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February 20, 2020

Project Review Committee
Department of Enterprise Services Engineering & Architectural Services
P.O. Box 41476
Olympia, WA 98504-1476

Re: WSDOT's Application for Progressive Design Build Project Approval

Dear Project Review Committee Members:

Washington State Department of Transportation (WSDOT) is pleased to submit this application seeking approval to use Progressive Design Build as a project delivery method for the planned US101/SR 109 Grays Harbor/Clallam/Jefferson – Remove Fish Barriers project. This will be WSDOT's first project to utilize Progressive Design Build (PDB) as a delivery method and the second WSDOT project, after the Seattle Multimodal Terminal at Colman Dock, to seek Project Review Committee approval. WSDOT's alternative contracting procedures are limited to "traditional" design-build contracts under RCW 47.20.780 and RCW 47.20.785.

This project will remove 29 fish passage barriers in Grays Harbor, Jefferson, and Clallam counties, at an estimated project cost of \$190 million. The project presents unique challenges due to stakeholder involvement and natural resource sensitivity. PDB will allow WSDOT to allocate risks and finalize stakeholder needs before determining contract price, which is not possible using either design-bid-build or design-build as a contracting method.

Since 2001 WSDOT has completed 37 design build contracts, with 15 more in procurement or under construction, with a total value of \$6.2 billion. This has enabled WSDOT to develop a highly capable workforce and strong administrative processes to manage alternative contract delivery. We have retained Parametrix to provide PDB expertise and advisory support to the project management team.

WSDOT is fully committed to applying all resources and effort needed to make this important project successful. We look forward to presenting our project application and qualifications to the committee for review and approval. Thank you for your consideration of our application.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. E. Christopher III', written over a horizontal line.

Robert E. Christopher III, P.E.
Director of Construction Division
State Construction Engineer

Cc: Marshall Elizer, Assistant Secretary Multimodal Development and Delivery
Kevin Dayton, Assistant Secretary Regions and Mega Programs

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): [Washington State Department of Transportation](#)
- b) Address: [5720 Capitol Blvd. SE, Tumwater, WA 98501](#)
- c) Contact Person Name: [Ricky Bhalla](#) Title: [Assistant Region Construction Engineer](#)
- d) Phone Number: [360-357-2615](#) E-mail: bhallar@wsdot.wa.gov

1. Brief Description of Proposed Project

- a) Name of Project: [US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers](#)
- b) County of Project Location: [Grays Harbor, Jefferson, Clallam](#)
- c) Please describe the project in no more than two short paragraphs.

In an effort to protect and restore salmon runs, WSDOT has been correcting barriers to fish created by WSDOT highways since 1991. A fish passage barrier hinders movement of fish through a waterway at any of its life stage preventing access to fish habitat. Culverts can impact the ability of fish to access their habitat if the stream flow through the culvert is too swift, too shallow, or creates a waterfall into or out of the culvert. Most barriers are culverts that were installed decades before scientists fully understood the impacts to fish. In March 2013, a federal court injunction required WSDOT to significantly increase the efforts to remove state owned culverts that block habitat for salmon and steelhead in order to restore the fishing rights of the Tribes at their usual and accustomed places. The injunction requires that WSDOT correct approximately 413 fish barrier culverts to open up 90% of upstream fish habitat by the year 2030.

This project bundles 29 of the 413 injunction fish barriers into one progressive design-build contract and replaces them with fish passable stream simulation structures that are generally bridges or wider and taller culverts. Other work as part of constructing each fish passable structure will include streambed grading, restoration of fish habitat, landscaping, retaining walls, maintenance of traffic, right of way acquisition, drainage, and traffic safety elements such as guardrail and barrier. See Appendix A for a map of the proposed 29 fish barrier removal sites and Appendix B for examples of fish passable structures and projects.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 3,000,000
Estimated project construction costs (<i>w/o construction contingencies</i>) ¹ :	\$ 140,000,000
Construction Contingencies (5% minimum):	\$ 7,000,000
Equipment and furnishing costs	N/A
Off-site costs	N/A
Contract administration costs (owner, cm etc.)	\$ 15,000,000
Contingencies (design & owner)	\$ 10,000,000
Other related project costs (briefly describe)	N/A
Sales Tax	\$ 15,000,000
Total	\$ 190,000,000

¹ Most of the design services will fall under the PDB contract and their costs are included in this amount.

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*

Funds are available to cover the development of procurement and contract documents, procurement of a progressive design-builder, and the preliminary design and environmental phase of the progressive design-build contract through June 2021. The remaining funds needed for final design and construction are expected to be appropriated in the 2021 legislative session and available in July 2021.

The Governor and Secretary of Transportation have identified meeting the fish passage injunction mandate as one of their top priorities. In order to meet the federal injunction deadline by 2030, WSDOT has identified the need for approximately \$725 million per biennium in each of the next four biennia and expects to receive significant fish passage funding increase in the next legislative session. This project includes highly prioritized injunction fish barriers, and therefore, expects to be fully funded for final design and construction.

The preliminary services (phase one) activities will include preliminary design, environmental documentation, and guaranteed maximum price (GMP) negotiations as shown in Figure 1 below. The execution of final design and construction (phase two) will be contingent on approval of additional funding.

