribed in RCW 30.10.360. Standard GC/CM procurement documents (such as those available from the Association of General Contractors) will provide templates and be modified to fit the project requirements and expertise needed for this project. The GC/CM selection and start of preconstruction services is expected to begin prior to the end of the schematic design phase by the end of May 2019.

Please see Attachment "B" for the detailed project GC/CM procurements and anticipated construction schedule.

The project design and construction master milestone schedule is set forth below:

#### Scheduled Activity

GC/CM Consultant Team Procurement  
(Note: includes design, engineering & permitting team)

GC/CM Contract Award

Begin & Complete Design/Construction Documents

Negotiate Guaranteed Maximum Price (GMP) Contract (90% CD)

Construction

Substantial Completion

Final Completion

#### Scheduled Dates

Completed

May 2019

March 2019 – August 2019

August 2019

September 2019 – January 2020

January 29, 2020

April 29, 2020

The Port of Port Townsend will use the selected GC/CM's expertise on the potential to integrate early site and long lead material procurement bid packages that can benefit the project budget with fiscal certainty and project scheduling benefits.

#### 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:

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

The GC/CM contracting procedure is appropriate for this project for the following reasons:

**Occupied Site/Complex Scheduling & Phasing:** The Point Hudson Jetty (South) Renovation Project poses several elements of complexity that must be successfully addressed. Point Hudson is an extremely busy and heavily used marina facility that must be continuously accessible throughout the construction project. The operational environment is such that an interruption in access to the facility places key Port tenants at significant risk (e.g., Sea Marine, Puget Sound Express, etc.). Additionally, due to its exposed location on North Puget Sound, the Point Hudson Marina (including the project site) is subject to potentially damaging wave and wind action, and must be adequately protected during construction activity.

The GC/CM will participate during preconstruction services as a valued team member, assisting the Port/Mott MacDonald/Sea-Run team to coordinate, schedule and phase the work with affected Marina tenants. Particular attention to construction logistics planning and implementation will be emphasized to maintain temporary safety and construction area access, materials lay-down areas, site security, protection of the adjacent marina infrastructure, and to minimize adverse impacts to marina use and tenant operations.

**Site Constraints & Coordination:** Construction at Point Hudson presents very constrained and limited contractor staging areas. Pedestrian, vehicular and parking access must be maintained to upland areas adjacent to the construction site. Additionally, extensive eelgrass beds in proximity to the site must be field-marked and avoided to ensure protection of salmonid habitat. Early GC/CM involvement with the Port/Mott MacDonald/Sea-Run team requires close design and construction coordination throughout all phases of the project to minimize impacts within this spatially restricted environment.

- 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.*

**Continuous Marina Accessibility:** The marina (i.e., including navigation channel) must remain open with no significant impacts to tenant operations. Puget Sound Express operates a passenger-only ferry service between Port Townsend and Friday Harbor between May and the end of October each year. Sea-Marine operates a full service small vessel refitting business at Point Hudson, hauling vessels with a 40-ton mobile travel lift. Most of Sea-Marine's business is generated by summer transient recreational boaters visiting the marina, and also over the fall and winter months with refits and seasonal storage. Both of these businesses, which are anchor tenants of the Port's Point Hudson facility, would be placed in financial peril by marina closures. The GC/CM will need to closely coordinate with the Port team to avoid disruptions to Point Hudson tenants requiring unimpeded access to the marina.

**Safety, Risk Management & Environmental Compliance:** Development and implementation of risk management, construction safety, and environmental compliance plans is one of the benefits of using the GC/CM contract delivery method. The Port/Mott MacDonald/Sea-Run and

GC/CM team will collaborate to develop and implement these plans to ensure a safe and environmentally sound project throughout the construction process.

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

**Effective & Efficient Project Planning & Execution:** Proactive project planning and execution relies on clear, consistent, and sustained communication. The GC/CM will have substantial input in each phase of design to ensure that existing and future facility needs are integrated into the contract documents (e.g., re-installation of pedestrian walkway atop the South Jetty which is likely to be a condition of Shoreline and SEPA approval). The GC/CM will be invaluable during this phase to develop a coordinated scope and contingency plan requirements into the contract documents. The Port is particularly concerned with limitations and risk allocation: the South Jetty is in an advanced stage of deterioration, and renovation of the existing structure poses potential risks (e.g., removal/replacement of certain structural elements could lead to partial unraveling of adjacent areas outside the anticipated project scope). GC/CM involvement will be critical in determining how best to reduce and allocate these risks and ensure clear, coordinated, and phased, construction plans and contract documents.

**Strong Project Controls, Schedule, & Budget:** Integration of the GC/CM early in the design phase is likely to increase budget predictability. The budget for this project must be very carefully managed, as the Port has significant financial constraints. Having a GC/CM as a part of the project team throughout key portions of the design phase will ensure the provision of more accurate and detailed cost information as the design and project phasing plans are brought into alignment.

The marine construction market on Puget Sound is very active, and recent international steel tariffs have increased already high construction costs. With this as context, a traditional design-bid-build contract approach would be likely to exceed the resources the Port can allocate to this project. A qualified GC/CM will provide expertise in accurate cost estimating and will assist in procuring materials needed for the project at lower cost. Overall, it is anticipated that the GC/CM will be able to effectively manage cost, schedule, and quality with a higher degree of predictability to fulfill all scope commitments.

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

The site location is one of the most exposed marine project environments on Puget Sound. The Point Hudson Marina, which is protected by overlapping North and South Jetties, lies at the northerly entrance to the Sound, where the waters of Port Townsend Bay and Admiralty Inlet meet the Strait of Juan de Fuca. This area of Washington's inland waters routinely experiences significant winds and waves, particularly from September through February. Wind rose data reveal that storm force winds are commonly experienced during these months. The technical complexity involves substantially rehabilitating/replacing the South Jetty, while simultaneously ensuring protection of the infrastructure (i.e., floats/docks/piers) and vessels within the marina from storm damage, while maintaining continuous accessibility to the facility. Execution of the project must be carefully planned and executed by the GC/CM to ensure a seamless process.

- 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?

Yes. The existing Point Hudson Jetty was originally constructed by the United States Department of the Army in 1934. It is an iconic batter-pile and riprap structure that is representative of a type of in-water facility that was once common on Puget Sound a century ago, and is now uncommon. The Jetty is a key visual feature of Port Townsend's historic Victorian era waterfront, and has long been used as a favored pedestrian viewing platform for

Port Townsend's myriad on the water festivals and events (e.g., annual Wooden Boat Festival). A central project objective is to maintain the aesthetic and performance characteristics of the existing structure, and to maintain as much of the fabric of the current structure as is practicable. The specialized work will involve the removal of 150 or more deteriorated wood batter piles, and replacing them with galvanized steel piles, while ensuring that immediately adjacent/abutting areas of the jetty outside the project scope are not damaged during construction. The reconstructed batter-pile framework will then be back-filled with granite quarry spalls, rather than the original local Mats Mats basalt that is prone to rapid deterioration, and the piles finally tied together with steel bracing.

