



**An Introduction to  
Bluewater Project Management Services, LLC**

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## Bluewater Project Management Services, LLC

### Who we are:

Bill Timmer and Bruce Taylor formed Bluewater Project Management Services, LLC in 1998. They had diverse professional experiences in the field of construction project management but a common belief that *"with the right combination of skills, communication, preparation and attention to detail, project teams will produce excellent results."* They both also have a love for sailing and hence the name "Bluewater" was chosen!



Bill Timmer: Managing Principal



Bruce Taylor: Principal

In 2000 they decided to widen the scope of services provided by Bluewater and invited John Langer, who has an acknowledged expertise in constructability and value engineering, to join the firm as its third principal. These three principals have over 100 years of combined experience in all phases of project management and training. They have worked with construction contractors, architects, engineers, IT staff and owners throughout North America and overseas. Bruce retired in 2006, but still remains as an associate and supports cost and

scheduling functions of the company.

In addition to a full time staff of five, Bluewater has eight Associates on whom we can call when further specialist expertise is required. These include schedulers, electrical engineers, architects, technology experts and estimators. Each of these associates has over 15 years experience in their field. Our strengths include the general project management elements of planning, schedule development and analysis, change order management, establishing budgets and risk management as well as the more construction related specifics such as bidding and bid evaluation, constructability reviews, value analysis, quantity surveys and claims support.



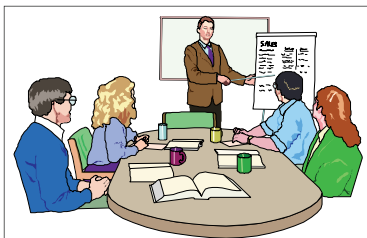
John Langer: Principal

## **Our Clients: Owners, Architects, Engineers, Contractors, Project and Program managers**

“Constantly striving to understand their client’s needs for each project” – “Exceeding expectations when working quality, schedule and cost performance issues:” these are the attributes our client’s have come to expect from Bluewater. By taking advantage of this experience, our clients are able to develop more efficient project plans, control processes and ultimately assemble decision-making information in a more timely and comprehensive manner. This contributes significantly to the delivery of a successful project. A representative list of our clients, with an indication of the service that we have provided for them, is shown later in the document.

We believe that Bluewater’s clients remember and appreciate the professional and quality attention we give each project, the way in which we quickly identify ourselves as part of their team and our ability to assist in the successful delivery of even the most difficult projects. Over 85% of our annual revenues are from repeat business from these clients. This reputation for consistent quality has also helped our growth to average 25% per year.

## **Our Philosophy: Generate success through teamwork**



*Teamwork is the best approach*

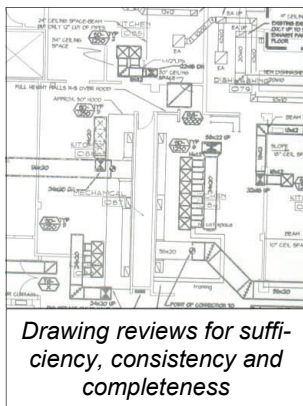
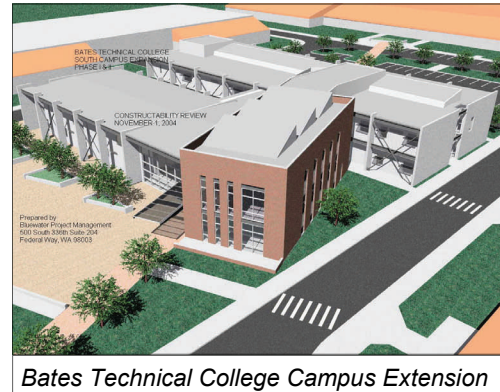
The best project results are achieved when team members’ expectations are clear and an atmosphere of openness, trust and cooperation is established. Our experience shows that even consultants with small roles such as constructability reviews, value engineering and scheduling can have a significant impact on this working environment, and therefore must be sensitive to its existence when executing their tasks. We strive to bring this sensi-

tivity to both the performance of our reviews and the communication of our observations.

The basic goals of any project are to build the best product, in the minimum time and within budget. Establishing a simple baseline including a clear definition of scope, costs, schedule and team responsibilities is often the best place to start this process. The teamwork atmosphere is sustained throughout the project by clear communication, the proactive resolution of issues, prompt response to queries, assumption of responsibilities, minimal changes in requirements or design, accuracy and honesty in dealing with costs.

