



March 6, 2017

Ms. Christie True, Director  
King County Department of Natural Resources and Parks  
King Street Center  
201 South Jackson Street  
Seattle, Washington 98104-3855

Re: Statement of Qualifications for West Point Independent Expert Review Panel

Dear Christie,

As requested, Woodard & Curran is pleased to present the following Statement of Qualifications for providing an independent assessment of the flooding situation at the West Point Wastewater Treatment Plant on February 9<sup>th</sup>. Based on our conversations last week, it is our understanding that you are looking for an independent panel of experts to review the events leading up to the flooding of the plant to determine what went wrong and what can be learned moving forward. We assume that this will also be a forensic review of the operations, design, construction, maintenance, and asset management aspects of the plant that might have contributed to the flooding.

Our size and organization allow us to respond quickly to this request while also bringing extensive resources in all facets of utility review. We have assembled a team of experts for this work who all have wide-ranging experience with large wastewater treatment plants. We have not included experts from the Seattle area or companies with a long history at the West Point site in order to maintain an independent view of the situation. We can add relevant experts as we learn more, and are open to any suggestions that King County or other stakeholders have regarding additional expertise that would be beneficial to the panel. We thought it best to start with a smaller, more focused team to get a better understanding and bring in additional resources as needed.

I will lead the project as the Principal-in-Charge. Woodard & Curran will be the prime consultant in the lead, with specific technical experts working under our direction. Our staff have process, operations, planning, design, construction, and asset management experience at large wastewater facilities around the country. We have also engaged experts that represent electrical, process automation, structural, and reliability centered maintenance (RCM) specialties from other companies. We have excellent project management leadership and will orchestrate the work out of our Walnut Creek, California office.

This project will also benefit from our expert liability consulting and expert witness work. We have worked with many clients on sensitive matters, analyzing the technical and scientific basis of legal claims to determine the root causes of a range of issues. While there is no legal claim at issue in the West Point flooding, the forensic, analytical approach we use in legal matters will benefit King County.

**Woodard & Curran** is an *Engineering News-Record* Top 80 multi-disciplinary consulting firm with broad experience in the design, instrumentation/controls, operations, and construction management of water utility systems. The firm has expanded steadily to serve clients on a national scale. Today, it represents almost a thousand engineers, scientists, planners, and O&M personnel serving clients from 27 offices and 45 O&M project locations. Woodard & Curran's combination of skills and expertise will provide King County a seamless team of professionals, fully integrated to assess all aspects of utility design and operations. We will augment our team as needed with other experts to ensure that all critical aspects of the assessment are covered.



**TJC and Associates, Inc.** (TJC) has extensive and varied experience in providing structural, electrical, and I&C designs for wastewater facilities. With expertise in public and private sector construction, infrastructure requirements, treatment processes, it works collaboratively with design teams for nearly every type of water treatment design project. TJC has applied traditional and innovative approaches to a variety of design challenges for plants and facilities with capacities ranging from less than 1 to in excess of 500 million gallons per day.

The following team is proposed to begin the review effort. Additional experts will be added if the need arises. We will also engage several mid-level staff who will assist with interviews and data collection while we are gathering information in the up-front phases. Resumes for all staff are included in the attached package.

- \*Phyllis Brunner, Principal-in-Charge, Woodard & Curran
- \*Mike Matson, Project Manager, Woodard & Curran
- \*Rawle (Chibby) Alloway, Operations Specialist, Woodard & Curran
- \*Stephen Clary, Senior Environmental Engineer, Woodard & Curran
- \*Edward Melanson, Process Automation, Independent Consultant
- \*Marius Basson, Reliability Centered Maintenance, Aladon
- Randolph Jones, Operations Specialist, Woodard & Curran
- Paul Dombrowski, Senior Process Engineer, Woodard & Curran
- Marilyn Bailey, Senior Environmental Engineer, Woodard & Curran
- Paul Giorsetto, Electrical Power, TJC and Associates
- Michael Erwin, Electrical Power, TJC and Associates
- Terence Cavanagh, Structural Design, TJC and Associates

\*core team

The team we have assembled will conduct the work with the utmost independence and bring all of their expertise to this assignment. They are some of the most experienced individuals in the industry who have planned, designed, constructed and operated some of the most challenging wastewater treatment systems.

As a resident of Seattle and the Magnolia neighborhood, I am especially committed to understanding what led to such a serious flooding event at the West Point facility. I have personally spent many hours in Discovery Park over the years with family and friends. It would be a privilege to work with this expert panel to understand and learn from this and to prevent similar events in the future.

Thank you for the consideration and please call me (207) 558-4260 with any questions.

Sincerely,

WOODARD & CURRAN

Phyllis A. Brunner, P.E.  
President of Consulting

Enclosure(s)

cc: Alyson Watson, Woodard & Curran  
Mike Matson, Woodard & Curran

Chibby Alloway, Woodard & Curran  
Tiffany Knapp, King County Project Manager





# Firm Profile

**Woodard & Curran is an integrated engineering, science, and operations company. Privately held and steadily growing, we serve public and private clients locally and nationwide.**

From our environmental roots to the range of consulting, engineering, and operations expertise we provide today, we work for a diverse clientele - including municipalities, the energy industry, food & beverage manufacturers, colleges and universities, and the real estate community.

Talented people are at the heart of our firm. Our company was founded in 1979 on a simple business concept: provide an enjoyable place to work with opportunity, integrity, and commitment, and we will attract talented people. It happened. At the heart of our company are people who are experts in their fields and passionate about what they do, showing a level of commitment and integrity that drive results for our clients. You experience this power every day in our actions, our solutions, and our promises kept.