- 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?

Not applicable – this is not a Heavy Civil project.

## 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 example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit:

**Increased Predictability and Reducing Financial Risk:** The GC/CM is on board in the relatively early stage of the design and throughout construction. With GC/CM delivery, cost and schedule predictability is much higher than with the design-bid-build method. Providing constant cost, market conditions, labor and materials price factors and schedule information is beneficial to the project.

The Port/Mott MacDonald/Sea-Run – GC/CM relationship is one built on trusting relationships, thereby reducing the opportunity for unresolved claims and potential litigation. This opportunity translates into less financial risk when the Port/Mott MacDonald/Sea-Run team and GC/CM contractor collaboratively make sound business decisions with the best interests of the project in mind. The project schedule anticipates a “kick-off” meeting with the project participants once the GC/CM is on board providing services.

**Compressed Construction Schedule:** The potential for the GC/CM and the Port project team to plan and schedule for early materials procurement ahead of the summer 2019 marine construction season will reduce the potential for cost increases. Additionally, the project involves the concurrent removal of creosote treated pilings and their replacement with steel pilings and bracing framework. This work will need to proceed expeditiously and in close coordination with the GC/CM to ensure continuous protection of the marina, and to avoid potential damage (unraveling) to adjoining areas of the South Jetty structure outside the project scope. The GC-CM method of project delivery is likely to reduce the time required for construction compared with a design-bid-build approach, and in turn, is anticipated to reduce overall project costs.

**Early GC/CM Involvement in Value-Added Measures:** Traditional design-bid-build contract methods do not benefit from the contractor's perspective of adding value into the project during the design phase, and are therefore not practical for this project. The added fiscal benefit gained through using the GC/CM's expertise in value added measures, value engineering and constructability reviews in all but the earliest phases (0-15%) of the design is anticipated to increase project certainty, reduce constructed-related cost changes, and better manage the schedule and time for project completion. GC/CM recommendations on product or quality standards and developing a complete, understandable and cost-effective construction document set will help to control costs. Collaborating with the GC/CM to build a safe, simple and productive construction phasing plan is also critical to the success of this project and minimize impacts to Port tenants and operations at Point Hudson.

- 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:

**Compressed Schedule & GC/CM Involvement in Value Added Measures:** As outlined in the responses immediately above, use of the GC/CM method of contracting will ensure that the GC/CM is brought on board early in the design process to assist in valued added measures and constructability review, and to help develop a construction phasing plan that ensures timely and efficient completion within a tight timeframe and operational constraints. The traditional design-bid-build approach to contracting would be likely to add to overall project costs, would not benefit from the contractor's input during the design phase, and would therefore be likely to result in a more costly and less innovative project that requires significantly more time to deliver.

Overall, inclusion of the GC/CM during the early phases of the project will help to improve the quality of the project delivered by working with the Port/Mott MacDonald/Sea-Run team to identify and resolve design issues and improve quality control in "real time".

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

Not applicable – this is not a Heavy Civil project.

## 6. Public Body Qualifications

Please provide:

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

The Port of Port Townsend has not had previous experience utilizing the GC/CM alternative contract delivery method. However, the Port's General Counsel, Mr. Frank Chmelik, Chmelik, Sitkin & Davis, PLLC, has experience in providing alternative bidding legal and contract related services to numerous port clients throughout the State of Washington.

**GC/CM Consultant Project Manager:** The Port of Port Townsend has retained Mott MacDonald, Inc. to provide Washington State alternative contract delivery project and construction management services for the duration of the project. Mott MacDonald is also providing engineering services for the project. Shane Phillips, P.E., Civil and Coastal Engineer, of Mott MacDonald will be the Project Manager. This team provides the Port of Port Townsend with GC/CM experience and will guide and assist the Port in contract negotiations and in administering the procurement of the GC/CM. Mr. Phillips will be the day-to-day point of contact for Port of Port Townsend, and will also have project oversight and provide strategic technical advice to the Port's Executive Director, Jim Pivarnik, and Deputy Director, Eric Toews.

**GC/CM Consulting Commitment:** With a number of successful alternative bid process projects on their resume, Mott MacDonald is committed to sharing their knowledge and expertise with the Port of Port Townsend increase the chances of a successful project throughout all phases: procurement, pre-construction, buyout, negotiation, contract execution, construction and closeout.

- 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)*

Please see Attachment "C" for the Project Organizational Chart

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

**Mr. Jim Pivarnik, Executive Director, Port of Port Townsend**

*Project Role – Chief Executive Officer and Board Liaison*

Jim Pivarnik is currently the Executive Director for the Port of Port Townsend. Jim served as the Deputy Director of the Port of Port Townsend for 15 years before leaving to become the Executive Director of the Port of Kingston in 2016. In 2018, Jim returned to Port Townsend as the Port's Executive Director, where he has overall management responsibility for the organization's day-to-day operations and facilities. During his tenures at both Port Townsend and Kingston, he was responsible for all capital projects. These projects have ranged from major runway and taxiway projects at the Jefferson County International Airport, to rebuilding marinas in Jefferson County and the heavy haul-out pier at the Boat Haven Shipyard in Port Townsend. His past experiences working in partnership with Mott MacDonald (the project manager for this effort) provide a solid foundation for a successful Point Hudson Jetty (South) rehabilitation project. Although his prior capital projects contracting experience has focused the traditional design-bid-build process, he is keenly aware of the specific requirements and considerations of the GC/CM project approach.

Jim will have executive oversight responsibilities for this project, will be involved in all phases, and has signature authority on all contract documents.

**Mr. Eric Toews, Deputy Director, Port of Port Townsend**

*Project Role – Owner Representative & Point of Contact for the Port*

Mr. Toews began his career at the Port of Port Townsend in 2011. With more than twenty-five years in local government administrative experience, Eric is an experienced municipal attorney, policy planner and project manager. His present duties include project, construction and environmental management on a variety of public works design and construction projects, ranging from shipyard stormwater system improvements, to breakwater repair projects and the current FAA supported effort to reconstruct the main runway and center taxiway connector at the Jefferson County International Airport. In 2018, Eric was promoted to Deputy Director of the Port, and is the organization's primary point of contact for planning and engineering activities, capital improvement planning and budgeting, and the Point Hudson Jetty (South) rehabilitation effort.

**Ms. Abigail Berg, Director of Finance - Auditor, Port of Port Townsend**

*Project Role – Financial Manager*

Ms. Berg was retained as the Port of Port Townsend's Director of Finance and Auditor in 2015. Abigail worked for the Washington State Auditor's Office (SAO) for eight (8) years, five (5) of which were as the Assistant Audit Manager for SAO's Port Orchard Office. Abigail assists the Port's Executive Director in planning, preparing, managing and executing the Port's operating and capital budgets. She has extensive experience in the oversight, review and performance audits of financial statements and, federal compliance and accountability with respect to laws, regulations and policies for all types of local governments.

Abigail will work closely with Jim and Eric on all phases of the project to manage the budget and process payments. She will also be responsible for the project closeout and financial reporting.