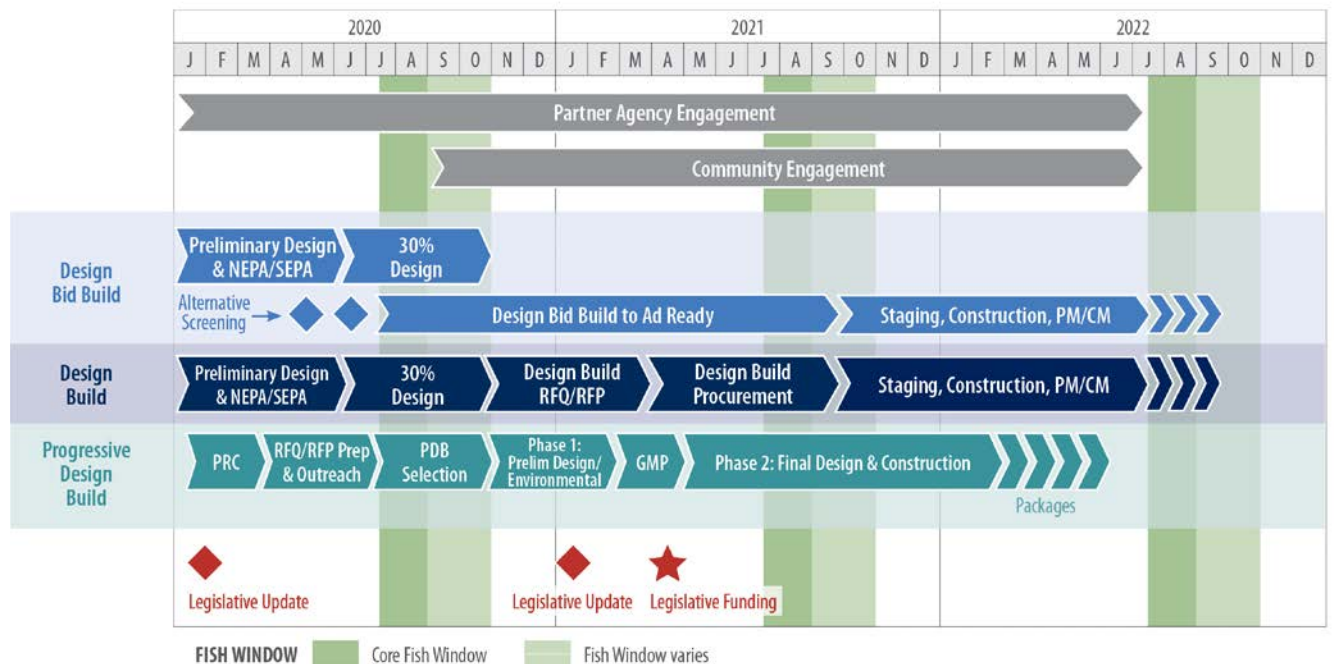


Figure 1: Approximate timelines for different project delivery methods (Best Case)

Due to the required lead time for preliminary design and environmental documentation, waiting until after the legislative session results in missing multiple in-water construction fish windows. Utilizing a Progressive Design-Build contract delivery method allows construction to start as early as the 2021 in-water construction fish window and has the potential to provide significant schedule and collaboration benefits. WSDOT anticipates incorporating lessons learned from this project to advise future Progressive Design-Build contracts to assist the department in meeting the aggressive timeline needed to fulfill the requirement of the injunction.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement;

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

Preliminary Project Milestones

Progressive Design-Build Advisor Selection and NTP	February 2020
Project Review Committee Meeting/Approval	March 26, 2020
Independent Cost Estimator Selection	May 2020
PDB – RFQ Advertisement	June 2020
PDB – SOQ Due (4-6 weeks)	July 2020
Shortlist Finalized / Issue RFP	August 2020
Proposals Due (6-8 weeks)	September 2020
PDB Team Interviews	September 2020
Select DB Team	October 2020
Phase One - Notice to Proceed	November 2020
PDB - Preliminary Services Phase One (~60%)	November 2020 – November 2021
Early Packages/GMP	July 2021 – November 2021
Final Design and Construction Phase Two	July 2021 – October 2026
Close Out	December 2026

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:

US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project meets all three of the following criteria:

- 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?

Highly Specialized Activities

- *Environmentally Sensitive Locations* - Decisions on how to route and manage traffic through an environmentally sensitive work zone are highly specialized and are site-specific for each fish barrier replacement location, and cannot be efficiently and cost-effectively made without an intimate knowledge of the contractor’s means and methods. By its nature, progressive design-build facilitates this better than design-bid build (or conventional design-build).
- *Constructability Challenges* - The fish passage injunction requires fish passage structures to meet the stream simulation criteria. The stream simulation structure design is a blending of engineering and science, which requires constructing a stream channel that meets natural stream functions and geomorphological processes. Constructing streambed and restoration features in a manner that truly meet the needs of resource agencies and tribes, while simultaneously having long-term stability and

minimal maintenance needs for WSDOT, has been a trial and error struggle using both design-bid-build and traditional design-build and have resulted in project delays and added costs. Examples of such features are: (1) Anchoring large woody material upstream from, or inside of a new culvert in a manner that is acceptable to the tribes and Washington Department of Fish and Wildlife (WDFW) (no concrete, chains, or wire rope) while also not getting flushed downstream in a manner that plugs the culvert. (2) Selecting streambed gravel that has a gradation suitable for fish yet will not allow the stream to go subterranean. (3) Installing natural features inside new culverts that allow the stream to meander but prevent it from getting “stuck” against a culvert wall and staying there. These are specialized in the sense that really good solutions are still being sought. The team approach to design and construction provided by progressive design-build will greatly facilitate finding ways that work well and implementing them on subsequent culverts on this same contract.