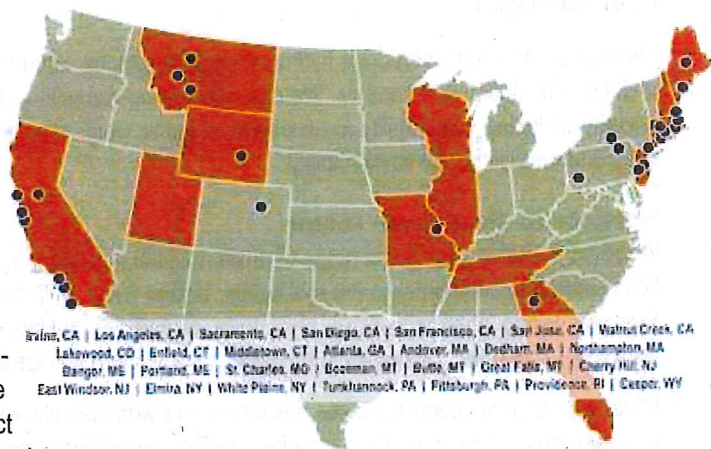
## **Commitment evident in personal approach**

Our commitment is reflected in the personal attention, collaborative resources, and dedication to results that we devote to each project. We assign the right people with the right expertise to the job, and provide clients with easy accessibility to senior experts.

Our work is characterized by responsiveness, resourcefulness, and willingness to do what it takes to get the job done properly. Examples range from helping communities garner state and federal funding for wastewater treatment system improvement to managing a multi-vendor manufacturing project through a major snowstorm and getting production lines up and running. We are experts at navigating the complexities of environmental regulations and have been involved in transforming many brownfields sites into marketable properties. In defining moments like these, it is commitment that brings our clients results.

## **Operating with integrity**

Our integrity impacts our decision-making at all junctures of our work — from the openness of our communication to the fairness of our prices to placing your interests above our pocketbook. We hire people who share our values of honesty, respect, and fairness and who want to do the right thing. They, in turn, treat everyone — our people, our clients, regulators, and stakeholders — respectfully and honestly.



Irvine, CA | Los Angeles, CA | Sacramento, CA | San Diego, CA | San Francisco, CA | San Jose, CA | Walnut Creek, CA  
Lakewood, CO | Enfield, CT | Middletown, CT | Atlanta, GA | Andover, MA | Dedham, MA | Northampton, MA  
Bangor, ME | Portland, ME | St. Charles, MO | Bloomington, MI | Butte, MT | Great Falls, MT | Cherry Hill, NJ  
East Windsor, NJ | Elmira, NY | White Plains, NY | Tunkhannock, PA | Pittsburgh, PA | Providence, RI | Casper, WY

**Woodard & Curran serves clients locally and nationwide from offices throughout the U.S. The firm operates offices in the locations noted above, as well as treatment facilities in the states that appear in orange.**



### **Full-service firm with multidisciplined staff**

Our integrity and commitment are matched only by the depth of our expertise. Our staff are specialists in their fields, offering in-depth understanding of cutting-edge technology, astute problem-solving, multidisciplinary engineering, and expert regulatory guidance. The firm has received numerous honors and awards, and we have ranked among *Engineering News-Record's* top 100 environmental firms every year since 2000.

### **Services to the public sector**

We have been serving cities, towns, and state governments for over 35 years. Today, we offer services beginning with studies, concept, and design on through construction and operations to address our clients' solid waste, wastewater, water, stormwater, and civil engineering needs.

These projects often incorporate hydrogeology, Geographic Information Systems (GIS), and instrumentation and controls. We also offer strong capabilities in health, safety, and security, including vulnerability assessments of public water supplies, emergency planning, and environmental sustainability.

### **Services to the private sector**

Woodard & Curran provides a range of environmental engineering, science, and operations support to companies in the real estate, bottled water, pulp and paper, automotive, food processing, pharmaceuticals, electronics, oil and gas, mining, processing, and metals forging industries, as well as to hospitals, colleges and universities, and law firms.

While the range of clients we serve has grown, our work has always been characterized by long-term relationships. Typical projects include compliance and permitting; process and infrastructure improvements; corrective and remedial action; expert witness/litigation support; air quality; environmental information management, mining and process plant design; hazard resiliency planning; and engineering, procurement, and construction management. Our private-sector clients also benefit from our services in health, safety, and security, and environmental sustainability.

### **Operations and Management**

Woodard & Curran operates nearly 50 water, wastewater, and groundwater treatment facilities across the U.S. Our operations and management specialists focus on contract operations and other operations and management assignments for water, wastewater, groundwater, and solid waste facilities.

We design flexible, expandable solutions that keep operations efficient, maximize existing assets, and conserve costs. Our projects have ranged from quick, hard-hitting operational and training assignments to comprehensive plant evaluations and process control improvements to full contract operations.

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## **WOODARD & CURRAN'S SERVICES OFFERED**

### **Civil and environmental engineering**

- wastewater engineering
- civil engineering
- water supply and treatment
- solid waste management
- design-build contracting

### **Operations and management**

- contract operations
- utility and asset management
- organizational development
- water & wastewater treatment
- water reclamation
- groundwater remediation
- training services
- health and safety

### **Corrective action and real estate**

- due diligence
- site investigation and remediation
- risk assessment
- real estate development
- environmental ecology
- civil/site engineering and permitting
- natural gas services

### **Industrial engineering**

- food and beverage manufacturing and source infrastructure
- electrical instrumentation and controls
- industrial wastewater
- process engineering
- power engineering

### **Environmental management consulting**

- hazard mitigation planning
  - climate change
  - emergency preparedness
  - expert witness
  - environmental information systems
  - compliance
  - health, safety, and security
  - sustainability
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