



August 20, 2018

State of Washington
Capital Projects Advisory Review Board
Project Review Committee

RE: Application for Project Approval - Design-Build
Cedar Falls 115-26kV Substation

PRC Panel Members,

The City of Seattle, through its Department of Finance and Administrative Services and Seattle City Light, is excited to apply for *project approval* to use the Design-Build (DB) alternative public works delivery to construction a replacement substation at our Cedar Falls power facility. This project would mark as Seattle City Light's second newly constructed substation in the past 40 years, and the first using DB as the project delivery.

Following the City's internal contracting process and the PRC Application, this team has put together a comprehensive packet explaining the project, how the project will benefit from the DB approach, the experience of the staff and project team, and the overall procurement and management approach we intend to use.

As part of the City's commitment to process improvement, staffing, and contracting program improvement we have brought Robynne Parkinson on for this project as a DB Advisor. Robynne's primary role will be to help our City teams continue the development of our DB program. To that end, Robynne will remain as a consultant through the entirety of the project advising on not only project pieces but City program efficiencies.

We welcome your questions regarding the project and team as we prepare our presentation materials.

Thank you for your review and consideration. Please feel free to contact me at 206-684-4535 or Liz.Alzeer@seattle.gov or Eddie Plana at Seattle City Light at 206-684-3520 or Eddie.Plana@seattle.gov.

Sincerely,

A handwritten signature in black ink that reads "Liz Alzeer".

Liz Alzeer
City Purchasing and Contracting Services Director
Department of Finance and Administrative Services

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR PROJECT APPROVAL
*To Use the Design-Build (DB)
Alternative Contracting Procedure*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Section 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): City of Seattle
Capital Department: Seattle City Light (SCL)
- b) Address: PO Box 94687 Seattle, WA 98124-4687
- c) Contact Person Name: Liz Alzeer
- d) Title: Director, City Purchasing and Contracting Services, City of Seattle Finance and Administrative Services (FAS)
- e) Phone Number: 206-684-4535
- f) E-mail: liz.alzeer@seattle.gov

1. Brief Description of Proposed Project

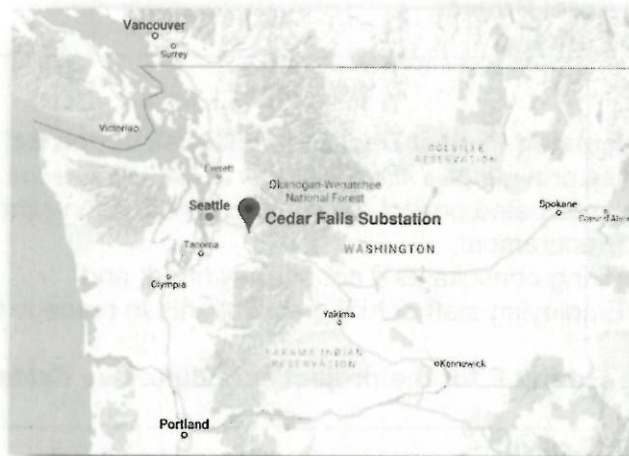
Name of Project: **Cedar Falls 115-26 kV Substation**

County of Project Location: **King**

Please describe the project in no more than two short paragraphs. (See Attachment A for an example.)

SCL intends to construct a new 115-26 kV substation adjacent to the existing Cedar Falls Powerhouse, to upgrade and replace the existing undersized substation facilities. Seattle Public Utilities' (SPU) needs the new substation for additional power supply to support its operations by no later than June 2020. This schedule is too fast for SCL to provide the substation through traditional design-bid-build procurement.

The work in this project requires specialized experience and includes tapping the existing 115-kV transmission line to Rattlesnake Lake Substation, installing a 115-kV, four circuit breaker ring bus, a 115/26-kV transformer, 26-kV switchgear, and corresponding new 26-kV feeder to the SPU facility as well as a control and protection enclosure. All the above items must be completed by milestone #1 in June 2020 to provide a new power supply to SPU's new facilities.



The project also includes installation of a new 30-MVA transformer, a new 8-kV switchgear, and completion of the substation to enable connection of the Cedar Falls

power generation. The existing substation facilities will be demolished after the new substation is on-line. The project is to be completed by June 2021.

The project is adjacent to Cedar River, an environmentally sensitive area, with possible archeological significance. In addition, the project is adjacent to two historically significant buildings that must be preserved.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 350K
Estimated project construction costs (<i>incl construction contingencies</i>):	\$9,700K
Equipment and furnishing costs	\$included
Off-site cost	\$ 0
Contract administration costs (owner, cm etc.)	\$1,750K
Contingencies (owner)	\$1,350K
Other related project costs (briefly describe)	\$ 0
Sales Tax (8.6% North Bend Wa based on construction costs)	\$ 800K
Total	\$13,950K

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

Two Departments within the City of Seattle, City Light and Public Utilities, are sharing the costs of this substation based on a 50/50 split. Funding for the City Light portion has been appropriated for this work by the Seattle City Council as part of the SCL six-year Capital Plan (rounded for presentation).

Budget ID	2018	2019	2020	2021	Total
XC6573	350	2,100	800	0	3,250
XC6406	100	550	800	0	1,450
XC6324	0	0	500	1,900	2,400
SCL funding Sub-total	450	2,650	2,100	1,900	7,000
SPU projects					
SPU funding subtotal	0	4,000	2,400	0	6,400
Total Project Funding					14,000

3. Anticipated Project Design and Construction Schedule

Please provide (*See Attachment B for an example schedule.*):

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

See Exhibit E for the project schedule. Key dates are below.

<u>Activity</u>	<u>Projected Date</u>
RFQ Advertisement	9/28/2018
SOQs Due	10/26/2018
Select Short-List	11/16/2018
Issue RFP	11/22/2018
Proposals Due	1/18/2019

Selection of Design-Builder	2/1/2019
Contract Executed	4/1/2019
Notice to Proceed	4/1/2019
Construction Milestone #1 (provide power to SPU)	June/2020
Project Complete	June/2021

4. Explain why the DB Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

This project is very complex, requiring specialized knowledge and skill from the Design-Build Team.

- **The existing substation must remain operational during construction except for brief outages for “cut-overs” from the existing circuits to the new circuits.**
- **Equipment “cut-over” will be phased and happening at different times throughout construction. Project design, construction scheduling and stakeholder needs will determine the timing.**
- **All outages must be well-planned in advance to minimize impacts to outside stakeholders as well as revenue losses to SCL. Planning will be governed by contractual and NERC regulatory obligations to maintain the reliability of the “Bulk Electric System.”**
- **The project is in an environmentally and culturally sensitive area, requiring early involvement by the constructor to coordinate siting and means and methods to minimize impact on these areas.**

The new substation will interface with several existing operating systems that must remain operational with minimal outages, must be integrated at different times during the construction of the substation and involve multiple stakeholders. How to address these multilayered requirements directly relates to the design and the processes used to construct the design with direct impacts to costs and speed of construction. In a traditional Design-Bid-Build the designer of the substation absent the builder would be required to assume an outage and connection sequence, then assume a construction sequence and then design around these assumed sequences. These sequences would then have to be specified in the contract such that the assumptions were not violated, thus limiting the builder’s the ability innovate and provide the most cost effective alternative. By using Design Build the assumptions are eliminated allowing the builder to be integrated within the design process and collaborate to deliver the project with optimum sequencing that will serve SCL customers with the minimal amount of service interruptions.