- *Short Construction Windows* - All in-water work associated with replacing these culverts is required to be done during annual two-month work window established by WDFW (referred to as a “fish window”). This can best be accomplished as a collaborative effort by the owner, design-builder, and stakeholders before pricing the work. The progressive approach allows the design-builder to be involved in formulating contract requirements and developing solutions collaboratively that account for environmental commitments and permit conditions, while maximizing construction and traffic management efficiencies that will result in lower overall project costs.
 - *Significant Community Impacts* - The close proximity of a significant number of barriers within the same stretch of two lane highway, the majority of which don't have detour opportunities, makes community engagement critical to project success. The Progressive Design-Build delivery method provides greater opportunity for incorporating community input in project phasing. This allows for project grouping and coordinated work zones in close proximity resulting in reduced impacts on the neighboring communities.
- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

Greater Innovation and Efficiencies

- *Bundling Efficiencies* - The project bundling of 29 fish barrier sites provides the design-builder greater opportunity to plan and coordinate work to fit within the limited fish windows and seasonal construction requirements. Early work packages within a bundled project also provides an opportunity to realize economy of scale and streamlining of fabrication (e.g., by grouping a number of similar sized culverts (20' to 25') into larger culverts of one size (25')).
 - *Greater Innovation Through Collaborative Approach* - The progressive design-build approach will provide an opportunity for the design-builder, tribes, resource agencies, utilities, and the community to communicate together early in the process, prior to the design-builder committing to a fixed price. This feature of Progressive Design-Build will allow for a more collaborative project, resulting in greater innovation. The early agreement on project groupings or early work packages will allow streamlining of environmental permitting, utility relocation, fabrication, and allow for faster procurement and delivery of the overall project.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

Significant Project Delivery Time Savings

- *Staffing Efficiencies* - WSDOT does not have adequate in-house staff needed to develop bid-build or traditional design-build contracts fast enough to remedy all fish barriers in time to meet the injunction deadline of June 2030. This project, as a progressive design-build contract, will leverage industry resources and help fulfill that need.

- *Bundling Efficiencies* – Bundling of 29 culverts in one project allows the design-builder to phase construction efficiently with each completed design and permit package, and provides for the most efficient removal of an individual culvert or grouping of culverts. Starting a portion of the project prior to the completion of design on all culverts saves substantial time in the overall schedule.
- *Construction Efficiencies* - Early and extensive design-builder involvement during the design phase provides opportunities to enhance constructability for the project, which will provide opportunities for greater construction efficiencies and time savings in the overall project delivery.
- *Streamline Environmental Documentation and Permitting* - Including the Design-Builder in the coordination with the tribes and regulatory agencies very early in the preliminary design phase will result in time savings for both the environmental documentation process as well as permit acquisition. In a traditional design-build project, the Design-Builder acquires environmental permits after procurement and a lump sum proposal price. Any changes to the proposed design resulting from tribal and agency coordination after procurement impacts both the schedule and the project cost. Allowing the design-builder to have early input and identify details regarding their specific design and construction means and methods will streamline the environmental process. The Design-Builder can provide timely and accurate responses to any questions or concerns regarding their methodology and adjust their design and construction approach based on feedback from the tribes and regulatory agencies before establishing a guaranteed price.

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
 - Progressive design-build will allow the design to be integrated with the builder's means and methods in a way that can minimize the overall cost. This can be a significant savings given the effect of short in-water work windows coupled with maintaining traffic flow during construction.
 - Early involvement by the design-builder will reduce the likelihood of change orders and claims. During negotiations of the GMP, PDB provides the owner an opportunity to renegotiate scope/risk in areas identified as being high cost or high risk. The risk sharing approach of the progressive design-build contract will lead to lower overall costs.
 - It best meets the needs of tribes, resource agencies, stakeholders, and the community by having their input incorporated in solutions that minimize environmental and community impacts, while allowing budget tradeoff discussions prior to establishing GMP.
 - Provides a single point of accountability with the design-builder and eliminates the design risk and potential added costs associated with design related errors and change orders, that would ordinarily be the responsibility of the owner being the engineer of record.
 - Enables the progressive design-builder to identify and reach agreement on early construction packages allowing earlier material procurement and volume purchases (e.g., precast culverts, prestressed girders, etc.) resulting in reduced project and escalation costs.
 - Ability to use qualifications and project goals in the selection process such as collaboration, progressive design-build experience, key personnel experience, and design-builders' approach to solving the technical challenges would result in greater value to the public by providing the most qualified and capable team.

- 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.

Quality

- Progressive Design-Build is seen as meeting similar quality standards as WSDOT’s design-bid-build delivery but having a slight quality advantage over traditional design-build because PDB provides a better opportunity of reaching desired results on design requirements before pricing the construction.