**Mr. Frank Chmelik, Chmelik , Sitkin & Davis, P.S.**

*Project Role – Port of Port Townsend General Counsel and GC/CM Legal Advisor*

Frank Chmelik serves as General Counsel to the Port Commission of the Port of Port Townsend. He assists Port management with consultant procurement agreements and construction contracts. Frank represents local governments and businesses throughout Washington State. As a long-time municipal lawyer, he routinely provides advice on municipal law including litigation, public contracting, public records and governance issues. As an experienced business lawyer, he is the general counsel to many northwest Washington businesses, construction companies, and cooperatives providing a broad range of business and litigation advice.

As a well-respected lawyer for many public port districts in the State, Frank has been routinely called upon to provide legal advice on public works and alternative public works contracting projects. He is the general counsel for the Washington Public Ports Association in Olympia, Washington where he authors a monthly column on municipal legal issues, including public procurement and contracting, and has drafted, reviewed and advised port districts on contracts governed by Title 39 RCW.

Additionally, and each year, since 1999, when the selection began, Frank has been chosen by *Washington Law & Politics Magazine* as a "Super Lawyer®" representing the top 5% of the lawyers in Washington. Frank has served as a member of the American Bar Association's House of Delegates and as a member of the American Bar Association's Standing Committee on Military Law. In 2014 Frank was elected a Fellow of the American Bar Foundation.

**Mr. Shane Phillips, PE, Vice President, Mott MacDonald Engineering, Inc.**

*Project Role – GC/CM Consultant Project Manager & Advisor to the Port of Port Townsend*

Mr. Phillips is a Principal Civil/Coastal Engineer with more than 25 years of experience related to the coastal and marine engineering field. He manages the Edmonds, Washington office of Mott MacDonald and is a licensed professional civil engineer in 6 states including Washington. Shane's experience includes: planning studies; feasibility evaluation; alternatives analysis; condition assessments; conceptual, preliminary, and final design; and construction administration of structural and civil components of port and marine terminal design and construction projects. His work experience includes breakwaters, marinas, heavy civil marine structures, dredging and small craft harbor renovation and development.

Shane has been responsible for all technical engineering components during the design and construction phases including the preparation of construction plans, specifications, and bid documents. As Project Manager, his experience includes overseeing all project phases from data collection through construction administration. His experience has included design-build and construction manager at risk alternative delivery methods for waterfront construction.

**Selected Relevant Experience:**

- **CM at Risk:** Kleberg County Shoreline Protection Project; TX General Land Office. Responsible for bidding, contracting, material purchasing and oversight of specialty pile driving contractor to install steel sheetpile along a 1,200 ft length of eroding shoreline as part of an emergency stabilization project.
- **Design Build:** Silver Bay Bulk Water Export Facility, Sitka AK. Lead consultant for new bulk water export vessel terminal. Included new 1-mile 24" diameter pipeline and floating barge terminal for Panamax class liquid bulk terminals to load water from the nearby Blue Lake Hydroelectric Facility.



**Mr. Daniel W. Blocher, Construction Manager, Mott MacDonald Engineering, Inc.**

*Project Role – GC/CM Consultant & Advisor to the Port of Port Townsend*

Daniel W. Blocher is a transportation construction expert with over 30 years of industry experience. He is a nationally recognized expert in innovative construction risk management, CM/GC and design/build delivery methods. He possesses a diverse background in program management, construction planning and dispute resolution. Dan will be responsible for assisting in the development of the GC/CM work approach while interfacing with the design team and Port team. His experience with development of GC/CM projects and oversight while employed at Portland Tri-Met transit authority will be valuable in an advisory capacity to the Port during the planning and execution phases of the project.

Selected Relevant Experience:

- GC/CM: Washington County Commuter Rail Project, TriMet, Washington County, OR. Senior Director of Capital Projects, Manager of Construction Programs. Dan provided construction program direction on all aspects of project management, design and execution. He was responsible for overall business performance of projects, including resources, contracting plans, and key performance measures of budget, schedule, quality, safety, and DBE participation. He provided extensive hands-on direction of contracting methods, including innovative CM/GC and D/B formats and incentive programs. He also oversaw the commercial management of design consultants and construction contractors and provided executive level negotiation of complex issue resolutions (a \$576M project).

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.)*

Specific GC/CM experience for the proposed staff members and consultants is described in each of the staff and consultant biographies (above).

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

The qualifications of the existing or planned project manager and consultants are described in the staff and consultant biographies (above).

- 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.

The Port has selected Mott MacDonald Engineering to provide design and engineering services, as well as PM services. Mott MacDonald is under contract and will serve as the Project Manager for this effort to completion. Sufficient funding for project management services is budgeted and programmed through project completion.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

Construction experience for each proposed staff member and consultant is described in the biographies (above).

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

The Port of Port Townsend's Executive Management Staff will collaboratively manage the project. The project's approval, budget and contract authority resides with the Port Commission of the Port of Port Townsend.

The Port of Port Townsend's Executive Director will have overall responsibility for day-to-day management and operational requirements. The Port's Deputy Director is the single point of contact for project management, consultant procurement, project budget and integration of Port staff, external agencies and tenants for capital improvement project, including the Point Hudson Jetty (South) project.

The Port's Executive Director, Jim Pivarnik, Deputy Director, Eric Toews, and Director of Finance/Port Auditor, Abigail Berg, will jointly lead the project. Jim, Eric and Abigail will be with the project from procurement through close-out. Mott MacDonald Engineering augments Port staff with its significant GC/CM procurement and project expertise and services. Mott MacDonald will also be providing design and engineering services for the project.

Mott MacDonald will with the Port's Deputy Director and Executive Management Staff to develop the controls and reporting systems to effectively manage the scope, schedule, and budget for the project.

Budget authority controls will be exercised through a signature authority process for procurement and project changes that are consistent with the Port Commission's policy concerning Delegation of Authority to Port Management. Under this delegation of authority policy, Mr. Pivarnik's change order signature authority is up to \$25,000. The Executive Director also has the ability to confer change order signature authority up to \$25,000 upon either the Deputy Director or Director of Finance/Port Auditor as designees. The Port's Executive Management Team (i.e., Executive Director, Deputy Director and Director of Finance/Port Auditor) would collectively review all change order requests. Change order amounts exceeding the signature authority of the Executive Director will require approval by the Port Commission. Use of the GC/CM contingency would require approval of the Port's Executive Director.

The Commission of the Port of Port Townsend would retain approval authority for use of the Owner's design and construction contingency, which is presently budgeted at 7% of overall funds.

Mott MacDonald will share their experience in managing GC/CM projects with the Port and will proactively consult on issues and concerns. A "Project Roles & Responsibilities" matrix will be developed and published as part of the GC/CM Request for Proposals.

The Port's Executive Management Team has standard communication protocols that it will employ to manage this project. Mott MacDonald and Chmelik, Sitkin and Davis will conduct an overview tutorial with Port staff members soon after project certification is obtained.