## Our Services: Constructability Reviews

Constructability Reviews can be conducted at several points during design development. However the essential study at 95% completion must ensure that the final design is both "biddable" and "buildable." We approach this review, not as an opportunity to approve or pass opinion on the design but to provide an experienced and objective review of the information that is obtainable from the drawings and specifications. Our review goal is to support the efficient delivery of the project by pre-empting potential Requests for Information and Change Orders. We will assess the package for completeness, sufficiency, and consistency across the range of drawings and engineering disciplines, and the ease with which information can be found.



The review results are presented in a formal report that highlights the major comments. The detailed comments are listed by drawing, in a worksheet format allowing the designers to easily respond to each one. Incorporating these changes helps minimize the frustration of the construction contractor trying to understand the drawings and gives them confidence in the designer, the owner and the project management staff. In our recent reviews, we have noticed that the objective presentation and open, non-threatening discussion of the findings goes a long way in encouraging the sense of teamwork.

When the comment sheets are reviewed, in most cases there is clear agreement between owner and architect. In a recent review, where this was not the case, the owner used the review notes to monitor field generated Requests for Information in case it became necessary to back-charge the design team.

Teamwork amongst all the Project participants is critical to the achievement of the project goals. We have learned to be sensitive and appreciate how the results of these reviews can impact the team dynamics if not presented objectively and impartially.

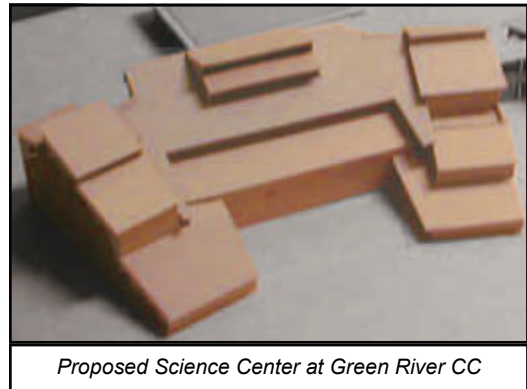


## Our Services: Value Analysis

Value Analysis resolves to balance functionality and quality while reducing project costs. It enables well-founded collaborative decisions on project strategy, scope and key components of design. If started early in the conceptual phase and carried through to the successful completion of a project, value management can lead to significant savings in the project schedule, staff time required to manage the project, capital and lifecycle costs and improved quality. Thus value analysis can play a role in improving teamwork by enabling a singular focus, project ownership and "buy in."

Projects face many challenges: budget and resource constraints, safety and aesthetic issues, and environmental impacts, to name only a few. By applying value management to a project, we can help you derive the following benefits:

- ✓ Reduced project costs
- ✓ Decreased operations and maintenance costs
- ✓ Reduced paperwork
- ✓ Simplified procedures
- ✓ Improved project schedules
- ✓ Reduced waste
- ✓ Effective use of resources
- ✓ Innovative problem-solution development



Bluewater can provide a workshop to help you organize the value management process.

These workshops can be three to five days, depending on project complexity and client needs. At the end of the workshop, all proposed alternatives are integrated and presented to the client for implementation. Results are then tracked throughout the project.

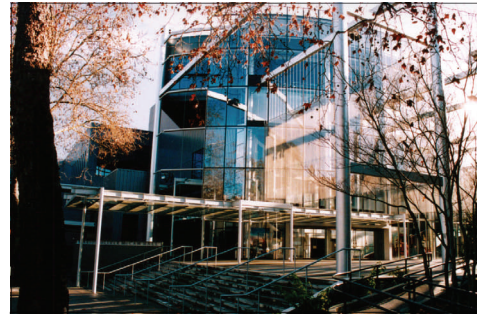
Value management is not simply cost cutting, but rather a methodology that provides the client with the highest quality project within the budget and the lowest life cycle cost throughout the project life.

In one study, the Bluewater team member's analysis showed that the building could be relocated on the same site thus simplifying construction, minimizing sun control with an estimated saving of \$500,000. This energized the team to achieve the project goals.