Determining the most efficient approach to the project also involves a specialized combination of construction sequencing and equipment selection. Both are inter-twined with designer and builder. Alternative manufacturers are available for the major equipment, each with unique features, pre-install requirements, and manufacturing durations. The work includes civil and electrical work with the opportunity for much of the electrical work to be pre-fabricated off site. On-site/off-site work split, equipment selection, and the need to order long-lead time items early, varies widely in the industry based on the designer’s and builder’s approach. Using Design-Build is critical to establishing the best approach to the project because it allows different teams to align their unique experience to the best sequencing and equipment manufacturing selection. Design-build will enable a variety of

different approaches to be explored and the optimum option to be developed and priced with a singular goal of meeting or beating required in-service milestone dates. In addition, it allows a Design-Builder to commit to material suppliers and manufacturing facilities before the entire project is designed, which ensures the project can meet schedule requirements.

Due to other projects to which Seattle City Light has assigned resources, such as generator unit rewinds at two of our powerhouses and other high priority projects, there is a gap of resources at SCL to complete a design-bid-build package and then support the contractor during construction. To meet the schedule required by SPU, the design-build project delivery method allows Seattle City Light the flexibility to continue working on these other projects, while providing appropriate support to this project.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

The project site presents opportunities for efficiencies, which can be developed collaboratively by the designer and builder. The project has a major required midpoint milestone to supply power to the SPU campus, prior to the completion of the substation. One selection criteria will be for the proposers to offer solutions that minimize the potential for outages to the SPU campus and minimize outages on the Rattlesnake and Lake Youngs Transmission lines. This type of innovation and project benefit is not possible through design-bid-build.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

The purpose of this project is to provide a new 26kV power supply to SPU's facilities. SPU requires the power supply be completed by June 2020.

Substations inherently also have long lead items that would need to be procured. Design-Build affords the contractor the ability to start the procurement process much earlier since the constructor is selected at a much earlier stage and will have direct input into the type of equipment being incorporated into the design. In a traditional design-bid-build project, the procurement of the contractor would happen after the design package was completed, and a delay in ordering that equipment to that point would make it unlikely that SCL could meet this deadline.

Implementing the Project using traditional Design-Bid-Build would take 18 months to procure a designer and develop IFB documents, and about 18 months to procure a builder and build the substation. This 36-month duration, assuming a July 2018 start date, puts the project substantially complete about August of 2021. The power is needed by SPU nearly a year earlier than this time.

Using Design-Build will significantly compress this schedule. It allows a Design-Builder to be on-board by spring of 2019. The Design-Build Team's proposed schedule will be a selection criteria and an opportunity for the proposers to innovate, but with design-build, it is possible for the Design-Builder to produce early site civil designs and procurement packages for long lead time equipment followed by design packages that follow the construction sequence. Site work may then commence in the summer of 2019 with the Civil Package, while the remainder of the substation design is being completed. The automation

and commissioning package would not be required until near the end of construction of each phase. The construction schedule could also allow testing and commissioning to be completed in time for a July 2020 in-service delivery.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.

The Design-Build method is likely to provide three benefits to the public:

- 1) Enhanced electrical system reliability.** In design-build, construction and design inform each other from the earliest stages of the project. In the case of this project, they inform each other on how to build the entire project and system in a manner that provides the highest level of predictability for the outages required for the cut-overs and reduces the risk of unplanned outages to the electrical system. Design-build will also allow the project to be completed within the schedule required by SPU, a major public utility. Completing this project within SPU's timeline provides a major public benefit to SPU customers.
- 2) Minimize impacts to environmentally and culturally sensitive areas by allowing the design-build team to innovate with siting, sequencing, and construction means and methods.**
- 3) It will likely lower project cost:** Having designer and contractor collaborating to optimize the construction sequence & equipment selection will lower project costs. The project configuration, equipment selection and project design is intimately linked to the construction sequencing and costs. The many variables as to how the project gets sequenced and built makes this project an ideal candidate for Design-Build.

As discussed above, using a traditional Design-Bid-Build, lump sum contracting approach is not practical. The project would not be able to be finished in time to provide new power supply to SPU by June 2020.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

The City of Seattle has extensive Design-Build experience over the last 12 years. Tolt Water Transmission Operations DBOM, Central Library Curtain Wall, South Transfer Station, Boundary Dam Hydroelectric Units 55 and 56 Rewind, Diablo Dam Units 31 and 32 Rehabilitation, Mill Pond Dam Removal, and Boundary Dam Hydroelectric Units 51, 52, and 54 Overhaul.

Our Capital Program Manager, Engineering Supervisors, and Civil Engineering Supervisor were involved in previous Design-Build contracts. We have applied lessons learned from each contract and are confident that we are well positioned to effectively manage this next Design-Build contract. Because the City would like to continue to grow our experience and continue to add Design-Build to our program of delivery options, we have retained Robynne Parkinson, who will remain on contract to us through the completion of the substation project in 2021, serving as our Design-Build Advisor.

- A project organizational chart, showing all existing or planned staff and consultant roles.

Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)

See Exhibit A for organizational chart

- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

Liz Alzeer, Director, Finance and Administrative Services

Liz has been the Director of City Purchasing and Contracting Services, Seattle's central contracting unit since October 2017 after returning to the City in 2015. Her responsibilities include management and oversight of all public works contracts delivered by the City of Seattle, including bidding, execution and enforcement. She is responsible for the development and management of each contracting model used throughout the City. Liz has been delivering capital projects for more than 20 years, with 15 plus years at the City of Seattle and another 9 years as the Contracting Manager for the Seattle Housing Authority (SHA). While at SHA, she was responsible for overseeing the procurement of the Request for Competitive Proposal delivery method used for many of their major redevelopment projects. This federally based method is modeled heavily after the State's Alternative Public Works GC/CM delivery method, including the use of a request for qualifications/proposal process. Prior to leaving the City in 2006, she was involved in several alternative public works projects overseen by other departments, providing technical advisory services during the procurement process. Liz will be overseeing the procurement and contract compliance aspects of the Cedar Falls 115-26 kV Substation project, working closely with the City's Law Department (Rebecca Keith). Liz has a Bachelor of Arts in Business Administration from the University of Washington.

Wanda Schulze, Capital Program Manager, Seattle City Light

Wanda has 25 years of experience working for SCL in a variety of roles. She has been the Capital Program Supervisor or Manager for the past 10 years. Wanda is responsible for managing the capital project portfolio for the Generation Operations and Engineering Business Unit. The portfolio has an annual budget ranging from \$50M to \$60M and typically includes over 50 projects. Projects are delivered using DB, DBB, or are performed by SCL crews. Wanda manages a group of 10 project managers and has been involved in overseeing two DB contracts: the Boundary Units 55/56 generator overhauls and the Diablo Units 31/32 generator overhauls.

Eddie Plana, DBIA, Project Manager, Seattle City Light

Eddie has over 15 years in the engineering and construction industry. He has worked for SCL as a project manager for 4.5 years delivering projects via public works contracts. While at SCL, he has used design-bid-build and alternative contracting methods, such as small works and J.O.C. while working at SCL. Previously in his career he worked for private construction and engineering firms, constructing projects in both public and private sectors. Some of the previous public works projects include River Mountains River Quality Lab, Henderson Water Treatment Facility, Schorr Elementary School, State of Nevada DETR, and facilities on Nellis Air Force Base. He has been involved in projects that have been delivered using traditional design-bid-build projects as well as design-build. He is certified by the Design Build Institute of America. Eddie has a Bachelor of Arts in Urban Planning from the University of Washington.

