Statement of Qualifications

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Progressive Design-Build
Utility Infrastructure Replacement
Pierce College Fort Steilacoom Campus

DES Project No. 2025-214

February 4, 2024

SUBMITTED TO | DES Washington State DEPARTMENT OF ENTERPRISE SERVICES

SUBMITTED BY | RODARTE CONSTRUCTION INC.

kpff

A. Letter of Interest

February 4th, 2025

Michele M. Hill, PM

Subject: Letter of Interest

Pierce College Fort Steilacoom Campus, Utility Infrastructure Project Statement of Qualifications

Dear Michele,

Rodarte Construction, Inc. (Rodarte) is pleased to offer this Statement of Qualifications (SOQ) regarding the utility infrastructure project at the Pierce College Fort Steilacoom Campus. In conjunction with KPFF Consulting Engineers (KPFF) as the firm responsible for design, we bring a highly motivated, experienced, and successful team poised to deliver an exceptional product to the Owner and all stakeholders. We will ensure that Owner goals are exceeded, and that each aspect of the project is held to our elevated standards of quality and safety.

The Rodarte team is well postured to surpass expectations, and will do so through adherence to our core values of integrity and accountability, and by utilizing the following proven strengths:

- **Predisposition toward open collaboration and communication:** The Rodarte team draws from a wealth of experience among our key team members, many of which have collaborated on numerous projects and delivered them in an exceptional manner. The proven method of open communication with the Owner's representatives has allowed us to consistently deliver in accordance with the needs of all parties involved. This is evidenced in a recent project for the DES at Highline College, where the team kept in close contact with representatives to deal with issues as they arose, and were able to overcome them while prioritizing the stated goals.
- **Key personnel with a commitment to excellence:** Our decorated team has a history of quality in their previous endeavors, a standard to which they profoundly adhere. In past endeavors, they have time and again shown that this commitment is unwavering, a fact proven by their success on projects such as the Bangor-Keyport Forcemain installation, where they were able to deliver with extreme promptness without sacrificing the quality of the product.
- **An ability to work safely and with minimal impact on the community:** Through complex problem-solving and creative solutions, our team demonstrates a propensity to minimize disruptions to existing infrastructure and the public. This is achieved by employing traffic control measures, site organization tactics, and by ensuring our work is forward compatible.
- **Risk Assessment and Allocation of Resources:** Work on this project will be done in the core of campus, meaning safety and risk assessment will be paramount. Our project leads will be tasked with ensuring that all necessary resources to do this are on-site and ready to be utilized by the construction crew. This site will also contain congested and aged utilities, both active and abandoned, which our Design-Build team will provide integrated solutions for while still maintaining active sewer services to the school.

This project will benefit from the efforts of **Project Executive Keith Larson**, who will oversee operations, and **Construction Manager Kevin Durrant,** tasked with on-site implementation of the designs of **Design Manager Dan Veldee**. **Designer of Record Puja Kashyap** will oversee design efforts in tandem with Dan. **Project Manager Caleb Bryant** will bring an expertise in cost controls, safety, and scheduling. We are confident that this team will execute all functions of the project through their pragmatic approach to Design Excellence and construction quality.

Rodarte understands the strength that diversity of background and worldview holds, and has been committed to developing this since its inception in 1978. This has allowed our company to thrive, and we recently were recipients of the **NW Construction Consumer Council** award for **Best Public Project Under $10 Million** (Keith Larson, Riverbend Levee Setback and Floodplain Restoration – Phase 2) and the **American Public Works Association – 2023 Project of the Year Winner** (Kevin Durrant, 180th Street SE Phase 1 – SR527 to 23rd Ave SE). Rodarte is a **Disadvantaged Business Enterprise** and, as such, the College's mission to foster an environment for a diverse array of learners resonates with us. We will ensure that the "evolving world" spoken of in the mission statement is brought about on campus with minimal disruption to the community of learners and faculty.

We acknowledge the receipt of Addendum 1 and 2 of the RFQ.

As an authorized representative of Rodarte and single point of contact, I attest to the truth and correctness of the information provided herein.

Sincerely,

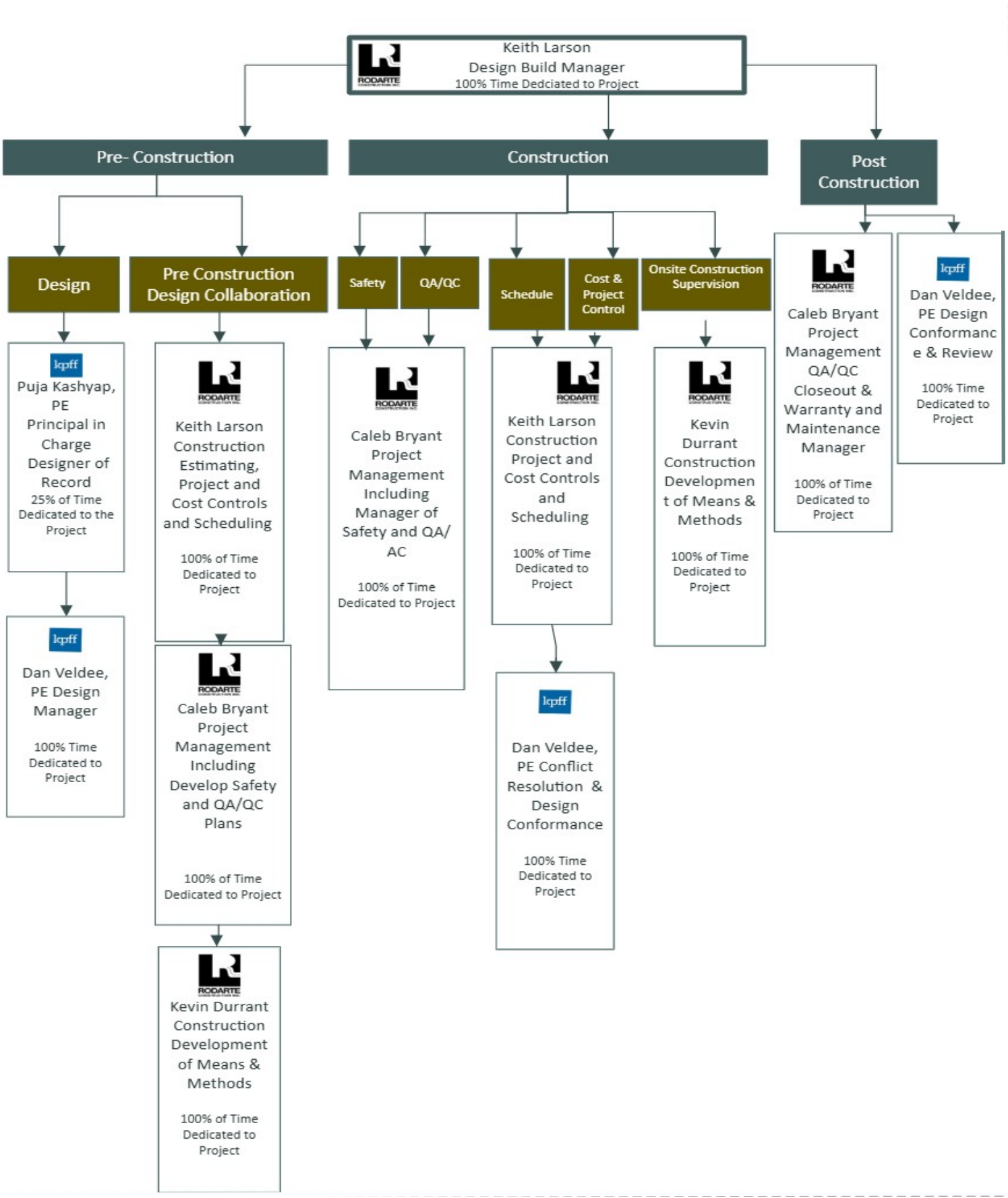
Keith Larson

Rodarte Construction, Inc.