Delivery Schedule

- Waiting to complete environmental documentation and obtain permits for all 29 bundled locations prior to procuring a contractor to construct the project would significantly impact delivery schedule.
- Under conventional DB project delivery, the design-builder is not included earlier in the environmental documentation and permitting process. By not including the design-builder in the environmental process, assumptions are made regarding the final design and construction impacts. These assumptions are used as a framework for the environmental permit conditions and limit the ability for the design-builder to develop innovative and efficient solutions for their means and methods.
- Utilizing the existing delivery methods available to WSDOT will make it very challenging to meet the federal injunction deadline of 2030. Incorporating schedule and innovation advantages of progressive design-build will help significantly in successfully delivering the program.

6. Public Body Qualifications

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

The Washington State Department of Transportation manages a multi-billion dollar annual capital program. Since 2001, an increasing volume of work has been delivered using alternative contracting, primarily design-build delivery. Projects include the SR509/SR167 Gateway Program, SR99 Alaskan Way Viaduct Replacement Project, SR520 Floating Bridge Replacement and Rest of the West projects, SR 16/I-5 Pierce County HOV Program, and I-405 Program. In addition to design-build contracting, WSDOT has also utilized the Heavy Civil GC/CM delivery method for Seattle Multimodal Terminal at Colman Dock project (involving negotiation of self-performed construction for a substantial portion of the construction similar to Progressive Design-Build, a project previously approved by PRC). In the past 20 years, WSDOT has delivered 37 design-build projects under WSDOT’s Design-Build authority (RCW 47.20.780 and RCW 47.20.785) and is in the process of procuring or under contract on another 15 design-build projects for a total contract value of \$6.2 billion.

Through WSDOT Design-Build Program, WSDOT develops and administers Design-Build Institute of America (DBIA) certified training to internal staff, local agencies, other DOTs, consultants, contractors, and design-builders. Over 800 individuals have been trained since the program started in 2017, with several staff pursuing DBIA certification as a result. WSDOT is an Industry Partner member of DBIA, has served as co-chair of the annual DBIA Transportation/Aviation Conference, and made numerous presentations at DBIA conferences. The Agency currently has representation on the Contracts, Transportation/Aviation, and Education committees of DBIA. WSDOT was a member of the Design-Build Statutes committee of CPARB and currently WSDOT’s Design-Build Program Manager holds PRC membership in the role of Owner-General Public.

WSDOT has partnered with industry in establishing the WSDOT/AGC/ACEC DB committee since 2004 to serve as a resource for establishing design-build policy, procedures and process improvement. The Agency has collaborated with the Federal Highway Administration (FHWA) in providing knowledge transfer to other agencies nationwide through the peer exchange program.

WSDOT's Olympic Region (OR) has successfully completed 2 design-build projects (SR 167 Puyallup River Bridge Replacement & I-5/SR 16 Interchange - HOV Connectors) since 2013 totaling \$190 million and is currently under contract on three additional design-build projects totaling \$450 million, which are tracking on schedule and on budget.

- 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 Appendix C – Project Table of Organization

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

Washington State Department of Transportation

Ricky Bhalla, PE – Project Manager (Olympic Region Asst. Region Construction Engineer)

Ricky Bhalla will serve as the Project Manager responsible for the overall delivery of the project. He will devote 100% of his time during procurement on this project, and 50% during design and construction of this project. He joined WSDOT in 1999 and has over twenty years of progressively responsible experience in project development and contract administration, and an extensive knowledge of WSDOT's highway engineering and contracting practices, technical procedures, and management processes. Ricky Bhalla graduated from Washington State University in 1998 and is a licensed engineer in Washington State. Ricky has administered multiple construction contracts throughout his career including \$120 million SR 16/I-5 Westbound Nalley Valley project in Tacoma. He is trained in WSDOT's traditional design-build procurement and is experienced in design and construction of fish passage projects. Prior to his current role, he served as Assistant State Design Engineer and was responsible for design oversight and design approval on SR520 Montlake Phase, I-82 South Union Gap Interchange, and I-5 Chamber Way Bridge design build projects. He also serves on the WSDOT/AGC/ACEC design-build committee as a WSDOT design representative and is the subject matter expert on the design related technical requirements for design build projects. .

Robert Dyer, PE – Headquarters (HQ) Assistant State Construction Engineer

Bob Dyer will support the project manager in developing progressive design-build contract language and will ultimately be responsible for approving the contract documents prior to issuing the RFP. During construction, Bob will also be involved in contract changes that exceed \$500,000. Thirty-eight years of Bob's career has been dedicated exclusively to construction contract procurement, administration, management, and leadership. He has been employed in this work by the public and private sector (30 and 8 years respectively), has worked on both sides of the contract (owners 36 years, design-builder 2 years), and has worked on both design-build and bid-build contracts (12 and 26 years respectively). Bob developed the first design-build template documents for WSDOT and Utah DOT, and has responsibility on this project to oversee development of the progressive design-build documents. Bob was project director for three of WSDOT's \$150 Million+ design-build contracts (SR 520 Eastside, SR520 Pontoons, and I-5 Everett HOV), and will be providing expert advice and guidance in the procurement and management of quality, cost, and schedule on this project.

John Romero, PE – Project (Resident) Engineer

John Romero will be responsible for managing and providing engineering oversight of the field office delivering the progressive design-build fish passage project. This will include design and inspection oversight, schedule management, contract payments, and quality verification on this project. John will support the project manager in the day to day administration of the progressive design-build contract.