Faz Kasraie, P.E., Generation Operations and Engineering Director, Seattle City Light

Faz has been working at SCL for 34 years in several engineering organizations. He is currently the director of the Generation Operations and Engineering Business Unit. Faz has a wealth of experience representing GO&E in regulatory and compliance, establishing priorities for System Operations, and working closely with Power Management staff in maintaining SCL's power generation resources and SCL's Integrated Resource Planning six-year plan. Prior to joining the generation organization, Faz spent approximately 24 years in other organizations, including

Distribution engineering, serving the City of Seattle customers north of Downtown Seattle both as a lead engineer and later as the manager of the organization, and in Substation Engineering, both as a lead design engineer as well as an engineering supervisor responsible for maintaining 14 major receiving substations, which together serve the entire City of Seattle. Faz has Bachelor of Science degrees in both Mechanical Engineering and Electrical Engineering from Seattle University. Faz has been a Licensed Professional Engineer in the State of Washington since 1988. Faz' experience includes scheduling, resource determination and allocation, and development of the technical specifications for several DB and PW contracts. He worked on the design-build project for the Boundary Powerhouse Unit 55/56 Rewinds as well as the design-build project for Diablo Powerhouse Units 31/32 and as stated was involved with several Public Works contracts both in generation as well as distribution and substation engineering.

Chris Shultz, P.E., Electrical Engineering Manager, Seattle City Light

Chris has been working in the Power Industry for 33 years. He is currently the electrical engineering manager responsible for a staff a staff of 24 engineers and other personnel supporting CIP/O&M related activities in support of 7 hydro generation facilities. Chris has worked with Seattle City Light since July of 2016 as a Principal Electrical Power Systems Engineer in Energy Delivery Engineering (EDE) prior to being selected to his current position. He previously held positions with Holden Village as their Public Works Manager, Tacoma Power as Generation Instrument & Controls Supervisor, and Los Angeles Department of Water and Power as an Associate Engineer. Chris is a registered Professional Engineer in both the state of California and Washington. Chris has a bachelor's degree in Electrical & Electronic Engineering from Cal State University Sacramento, and a master's degree in Electric Power from the University of Southern California. Chris was involved in negotiating and managing the design-build contract for the Mossyrock Power Plant Rebuild while working for Tacoma Power.

Paul Larson, P.E., Civil & Structural Engineering Manager, Seattle City Light

Paul has over 20 years of engineering and management experience. He manages the operations at the Cedar Falls Hydroelectric Plant, the sponsor of the project, and manages SCL the Civil, Structural and Mechanical Engineering staff. As a licensed Structural Engineer, he has an extensive project delivery background. Prior to joining SCL, Paul worked in consulting engineering where he managed teams of engineers and consultants, managed projects, and conducted engineering analyses and design. Projects include both public and private sector design build and alternate delivery method projects. Since Joining SCL he has overseen the completion of Public Works projects including: the Diablo Large On Site Sewer, Ross Barge Landing, Newhalem Creek Saddle Replacement, Boundary Spillway 1 and 2 Roughness Blocks, and Boundary Bank 155 and 156 Tunnel Shotcrete Replacement.

Hans Gutmann, P.E., Electrical Engineering Supervisor, Seattle City Light

Hans Gutmann is a licensed PE in the State of WA. He has twenty six years as electrical power systems engineer on high-voltage substation, hydroelectric generation, industrial manufacturing, and commercial facilities projects. He has over twenty-three years at SCL. He has been the project lead engineer on capital projects including hydro generator overhauls and repair, generator step-up and power transformer replacements and maintenance, substation design and high-voltage equipment replacements, and control and monitoring system upgrades.

Jojie Lopez, P.E., Electrical Engineering Supervisor, Seattle City Light

Jojie started at SCL in 1990 in Distribution Engineering doing north-end electrical services, and later worked for Systems Engineering until 1994. He transferred to Major Account Office as an Electrical Service Engineer for large commercial and industrial accounts until 2000. He became a Senior Electrical Engineer (later re-titled as Power Systems Engineer) for Generation Engineering initially as the Skagit Project Core Team (PCT) engineer, and later as project engineer for hydro plants upgrades and replacements. In 2005 he was promoted to Power

Systems Engineer, Principal supervising the Automation Team of 10 electrical engineers and OT professionals. Jojie is responsible for the group's NERC CIPS Compliance, cyber security, plant automation and communications bodies of work. Jojie has 28 years in the power industry. He is an ISA Certified Automation Professional (CAP).

Shane Repking, P.E., Electrical Engineering Supervisor, Seattle City Light

Shane Repking has been working as an electrical engineer in the utility space for ten years in both the private and public sector and has over eighteen years as a working electrical engineer. Shane currently manages a group of six engineers responsible for CIP/O&M projects at SCL hydro generation facilities. Shane is the SME on various NERC PRC standards, and oversees all generation protection and control projects. Prior to joining SCL, Shane worked as a consultant for Sargent and Lundy's Analytical Group where he worked on various projects for multiple Nuclear, Fossil, and Renewable Energy facilities. Typical calculations performed as an analytical engineer were for auxiliary power system motor starting, cable sizing, relay coordination, arc flash analysis, voltage drop, and short circuit studies. Interconnection studies of new generation facilities and more specialized transient analysis of uncommon phenomena were also performed. Prior to working as a Power Systems Engineer, Shane worked as an electrical engineer for HNTB in the transportation sector on various design/bid/build projects including highway lighting upgrades, dynamic message signing, and serving as the lead electrical engineer on the University of Washington Sound Transit Station. Shane has been a registered PE in Washington since 2008 and holds a B.S in Electrical Engineering from the University of Illinois, and a M.S. in Power Systems from the Illinois Institute of Technology.

Lloyd Dixon, P.E. Civil Engineering Supervisor, Seattle City Light

Lloyd has 17 years of experience as a civil engineer, is a licensed professional civil engineer (PE), and has held a Design Build Institute of America (DBIA) credential. He has worked for SCL for 6 years as a Senior Capital Projects Coordinator and serves as an Interim Civil Engineering Supervisor for the past 18 months. He has worked on design-build and design-bid-build projects during his career both at SCL and in the private sector. He has worked on large projects for SCL such as the Mill Pond Dam Removal and Habitat Restoration (D-B) as well as many Design-Bid-Build (D-B-B) projects including: Sullivan Creek Engineered Log Jams, the Native Salmonid Conservation Facility (hatchery) and the Metaline Park rehabilitation project. During his time in the private and non-profit sector Lloyd led the design and bidding of many large habitat restoration projects including the Lone Oak Mitigation Bank (D-B-B) in Charlottesville, Virginia.