B. Technical Competence and Management Qualifications

B.1 Organization Chart

The Rodarte Organizational Structure, roles and responsibilities are purposefully limited to Key Personnel who have worked together and delivered on a similar project. We offer this organization structure to the Owner to have a single point of contact and a streamlined Design and Construction Team that will be lean, efficient, and collaborative.



B.2 Narrative Regarding the Design Build Team

= Design Excellence

= Exceeds Project Goals (Quality, GMP, Success PDB)

B.2.a Describe Benefits of Team Structure and the Benefits Each Team Member Provides the Project

Goal: Execute a Successful PDB

The Rodarte team benefits greatly from the experience Keith, Caleb, and Kevin have with one another from previous projects, working together from the earliest stages of cost development and preconstruction through to project closeout, maintenance, and warranty periods. Kevin is the driving force behind the completion of the project, and will be on-site working in an efficient manner, while ensuring the construction is held to the highest quality and safety standards. Project costs and scheduling will be primarily Keith's responsibility to ensure the owner has one point of contact for these critical project goals. Caleb will work with both Keith, Dan, and Kevin to ensure safety and quality control plans are adhered to. His attention to detail and concern for the intricacies of the project will allow operations to continue with minimal interruption.

Goal: Design Excellence

Keith will be providing expertise in managing the team in a way that ensures the larger goals of the Owner are being met and exceeded through frequent collaboration with the stakeholders. His ability to communicate these ideas to the rest of the team will prove invaluable. He will be tasked with the overall management of the Design Build Team which aligns perfectly with his past experience as VP of Civil Construction for a large multinational engineering firm that performed primarily design build projects. Dan is responsible for the design of the project, and has demonstrated an ability to accommodate unknown utilities and circumstances. His skill in integrative and progressive design ensures that the Owner's goals are a priority. As Designer of Record, Puja oversees the engineering process while lending a vast catalogue of experience in campus infrastructure design.

B.2.b Identify How the Design and Construction Resources of Your Team will Be Integrated into a Cohesive PDB

Goal: Execute a Successful PDB * Design Excellence

Management Strategy, Internal Communication Protocols, Coordination tools, and Planning Efforts: The Rodarte Design-Build Team will implement a management strategy for Design-Build construction that has been utilized to deliver a complex Design-Build heavy civil infrastructure project in the past. Rodarte utilized an internal method called the P3 Method, meaning we Prioritize, Plan, then Perform all major tasks to deliver the project. Prioritizing is a method where resources of time, people and tools are allocated to the project elements that drive results. In this case we would prioritize Design Build Excellence, the factors that drive the delivery of a successful design build project to the owner, maximizing the scope of work within the GMP, and prioritizing safety and quality overall we do. Planning involves keeping the project goals of the owner at the forefront, the process of which involves setting actionable tasks to achieve the owners' goals as prioritized. Performing is executing on these plans on a daily, weekly and monthly basis with accountability reporting in schedule, cost, budget, quality and safety. This holistic approach has delivered prior Design-Build projects on time and under budget all the while achieving design and project excellence.

B.2 Narrative Regarding the Desing Build Team

= Design Excellence

= Exceeds Project Goals (Quality, GMP, Success PDB)

B.2.c Describe Team's Past Performance In Working Together

Goal: Execute a Successful PDB * Design Excellence

The Rodarte/KPFF team is able to work together in a way that places value on the concepts of open communication and decisive action. While working with the DES at Highline College, the design team's commitment to quick turnarounds allowed the unforeseen utilities encountered to be quickly accounted for, with the construction team providing solutions while still maintaining the schedule and safety integrity of the project. These issues were dealt with in stride, allowing other phases of the project to continue while the problem was solved. The communication between the teams of both Rodarte and KPFF was fostered by an understanding of the roles of each team member, which clearly delineated the requirements of both the design and construction teams. As issues arose, they were discussed with college operations, options provided, then delivered to KPFF who provided design solutions. The particulars were punctually delivered to KPFF, who then provided design solutions to be executed by Rodarte. This history of collaboration among the team will allow the specific goals of this project to be met and exceeded, as shown through previous endeavors.

C. Demonstrated Experience of Successful Projects of Similar Scope and Complexity

C.1 Team's Past Performance in Successfully Managing Design Build

= Design Excellence

= Exceeds Project Goals (Quality, GMP, Success PDB)

WSDOT SR 9 Roundabout– Design Build | Rodarte Construction Design Builder

Goals Met: Execute a Successful PDB

Goals Met: Design Excellence

Our team has consistently demonstrated exceptional capability in managing Design-Build and other integrated delivery model projects that require efficient coordination and communication among diverse teams, including design consultants, specialty subcontractors, and trade contractors. A prime example is the WSDOT SR9 project, which involved extensive roadway expansions and the construction of a multilane roundabout on SR9. During the project, we encountered an oversight in the design that would have required an additional depth of pavement, leading to increased costs and extended project timelines. However, Rodarte worked collaboratively with the project team to address and resolve these design issues, implementing a no-cost change to keep the project on track and within budget. To ensure seamless execution, our team organized regular meetings with the Engineer and Owner's representatives. This approach facilitated transparent communication, timely decision-making, and kept all parties informed of progress. By fostering a collaborative environment and engaging all relevant stakeholders, including engineers, subcontractors, and utility companies, we were able to identify and resolve these unforeseen conditions without escalating them to disputes.

Highline College Campus Utility Replacement —Design, Bid, Build—Submitted Due to Similarity To Pierce College Project

Goals Met: Execute a Successful PDB, Quality, Safety

Goal: Design Excellence

Another notable project is the Highline Campus infrastructure project, a project that almost mirrors this Pierce College Fort Steilacoom project, that required the integration of various design and construction disciplines for infrastructure development and modernization. Throughout this project, we constantly faced the issue of encountering unknown underground utilities. These hidden utilities posed significant challenges and had the potential to cause delays and additional costs. However, our team tackled this issue head-on by working collaboratively with all project stakeholders. We held regular, structured meetings with the Engineer and Owner's representatives to ensure alignment with project goals and to address any emerging issues promptly. By engaging all parties early in the process, we were able to assess the issues and work collaboratively to find a resolution. This proactive approach allowed us to develop effective solutions and mitigate risks, ensuring that the project continued smoothly and without significant disruptions.

C.1 Team's Past Performance in Successfully Managing Design Build

Design Excellence

= Exceeds Project Goals (Quality, GMP, Success PDB)

Kitsap County Utility Division– Emergency Contract Design Build— Combined Projects Due to Similar Scope Keyport Lemolo Keyport Siphon | Sewage Pump Station 24 | Regional WWTP Digester

Goals Met: Execute a Successful PDB

Goals Met: Design Excellence

The Rodarte Team of Keith, Kevin and Caleb have successfully complete several emergency design build contracts with the utility division of Kitsap County. These projects highlights our ability to manage rapid response and quick turnaround projects critical to community infrastructure. Given the urgent nature of these projects, we maintained constant communication with the Engineer and Owner's representatives through daily updates and frequent site visits. This strategy ensured smooth operations and timely completion of tasks. This project presented issues that required at times immediate resolution due to the nature of the emergency work. We were able to mitigate these issues effectively, ensuring that project timelines were met without compromising safety or quality. Our team has previously completed projects that integrated various aspects of the Design-Build Delivery Method, including much of our work with Kitsap County performing emergency infrastructure repairs and replacements. Many phases of these projects were designed while construction was in progress, requiring our crews to sequence their work in a manner that allowed for completion of priority tasks while preparing to commence others. Due to the emergency nature of this work, it was imperative that operational viability was maintained for all existing infrastructure throughout the entirety of the process. The Rodarte team collaborated with the County engineers to facilitate this. Testing was necessary at the completion of each phase to ensure that performance requirements were met, and the utilization of specialty subcontractors allowed for this to take place. When appropriate, change orders were submitted so that the construction process could continue at maximum efficiency. Our method of collaboration with the owner's representatives through each phase of the Design-Build process allowed for implementation of our sequencing strategies, and ensured the execution of the construction process.