The Master Milestone Schedule for the project includes design, preconstruction services, construction and closeout phases. Schedule progress will be reviewed and tracked on a twice-monthly basis. Inclusion of permitting meetings and approval timeframes, potential early bid packages approved by the Port will be incorporated into the master project schedule as the design matures.

Adherence to the established scope, phasing of the work, and project budget is critical. Initially, Mott MacDonald will hold design meetings with Port staff and the selected GC/CM on a twice-monthly basis to monitor, update and align the budget, scope of work and the contract documents. The GC/CM will be required to develop and maintain a log documenting all design decisions, deviations, or additions to the project (the "Project Design Log"). The GC/CM will assist the project team with updated market costs to provide timely information and assistance to decision-makers.

Once the GC/CM Guaranteed Maximum Price (GMP) contract is approved, the Executive Director, Deputy Director, Director of Finance/Port Auditor, GC/CM and Mott MacDonald will closely monitor the Project Design Log against the final construction documents to determine whether there are changes that may affect the agreed upon GMP. If there are, then changes will be made to bring the project back into alignment with the available budget and GMP. The GC/CM will be responsible for reviewing the project specifications and drawings to ascertain whether there are changes that may have been incorporated, and to confirm the GMP budget.

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

### **Planned GC/CM Process**

The Port will follow the GC/CM procurement and contract delivery process as specified in RCW 39.10. Preparation of the GC/CM RFQ, interviews of shortlisted GC/CM firms, RFP and selection of the best qualified GC/CM will be based on Mott MacDonald's internal methods, along with the latest lessons learned items from other port districts with recently approved GC/CM projects (e.g., Port of Seattle). The Port of Port Townsend will use an open and public selection process that promotes competition among prospective contractors.

The Port intends to employ a three (3) phase GC/CM procurement model:

1. Legal advertisement for Request for Qualifications
  - a. Focused on relevant experience, proposed team qualifications and project approach;
  - b. Two (2) or three (3) firms will be shortlisted for interviews;
2. Extensive interviews, site or office visits will be conducted to gather more information on the proposed GC/CM team, approach and relevant experience;
3. Fee and Specified and General Conditions Bidding will be conducted - maximizing a combination of qualifications and a value-based approach.

The Port anticipates completion of the GC/CM RFQ, RFP and selection of the most qualified GC/CM firm by mid-April, 2019. Port staff will make a recommendation of contract award to the selected GC/CM firm to the Port Commission in early May of 2019. The Port Commission's approval and award of the GC/CM contract and preconstruction services contract is anticipated by late May 2019. The GC/CM is anticipated to start preconstruction services prior to the end of the schematic design phase.

- Verification that your organization has already developed *(or provide your plan to develop)* specific GC/CM or heavy civil GC/CM contract terms.

Chmelik, Sitkin & Davis (CSD) will be responsible for preparing the GC/CM contract. Presently, the Port expects to use a customized agreement that will be developed by CSD in close coordination with the Port and the Mott MacDonald team. The contract will be drafted to comply with Washington State law and the Port's policies and procedures. Mr. Chmelik's extensive relevant experience is outlined in his biography above.

Preparation of the GC/CM RFP and finalization of the selection process will begin upon project certification/approval and will be based on Mott MacDonald's proven approach to procurement, as modified by the most recent lessons learned from other public projects. Legal counsel will be consulted as needed during the procurement process. The Port and Mott MacDonald will work closely with CSD to develop selection criteria and to write Divisions 00 and 01 language that will address specific requirements of the project, including a comprehensive pre-construction services scope of work.

## 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

Please refer to Attachment "D" for the Port's construction activity for the past six (6) years.

## 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:

- A 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.*

Attachment "A" shows the existing Point Hudson Jetty (South) site plan and conceptual drawings of the renovation 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.

The Port of Port Townsend has not had any audit findings on the projects listed in Attachment "D".

## 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:



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Name:

Jim Pivarnik

Title:

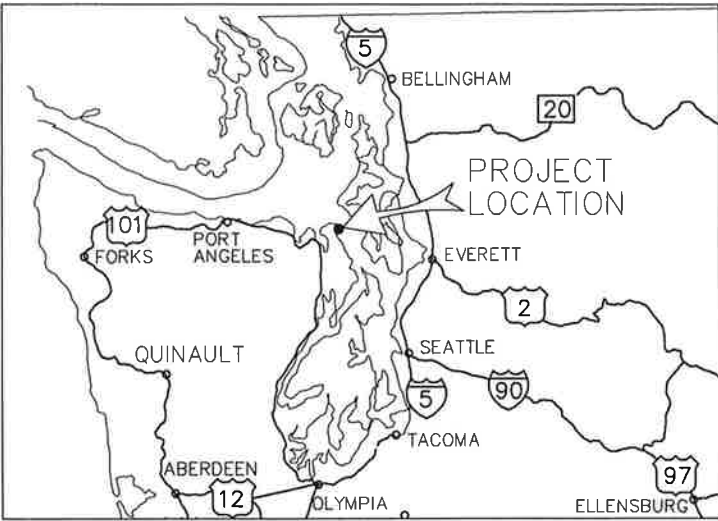
Executive Director, Port of Port Townsend

Date:

February 20, 2019

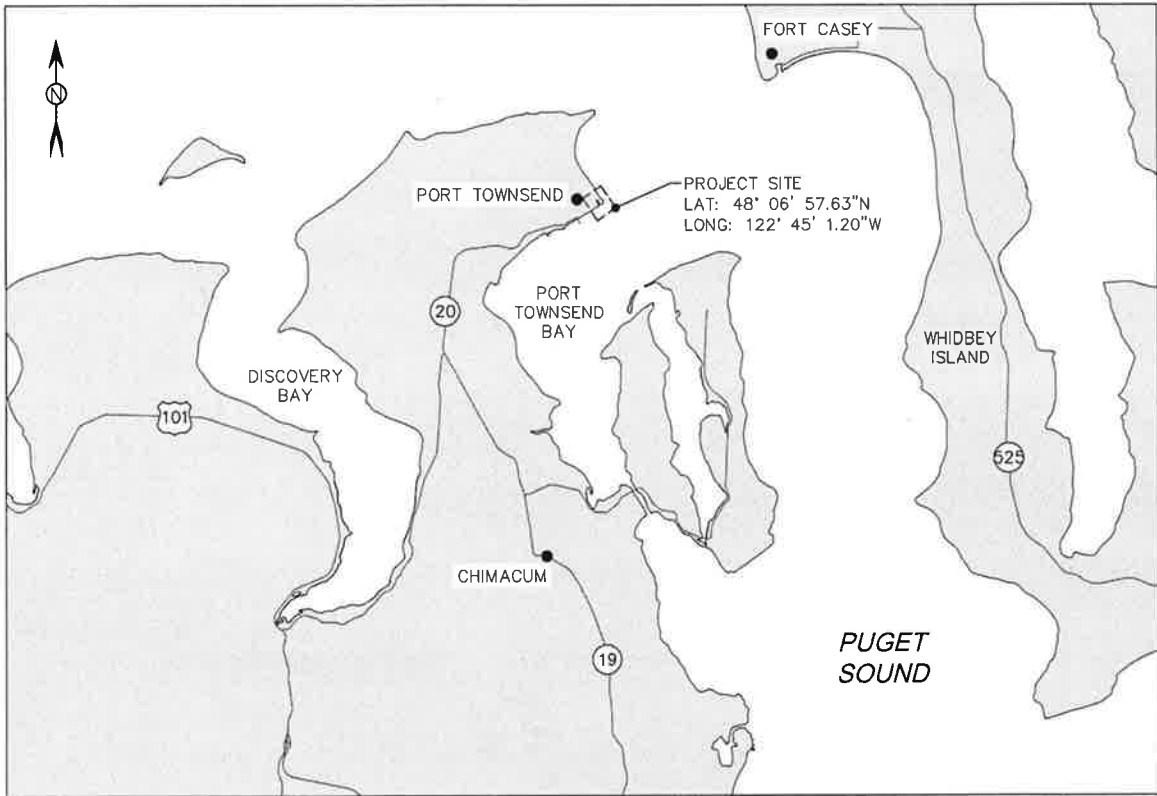
**ATTACHMENT "A":**

**Preliminary Project Concept Drawings**

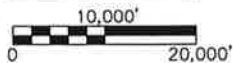


**WASHINGTON KEY MAP**

DRAWING LIST	
SHEET NO.	SHEET TITLE
1	VICINITY MAP
2	EXISTING SITE PLAN
3	EXISTING BREAKWATER PLAN
4	PROPOSED SECTION



**LOCATION MAP**



TIDAL WATER LEVELS (MLLW)	
MEAN HIGHER HIGH WATER	8.25 FT
MEAN HIGH WATER	7.84 FT
50-YR EXTREME HIGH	13.12 FT
MEAN TIDE LEVEL	5.17 FT
MEAN LOWER LOW WATER	0.00 FT
EXTREME LOW WATER	-4.22 FT

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**PURPOSE:** REHABILITATE CREOSOTE TREATED  
TIMBER BREAKWATER FOR MARINA  
PROTECTION

**VERTICAL DATUM:** MLLW

**APPLICATION BY:** PORT OF PORT TOWNSEND

**USACE #:** NWS-2016-26

**ADJACENT PROPERTY OWNERS:**

1. PORT OF PORT TOWNSEND
2. CITY OF PORT TOWNSEND

**POINT HUDSON MARINA  
BREAKWATER REPLACEMENT**

**VICINITY MAP**

**PROPOSED:**  
REHABILITATE EXISTING BREAKWATER

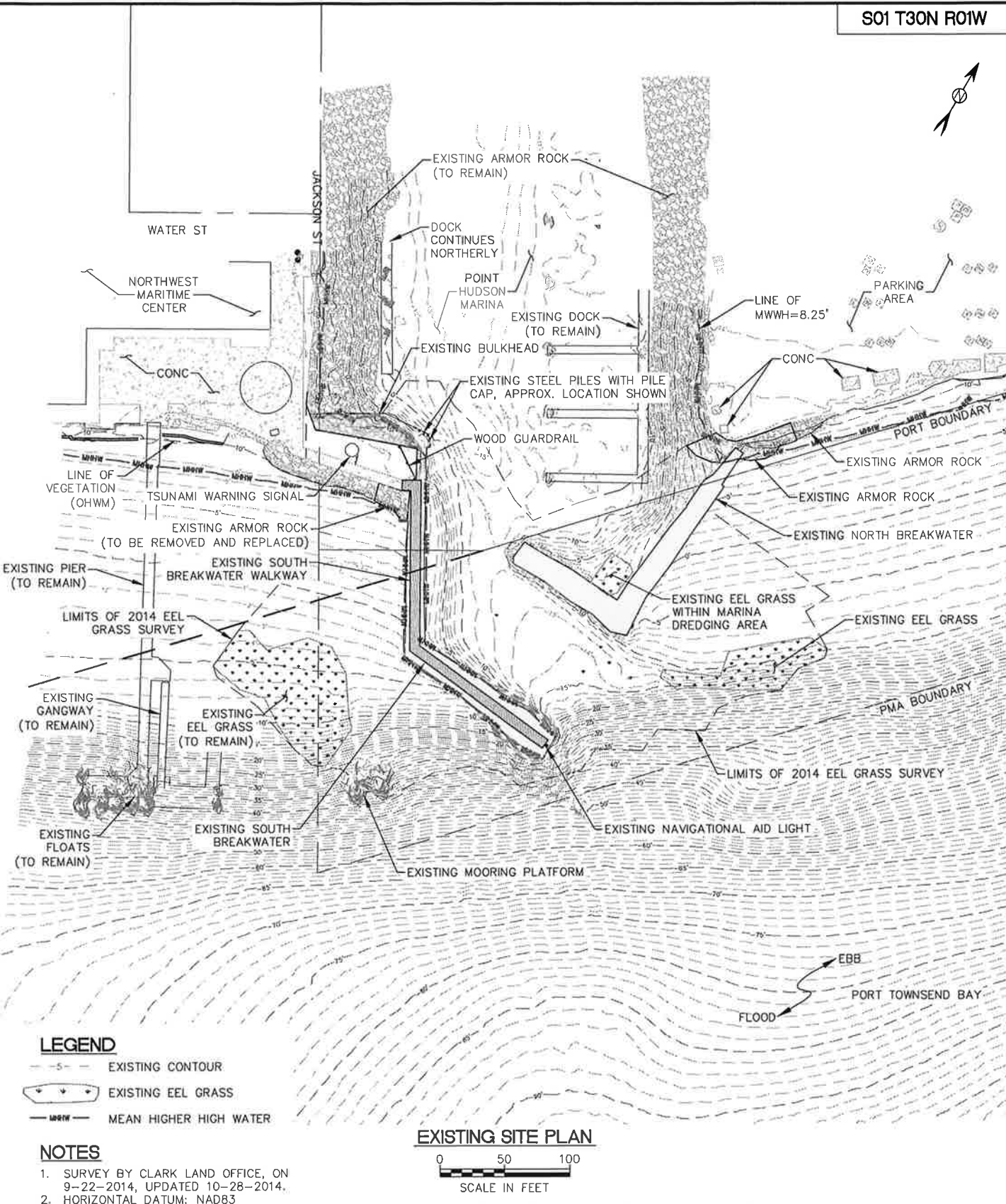
**IN:** PORT TOWNSEND BAY, ADMIRALTY INLET