Owen Kohashi, P.E. Structural Engineering Supervisor, Seattle City Light

Owen has 27 years of experience as a structural engineer, is a licensed professional civil (PE) and structural engineer (SE), and has a Project Management Professional (PMP) credential. He has worked for SCL for 7 years as a Senior Engineer and Structural Engineering Supervisor. He has worked on design-build and design-bid-build projects during his career both at SCL and while working at engineering consulting firms. He has worked on large projects for SCL such as Diablo U31/U32 Generator Rewind (D-B), Denny Substation (D-B-B), and PSANI Bothell-SnoKing Transmission Line Reconductoring (which explored different forms of D-B and D-B-B delivery). While working as an structural engineering consultant, he worked on large projects for public and private sector owners, including the Hawaii Convention Center (D-B), US Peace Arch Port of Entry (D-B-B), University of Washington School of Law (D-B-B), One Convention Place (D-B-B), and Benaroya Hall (D-B-B).

Dan Adams, PE, DBIA, Principal Engineer, McMillen Jacobs Associates (Consultant Design-Build Process Advisor)

Dan has more than 30 years of experience in the engineering and construction industry, delivering projects via Design-Build, Design-Bid-Build, GCCM, and Integrated Project Delivery (IPD). He serves as McMillen Jacobs Associates Director of Alternative Delivery, providing advice to owners (external to the firm) and Project Managers (inside the firm). Dan served as Design-Build Advisor to SCL throughout 2016, helping them first with strategy and then preparation of contract documents (RFQ, RFP, GCs) for their Mill Pond Dam Removal contract, which has gone extremely well. He is currently serving as the Design-Build Advisor for City of Portland and Fortis Energy (Vancouver BC) helping both agencies launch their first Design-Build projects. He worked with King County as an advisor during their early entry into Design-Build on the Brightwater Ocean Outfall. From 2006 through 2010, he provided advice and document preparation for Sound Transit as they transitioned from traditional Design-Bid-Build to GCCM. Inside the firm, Dan's focus is on development of contracts, teaming agreements, and ultimately preparing Design-Build technical proposals. He has worked as Project Manager or Principal Engineer for the design and construction of some of the Pacific Northwest's largest capital programs. He is certified by the Design Build Institute of America.

John Bakken, PE, Principal Electrical Engineer, McMillen Jacobs Associates (Consultant Subject Matter Expert)

John Bakken is an electrical power engineer with 35 years of engineering experience with high voltage and extra high voltage substations, including SF6 gas-insulated stations, and hydropower plants. He has served as design engineer, lead electrical engineer, and project manager for numerous substation and hydropower projects. His Design-Build experience goes back to the 1980's when he was responsible for Engineer-Procure-Construct (EPC) delivery of extensions to five 330/132-kV substations and modifications to five 132/33-kV substations in Zimbabwe. He prepared complete Design-Build procurement documents for Fiesta 138/12.47-kV Substation for Austin Energy in Texas and assisted Eugene Water and Electric Board (EWEB) with planning and specifications for a new downtown Eugene substation, as well as provided advise to EWEB on project delivery methods. He was also involved as an electrical engineer in the Tolt Water Treatment plant DBO. Recent Washington State public works Design-Build experience also includes the Interbay 230 / 26-kV GIS Substation, where he prepared an EPC/Design-Build document for a new 230/26-kV gas-insulated substation (GIS). He is currently serving as the lead electrical engineer on the contractor's team delivering a Design-Build hydropower plant to the Sacramento Municipal Utility District.

Robynne Parkinson, JD, DBIA, Design-Build Advisor

Robynne is a nationally recognized expert in Design-Build delivery and procurement and has significant experience with the Washington state Design-Build statutes. She has over 29 years as an attorney with over 27 years in construction law and over 20 years of Design-Build construction experience. Recent projects in Washington include the Port of Seattle International Arrivals Facility, the Okanogan County PUD Enloe Dam project, the Los Angeles County Consolidated Correctional Treatment Facility, the University of California San Diego Triton Pavilion, the City of Richland City Hall project, the Grant County Public Utilities District Substation Reliability Project, the Port of Seattle's Alternative Utility Facility project, the City of Spokane's Nelson Service Center, the City of Tacoma's Cheney Stadium Renovation, the Spokane Public Facilities District Convention Center Renovation and the Arena renovation. Ms. Parkinson served on the Design-Build Institute of America's National Board from 2010-2016. She has chaired its National Legal and Legislation Committee and is currently the Vice-Chair of its Educational Resources Committee. She is also one of the primary drafters of the DBIA National Contract Forms, including the Form Request for Qualifications and Request for Proposals. Ms. Parkinson will be assisting the City with the development of the procurement documents and the contract with the Design-Builder.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

See Exhibit B for DB experience

- The qualifications of the existing or planned project manager and consultants.
Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

See information provided above and in Exhibit B

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Eddie Plana is the project manager and is a permanent employee of SCL.

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

See Exhibit B for DB and construction experience

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

City of Seattle and SCL have several project management, construction management and financial controls that will be used to manage scope, schedule, budget, and risk on this project.

Project Management Controls — SCL has implemented a Project Management Framework that outlines requirements for project charters, project management plans, risk registers, financial plans, change management documents, and regular status reports. This project will be managed in compliance with the Framework. . This project has strong executive sponsorship by the Cedar Falls Operations Manager, our Generation Division Director and our Power Supply Officer, who is a direct report to our General Manager. As our customer and funding partner, SPU also has strong executive sponsorship from the Watershed Manager and Water Deputy Director.

Construction Management Controls — SCL has a long history of managing public works construction projects. Our Construction Management Manual has been developed to include processes and procedures that comply with standard public works contracting requirements and best practices as well as City-wide and SCL policies and procedures. This includes many tools to manage construction work as well as design phase activities such as risk-assessment and constructability review. Construction phase procedures include standardized processes and forms to manage construction documents, schedule, quality, safety, and cost control.

Financial Controls — SCL has a financial governance policy for capital improvement projects. This policy requires that business cases be complete for projects over \$1M. Business cases for this project have been prepared by both SPU and City Light and the economics of the project are very favorable. SCL project costs are forecasted using Microsoft Project, and all schedules are updated at least monthly. Budget variance reports are issued quarterly by our Finance Division and explanations must be provided for all variances greater than \$500K. Delays in project milestones that shift costs into future years must also be explained and approved.

- A brief description of your planned DB procurement process.

The City plans to use a two-step procurement process, facilitated by central contracting. The first step will be to issue a Request for Qualification (RFQ) with a project description, goals and objectives, reasons for using the Design-Build process, description of the qualifications required including but not limited to past performance on projects of similar scope and complexity, procurement process, scoring criteria, and procurement and project schedule.

The second step will be to provide the Request for Proposal (RFP) documents to the shortlisted firms. The RFP will include:

- Substation technical performance requirements and SCL standard equipment specifications
- Existing conditions report(s)
- Schedule requirements
- Target budget for the Design-Build portion of the project
- Approach to using historically under-utilized small business and workforce development
- The Design-Build contract (general terms and conditions)

All shortlisted firms will be invited for a site visit.

A proprietary one-on-one meeting will be held to allow each shortlisted firm an opportunity to present their ideas for substation design project sequencing, or manufacturing/construction efficiencies.

The proposals will be reviewed according to the criteria listed in the procurement documents. SCL will select the highest scored proposer based on evaluation factors such as innovation in schedule and sequencing, substation design, collaboration, project management controls, quality control plan, a price proposal, and other criteria. An honorarium of an amount that is within industry standard will be provided to the short-listed firms not selected.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.

The City of Seattle has a robust contracting form for Design-Build that has been used in the past and updated after each project with lessons learned or best practices. The contracting approach will be traditional design-build with a lump sum price established at the outset of the project.