C.2.a Profile 3 Completed Design Build Projects of Similar Scope and Complexity

Project No. 1 Highline College Campus Utility Replacement —Design, Bid, Build—Submitted Due to Similarity To Pierce College Project

Scope Elements Similar to Pierce College Project:

- **Worked with DES to improve infrastructure on campus**
- **Complex design implementation**
- **Unknown utility location & Quick Resolution**
- **Collaboration with Owner representatives**
- **Sustainable Measures in Lean Construction and Recycled & Reused Materials**

Description of Work and Services Provided: This project, much like that on the Pierce College Fort Steilacoom campus, involved replacing and installing infrastructure in a manner compatible with existing utilities. This was achieved proficiently through open communication with the Owner's representatives, allowing our team to understand and fulfill project goals. Through the efforts of both the design and construction crews, unforeseen circumstances were able to be dealt with efficiently and allowed for regular campus operations to continue uninterrupted.

Team Use of Collaborative & Innovative Construction Techniques: On the storm and sewer utility project at Highline College, the collaboration between Keith Larson, Kevin Durrant, Caleb Bryant, and Dan Veldee was integral to the project's success, especially when faced with unexpected challenges such as unknown existing utilities. The team worked seamlessly together, drawing on their diverse skills and experience to tackle each obstacle methodically and efficiently. Keith was instrumental in maintaining clear communication between the client, the contractors, and the team on-site. His ability to anticipate challenges and his proactive problem-solving skills kept the project moving forward despite the unknowns. When unexpected utilities were encountered, Keith ensured that there was quick coordination between all parties to assess the situation, communicate necessary changes, and update schedules without disrupting the overall project timeline.

Design Excellence: Engineer Dan Veldee played a critical role in the project's success by helping facilitate quick turnarounds on designs when previously unknown utilities were discovered. His expertise in addressing these unexpected findings allowed for the creation of new design solutions that kept the project on track. Dan worked closely with the project team to revise plans swiftly, ensuring minimal delays and that all necessary adjustments were made to accommodate the unforeseen circumstances.

C.2.a Profile 3 Completed Design Build Projects of Similar Scope and Complexity

Project No. 1 (continued) Highline College Campus Utility Replacement —Design, Bid, Build— Submitted Due to Similarity To Pierce College Project

Sustainability Measures to Meet Owners' Goals: Caleb Bryant played a key role in supporting both Keith and Kevin in keeping track of logistics and materials ensuring no waste demonstrating one of the key tenants of lean construction. One major issue that was encountered on this project in which the entire team demonstrated sustainable measures was when the Team encountered over 475 tons of buried concrete rubble in which most of this was recycled. Additionally, the Owner, Design Team and Rodarte used existing material to backfill trenches when we were able to not only save costs to the owner but eliminated the need for trucking and carbon emissions on over the road diesel dump trucks. Sustainable practices are ensured in our attention in detail so that no aspect of the project was overlooked.

Increase Safety: Together, the team managed to control pedestrian traffic efficiently by setting up clear pathways and safety barriers around work zones. They maintained a strong focus on site safety by enforcing strict safety standards, ensuring that pedestrians could safely navigate around the campus while the crews continued their work. Communication with Owner representatives allowed us to ensure the campus maintained ADA compliance throughout the construction process. Through effective planning and communication, they were able to minimize disruptions to the college community while prioritizing the safety of both workers and pedestrians.

Enhance Communication & Collaboration: Ultimately, the success of the project was a testament to the teamwork, adaptability, and leadership of Keith, Kevin, Caleb, and Dan. Their ability to stay organized and work collaboratively under pressure ensured the storm and sewer utility project was completed successfully, even in the face of unexpected challenges. This was demonstrated in this project which had numerous unforeseen underground issues which were encountered but the team moved forward, working at times in five separate areas of the project without disruption to the campus which had classes in session. All the while this project team delivered this project in less than half the time of the original contract.

C.2.a Profile 3 Completed Design Build Projects of Similar Scope and Complexity

Project Profile No. 2—Combined Kitsap County Projects |Kitsap County Keyport-Lemolo – Keyport Siphon | Sewage Pump Station 24 | Kitsap Regional WWTP Digester

Scope Elements Similar to Pierce College Project

- **Integrated Design Build**
- **Rodarte Civil Construction Contractor Worked Closely with Engineer**
- **Construction Started Before Completion of Project**
- **Underground Utilities**
- **Unknown/Aged Existing Utilities**
- **Rodarte Delivered Full Scope of Contract Under Guaranteed Maximum Price**

Description of work and services provided: In these projects, Rodarte worked closely with Kitsap County engineers to perform a series of infrastructure improvements, replacements, and installments. These were emergency Design-Build contracts with the utilities department and, as such, it was imperative that operational viability was maintained and that projects were completed quickly and to the highest standards. Our team was able to complete these goals while staying under the GMP.

Team Use of Collaborative and Innovative Construction Techniques: The Rodarte team involving Keith, Kevin, and Caleb, together with the Kitsap County engineers, understood the vital nature of the project and ensured that communication amongst the parties was paramount. With Keith as the point of contact and Caleb in charge of conveying the needs of the crews to the Project Executive and vice versa, the necessary tasks were performed in accordance with the goals of the owner. Keith, the Project Executive, was tasked with communicating with all stakeholders in this project including the owner, engineers, contractor, and subcontractors, and therefore certifying that each aspect of the project was progressing. His propensity for open collaboration allowed for quick turnarounds in key phases, and ensured the desires of the owner were known to those involved on the Rodarte team. As a result, the crews were able to continue work on time and under budget despite unforeseen circumstances.

Design Excellence: Through frequent meetings, among other forms of communication, our team was able to work with that of Kitsap County to put their designs into action. A part of Design Excellence is ensuring that the designs are practicable, and this collaboration between the two parties allowed this to take effect. The integrated nature of the project ensured that while certain phases were still being developed, others were being executed.

Sustainability Measures to Meet Owner's Goals: During certain phases it was necessary for the team to develop sustainability safeguards to ensure no construction or human waste entered Puget Sound. This involved working around tidal fluctuations so that no damage was done to the thriving ecosystem, and was a vital aspect of the project. Due to the nature of the work, efficiency was a priority. Being that the scope involved infrastructure necessary to those in the area, it was at times expedient to bring in specialized equipment to perform certain tasks, such as pump removal and replacement. When appropriate, Rodarte is willing to take actions such as these to ensure that the project progresses on schedule, while also staying under the GMP.

Enhance Communication and Collaboration: The Rodarte team gained valuable experience regarding the Design-Build process, from integration to best practices. The manner in which Design Excellence was achieved to exceed the goals of the owner was only possible through the collaboration and cooperation of all team members.

Safety: The wellbeing of those involved in this project, be they a member of the construction crew or of the public was, as in all projects, a priority for our team. When necessary daily safety meetings were employed. Caleb ensured that the crew understood the requirements for a safe site and work environment, and Kevin was able to take action to make this a possibility.