John Romero has over twenty years of progressively responsible experience in project development and contract administration, and an extensive knowledge of WSDOT's highway engineering and contracting practices, technical procedures, and management processes. John has been a Project Engineer for the last 4 years and is currently administering Olympic Region's first design build fish passage project US101/Coffee Creek Remove Fish Barrier. He will devote 50% of his time during procurement on this project, and 50% during design and construction for this project. John has extensive contract administration experience, which includes removing fish barriers on Middle and East Forks Wildcat Creek. He also serves on the Roadway WSDOT/AGC committee as a WSDOT construction representative for standard specifications related to roadway work.

Jennette Queen, PE – Assistant Project Engineer

Jennette Queen will assist John Romero in managing the field office and the day to day administration of the progressive design-build contract. Jennette has over fifteen years of progressively responsible experience in project development and contract administration, and an extensive knowledge of WSDOT's highway engineering and contracting practices, technical procedures, and management processes. She will devote 50% of her time during the procurement on this project, and 50% during design and construction for this project. Prior to her current role, she served as the design team lead responsible for the development and procurement of SR3/Chico Creek and Tributary – Remove Fish Barriers design-build project in the Olympia Project Engineering Office for Olympic Region in support of the fish passage program.

Art McCluskey, PE, DBIA – Design Build Program Manager

Art McCluskey is WSDOT's Design Build Program Manager and is responsible for WSDOT's Design-Build policies, DB training, design-build templates, and leading industry outreach and collaboration. He will have an advisory role on this project and will help incorporate lessons learned from this project on future WSDOT PDB projects and policies. Art McCluskey has over 40 years of experience in construction and design management, including over 30 years of experience in the use of design-build project delivery. Art will be available to provide support as needed during the procurement, design, and construction of this project. Prior to his current role, he served in the capacities of design consultant, construction manager, contractor, design-builder, owner, and owner's representative on dozens of design-build and design-bid-build projects serving national clients in the areas of light/heavy rail, highways, bridges, aviation, and education including as a project manager on Sound Transit, South Link 200th Street Extension, Tampa International Airport Automated Transit System, and Orlando International Airport Automated Transit System.

Brenden Clarke, PE, DBIA – Olympic Region Assistant Regional Construction Engineer

Brenden Clarke is Olympic Region's Design-Build subject matter expert and will assist in the development of the Progressive Design-Build contract and procurement processes. Brenden Clarke has over twenty years of progressively responsible experience in project development and contract administration, and an extensive knowledge of WSDOT's highway engineering and contracting practices, technical procedures and management processes. Brenden was a project engineer for more than 10 years, delivering many complex projects on high volume facilities. Brenden developed contract language, procured and administered the first traditional Design-Build project in Olympic Region. He worked with the Northwest Region, WSDOT Headquarters and Olympic Region staff to ensure lessons learned and best practices were utilized. Since then, he has been an active member of the AGC/ACEC/WSDOT design-build committee. He has been involved in various capacities, both managing and providing training, on a number of design-build projects including projects in other regions. He will devote approximately 10% of his time during the procurement on this project, and will be available as needed during design and construction of the project.

WSDOT Executive Oversight Committee – The WSDOT executive oversight committee (EOC) will consist of Steve Roark (Development Division Director/State Design Engineer), Chris Christopher (Construction Division Director/State Construction Engineer) and MaryLou Nebergall, DBIA (OR Assistant Regional Administrator). The WSDOT EOC will be engaged at the programmatic level and step in to fill in any policy gaps related to progressive design-build delivery. The WSDOT EOC will be available to the

project team for consultation as needed, provide a forum for escalation of issues, and leverage resources when needed for the successful delivery of the project.

See Appendix D – Staff Experience

Attorney General's Office

Guy Bowman, Esq. will assist in the procurement process and all other phases of progressive design-build delivery, as needed. This will include the drafting, negotiating and development of all procurement documents, final contract documents and contract management. He has over 12 years of experience with the Transportation and Public Construction Division of the Attorney General's Office. He has advised WSDOT and participated in the preparation and drafting of proposal and contract documents for numerous design-build projects, including the SR 520 Evergreen Point Floating Bridge and Landings, I-405 Renton to Bellevue, SR 99, SR 520 Montlake to Lake Washington I/C and Bridge Replacement, SR 99 Bored Tunnel and SR 99 Demolition, Decommissioning and Surface Street Projects. He also has extensive experience in design-bid-build contracting and risk management issues and will be involved in the selection of outside legal counsel. Outside counsel will provide additional expertise in the development, negotiating and drafting of necessary PDB documentation, provide advice on preliminary design and negotiating a guaranteed maximum price.

Progressive Design-Build Advisors: Parametrix

Howard Hillinger, CCM, DBIA will serve as lead advisor for this. Howard has in advisory roles on more than two dozen alternative project delivery projects under RCW 39.10 including Design-Build (both progressive and traditional) and GC/CM (both traditional and Heavy Civil). Notable assignments have included, progressive design-build (Quileute Tribal School, Orting Public Works Facility, SeaTac International Arrivals Facility, USPS major facilities), Hood Canal Bridge completion (a target price/alliance contract) \$210 M and four Heavy Civil GC/CM projects (negotiated construction similar to PDB) including WSDOT's Seattle Multimodal Terminal at Colman Dock (\$450 M), City of Seattle Overlook Walk (\$55 M) and Pierce Transit Maintenance Base Infrastructure (\$150 M) and BRT (\$155 M). Howard has been on the PRC for six years and has completed CPARB DB Best Practices training.