7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

See Exhibit C for SCL history

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

See Exhibit D for site plans and photos

9. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

There have been no audit findings on any project identified in our responses.

Caution to Applicants

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the DB contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

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

Signature: Liz Alzeer

Name: (please print) LIZ ALZEER

Title: Director, City Purchasing and Contracting Services, FAS

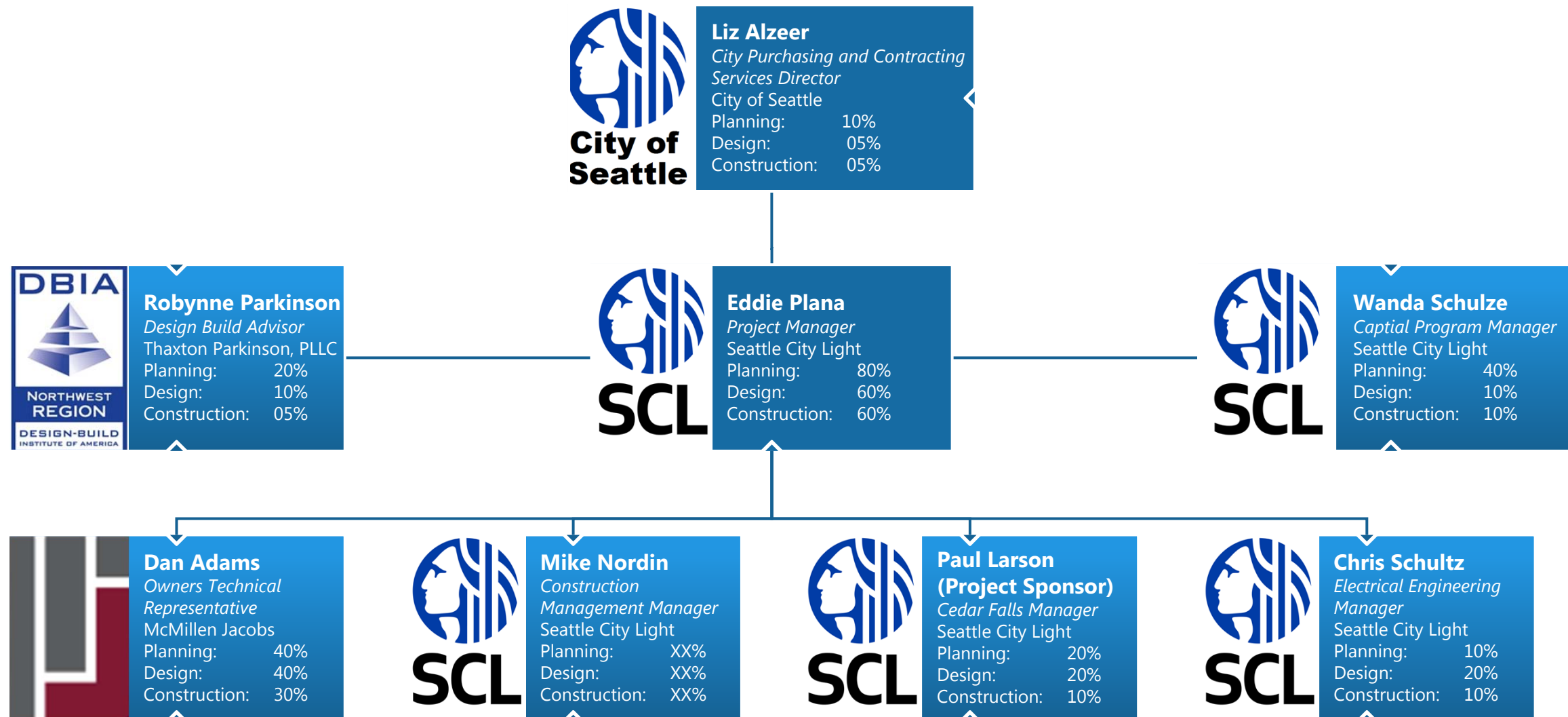
Date: 8/20/2018



Seattle City Light

Exhibit A

Cedar Falls 115-26kv Substation Design Build Project Team



Seattle City Light - Exhibit B (Project Management)

Role During Project Phases

Name	Summary of Experience	Project Name	Project Size	Project Type	Planning	Design	Construction
Wanda Schulze	25 years working for Seattle City Light including 18 years of project management and 7 years as Manager of the Generation Project Management Unit.	U55/56 Generator Overhauls	\$41M	DB	None	None	PM supervisor
		U31/32 Generator Overhauls	\$17.8M	DB	PM supervisor	PM supervisor	PM Supervisor
		U 53 Generator overhaul	\$11.8M	Emergency PW	PM supervisor	PM supervisor	PM supervisor
		Boundary Industrial Storage Building	\$600K	D-B-B	PM	PM	PM
		Newhalem Center Camp Garages	\$300K	D-B-B	PM	PM	PM
		Ladder Creek Garden Lighting System	\$900K	D-B-B	PM	PM	PM
Eddie Plana, DBIA	Project Manager with 15 years experience managing projects of varying size and scope. He has been with Seattle City Light for 4.5 years managing several public works projects.	Utility Pole Replacements (SCL)	\$5M	Small Works	PM	PM	PM
		Boundary Powerhouse Crane Improvements (SCL)	\$5.6M	D-B-B	PM	PM	PM
		Diablo Powerhouse Crane Improvements (SCL)	\$1.4M	D-B-B	None	None	PM
		Cedar Falls Penstock Bridge Painting (SCL)	\$6.0M	D-B-B	None	None	PM
		Ballard Blocks Mixed Use Retail Development	\$26M	D-B	None	None	PM
		Schorr Elementary School	\$8M	D-B-B	None	None	PM
		St. Rose San Martin Campus	\$70M	D-B	None	Engineering Coordinator	PM Assistant
		Metropolis Condo Mid Rise	\$20M	D-B	None	Engineering Coordinator	PM Assistant
		River Mountains Water Quality Lab	\$29M	D-B-B	None	PM Assistant	PM Assistant
		USAF Nellis Air Force Vehicle Maintenance Facility	\$1M	D-B	None	PM	PM
		State of NV Department of Education, Training & Rehab	\$18M	D-B-B	None	PM Assistant	PM Assistant
Robynne Parkinson DB Advisor	Attorney and consultant to the City with 28 years experience as an attorney, 26 years experience in construction law and 20 years experience specifically in design-build construction.	Okanogan County PUD Enloe Dam Project	\$40M	DB	Procurement Consultant	As needed	As needed
		Seatac International Arrivals Facility	\$700M	DB	Procurement Consultant	As needed	As needed
		Seatac Auxiliary Utility Facility	\$28M	System Procurement	Procurement Consultant	As needed	As needed
		Seatac Concourse D Hardstand	\$30M	DB	Procurement Consultant	As needed	As needed
		City of Portland, Portland Building	\$100M	DB	Procurement Consultant	As needed	As needed
		City of Spokane Riverfront Pavilion	\$19M	DB	Procurement Consultant	As needed	As needed
		Los Angeles Co. Consolidated Correctional Treatment Facility	\$1.9B	DB	Procurement Consultant	As needed	As needed
		Grant County PUD Substation Reliability Project	\$27M	DB	Procurement Consultant	As needed	As needed
		City of Richland Town Hall Project	\$12.5M	DB	Procurement Consultant	As needed	As needed
City of Spokane Refueling Facility	\$14M	DB	Procurement Consultant	As needed	As needed		