C.2.a Profile 3 Completed Design Build Projects of Similar Scope and Complexity

Project Profile No. 3—Combined Asbestos Removal Projects |Minter Creek Fish Hatchery | Tacoma Blvd Water Replacement

Scope Elements Similar to Pierce College Project

- **Rodarte Civil Construction Contractor Worked Closely with Engineer**
- **Underground Utilities**
- **Unknown/Aged Existing Utilities**
- **Protection of Critical Utility Infrastructure**
- **Collaboration with Owner to Continue Moving Work Forward When Unforeseen Conditions were Encountered**

Description of Work and Services Provided: The Rodarte team has demonstrated exceptional expertise in managing complex projects involving the removal of asbestos pipes, particularly on the Minter Creek and Tacoma Blvd projects. These projects employed all facets of the process of the removal and disposal of aged asbestos infrastructure, which several members of our construction crew have received OSHA training for. Our team's ability to conform to stringent environmental requirements and our commitment to safety, sustainability, and collaboration have been key to our success.

Team Use of Collaborative and Innovative Construction Techniques: Our team's collaborative approach was instrumental in the successful execution of these projects. We worked closely with design consultants, environmental specialists, and regulatory agencies to develop and implement effective removal plans. Our commitment to Design Excellence ensured that all project components were meticulously planned and executed, minimizing disruptions, and ensuring compliance with all regulatory requirements.

Design Excellence: As unforeseen issues arose on this project, our prompt communication with design personnel allowed viable solutions to be proposed. These were executed in an efficient manner by the construction crew, and work was able to progress in accordance with the project schedule. Design Excellence is implemented through quality construction processes, and our relationship with the engineers fostered this quality.

Sustainability Measures to Meet Owner's Goals: Sustainability is a core value at Rodarte Construction. On the Minter Creek and Tacoma Blvd projects, we employed innovative methods to reduce waste and minimize our environmental footprint. This included recycling materials where possible and using environmentally friendly disposal methods for asbestos waste. Our focus on sustainability extended to the overall project design, incorporating energy-efficient practices and materials to enhance the long-term environmental performance of the infrastructure.

Enhance Communication and Collaboration: Effective communication and collaboration were critical to the success of these projects. The Rodarte team organized regular meetings with all stakeholders, including engineers, subcontractors, and regulatory agencies, to ensure that everyone was informed and aligned with project goals. This transparent communication facilitated timely decision-making and allowed us to address any issues promptly, preventing delays and ensuring smooth project progression.

Commitment to Safety: Safety is paramount in all Rodarte Construction projects. Our team implemented comprehensive safety plans tailored to the specific challenges of asbestos removal. This included extensive training for all personnel on the hazards of asbestos and the proper procedures for its removal and disposal. Our proactive approach to safety ensured that all team members were equipped to handle the complexities of the project while maintaining the highest standards of health and safety.

D. Design Management and Design Excellence

D. Design Management and Design Excellence

D.1 Describe Design Builders Past Performance in Managing Design Process and Collaborating with Owners' Representatives

Our approach to progressive design-build (PDB) projects is based on collaboration, innovation, and technical excellence. We work closely with owners, design professionals, trade partners and public stakeholders emphasizing seamless collaboration among all team members to ensure a successful project. We value open communication and big ideas during the project definition phase as critical to the successful delivery, and we integrate permitting agencies into the design process for optimal speed, efficiency, and project outcomes.

Addressing design excellence is the recognition that the best designs are in collaboration between the Builder, Designer and Owner to achieve a project that meets the desired program within an agreed budget and schedule.

The Highline College infrastructure repair project covered a very similar scope to this project, including significant replacement of existing campus infrastructure that was beyond its useful life. The project was completed by Rodarte Construction and designed by KPFF. The Highline College project had multiple challenges that were overcome to provide a quality finished product for the College.

Challenges encountered during the project include:

- The overall project schedule required fast tracking design to have the project bid and constructed prior to the end of the State biennium. KPFF found ways to reduce the overall design schedule by performing the survey work while simultaneously performing the evaluation study. KPFF worked to align the survey completion date with the study completion which allowed us to verify the accuracy of the study while also saving valuable time in the overall project schedule.
- During construction there were instances where undocumented utilities were found during installation that required close coordination between Rodarte, KPFF, and the ownership team to determine how the design would be modified. These instances were resolved by scheduling site visits and virtual meetings to close out issues efficiently and maintain steady construction progress.
- The project occurred throughout the Fall and Winter Quarter at Highline College, and required re-routes of pedestrian walkways and parking lot traffic that required constant attention. Rodarte communicated closure areas and timing early to ensure Highline College Campus facilities and security staff were aware of the forthcoming impacts.

D. Design Management and Design Excellence

D.2 Describe instances where the Team has achieved Design Excellence for previous owners on Projects of Similar Scope and Complexity.

During our work on the above-mentioned Highline College Infrastructure Repair Project, which was administered as a low bid project by Washington State DES, the plan set and overall bid documents were complimented by multiple prospective bidders during the pre-bid walkthrough for the clarity with which they communicated the scope and the delineation of bid alternate work. Highline College received 11 separate bids for the project, including multiple bids grouped around the same low value indicating contractors were easily able to comprehend the plans and bid them accurately. Our experience compiling quality construction documents for a similar scope will help facilitate similar success on this project through expedited jurisdictional review times and easy communication of the scope between different stakeholders.

KPFF has completed numerous DES projects for Bellevue College over the past decade. These projects often include paving activities and utility upgrades in the campus parking lots and roadways. During these projects KPFF has excelled at communicating early with the local jurisdiction to ensure permit submittals align exactly with what the city requires. The City of Bellevue website lists an anticipated permit timeline (from review to approval) of over 60 weeks for the permit type required. KPFF has received permit approval in less than 20 weeks for each permit submitted in the last 5 years for Bellevue College. This early communication tightens the overall project schedule and reduces the impact that permits have on the overall project budget.

D.3 Describe the tools and resources used by the Team for design services, including a description of the specialized software (such as Building Information Modeling, Geographic Information System, or Computer Aided Design) or processes the Team would utilize for this Project.

KPFF will utilize the following tools for the delivery of this project:

- Design and Drafting: **Autodesk Civil 3D 2023**
- Plans/Documents/RFI Communication Tool: **Bluebeam**
- Plan Review Platform: **Bluebeam Studio**
- Water Modeling: **Bentley WaterGEMS**
- Information Online Tools: **Campus or City GIS, Google Maps and Google Earth**
- Presentations: **Microsoft Power Point**

KPFF will utilize the appropriate tools listed above to develop and communicate our design to the project stakeholders. Autodesk Civil 3D is the heavy lifter as we use this program to both design and draft the construction documents. This program also allows us to size gravity pipes and develop 3D models for clash detection.

Bluebeam is also a very useful tool to share our design documents electronically to all stakeholders in PDF format. The PDF format allows us to digitally sign our plans for transmission the permitting authorities. In addition, Bluebeam Studio is an excellent platform for stakeholder review of the plans and specifications. In Bluebeam Studio, those selected to provide review comments can provide their comments on a singular online document so that all can see each other's comments live on the plans and summarized in letter format. Bluebeam is also our preferred tool to communicate design concepts and generate/respond to construction RFI's. We use GIS data, Google Maps and Google Earth tools to clarify existing conditions that require scrutiny to the project topographic and utility survey.

E. Project Controls

E. Project Controls

E.1-4 Kitsap County Lemolo – Keyport Siphon

Rodarte Construction's work with Kitsap County Sewer Department on the design-build project for replacing valves on the Lemolo to Keyport Siphon in the tidal zone demonstrates the company's strong track record in managing complex, time-sensitive projects. The following details outline Rodarte's performance on this project, particularly focusing on the integration of progressive design-build processes, budget management, and safety controls.