Jim Dugan, DBIA will serve as subject matter expert for PDB selection. He has decades of experience in DB and his PDB experience includes four new schools for Tacoma Public Schools, a gymnasium addition for Willapa Valley School District, and a new shop building for Mount Vernon School District. He has extensive experience in other forms of APD including GC/CM, both Heavy Civil and traditional, and all forms of DB where he has gained important skills in GMP negotiation and contract management. Jim is a PRC member and is currently serving as Chair.

John Palewicz will review documents and assist with PDB selection and contract negotiation as needed. He formerly served as Director of Strategic Projects at the University of Washington where he led the development of the first PDB projects after legislative authority was granted. These projects include the West Campus Utility Plant, Husky Football Stadium renovation, and Husky Baseball Ballpark. John is serving his third term on the PRC, was a member of CPARB's DB Best Practices committee, and serves as an instructor for CPARB's GC/CM and DB best practices seminars. He will also serve as a CPARB best practices resource and provide training/oversight to WSDOT staff as needed.

Robynne Thaxton, JD will assist in the development of the contract for preliminary design and independent cost estimating, advise on the allocation of risk between WSDOT and the progressive design-builder, and contract management; particularly, the integration of PDB contract approaches and provisions into WSDOT's existing DB contract templates. She is a practicing attorney and consultant industry leading expertise in DB contracts, procurement, and delivery. She was appointed to the Washington State Capital Projects Advisory Review Board in 2019. She served on the National Design

Build Institute of America Board of Directors from 2010 - 2016. Robynne is an instructor for the DBIA Contracts and Risk Management course as well as the Best Practices in Progressive Design-Build course. Robynne has assisted many public owners with their design-build projects. Recent representative projects include the City of Bothell's Fire Stations 42 and 45, City of Tacoma's Alder station re-wind, Seattle City Light's Boundary Dam re-wind and Cedar Falls substation projects, Western Washington University New Residence Hall and Consolidated Academic Support Services building, University of California San Diego Triton Pavilion, Los Angeles County Consolidated Correctional Facility project, Port of Seattle's AUF Facility and Concourse D Hardstand projects. Robynne has also assisted both the Washington State Department of Enterprise Services and the University of California System in developing their form progressive design-build procurement documents and contracts.

- 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.

Ricky Bhalla, PE will serve as the project manager and will be supported by John Romero, PE and Jennette Queen, PE during procurement and contract administration. Their short biographies and experience are included in Section 6.3 and Appendix D.

- 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.

N/A

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

See Appendix D – Staff Experience

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

WSDOT has well-established and well-defined design and construction oversight procedures for managing quality, cost, and schedule for design-build (as well as bid-build) projects, all of which will be used in managing this project. These are standardized in WSDOT manuals (which include WSDOT's [Construction Manual](#), [Design Build Manual](#), and [Design Manual](#)), allocated between WSDOT and the design-builder in the contract documents, reinforced through dozens of training classes, supported by legacy and proprietary computer programs (addressing materials quality, construction quality, submittals, documentation, correspondence, non-conformances, schedule, payments, environmental commitments, etc.), implemented by an experienced project office consisting of 10 WSDOT staff, audited by two different audit groups (both external to the project), and overseen by a WSDOT executive oversight committee. In addition to the preceding standard WSDOT procedures, we will (1) supplement cost negotiations with at least one independent cost estimator, (2) obtain additional outside legal counsel with expertise in progressive design-build contracts, and (3) obtain outside consultant expertise (Parametrix) in managing progressive design-build contracts.

- A brief description of your planned DB procurement process.

WSDOT intends to utilize a two-step procurement process to select the design-build team for a progressive design-build approach that is consistent with RCW 39.10 and will collaborate with the Parametrix team and AG's office in developing the procurement documents. The first step of the procurement process will include Request for Qualifications (RFQ) to solicit the design-build teams with the appropriate experience to perform the work. WSDOT's evaluation team will evaluate the received submittals against the scoring criteria in the RFQ, which will include submitters' organization, key

personnel, and previous experience in order to short list three finalists. The second step will include issuance of the Request for Proposals to the three finalists for development of their technical and pricing factors in response to the RFP. WSDOT will reserve the right to conduct interviews with finalists to explain their proposals and the evaluation team to ask questions regarding the proposals. WSDOT will evaluate finalists strictly in accordance with the criteria established in the procurement documents related to each team's project approach and select the finalist with the highest score. The participation of the Minority, Small, Veteran, and Women Business Enterprise (MSVWBE) is an important strategic objective for WSDOT. Although, no preference related to MSVWBE participation will be included in the evaluation process, the RFP will include voluntary MSVWBE participation goals and a MSVWBE participation plan will be required of the selected design-builder.

WSDOT will base its evaluative criteria primarily on the qualifications of the individuals and companies on the design-build team, including their successful completion of projects of similar scope and complexity. WSDOT intends to evaluate the design-builders' approach to collaboration, project management, project controls, risk management, and approach to open book fair market pricing. WSDOT is still in the process of determining the appropriate cost or price-related factors for this procurement; however, the pricing component will likely include Design-Builder's overhead and profit fee percentages. Project delivery approach will be more important and weighted more than price factors in the RFP. WSDOT will work with the Parametrix team and AG's office in developing selection process and criteria, and in formulating the contract terms and conditions for both progressive design-build phase one and phase two contracts. WSDOT will work collaboratively with the design-builder to develop a Guaranteed Maximum Price after the award of the Project, once the scope package(s) for the fish barrier removals have been developed.