## Our Services: Scheduling

Our expertise in this field includes schedule development, monitoring and analysis using current software such as MS Project, Primavera and Suretrak. We have developed schedules for a variety of clients and therefore a great range of subject matter. This includes:

- ✓ Information Technology
- ✓ General Construction
- ✓ Specialist Construction
- ✓ Transportation



The "New" Marion Oliver McCaw Hall

Our schedule review services help clients analyze their initial schedule, perhaps received from a contractor, and understand the overall project plan. In addition to

reviewing compliance with contract scheduling specifications, there are certain fundamentals that we focus on to ensure a schedule is sound. A review of this kind will ascertain the structural integrity of a schedule in preparation for analysis. Listed below are the aspects of the schedule on which we focus:

- ✓ Critical and Near Critical Activities
- ✓ Logic
- ✓ Durations
- ✓ Constraints
- ✓ Schedule Structure
- ✓ Total Float
- ✓ Costs
- ✓ Resources

Following this initial analysis, we can monitor progress submissions and identify activities likely

Task Name	Duration	% Comp	Start	Finish	Total Slack	Min Slack	Max Slack
Notice to Proceed	1 d	100%	10/1/02	10/1/02	0 d	0 d	0 d
Phase 1	110 d	100%	9/2/02	2/18/03	0 d	0 d	0 d
Phase 2	222 d	46%	9/18/02	8/7/03	16 d	0 d	16 d
Site Demo	15 d	100%	9/18/02	10/3/02	0 d	0 d	0 d
Site Excavate & Import	30 d	100%	10/10/02	11/20/02	0 d	0 d	0 d
Concrete Foundations(exc. Loading Doc)	86 d	100%	10/18/02	1/27/03	0 d	0 d	0 d
Building Shell	29 d	100%	2/3/03	2/28/03	0 d	0 d	0 d
Roofing	36 d	76%	3/3/03	4/18/03	69 d	0 d	69 d
Roofing Mobilization	2 d	100%	3/3/03	3/4/03	0 d	0 d	0 d
Rain Delay	25 d	95%	3/5/03	4/9/03	0 d	0 d	0 d
Roofing Dryin Main Building	6 d	50%	3/24/03	4/11/03	0 d	0 d	0 d
Roofing	5 d	0%	4/14/03	4/18/03	69 d	0 d	69 d
Superflat Slab	69 d	43%	3/17/03	6/16/03	0 d	0 d	0 d
Grade for slab	3 d	100%	3/17/03	3/19/03	0 d	0 d	0 d
Slab Reinforcing	6 d	100%	3/20/03	3/31/03	0 d	0 d	0 d
Post tensioning Install	2 d	100%	4/1/03	4/2/03	0 d	0 d	0 d
Form slab	3 d	0%	4/7/03	4/9/03	2 d	0 d	2 d
Pour First Section	1 d	0%	4/14/03	4/14/03	0 d	0 d	0 d
Form & Level	3 d	0%	4/15/03	4/17/03	0 d	0 d	0 d
Pour Second Section	1 d	0%	4/18/03	4/18/03	0 d	0 d	0 d
Post tension	5 d	0%	4/21/03	4/25/03	28 d	0 d	28 d
Pour Closure Strips	1 d	0%	8/18/03	8/17/03	0 d	0 d	0 d

Schedules can be developed, analyzed in MS Project, Primavera or Suretrak

to put the project timeline in difficulty and hence give early warning of potential claim situations.

If the project is in trouble, we review the current schedule, analyze past performance, review contract documents and solicit input from the client. After a thorough analysis we make recommendations which are incorporated into a recovery plan. Following this we can gener-

ate resource-loaded, time-scaled schedules, detailed, short interval work plans, equipment and craft utilization schedules, cash flow projections, staffing requirements, and the earned value curves needed to support the project.

## Our Services: Project Management

This service can be best illustrated by an Example of our work:

### Seattle's On-Street Parking Payment Technology Modernization

#### Project Description

The Seattle Department of Transportation (SDOT) was faced with the need to replace over 9,000 aging electronic and mechanical single-space parking meters. The selected replacement technology was based on the use of kiosks (pay stations) for parking payment and receipt generation. The project was part of a three-year capital plan developed during a period of re-



stricted City revenue projections. A parking rate increase had been approved by City Council and revenue projections had been planned into the City budget.

Challenges included the integration of credit card payment technology into the City of Seattle's IT systems without compromising personal data security and the incorporation of real-time maintenance and coin collection notification into the City's operational procedures.

#### The Process

**Bluewater** joined the SDOT team as project coordinator, supporting both the Parking Planning and Operational Departments, with responsibility for project execution and maintenance. Initial vendor screening was complete. We led the work to complete the pay station contract negotiations and purchase agreement documentation. A project plan, budget and risk assessment was completed and communicated. Issues associated with credit card data security, on-line pay station status reporting, credit card transaction costs, staff recruiting and training, community outreach and pay station graphics design were resolved. Emphasis was placed on team communications and decision-making through consensus.