**AT:** PORT TOWNSEND, WA

**COUNTY:** JEFFERSON COUNTY

**SHEET** 1 OF 4

**DATE:** 2/20/19



**LEGEND**

- EXISTING CONTOUR
- EXISTING EEL GRASS
- MEAN HIGHER HIGH WATER

**NOTES**

1. SURVEY BY CLARK LAND OFFICE, ON 9-22-2014, UPDATED 10-28-2014.
2. HORIZONTAL DATUM: NAD83

**PURPOSE:** REHABILITATE CREOSOTE TREATED TIMBER BREAKWATER FOR MARINA PROTECTION

**VERTICAL DATUM:** MLLW

**APPLICATION BY:** PORT OF PORT TOWNSEND

**USACE #:** NWS-2016-26

**ADJACENT PROPERTY OWNERS:**

1. PORT OF PORT TOWNSEND
2. CITY OF PORT TOWNSEND

**POINT HUDSON MARINA  
BREAKWATER REPLACEMENT**

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**EXISTING SITE PLAN**

**PROPOSED:** REHABILITATE EXISTING BREAKWATER

**IN:** PORT TOWNSEND BAY, ADMIRALTY INLET

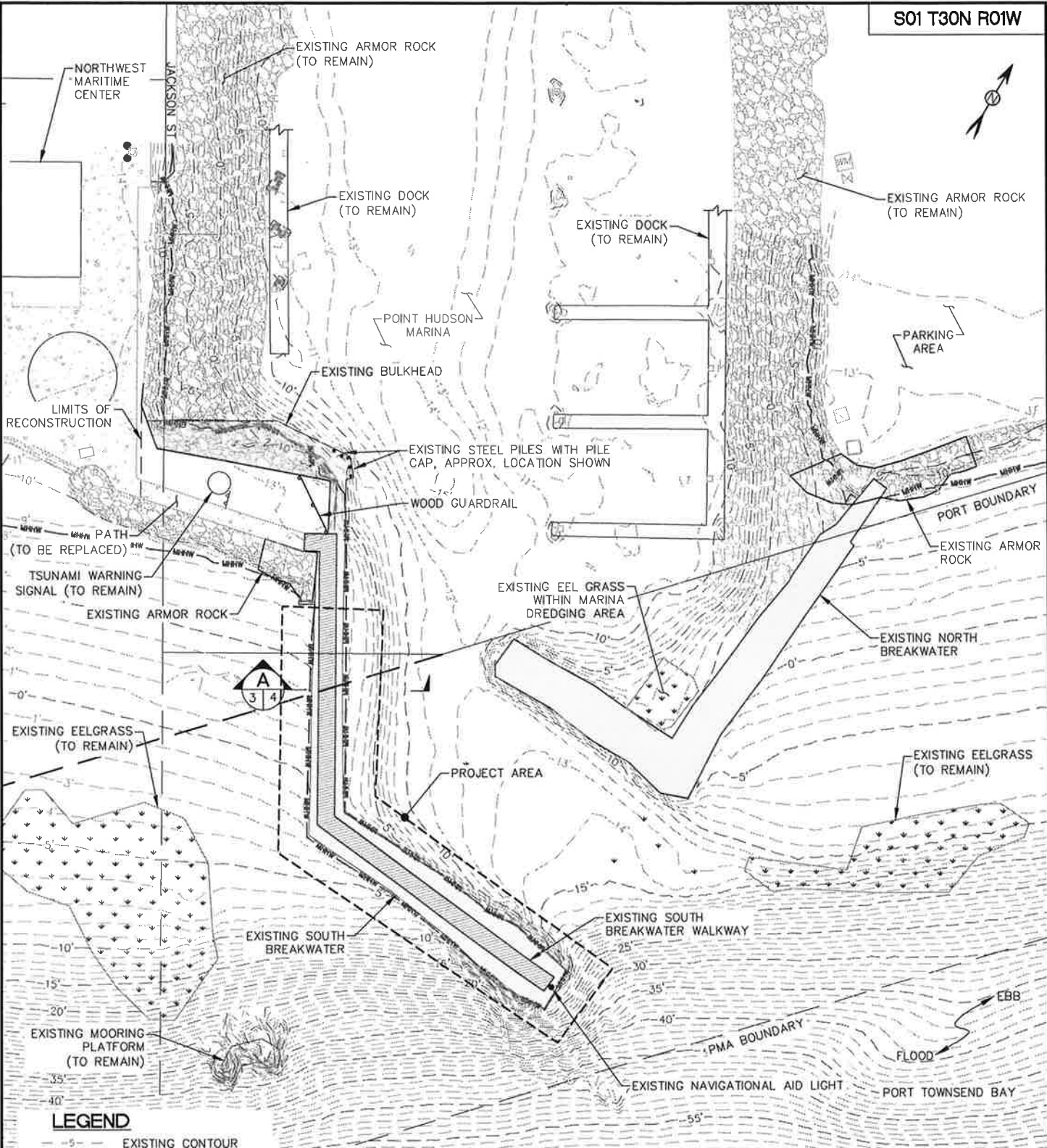
**AT:** PORT TOWNSEND, WA

**COUNTY:** JEFFERSON COUNTY

**SHEET** 2 OF 4      **DATE:** 2/20/19

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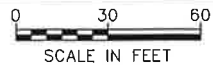




**LEGEND**

- EXISTING CONTOUR
- EXISTING EEL GRASS
- SMALL EEL GRASS PATCH
- MEAN HIGHER HIGH WATER

**EXISTING BREAKWATER PLAN**



**NOTES**

1. SURVEY BY CLARK LAND OFFICE, ON 9-22-2014, UPDATED 10-28-2014.
2. HORIZONTAL DATUM: NAD83

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**PURPOSE:** REHABILITATE CREOSOTE TREATED TIMBER BREAKWATER FOR MARINA PROTECTION