Team's Past Performance with Progressive Design-Build and Project Budget Management: Rodarte Construction has experience with Progressive Design-Build and other integrated project delivery methods. Our team is adept at collaboratively developing Guaranteed Maximum Prices (GMP) and flexible scopes within a fixed GMP, which was key for this project. By working closely with Kitsap County Sewer Department, Rodarte was able to adapt to the dynamic nature of the project while maintaining cost-effectiveness. Their approach ensures that changes or unforeseen issues are addressed promptly, maintaining both project timelines and budgets.

Estimating and Cost Monitoring: Rodarte's estimating and cost monitoring processes were central to keeping the Lemolo to Keyport Siphon valve replacement project on track. Through regular, transparent cost reporting, the team provided Kitsap County Sewer Department with substantive and meaningful information about the budget, ensuring that the owner had clear visibility into project expenditures. This approach allowed the owner to make informed decisions and address any potential cost concerns early, minimizing risks of budget overruns. Regular cost reviews were conducted to identify any discrepancies between estimates and actual costs, facilitating proactive management of project finances.

Problem Resolution: Despite the tight timelines and challenging conditions of working within a tidal zone, Rodarte's team navigated several unexpected issues, including delays caused by fluctuating tidal conditions and challenges in sourcing certain materials. By maintaining open lines of communication with the Kitsap County Sewer Department, Rodarte was able to propose creative solutions to mitigate these delays. For instance, they adjusted the work schedule to maximize work during periods of lower tides and collaborated with suppliers to expedite material deliveries. Additionally, the project team used their knowledge of similar projects to develop contingency plans and adapt quickly to evolving conditions.

Safety Controls: Safety was a top priority throughout the Lemolo to Keyport Siphon valve replacement project, especially given the complex tidal zone environment, deep excavations, and existing condition restraints. Rodarte Construction implemented a comprehensive safety plan that included rigorous pre-job briefings, daily safety meeting, and ongoing risk assessments. Given the challenges of working in a tidal zone, the team developed specific protocols for working in fluctuating water levels and adverse weather conditions.

In summary, Rodarte Construction's approach to the Lemolo to Keyport Siphon valve replacement project exemplifies their ability to manage complex, high-pressure projects with strong collaboration, meticulous cost management, and a steadfast commitment to safety. Their proactive problem-solving and effective integration of design-build processes ensured the project's success under tight time constraints.

E. Project Controls

E.1-4 Kitsap County Pump Station 24

Rodarte Construction worked closely with Kitsap County Sewer Department on the progressive design-build project for the Kitsap County Sewer Pump Station 24 Emergency Repairs. This project involved replacing three pumps under bypass conditions, removing the existing pumps and pedestals, and retrofitting the suction and discharge piping systems. The work began in July and needed to be completed before the late fall wet season increased flows that would make the repairs impractical. Below is an outline of how Rodarte addressed key aspects of this project, including budget management, estimating, problem resolution, and safety.

Team's Experience with Progressive Design-Build and Budget Management: Rodarte's team has extensive experience in bypass pumping and mechanical systems. We integrated the needed design elements to replace the three pumps, their associated suction and discharge lines with the facility in operation. We used integrated detailed construction planning along with County staff to phase the demolition and rebuilding of each pump system until the pump station was fully operational.

Estimating and Cost Monitoring: The contract was T&M with a GPM. We provided detailed cost estimates along with allowances. Also, identified risks associated with specific material and manufacturer selections. This allowed us to confidently come up with a budget the team felt covered the needs and goals of the project. The actual costs were monitored monthly and projected costs provided for the team's understanding of the progress.

Problem Resolution: During the project, several challenges arose, particularly related to the complexity of working under bypass conditions while maintaining the operation of the pump station. One major issue was the difficulty in removing the existing pumps and pedestals due to the age and corrosion of the equipment, which made disassembly more challenging than initially anticipated. To resolve this, Rodarte worked closely with the owner and subcontractors to develop alternative methods for pump removal, including custom tools and additional labor to expedite the process. The team also encountered unforeseen issues with the retrofitting of the suction and discharge piping, but quick collaboration with engineers and suppliers led to a revised plan that allowed for modifications without affecting the project timeline. These proactive solutions helped keep the project on track and prevented delays to the critical infrastructure.

Approach to Controlling Safety: Safety was a top priority for Rodarte Construction, especially given the hazardous nature of working in an active pump station. The team implemented a rigorous safety plan to address potential risks associated with confined spaces, high-voltage equipment, and working under bypass conditions. Daily safety briefings and pre-task hazard assessments were conducted to ensure that all workers were informed of the specific risks involved each day. Rodarte also ensured that all safety equipment, including proper fall protection and personal protective equipment (PPE), was used consistently throughout the project. The team worked closely with Kitsap County Sewer Department's safety officers to ensure compliance with both OSHA standards and the unique requirements of the pump station environment. The focus on proactive safety measures contributed to a smooth and incident-free project.

In conclusion, Rodarte Construction's successful execution of the Kitsap County Sewer Pump Station 24 Emergency Repairs project was due to their expertise in progressive design-build delivery, meticulous budget management, effective problem-solving, and unwavering commitment to safety. By working collaboratively with the Kitsap County Sewer De-

F. Design Build Construction Experience

F. Design Build Construction Experience

F.1 Team's Past Performance with Design-Build Delivery Method on Projects of Similar Scope and Complexity

Rodarte Construction has a proven track record of successfully managing Design-Build projects of similar scope and complexity. Our team has previously completed projects that integrated various aspects of the Design-Build Delivery Method, including much of our work with Kitsap County performing emergency infrastructure repairs and replacements. Many phases of these projects were designed while construction was in progress, requiring our crews to sequence their work in a manner that allowed for completion of priority tasks while preparing to commence others. Due to the emergency nature of this work, it was imperative that operational viability was maintained for all existing infrastructure throughout the entirety of the process. The Rodarte team collaborated with the County engineers to facilitate this. Testing was necessary at the completion of each phase to ensure that performance requirements were met, and the utilization of specialty subcontractors allowed for this to take place. When appropriate, change orders were submitted so that the construction process could continue at maximum efficiency. Our method of collaboration with the owner's representatives through each phase of the Design-Build process allowed for implementation of our sequencing strategies and ensured the execution of the construction process.

During the WSDOT SR9 project, we encountered several challenges, including an oversight in the design that required an additional depth of pavement, leading to potential increased costs and extended timelines. To address this, Rodarte worked collaboratively with the project team to resolve the design issues, implementing a no-cost change to keep the project on track and within budget. Additionally, we faced the presence of unknown underground utilities. By fostering a collaborative environment and engaging all relevant stakeholders, including engineers, subcontractors, and utility companies, we were able to identify and resolve these unforeseen conditions without escalating them to disputes.

F.2.a. Teams Approach of Working Collaboratively through the Design Process and into Construction

Rodarte Construction emphasizes a collaborative approach throughout the design and construction phases. We organize regular meetings with all stakeholders, including design consultants, specialty subcontractors, and trade contractors, to ensure transparent communication and timely decision-making. This approach facilitates the seamless integration of design and construction activities, allowing us to address any issues promptly and keep the project on schedule.