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

WSDOT has developed design-build template contract language for General Provisions and Technical Requirements, parts of which have been reviewed by Washington State AG's office and Federal Highway Administration. The design-build template contract language has been used successfully to administer multiple WSDOT design-build projects. WSDOT is currently developing draft contract language for the progressive design-build contract based on DBIA and other states and entities' experience with progressive design-build. WSDOT will utilize AG's office, along with Robynne Thaxton as part of the Parametrix's advisory services, for review and feedback on WSDOT's contract language.

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:

- 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 Appendix E – WSDOT Construction 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 Appendix A and B

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.

N/A – There have been no findings.

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

This project will include voluntary goals (*Minority Business Enterprise 10%, Small Business 5%, Veteran-owned Businesses 5%, and Women’s Business Enterprise 6%*) and will require the selected design-builder to submit a MSVWBE participation plan and meet good faith effort requirements. Inclusion, which is one of the three goal areas at WSDOT, strengthens our commitment to diversity and engagement in all WSDOT business processes, functions and services. This includes disadvantaged business enterprise contracting goals and creating opportunities for underrepresented populations to do business with WSDOT. WSDOT has partnered with the contracting industry and is seen as a leader in its approach in growing capacity through its Mentor-Protégé Program (now called Capacity Building Mentorship Program), and apprenticeship and pre-apprenticeship participation. The Capacity Building Mentorship Program pairs successful prime contractors and consultants with diverse businesses wanting to do business with Washington State in an effort to increase their capacity and participation on WSDOT projects.

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 may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves 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: _____

Name: (*please print*) Ricky Bhalla _____ (*public body personnel*)

Title: Assistant Region Construction Engineer (Project Manager)