**VERTICAL DATUM:** MLLW

**APPLICATION BY:** PORT OF PORT TOWNSEND

**USACE #:** NWS-2016-26

**ADJACENT PROPERTY OWNERS:**

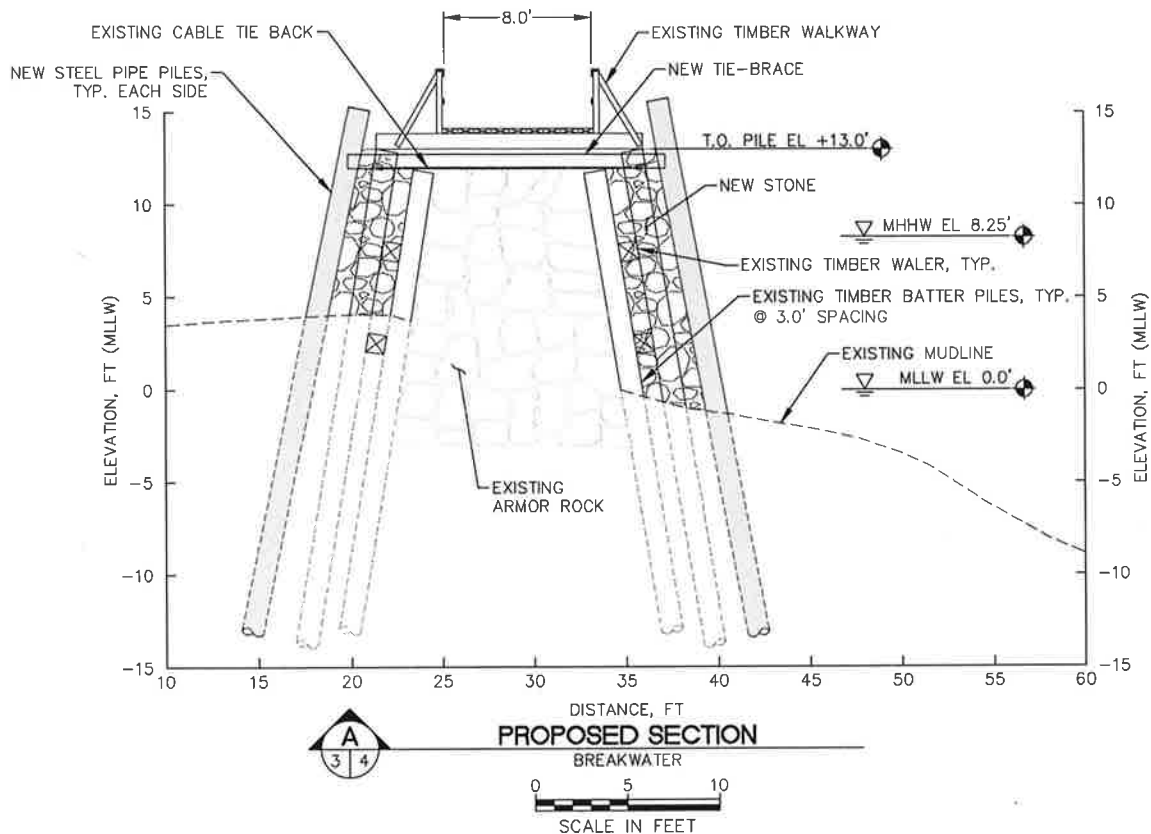
1. PORT OF PORT TOWNSEND
2. CITY OF PORT TOWNSEND

**POINT HUDSON MARINA  
BREAKWATER REPLACEMENT**

**EXISTING BREAKWATER PLAN**

**PROPOSED:**  
REHABILITATE EXISTING BREAKWATER

**IN:** PORT TOWNSEND BAY, ADMIRALTY INLET  
**AT:** PORT TOWNSEND, WA  
**COUNTY:** JEFFERSON COUNTY  
**SHEET** 3 OF 4      **DATE:** 2/20/19



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**PURPOSE:** REHABILITATE CREOSOTE TREATED  
TIMBER BREAKWATER FOR MARINA  
PROTECTION

**VERTICAL DATUM:** MLLW

**APPLICATION BY:** PORT OF PORT TOWNSEND

**USACE #:** NWS-2016-26

**ADJACENT PROPERTY OWNERS:**

1. PORT OF PORT TOWNSEND
2. CITY OF PORT TOWNSEND

## POINT HUDSON MARINA BREAKWATER REPLACEMENT

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### PROPOSED SECTION

**PROPOSED:**  
REHABILITATE EXISTING BREAKWATER

**IN:** PORT TOWNSEND BAY, ADMIRALTY INLET

**AT:** PORT TOWNSEND, WA

**COUNTY:** JEFFERSON COUNTY

**SHEET** 4 OF 4      **DATE:** 2/20/19

## ATTACHMENT "B":

### GC/CM - Project Procurement, Design & Construction Schedule (2019 - 2020)

**COLOR KEYS:**

<b>PRC Approval</b>	<b>Construction</b>	GC/CM Procurement	Other
<b>Design Phase</b>	<b>Project Close-Out</b>	<b>Preconstruction Srvc</b>	

<b>ACTIVITY</b>	<b>START DATE</b>	<b>END DATE</b>
PRC Application Submittal	2/20/19	2/20/19
PRC GC/CM Presentation/Approval	3/28/19	3/28/19
A/E Kickoff Meeting	3/29/19	3/29/19
Solicitation for Services (RFQ)	4/1/19	4/15/19
Schematic Design (SD)	4/1/19	4/19/19
Pre-Submittal Meeting	4/8/19	4/8/19
Deadline for RFQ Submittals	4/15/19	4/15/19
Evaluate Submittals/Notify Shortlisted Firms	4/15/19	4/19/19
Interview Shortlisted Firms	4/22/19	4/25/19
Review/Approval SD (25%)	4/22/19	4/26/19
Issue RFFP to Most Qualified GC/CM Firm(s)	4/26/19	4/26/19
Shortlist Firm(s) Prepare(s) Final Proposal(s)	4/29/19	5/9/19
Receive/Open RFFPs/Score	5/10/19	5/10/19
Issue Notice of Intent to Award	5/16/19	5/16/19
Negotiate Contract for Pre-Construction Services	5/17/19	5/24/19
Port Team Meeting	5/27/19	5/27/19

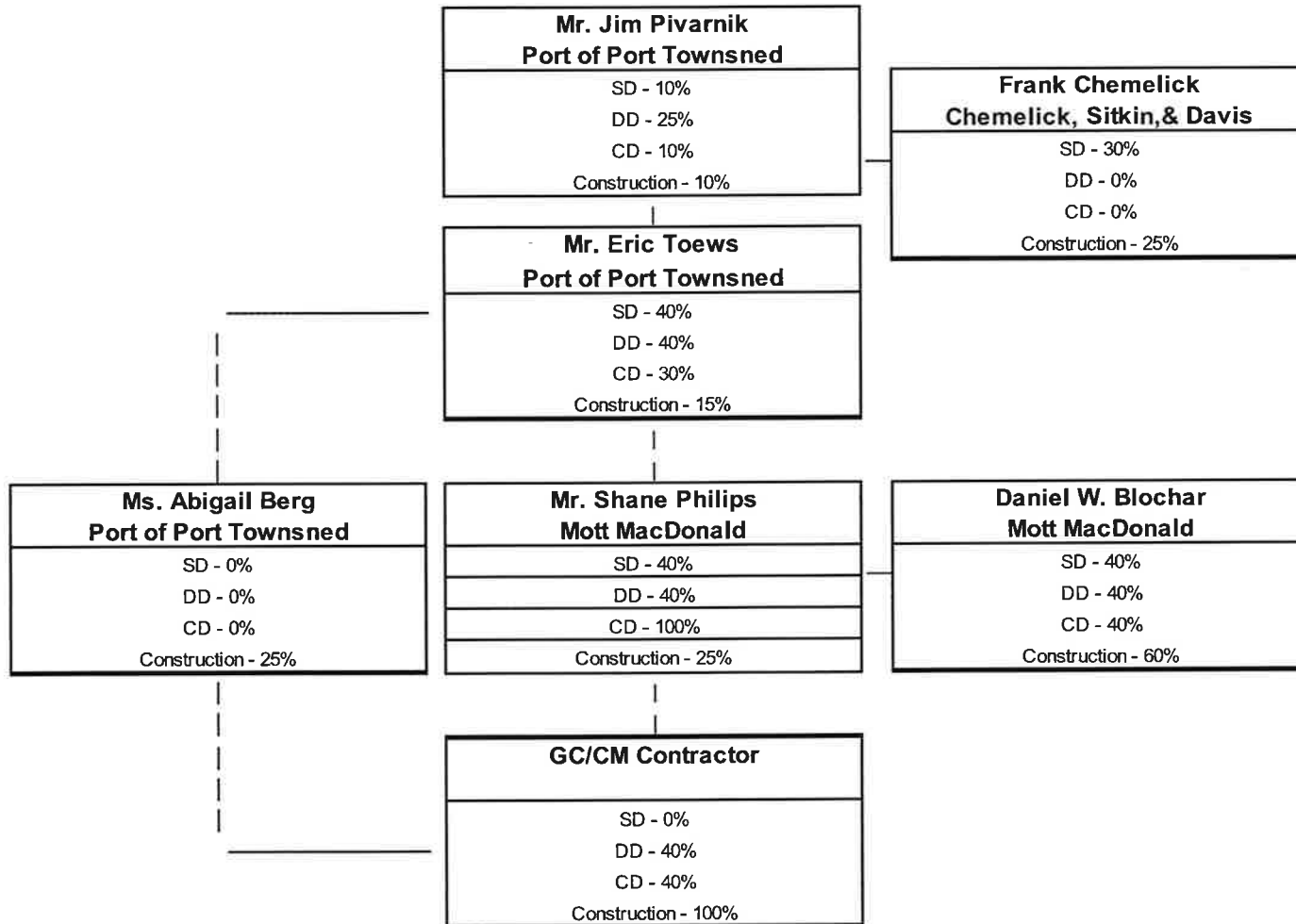
## GC/CM - Project Procurement, Design & Construction Schedule, Continued