F.1.b. Utilizing Means and Methods and/or Sequencing Construction Activities to Maximize Efficiency and Minimize Impact on the Owner

Our team employs innovative means and methods to maximize efficiency and minimize the impact on the owner. This includes:

- **Efficient Sequencing:** We carefully plan and sequence construction activities to optimize workflow and reduce downtime. By coordinating tasks and resources effectively, we ensure that each phase of the project progresses smoothly.
- **Minimizing Disruptions**: We implement strategies to minimize disruptions to the owner's operations and the surrounding community. This includes scheduling work during off-peak hours, using noise-reducing equipment, and maintaining clear communication with all stakeholders.
- **Sustainability Practices**: We incorporate sustainable practices into our construction methods, such as recycling materials, reducing waste, and using environmentally friendly products. This not only benefits the environment but also enhances the long-term performance of the infrastructure.
- **Safety Protocols**: Safety is a top priority in all our projects, at Rodarte Construction we are truly a family business and, as such, safety is paramount to our success. We develop comprehensive safety plans tailored to the specific challenges of each project, ensuring that all team members are trained and equipped to maintain a safe working environment.

c. Assessing Whether the Design-Builder Has Achieved Performance Requirements

Rodarte Construction employs rigorous assessment methods to ensure that performance requirements are met. This includes regular inspections, quality control checks, stage gates at several milestones in the project as well as performance evaluations throughout the project lifecycle. We use Key Performance Indicators (KPIs) to measure progress and ensure that all project goals are achieved to the highest standards.

d. Change Orders

Our team is adept at managing change orders efficiently to minimize disruptions and maintain project momentum. We have a structured process for evaluating and approving change orders, ensuring that any modifications are necessary and beneficial to the project. By maintaining clear communication with all stakeholders, we ensure that change orders are handled transparently and effectively.

e. Configuration, Commissioning, and Testing Projects of Similar Scope and Complexity

Rodarte has extensive experience in the configuration, commissioning, and testing of complex projects. We follow a systematic approach to ensure that all systems and components are configured correctly and operate as intended. Our commissioning process includes thorough testing and validation to confirm that all performance criteria are met. This ensures that the final deliverable is fully functional and meets the client's expectations.

Rodarte Construction's experience with the Design-Build delivery method, combined with our collaborative approach and commitment to efficiency, sustainability, and rigorous performance assessment, ensures the successful execution of complex projects while minimizing impact on the owner.

G. Attachments to the SOQ

G.1 Resumes of Key Team Members

Keith Larson
Rodarte Construction
Construction Executive

Throughout a career in the industry spanning nearly 30 years, the past 3 of which have been with Rodarte, Keith has demonstrated his talents as a skilled leader, dynamic manager, and a decorated paragon of contracting done the right way. As a Heavy Civil VP for a major international Design-Build firm, he oversaw $300 million of work a year in projects involving wind farms, solar panel installations, and other large civil construction work. In his time with Rodarte, his efforts on the Riverbend Levee Setback and Floodplain Restoration project earned accolades in the form of an award given by the NW Construction Consumer Council for the Best Public Project Under $10 Million. He received a BS in Construction Management from Central Washington University and has been certified to perform contracting work in 9 states, along with a NASCLA certification. His experience and expert knowledge have proven a boon for each project of which he has been a part and will continue to be so in the future.

Proposed Role: Keith will serve as the Project Executive, overseeing operations on the campus and facilitating all proposed aspects of the Design-Build process. He will be the main point of contact with the Owner and all subcontractors, ensuring the project is delivered in accordance with the stated goals and procedures.

Employer and Years at Firm
- Rodarte Construction 3 Years
- Swaggart Brothers 7 Years
- Willam Charles West 6 Years
- Apollo, Inc 13 Years

Education
- BS in Construction Management, Central Washington University 1996

Licenses/Certifications
- State of Oregon Construction Contractors Board-Competent Person
- State of Idaho Division of Building Safety Public Works Contractors License Competent Person
- California State License Board—Contractor Competent Person-Expired
- State of South Carolina Contractors License Competent Person-Expired

References
- Zach Lambert| Highline College | Facilities & Capital Projects Manager | (206) 787-3262 | zlambert@highline.edu
- Nick Martin | Kitsap County Sewer Department | Sewer Utility Division Manager | (360) 271-1427 | NMartin@kitsap.gov

Relevant Experience & Roles and Responsibilities

Highline College Storm Drain and Sanitary Sewer Repair, Des Moines, WA
Highline College-2.6 million- Department of Enterprise Services-Replacement of existing storm and sewer systems, Coordination with College and project representatives, Management of Subcontractors, Installation of 300 LF of Sewer by Horizontal Directional Drilling Methods, Sewer and Storm Bypass, Road grading, Coordination and assisting of redesign of plans due to existing utility conflict-Coordination or pedestrian and vehicular traffic control.

Bangor Keyport Force Main Replacement Construction Executive Kitsap County Poulsbo, WA
Bangor Keyport Force main Replacement-18.6 million-Kitsap County- Installation of approximately 30,100 feet of HDPE sewer force main pipe, sewer connections, misc. sewer pipeline improvements, new flow meter vault, 96-inch diameter discharge manhole, flow meter replacement, electrical and control system, wet well coating, flushing, restoration.

Mintor Creek Hatchery Gig Harbor, WA
Minor Creek Hatchery – 6.4 million- Washington Department of Fish and Wildlife – This project, the Rodarte team worked with the Washington Department of Fish and Wildlife (WDFW) to replace a large water diversion pipe for an active fish hatchery. Working with the hatchery team to ensure the active hatchery stays in working order. The existing infrastructure was asbestos pipe and aged and required our crew to complete Asbestos Awareness Training. The removal of existing utilities and the installation of the new water pipe was completed, while the fish hatchery was able to maintain daily operations. Rodarte crews demoed and installed new water intake system.

Dan Veldee, PE
KPFF Consulting Engineers
Civil Project Manager

Dan has extensive experience with public clients and has completed numerous projects on college and corporate campuses around Washington state as a designer and as a prime consultant. His experience includes project types that range from pre-designs and studies through construction documents and as-builts for utility infrastructure, building, and site-related projects. Dan has extensive experience in utility layout and coordination and enjoys summarizing complex conditions in a way that can be easily shared, understood, and discussed with a wider audience. Dan thrives on working through complex design and construction issues and enjoys evaluating alternative scenarios to ensure the chosen option aligns with the project goals. Dan has worked on Washington State Department of Enterprise Services projects for the past eight years and is very familiar with the process that accompanies a DES project.

Proposed Role: As the Civil Project Manager, Dan will be responsible for the Fort Steilacoom Campus's utility infrastructure replacement civil design. Dan will be involved in all project meetings throughout design and construction and will be the point of contact for the KPFF design team throughout the project. Dan will prioritize communication and collaboration between the design-build team, ownership team, and the local jurisdictions to ensure a well-coordinated design.

Employer and Years at Firm
- KPFF Consulting Engineers for 8 years

Education
- Bachelor of Science, Civil Engineering, Oregon State University, 2016

Licenses/Certifications
- Professional Engineer: Washington (#20122714)

References
- Barry Holldorf | Highline College | Director of Facilities & Operations | (206) 592-3793 | bholldorf@highline.edu
- Jesse Walt, AIA, LEED AP BD+C | Integrus Architecture| Associate Principal Architect | (503) 449-2896 | jwalt@integrusarch.com

Relevant Experience & Roles and Responsibilities

Highline College Storm Drain and Sanitary Sewer Repair, Des Moines, WA
KPFF provided engineering services to study the condition of every storm drain and sewer pipe on the 80-acre Highline College Campus. This included surveying the campus to determine existing conditions, summarizing the data to determine available pipe capacity, and providing recommendations based on anticipated service level for each pipe. After this study, KPFF prepared construction documents to replace four unique sections of campus storm drain and sewer mains that were identified by the study as the highest priority for repair. This included a 300 linear foot sewer directional bore and over 2,000 linear feet of open trench storm drain replacement through an active campus.