Seattle City Light - Exhibit B (Construction Management)

Role During Project Phases

Name	Summary of Experience	Project Name	Project Size	Project Type	Planning	Design	Construction
Mike Nordin	35 years of construction experience - 29 years with the City of Seattle. Certified Construction Manager (CCM). BS in Construction Mgt.	Denny Network Phase 1 & 2	\$46M	D-B-B	N/A	CM	CM
		Denny Substation	\$86M	D-B-B	N/A	CM	CM
		Transmission Line Relocation (Phases 1&2)	\$15M	D-B-B	N/A	CM	CM
		Elliot Bay Seawall	\$360M	GCCM	N/A	CM	CM
		Diablo Generators 31 & 32 Overhaul	\$17.8M	D-B	N/A	N/A	CM
		Mill Pond Dam Removal	\$15M	D-B	N/A	N/A	CM
Jade Mott	21+ years experience in Design, Construction and Local Programs. 20 years with WSDOT and 1 year with City of Seattle. BS in Civil Engineer and Professional Engineering License.	Newhalem Penstock Saddles	\$1.5M	D-B-B	N/A	CM	CM
		Terminal-117 Adjacent Streets Cleanup & Stormwater Intrastructure	\$7M	D-B-B	N/A	N/A	CM
		French Creek Tower Replacement	\$1.6M	D-B-B	N/A	N/A	CM
		Boundary Unit 55 Sprayed Concrete	\$.5M	D-B-B	N/A	CM	CM
		Boundary PH Machine Hall Rock Stabilizatio	\$.3M	D-B-B	N/A	CM	CM
Tim Lorkowski	25+ years construction experience - 18 years with the City of Seattle. MS in Civil/Environmental Engineering	Diablo Generators 31 & 32 Overhaul	\$17.8M	D-B	N/A	N/A	CM
		Newhalem Penstock Saddles	\$1.5M	D-B-B	N/A	CM	CM
		Ross Barge Landing	\$1.6M	D-B-B	N/A	CM	CM
		Town of Diablo Large Septic Sewer System	\$3.5M	D-B-B	N/A	CM	CM
		Gorge Inn Renovation	\$2.5M	D-B-B	N/A	CM	CM
		Diablo Storage Building	\$1.2M	D-B-B	N/A	CM	CM
		Diablo Community Hall	.2M	D-B-B	N/A	CM	CM
		Diablo PH Crane Rehabilitation	\$1.1M	D-B-B	N/A	CM	CM

Seattle City Light - Exhibit B (Engineering)

Role During Project Phases

Name	Summary of Experience	Project Name	Project Size	Project Type	Planning	Design	Construction
Paul Larson	Licensed PE. 20 Years of Engineering Experience. 4 years at SCL. Masters of Science in Civil Engineering.	Boundary Unit 55 Sprayed Concrete	\$.5M	D-B-B	Engineering Manager	Engineering Manager	Engineering Manager
		Newhalem Penstock Saddles	\$1.5M	D-B-B	Engineering Manager	Engineering Manager	Engineering Manager
		Spillway # 2 TDG abatement project	\$1.3M	D-B-B	Engineering Supervisor	Engineering Supervisor	Engineering Supervisor
		Spillway # 1 TDG abatement project	\$1.5M	D-B-B	Engineering Manager	Engineering Manager	Engineering Manager
		Seattle City Hall	\$7M	D-B-B	Engineer	Engineering Review	Review / Inspection
		SeaTac Airport South Terminal Expansion Project	\$280M	D-B-B	Engineer	Engineering Review	Review / Inspection
		Auqa at Lake Shore East	Confidential	D-B	PM	PM	PM
		Blue Lake Hydro Electric Project	\$145M	D-B-B	Engineer	Engineering Review	Review / Inspection
Owen Kohashi	Licensed SE. XX years with SCL and XX years in private sector	U31/32 - Generator Rewind	\$17.8M	D-B	Engineer	Engineering Review	Review / Inspection
Lloyd Dixon		Mill Pond Dam Removal		D-B			
Faz Kasraie	Licensed PE. 34 Years working for SCL. BS degree in Mechanical & Electrical Engineering	U55/56 Generator Rewind	\$41M	D-B	Engineering Manager	Engineering Manager	Engineering Manager
		U31/32 Generator Rewind	\$17.8M	D-B	Engineering Manager	Engineering Manager	Engineering Manager
		U53 - Emergency Generator Rewind	\$11.8M	Emergency	Engineering Manager	Engineering Manager	Engineering Manager
		Diablo AC Panels	\$720K	D-B-B	Engineering Manager	Engineering Manager	Engineering Manager
Chris Shultz	Licensed PE, 33 years of Engineering Experience, 2 at SCL. MS degree in Electrical Power Engineering	Mossyrock Rebuild	\$34M	D-B	Principal Engineer	Principal Engineer	Engineering Manager
Hans Gutmann	Licensed PE. 15 Years working for SCL. BS degree in Electrical Engineering	U55/56 Generator Rewind	\$41M	D-B	Engineer	Engineering Review	Review / Inspection
		U53 - Emergency Generator Rewind	\$11.8M	Emergency	Engineer	Engineering Review	Review / Inspection
Shane Repking	Licensed PE. Holds a B.S in Electrical Engineering from the University of Illinois, and a M.S. in Power Systems from the Illinois Institute of Technology.	U31/32 - Generator Rewind	\$17.8M	D-B	Engineer	Engineering Review	Review / Inspection
		University of Washington Sound Transit Station	\$160M	GC-CM	Engineer	Engineering Review	Review / Inspection
Jojie Lopez	Licensed PE. 28 years of experience working at SCL the entirety.	U31/32 - Generator Rewind	\$17.8M	D-B	Engineer	Engineering Review	Review / Inspection
		U31/32 Generator Rewind	\$17.8M	D-B	Engineer	Engineering Review	Review / Inspection
		U53 - Emergency Generator Rewind	\$11.8M	Emergency	Engineer	Engineering Review	Review / Inspection

Seattle City Light - Exhibit B (City of Seattle)