Commission Action – GC/CM Pre-Const. Services Agreement Approved	5/29/19	5/29/19
Begin Pre-Construction Services	5/30/19	5/30/19
Port Team – GC/CM Partnering Session	6/3/19	6/3/19
Design Development (DD)	6/3/19	7/1/19
Permit Review @ 50% DD	6/3/19	9/6/19
Review/Approve DD	7/2/19	7/12/19
Construction Documents	7/15/19	8/19/19
Review/Approval CD (90%)	8/19/19	8/23/19
Construction Documents Approved	8/26/19	8/26/19
Negotiate GMP at 90% CDs	8/26/19	8/30/19
2019 Wooden Boat Festival (No Construction Work Permissible)	9/3/19	9/9/19
Commission Action – GMP Amendment Approved (Special Meeting)	9/4/19	9/4/19
Preconstruction Services Complete	9/6/19	9/6/19
Preconstruction Meeting	9/10/19	9/10/19
Construction Phase	9/30/19	1/31/20
Project Close-Out	12/2/19	2/4/20
Punchlist Items	1/15/20	1/29/20
Substantial Completion	1/29/20	1/29/20
In-Water Work Window Closes (WAC 220-660-330)	2/15/20	2/15/20

## GC/CM - Project Procurement, Design & Construction Schedule, Continued

Project Acceptance – Commission Approves Project	2/26/20	2/26/20
Final Completion	4/29/20	4/29/20

## Project Organizational Chart Point Hudson Breakwater Rehabilitation



**ATTACHMENT "D":  
Port of Port Townsend Construction History – Selected Projects**

PROJECT #	PROJECT NAME	DESCRIPTION	METHOD	PLANNED START	PLANNED FINISH	ACTUAL START	ACTUAL FINISH	PLANNED BUDGET	ACTUAL BUDGET	REASON FOR OVER-RUN
2013-01	JCIA* Runway/Taxiway Rehab	Airfield improvements consisted of pavement joint repairs, crack repairs, overall fog seal coat applications, and new pavement markings.	D-B-B	8/26/13	9/27/13	9/9/13	10/10/13	\$247,567	\$247,567	N/A
2013-02	Boat Haven Admin. Bldg. Construction	The project consisted of the demolition of the Marine Exchange Building and construction of a new 2,800 sf Administration Building along with associated parking, vessel washdown and landscape improvements.	D-B-B	4/1/13	9/1/13	3/25/13	9/27/13	\$839,989	\$1,100,250	A
2013-03	Boat Haven Commercial Basin Renovation	The project involved the replacement of creosote treated piles in the Commercial Fishing Vessel Basin	D-B-B	7/16/13	9/30/13	7/16/13	9/20/13	\$500,000	\$340,402	N/A
2014-01	JCIA AWOS	This project consisted of site development, acquisition and installation of an Automated Weather Observation System for the JCIA.	D-B-B	9/2/14	10/1/14	9/15/14	3/27/15	\$301,948	\$301,948	N/A
2015-01	Boat Haven Ramp Expansion	The work generally involved construction of a parallel boat ramp abutting the existing ramp at Boat Haven, including placement of new timber handling float, steel piles and concrete approach.	D-B-B	6/19/15	2/15/16	9/15/15	3/15/16	\$412,750	\$417,250	A

**ATTACHMENT "D":  
Port of Port Townsend Construction History – Selected Projects, Continued**

PROJECT #	PROJECT NAME	DESCRIPTION	METHOD	PLANNED START	PLANNED FINISH	ACTUAL START	ACTUAL FINISH	PLANNED BUDGET	ACTUAL BUDGET	REASON FOR OVERRUN
2016-01	Boat Haven Main Breakwater Repair	The storm damage repair involved the excavation and spreading of 250 CY of sand, placement of 650 SY of geotextile fabric, placement of 150 tons of permeable ballast, 300 tons of quarry spalls, 750 tons of 3 man rock, 500 tons of 4&5 man rock, and revegetating 6,750 SF of the breakwater top.	D-B-B	1/9/17	2/15/17	1/9/17	2/15/17	\$192,000	\$206,017	B
2017-01	Boat Haven Stormwater Treatment Improvements	The project updated four in-ground sand filters at the boatyard, and retrofitted the above-ground Aquip filters to a mixed-component filtration system with modified piping and drainage path.	D-B-B	8/1/17	9/30/17	8/14/17	10/13/17	\$350,000	\$341,217	N/A
8	Boat Haven Work Yard Resurfacing – Phase I	This project involved the replacement, grading and compaction of 1,400 tons of gravel in the Boat Haven Work Yard to reduce copper and zinc stormwater contaminant loading, maintain travel ways, and reduce dust.	D-B-B	7/19/17	9/30/17	8/21/17	10/13/17	\$143,000	\$159,956	A



**ATTACHMENT "D":  
Port of Port Townsend Construction History – Selected Projects, Continued**

PROJECT #	PROJECT NAME	DESCRIPTION	METHOD	PLANNED START	PLANNED FINISH	ACTUAL START	ACTUAL FINISH	PLANNED BUDGET	ACTUAL BUDGET	REASON FOR OVERRUN
9	Boat Haven Work Yard Resurfacing – Phase II	The project involved the replacement, grading and compaction of 1,600 tons of gravel in the Boat Haven Work Yard to maintain travel ways, improve stormwater quality and reduce dust.	D-B-B	8/20/18	9/28/18	9/17/18	9/28/18	\$77,630	\$82,285	B

\* JCIA = Jefferson County International Airport

BUDGET/SCHEDULE OVERRUN – ABBREVIATION KEY:

A = Owner Betterment

B = Unforeseen Conditions