Tosh Road Directional Bore, Redmond, WA
KPFF provided civil engineering services for the design, permitting, and construction of a 760-foot-long sewer main which was directionally bored within a city of Redmond right-of-way. This project had unique challenges due to preexisting utility congestion which required the sewer main to be installed with a curved section using a horizontal directional drill boring machine. This was thoroughly coordinated with City stakeholders and the development team to ensure a successful installation.

Confidential Client, Industrial Campuses, OR
KPFF worked with a confidential client to provide civil engineering and planning services to their various industrial campuses throughout Oregon state. KPFF has completed design for 6 new campuses. The campuses ranged from 80 acres to over 200 acres. Civil scope included site layout, grading, drainage, utilities, and security elements.

1601 Fifth Avenue, Suite 1600 Seattle, WA 98101 206.622.5822 kpff.com

Puja Kashyap, PE
KPFF Consulting Engineers
Civil Principal-in-Charge

Puja has 25 years of civil engineering experience in the Pacific Northwest, including 18 years of consistent work with higher education institutions. Through early work as both a subconsultant and prime consultant, Puja realized she was most fulfilled by projects and teams that encourage collaboration between design and build partners. By developing and nurturing relationships with like-minded industry professionals, she has carved a path into the world of integrated/progressive design-build, where her strengths are highly valued. She and her teams leverage her strategic thinking to focus on understanding a project's end goals early and formulating a well-informed plan to meet them. Where others see challenges, Puja sees opportunities for out-of-the-box thinking to achieve creative solutions.

Proposed Role: As the Civil Principal-in-Charge, Puja will be responsible for oversight and quality control of the Fort Steilacoom Campus's utility infrastructure replacement project. She will provide overall principal leadership ensuring our civil deliverables exceed the project goals. Puja will be actively involved in the progressive design-build project, bringing over a decade of experience in integrated project delivery methods.

Employer and Years at Firm
- KPFF Consulting Engineers for 20 years

Education
- Bachelor of Applied Science, Civil Engineering, University of British Columbia, 2000

Licenses/Certifications
- PE: Washington (#41830), Oregon (#100563)

Professional Affiliations
- Seattle Design Commission Engineer 2022–2024
- LeaderFlow, Seattle Program Champion

References
- Lara Branigan, AIA | Director of Design + Construction | Seattle University | (206) 296-2516 | branigal@seattleu.edu
- John Gray | Project Manager | FORMA Construction | (206) 235-2390 | john.gray@formacc.com

Relevant Experience & Roles and Responsibilities

University of Washington Medical Center Montlake Membrane and Landscape Replacement, Seattle, WA
Puja is the Civil Principal-in-Charge for this progressive design-build (PDB) project at the UW Medical Center that will replace the existing failed waterproofing assembly and building envelope systems underneath the northwest and main entry courtyards. New landscape and hardscape improvements will be constructed to enhance the pedestrian experience and provide universal ADA access from NE Pacific Street. A multi-phased approach will be required to provide continuous safe access and passage to the UW Medical Center and the Health Science Center for people arriving on foot, bicycle, in vehicles, or from public transit.

University of Washington Interdisciplinary Engineering Building, Seattle, WA
KPFF is providing civil engineering services for 70,000 SF building with classrooms, offices, high bay spaces, as well as wet and dry open modular labs. The building is five stories tall and located on a steep hillside. Puja is the Civil Principal-in-Charge and has been involved in this PDB project since the first Big Room meeting. She contributed input and strategy based on past PDB experience to help develop the project team's risk/reward model. As she consistently does, Puja followed through on KPFF's commitment to having consistent Principal involvement throughout each project phase. As the project nears construction completion, Puja remains involved in answering contractor questions, making sure that everyone in the field understands the history of decisions made so stakeholders' input from early design stages is incorporated into the end product.

Shoreline Parks, Shoreline, WA
Puja was the Civil Principal-in-Charge for the design and construction of improvements to eight existing parks in the City of Shoreline. This project is implementing the PDB delivery method to provide upgrades including elevated walkways, dog parks, accessible pathways, play areas, sports courts, spray parks, bike facilities, rest rooms, boardwalks, picnic areas, and play fields. Puja's early contributions included leading a pull-planning meeting to create a schedule for all eight projects while being mindful of the City's goals for each park and the timing for project funding.

Caleb Bryant
Rodarte Construction
Project Manager

In his 3 years with Rodarte and 6 years' total industry experience, Caleb brings both excitement and attention to detail to each team he is a part of. As a project engineer for a $100 million Heavy Civil construction company, he demonstrated his ability to lead large public works projects, putting into action the goals and directions of owners and stakeholders in an exemplary manner. He received a BS in Industrial Engineering Technology from Central Washington University and holds various proficiencies and certifications including Certification of Solid Works Associate, NUCA of Washington, and CESCL, among others.

Proposed Role: Caleb will serve as the Project Manager and, as such, will take charge of cost control, safety measures, and scheduling. He will be a point of contact between the Construction Manager and the Project Executive and will ensure the project is supplied with the materials it requires to progress efficiently.

Employer and Years at Firm
- Rodarte Construction 3 Years
- Walsh Group 1 Year
- Swaggart Brothers 3 Years

Education
- BS in Industrial Engineering Technology, Central Washington University 2022

Licenses/Certifications
- NUCA of Washington – Dig Safe Training and Certification
- OSHA 30, MSHA 48, CESCL, Confined Space, Fall Protection, Trenching and Excavation

References
- Zach Lambert| Highline College | Facilities & Capital Projects Manager | (206) 787-3262 | zlambert@highline.edu
- Jesus D. Celis |Port of Seattle| Resident Engineer | (206) 787-6121 | Celis.J@portseattle.org

Relevant Experience & Roles and Responsibilities

Highline College Storm Drain and Sanitary Sewer Repair, Des Moines, WA
Highline College-2.6 million- Department of Enterprise Services-Replacement of existing storm and sewer systems, Coordination with College and project representatives, Management of Subcontractors, Installation of 300 LF of Sewer by Horizontal Directional Drilling Methods, Sewer and Storm Bypass, Road grading, Coordination and assisting of redesign of plans due to existing utility conflict-Coordination or pedestrian and vehicular traffic control.

Tyee Pond Effluent Pipe Replacement Port of Seattle SeaTac, WA
Tyee Pond – Port of Seattle – Strom Effluent Pipe Replacement – Contract Value 1.1M. Rodarte Construction Replaced existing seventy-two" CMP pipe and replaced with seventy-two" Contech Metal reinforced polyethylene effluent pipe. Rodarte worked around the Washington department of fish and wildlife in water work windows to ensure the sensitive creek areas were not disturbed and allowed for installation of the new pipe without disruptions to the surrounding ecosystems.

Tacoma Blvd Watermain Algona, WA
Tacoma Blvd Water main Replacement – City of Algona – Watermain Replacement – Contract Value 270K**.** Removal and replacement of an 8-inch Asbestos-Cement (AC) water main along Tacoma Boulevard. This initiative aims to replace the outdated and potentially hazardous AC pipe with a more durable, modern material, improving water quality, reliability, and the overall water distribution system. To minimize disruptions during construction, a temporary water main was installed, ensuring that homes and businesses along the boulevard maintain uninterrupted water service while the replacement occurs. This temporary system is designed to maintain normal water flow and pressure for all affected properties, allowing residents to continue their daily activities without the inconvenience of water outages. Once the new water main is fully operational, the temporary system will be decommissioned, completing the project with minimal impact to the community. The Tacoma Blvd Project is part of ongoing efforts to modernize municipal utilities and ensure a safe, efficient water supply system for residents and businesses.