Role During Project Phases

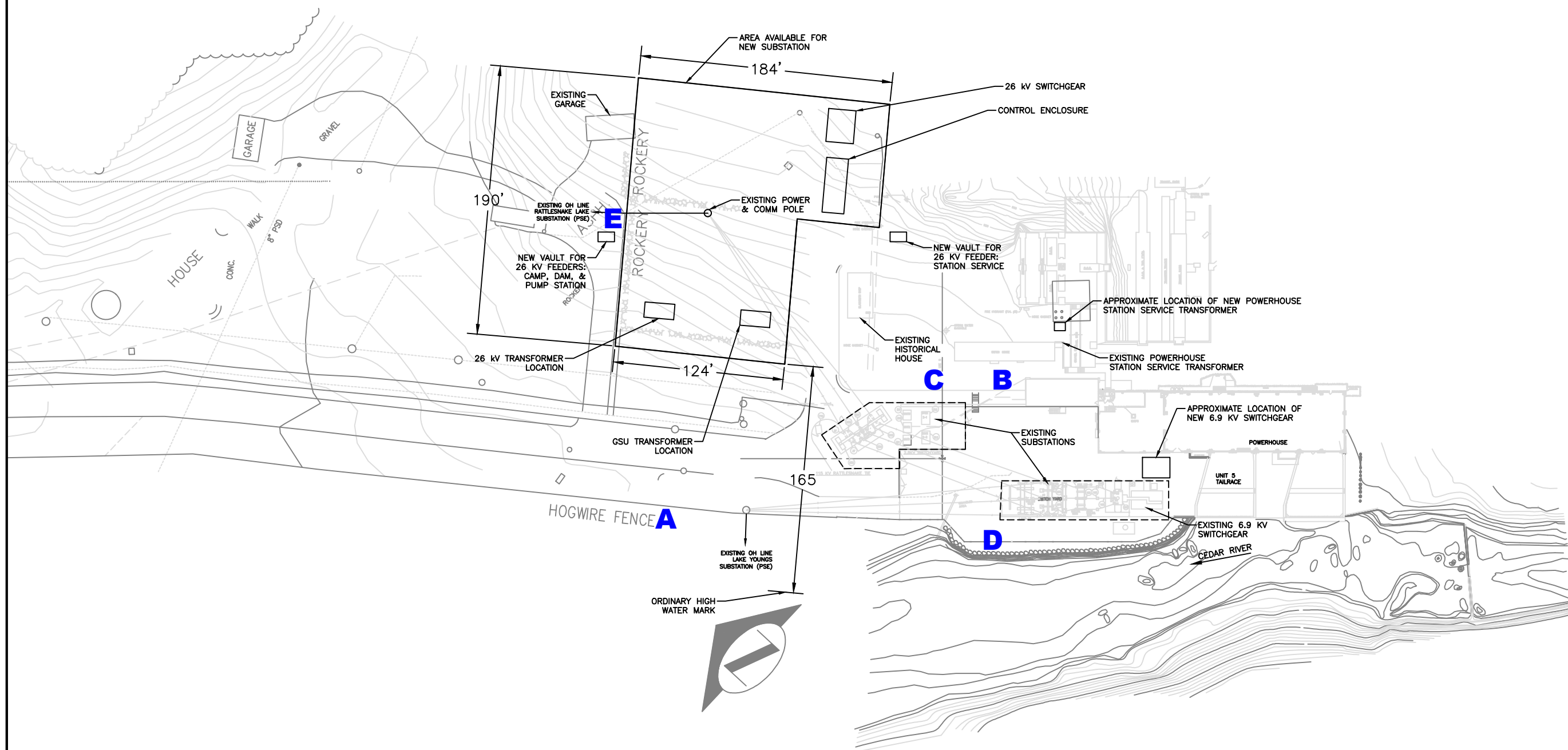
Name	Summary of Experience	Project Name	Project Size	Project Type	Planning	Design	Procurement	Construction
Liz Alzeer	More than 20 years of public sector procurement experience for public works construction and design, including alternative public works procurement.	City of Seattle Boundary 51, 52, and 54 Generator Rehabilitation	\$44 million	D-B	procurement technical advice		Manager--Procurement	Contracting Technical Assistance
		Seattle Housing Authority--multiple Redevelopment housing and infrastructure projects at High Point and Yesler Terrace communities	\$10 million to \$50 million	RFCP (comparable to GCCM)	procurement technical advice		Manager--Procurement	Contracting Technical Assistance
		City of Seattle Aquarium Pier 59	\$20 million	GCCM	procurement technical advice		Procurement Technical Assistance	
		City of Seattle Park 90/5	\$26 million	GCCM	procurement technical advice		Procurement Technical Assistance	
		City of Seattle Landsburg Fish Passage	\$10 million	GCCM	procurement technical advice		Procurement Technical Assistance	

**City of Seattle
Cedar Falls Substation DB Application
Exhibit C - Construction History**

Project Name and Description	Delivery Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget (\$K)	Actual Budget (\$K)	Reason for Budget or Schedule Overrun
2016-096 Boundary Unit 55 Sprayed Concrete	DBB	8/1/2016	10/1/2016	8/5/2016	10/27/2016	\$ 400	\$ 550	Additional quantities encountered
2015-100E Newhalem Penstcok Saddle Emergency Contract	DBB	NA	NA	11/2/2015	1/13/2016	\$ -	\$ 50	Emergency project was not budgeted
2014-505 Boundary Access Road Rockfall	JOC	8/1/2014	11/1/2014	8/27/2014	2/27/2015	\$ 170	\$ 215	Cost overrun due to additional quantities of rock scaling required. Finish date was extended due to weather impacts.
2014-503 Boundary Guard Station Phase 1	JOC	8/1/2014	10/1/2015	8/4/2014	4/29/2016	\$ 480	\$ 510	Cost increase due to higher than planned permitting costs. Finish date delayed due to contractor failure to complete punchlist in timely manner
2014-101 Town of Diablo Large Septic Sewer System	DBB	1/1/2013	2/1/2015	1/1/2013	9/14/2016	\$ 1,200	\$ 4,100	Costs were underestimated for required house modifications and permitting time and costs. Finish date was delayed to complete site restoration and plantings.
2014-108 Ross Barge Landing	DBB	1/1/2013	5/1/2016	1/1/2013	5/1/2016	\$ 3,400	\$ 4,300	Change orders were issued for rockfall fencing and owner-requested suspension due to FERC requirements for minimize recreation impacts.
2013-057 Cedar Falls Penstock Bridge Repainting	DBB	7/1/2012	12/1/2014	7/1/2012	11/30/2016	\$ 4,700	\$ 6,600	Cost and schedule delays due to additional quantities of contaminated soil and two fire season suspensions.
2013-055E Boundary Unit 53 Generator Rewind	Emergency	NA	NA	11/11/2013	6/17/2014	-	\$ 14,000	Emergency rewind was required due to Electrical fault in generating unit.
2013-015 Diablo Storage Building	DBB	7/1/2011	12/1/2012	7/1/2011	8/2/2016	\$ 2,100	\$ 2,300	Building had to be resized during design phase to fit budget. Project was rebid due to solo bidder
2012-011 Boundary Industrial Storage Building	DBB	1/1/2012	7/1/2013	1/1/2012	4/16/2013	\$ 802	\$ 814	
2011-085 Ross Pwerhouse Rock Slide Stabilization	DBB	7/1/2011	7/1/2013	7/1/2011	7/19/2013	\$ 2,700	\$ 2,100	
2011-042R Boundary Hoist House Refurbishment Phase 2	DBB	1/1/2011	12/1/2012	1/1/2011	12/18/2012	\$ 230	\$ 240	
2011-024R Boundary Well Decommissioning	DBB	1/1/2011	12/1/2012	1/1/2011	9/20/2012	\$ 150	\$ 180	Change order for additional grout quantities
2011-021 Diablo Crane Refurbishment	DBB	1/1/2011	12/1/2014	1/1/2011	10/31/2016	\$ 1,500	\$ 1,900	Change orders for lead abatement
2011-009 Gorge Dam Spillgate Recoating	DBB	7/1/2010	12/1/2011	7/1/2010	11/15/2013	\$ 550	\$ 1,500	Change orders for unforeseen bolt replacement added scope and caused work to go to second construction season.
2010-030 Ladder Creek Gardens Lighting System	DBB	1/1/2010	12/1/2011	1/1/2010	11/3/2011	\$ 1,100	\$ 1,200	
2016-042 Diablo Powerhouse AC Panel Upgrade	DBB	7/1/2015	12/1/2016	7/1/2015	8/1/2017	\$ 700	\$ 900	CM costs were higher than anticipated. Contract award was delayed due to non-responsive bidders and protests.
2009-042A Boundary Dam Units 55/56 Rebuild	DB	1/1/2008	4/1/2014	1/1/2008	Ongoing	\$ 31,561,929	\$ 40,967,625	Cost increase was due to change order to add Generator Step-up Transformers to scope. Adding the transformer design and construction to the DB contract allowed us to ensure that all "power train" equipment was compatible and rated for the new capacity. This work was budgeted but in a different project. Schedule delays were caused by various factors including owner suspension to perform U53 emergency work, delays in the transformer design, unexpected repairs due to contractor negligence and owner restrictions on completing some punchlist items.