#### The Results

Within 4-1/2 months of joining the project team, we successfully completed contract negotiations, design, training and installed the first parking pay stations in Seattle's historical Pioneer Square neighborhood. The system represents the first on-street application of on-line credit card verification for parking payment in North America. This technology application removes the risk of loss of credit card data from City of Seattle systems.

The project is currently under-budget and revenue projections are ahead of forecasts.

## Our Services: Cost Estimating and Review

We develop project budgets using schematic or design development drawings and prepare in-

CSI	Desc	DESCRIPTION	Qty/UM	MATERIAL		LABOR	
				Unit Cost	Extended	Unit Price	Extended
<b>SECTION 4 - METALS</b>							
5120	52 01	Weld 1 - Reinforce Cross Bracing	1 L.B.	\$0.00	\$0.00	12	12.00
		Weld 2 - Reinforce Cross Bracing	1 L.B.	\$0.00	\$0.00	12	12.00
5120	53 03	Diagonal Braces	41 L.O.C.				164.00
		L20x14	100 L.F.	2.25	\$232		
		PL 3/8x14	80 S.A.	2.00	\$160		
		PL 3/8x14 w/Fluk	41 S.A.	7.00	\$287		
5120	52 01	Columns C1	1			23	23.00
		18 Kx14x14	11 L.F.	13.00	\$143		
		PL 3/8x14	1 S.A.	15.00	\$15		
5600	52 01	Columns C2	2			1	2.00
		PL 1/2x12x12 w/Fluk	2 S.A.	25.00	\$50		
5600	53 03	Beams Pinned Canal M	8			1	8.00
		PL 1/2x8x8 w/Fluk	8 S.A.	14.00	\$112		
5600	53 03	Beams Pinned Canal M Rim	2			4	8.00
		PL 1/2x8x8 w/Fluk	2 S.A.	18.00	\$36		
		L20x14 w/Fluk @ 1/4"	13 L.F.	8.00	\$104		
5600	52 01	Canal C 1/4x14x14 w/Fluk	170 L.F.	18.75	\$3188	0.1	17.00
5600	52 01	Canal C PL 1/2x8x8 w/Fluk	2 S.A.	15.00	\$30	1	2.00
5600	52 02	Beam PL Vertical	36 L.F.	3.00	\$108	0.2	7.20

Cost Estimate work sheet

cremental budget revisions as the design progresses. At the bid documentation stage, we provide quantified material takeoffs, detailing labor, materials, subcontracts, construction equipment and overhead. During bid and post-bid review, we provide an insight into the bidder's methodology and help minimize acceptance of incomplete

bids. Cost estimate reviews are often tied to the constructability reviews.

## Our Services: Support to the Project Management Process

Besides the basics of schedule development and analysis, we continue to provide support to a number of clients in all aspects of the formal project management process. This has included:

- ✓ Scope development
- ✓ Project Planning
- ✓ Project Execution
- ✓ Project Closeout
- ✓ Risk Management
- ✓ Cost and Budget Management

### Our Contact Information:

**Bluewater Project Management Services**

**John L. Langer, Principal**

**3607 121st PL SE, Everett, WA 98208-5670**

**Phone: (425) 422-6986**

**Fax: (425) 357-5498**

**E mail: [jlanger@bluewaterpm.com](mailto:jlanger@bluewaterpm.com)**

**[wtimmer@bluewaterpm.com](mailto:wtimmer@bluewaterpm.com)**

**Web Site: [www.BluewaterPM.com](http://www.BluewaterPM.com)**

**Client List: Illustrating the Services we have provided:**

	<i>Constructability Reviews</i>	<i>Value Engineering</i>	<i>Scheduling</i>	<i>Project Management</i>	<i>Cost Estimating</i>	<i>Training</i>
BCRA Tseng, Architects			X			X
Boeing Company			X			X
Boise			X	X		
City of Everett				X		X
City of Seattle						X
Clark Construction Group			X			
Collins Woerman, Architects				X		X
D. W. Close, Electrical Contractors			X			
EDAW			X		X	
Emerald Heights Retirement Center			X	X	X	
FAA						X
GSA Region #9					X	
King County						X
Lucent Technologies						X
Microsoft						X
Miller Hull Partnership	X	X	X		X	
Olympic Associates	X	X			X	
Parametrix			X			X
Port of Seattle	X				X	X
Portico Group	X	X	X		X	
Rushforth Construction Company			X			
SASCO Electrical Contractors			X			X
Seattle Department of Transportation			X	X		
State of Washington	X	X	X		X	X
University of Washington						X
Weyerhaeuser Company			X	X		X