Kevin Durrant
Rodarte Construction
Project Superintendent

With 34 years in the construction industry, twenty-two of which with Rodarte, Kevin has a wealth of experience in all facets of Heavy Civil contracting work. He has been the on-site leader on numerous large-scale projects, possessing an ability to manage crews with the goal of tackling varied assignments. He specializes in mechanical and complex utility systems, along with underground infrastructure installment. His projects have a history of competent management, evidenced by his work on the 180th Street SE Phase 1 – SR527 to 23rd Ave SE being named the American Public Works Association –2023 Project of the Year Winner. He received a BA in Automotive Business Operations Management from Weber State University and is a Certified Erosion and Sediment Control Lead (CESCL) since 2005.

Proposed Role: Kevin will function as the Construction Manager, a position which involves leading the on-site crews and managing the implementation of design strategies. He will work closely with the Project Manager to ensure that the goals of the Owner are met, and that construction is held to the highest standards of quality and efficiency.

Employer and Years at Firm
- Rodarte Construction 22 Years
- Big D Builders 8 Years
- Thomas Lyle Construction 4 Years

Education
- B.A., Automotive Business Operations Management, Weber State University

Licenses/Certifications
- NUCA of Washington – Dig Safe Training and Certification
- Certified Erosion and Sediment Control lead (CESCL) since 2005

References
- Zach Lambert| Highline College | Facilities & Capital Projects Manager | (206) 787-3262 | zlambert@highline.edu
- Nick Martin | Kitsap County Sewer Department | Sewer Utility Division Manager | (360) 271-1427 | NMartin@kitsap.gov

Relevant Experience & Roles and Responsibilities

Highline College Storm Drain and Sanitary Sewer Repair, Des Moines, WA
Highline College-2.6 million- Department of Enterprise Services-Replacement of existing storm and sewer systems, Coordination with College and project representatives, Management of Subcontractors, Installation of 300 LF of Sewer by Horizontal Directional Drilling Methods, Sewer and Storm Bypass, Road grading, Coordination and assisting of redesign of plans due to existing utility conflict-Coordination or pedestrian and vehicular traffic control.

Washington Ave Stormwater Pump Station Kent, WA
Washington Avenue Stormwater Pump Station-4.1 million-City of Kent - The project consists of the construction of a new stormwater pump station and support structure at an undeveloped city owned site, Surface features to be constructed include the pump station, submersible pumps, variable frequency drives, wet-well, gravity discharge structure, the pump station control panel, shelter, paving, fencing, and landscaping. The project also includes the installation of underground facilities including stormwater conveyance piping, catch basins, and other underground structures to facilitate the construction of the new stormwater pumpstation as well related sanitary sewer relocation work and pavement restoration. Excavate into and restore the Hawley Road Levee.

Bangor Keyport Force Main Replacement Kitsap County Poulsbo, WA
Bangor Keyport Force main Replacement-18.6 million-Kitsap County- Installation of approximately 30,100 feet of HDPE sewer force main pipe, sewer connections, misc. sewer pipeline improvements, new flow meter vault, 96-inch diameter discharge manhole, flow meter replacement, electrical and control system, wet well coating, flushing, restoration.

G.2 Identification of Project Table

Identification of Projects Table

Name of Project	Owner	Location of Project	Delivery Method	Name of Design-Build/Key Team Member	Initial Contract Price-Final Contract Price	MWBE/Disadvan tage or other Business Equity Goals	Project contact information
Campus Infrastructure Repairs/Upgrades-Storm and Sewer Highline College	Highline College	2400 S 240th St Des Moines, WA 98198	Design Bid Build	Keith Larson, Caleb Bryant, Kevin Durrant, Dan Veldee	Initial contract Price $2,359,360.00. Current Contract Price$2,359,360.00. Contract difference in price due to change orders due to unknown utilities and design quantity changes.	Mandatory 15% Apprentice Goal Rodarte Achieved A 26% Apprentice Utilization	Zach Lambert zlambert@highline.edu Facilities C Capital Projects Manager Highline College O: 206-592-3262 C: 206-653-5537
Kitsap County Keyport-Lemolo Sewer Siphon	Kitsap County	15500 Washington Ave NE Keyport, WA 98345	Emergency Design Build	Keith Larson, Kevin Durrant	Initial contract Price $44,880.00. Final Contract Price $38,657.28. Contract difference in price due to design changes, and original estimated cost of materials.	N/A	Nicholas (Nick) Martin, PMP Sewer Utility Division Manager Kitsap County Sewer Utility Cell: (360)-271-1427 NMartin@kitsap.gov
Kitsap Regional WWTP Digester	Kitsap County	12351 Brownsville Hwy NE Poulsbo, WA 98370	Emergency Design Build	Keith Larson, Kevin Durrant	Initial contract Price $154,132.51. Final Contract Price $145,115.24. Contract difference in price due to design changes, and original estimated cost of materials.	N/A	Nicholas (Nick) Martin, PMP Sewer Utility Division Manager Kitsap County Sewer Utility Cell: (360)-271-1427 NMartin@kitsap.gov
Kitsap County Sewer Pump Station 24	Kitsap County	14487 Brownsville Hwy NE Poulsbo, WA 98370	Emergency Design Build	Keith Larson, Kevin Durrant	Initial contract Price $662,718.68. Final Contract Price $587,756.00. Contract difference in price due to design changes, and original estimated cost of materials.	N/A	Nicholas (Nick) Martin, PMP Sewer Utility Division Manager Kitsap County Sewer Utility Cell: (360)-271-1427 NMartin@kitsap.gov
Tacoma Blvd Water Main Replacement	City of Algona	5th Ave. s and Tacoma Blvd Algona, WA 98001	Design Bid Build	Keith Larson, Caleb Bryant	Initial contract Price $252,426.00. Final Contract Price $245,526.	N/A	Russ Avery City of Algona Public Works Director RussA@AlgonaWA.gov 253-261-1580
Bangor Keyport Force main Kitsap	Kitsap County	15244 Silverdale Way NW Poulsbo, WA 98370	Design Bid Build	Keith Larson, Kevin Durrant	Initial contract Price $17,070,400.00. Final Contract Price $19,054,851.03. Contract difference in price due to change orders engineering oversite and design quantity changes.	N/A	Nicholas (Nick) Martin, PMP Sewer Utility Division Manager Kitsap County Sewer Utility Cell: (360)-271-1427 NMartin@kitsap.gov
Mintor Creek Hatchery Surface Water Intake Replacement	Washington Department of Fish and Wildlife	12710 124th Ave Ct KPN, Gig Harbor, WA 98329	Design Bid Build	Keith Larson, Kevin Durrant	Initial contract Price $8,755,000.00. Final Contract Price $6,425,762.06. Contract difference due to change of scope and design.	Mandatory 15% Apprentice Goal Rodarte Achieved a 16.09% Apprentice Utilization	Robert Lund, P.E. | Environmental Engineer WDFW CAMP | Olympia, WA Cell: 360-819-3735 Robert.Lund@dfw.wa.gov
SR9 / 32nd Street Se C 84th Street NE Safety Improvements	Washington State Department of Transportation	SR9 / 32nd Street Se C 84th Street NE Snohomish, WA 98290	Design Build	Frank Rodarte	Initial contract Price $5,639,192.00 Final Contract Price $5,986,697.31. Contract difference due to change of scope and design.	10% DBE Goal. Rodarte Achieved a 15% DBE Utilization	Tim Nau, WSDOT Phone: 425-255-8726 naut@wsdot.wa.gov