DENSE FOREST

EXHIBIT D



SEE FOLLOWING PAGES FOR IMAGES A THRU E

ONE INCH AT FULL SIZE REVISIONS REV DATE IMAGE DRAWN BY CHECKED BY APPROVED BY WORK ORDER # DESCRIPTION	THIS DRAWING IS THE PROPERTY OF THE CITY OF SEATTLE AND ITS SEATTLE CITY LIGHT DEPARTMENT. IT IS PRODUCED SOLELY FOR THE USE BY SEATTLE CITY LIGHT AND OTHER CITY DEPARTMENTS. THE USE, REPRODUCTION, AND TRANSFER OF THIS DRAWING AND/OR ANY INFORMATION CONTAINED IN THE DRAWING REQUIRES THE WRITTEN PERMISSION OF SEATTLE CITY LIGHT.	ENDORSEMENTS SIGNATURE DATE DRAWN: ### 8/10/2018 CHECK: ### 8/10/2018 DESIGN: ### 8/10/2018 CHECK: ### 8/10/2018	Seattle City Light Generation and Substations APPROVED FOR SEATTLE CITY LIGHT	SUBJECT LOCATION TITLE	SHEET C-1 of ## CLASS \ SHEET DRAWING NO. C-1 SCALE 1" = 40' REV. NO. 0
		CEDAR FALLS CEDAR FALLS POWEHOUSE SITE PLAN		CEDAR FALLS CEDAR FALLS POWEHOUSE SITE PLAN	



EXHIBIT D: SITE PLAN & PHOTOS

IMAGE A EXISTING SITE: VIEWING NORTHEAST



IMAGE B EXISTING SUBSTATION 1 (TO BE DEMO'ED): VIEWING SOUTH



IMAGE C EXISTING SUBSTATION 2 (TO BE DEMO'ED): VIEWING WEST



IMAGE D EXISTING SUBSTATION 1 (TO BE DEMO'ED): VIEWING SOUTHEAST



IMAGE E EXISTING SITE: VIEWING SOUTH



EXHIBIT E - PROJECT SCHEDULE

XC6573-1 - Cedar Falls Substatoin, psf 1517

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Quarter											
							1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter
1	CPARB - PRC	478 days	Fri 5/11/18	Sun 4/5/20			[Summary Bar]											
7	Design Build Procurement	813 days	Fri 5/11/18	Wed 7/28/21			[Summary Bar]											
8	Request for Qualifications (RFQ)	120 days	Wed 5/30/18	Fri 11/16/18			[Summary Bar]											
9	Prepare RFQ	76 days	Wed 5/30/18	Fri 9/14/18	2		[Task Bar]											
10	Advertise RFQ	0 days	Fri 9/28/18	Fri 9/28/18			[Milestone]											
11	Advertisement Period RFQ Statement of Qualifications (SOQ) Prep (By Contractor)	21 days	Fri 9/28/18	Fri 10/26/18	10		[Task Bar]											
12	SOQ Due	0 days	Fri 10/26/18	Fri 10/26/18	11		[Milestone]											
13	Evaluate SOQ	14 days	Mon 10/29/18	Fri 11/16/18	12		[Task Bar]											
14	Select Shortlist	0 days	Fri 11/16/18	Fri 11/16/18	13		[Milestone]											
15	Request for Proposals (RFP)	218 days	Fri 5/11/18	Mon 3/25/19			[Summary Bar]											
16	Prepare Draft RFP Documents	90 days	Fri 5/11/18	Tue 9/18/18	2		[Task Bar]											
17	Prepare Final RFP	28 days	Wed 9/19/18	Fri 10/26/18	16		[Task Bar]											
18	Issue RFP	0 days	Thu 11/22/18	Thu 11/22/18	16,14,		[Milestone]											
19	RFP Prep (By Contractor)	39 days	Thu 11/22/18	Fri 1/18/19	18		[Task Bar]											
20	RFP Due	0 days	Fri 1/18/19	Fri 1/18/19	19		[Milestone]											
21	Contractor Selection	44 days	Tue 1/22/19	Mon 3/25/19			[Summary Bar]											
22	Evaluate Proposals	8 days	Tue 1/22/19	Thu 1/31/19	20		[Task Bar]											
23	Scoring Meeting	1 day	Fri 2/1/19	Fri 2/1/19	22		[Task Bar]											
24	Contractor Notification	0 days	Fri 2/1/19	Fri 2/1/19	23		[Milestone]											
25	Contractor Negotiations	35 days	Mon 2/4/19	Mon 3/25/19	24		[Task Bar]											
26	Comission Review of DB Contract	15 days	Mon 2/4/19	Mon 2/25/19	20,25		[Task Bar]											
27	Construction	595 days	Tue 3/26/19	Wed 7/28/21			[Summary Bar]											
28	Award Contract	5 days	Tue 3/26/19	Mon 4/1/19	25		[Task Bar]											
29	Execute Contract	0 days	Mon 4/1/19	Mon 4/1/19	28		[Milestone]											
30	Issue Notice to Proceed (NTP)	0 days	Mon 4/1/19	Mon 4/1/19	29		[Milestone]											
31	Design Phase 1	50 days	Tue 4/2/19	Tue 6/11/19	30		[Task Bar]											
32	Design Phase 2	75 days	Tue 4/2/19	Wed 7/17/19	30		[Task Bar]											
33	Construction Phase 1	250 days	Wed 6/12/19	Tue 6/9/20	31		[Task Bar]											
34	Construction Phase 2	340 days	Tue 3/31/20	Wed 7/28/21	32,33		[Task Bar]											
35	Project Complete	0 days	Wed 7/28/21	Wed 7/28/21	34		[Milestone]											

File: MSP_PRC.mpp Date: Fri 8/17/18	Task: [Blue Bar]	Rolled Up Split: [Dotted Blue Bar]	External Milestone: [Diamond]	Manual Task: [Yellow Diamond]	Finish-only: [Green Bar]
	Split: [Dotted Blue Bar]	Rolled Up Milestone: [Dotted Blue Bar]	Inactive Task: [Yellow Diamond]	Duration-only: [White Bar]	Progress: [Light Blue Bar]
	Milestone: [Diamond]	Rolled Up Progress: [Black Bar]	Inactive Task: [White Bar]	Manual Summary Rollup: [White Bar]	Deadline: [Black Bar]
	Summary: [Black Bar]	External Tasks: [Grey Bar]	Inactive Milestone: [White Diamond]	Manual Summary: [White Bar]	Start-only: [White Bar]
	Rolled Up Task: [Blue Bar]	Project Summary: [Black Bar]	Inactive Summary: [White Bar]		