Date: February 20, 2020

Appendices

Appendix A: Olympic Region Progressive Design-Build 29 Culvert Sites

Appendix B: Examples Fish Passage Barrier projects

Appendix C: Project Table of Organization

Appendix D: Project Staff Experience

Appendix E: WSDOT Construction History

Appendix A

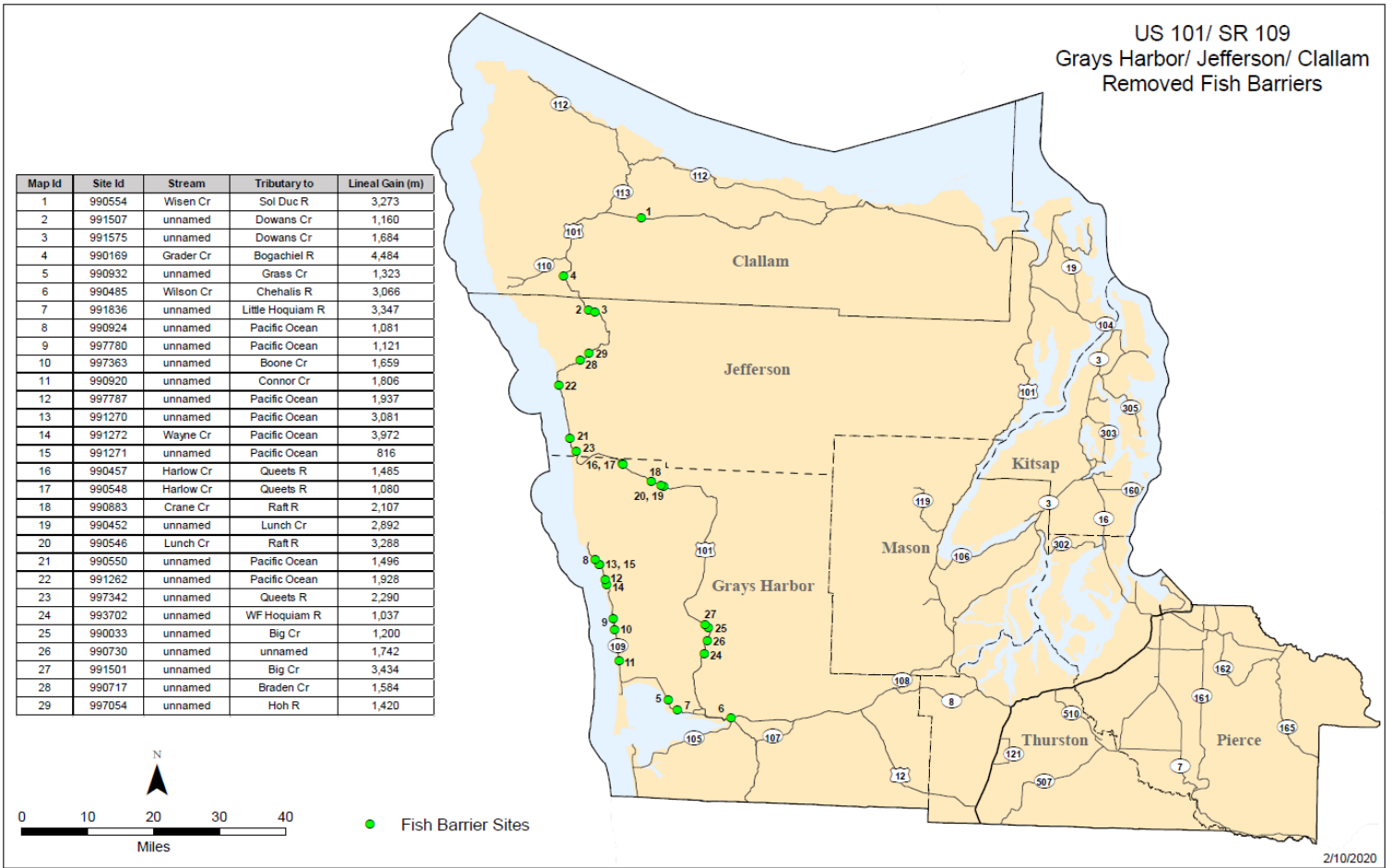


Figure 1 - Olympic Region Progressive Design-Build 29 Culvert Sites

Appendix B

(Examples of Unique Fish Passage Barrier Projects)

Gribble Creek

Before Construction



After Construction



Little Pilchuck Creek

Before Construction



After Construction



Olsen Creek

Before Construction



After Construction



Middle Fork Wildcat Creek

Before Construction



After Construction



Langlois Creek

Before Construction



After Construction



Swauk Creek

Before Construction

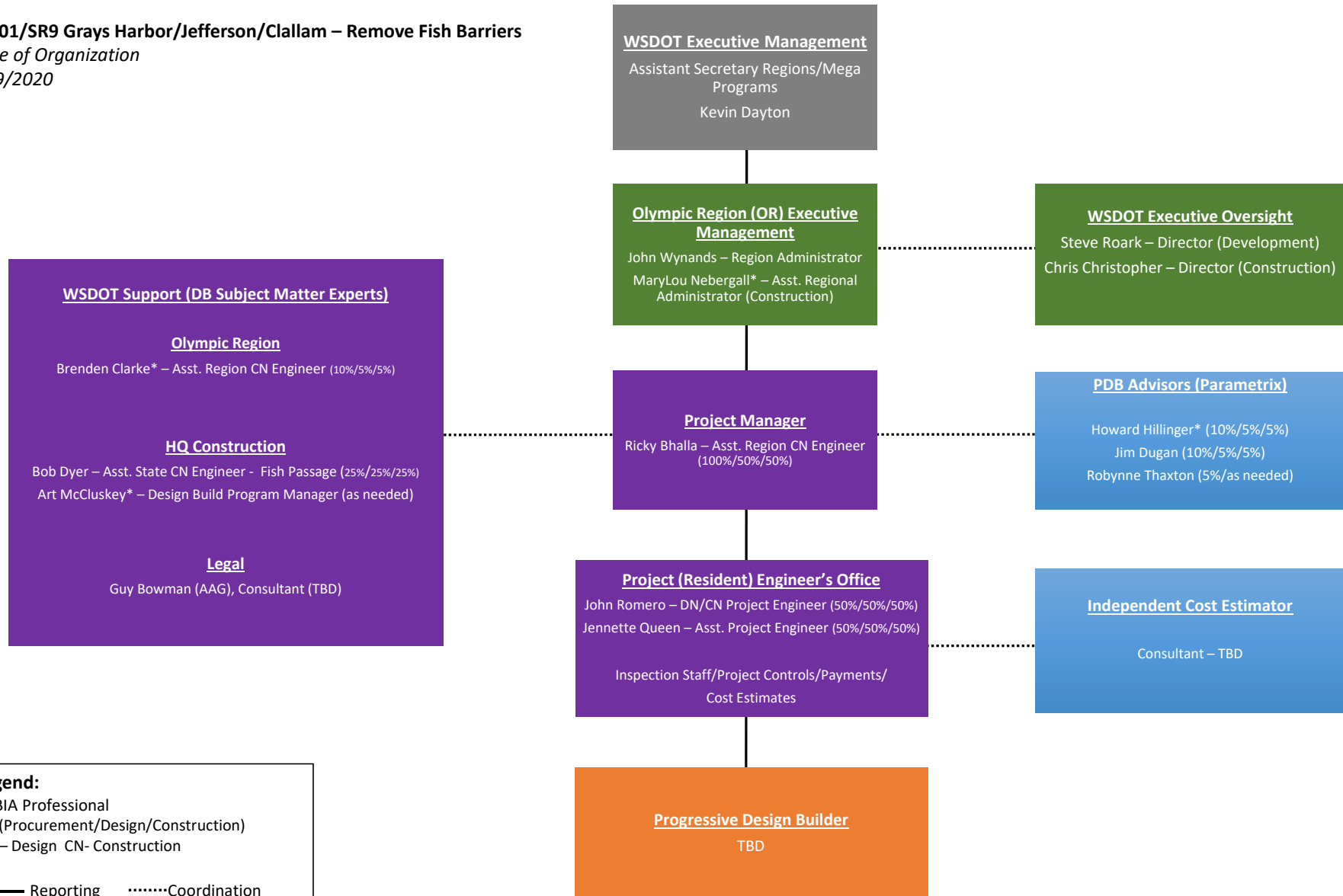


After Construction



APPENDIX C

US101/SR9 Grays Harbor/Jefferson/Clallam – Remove Fish Barriers
Table of Organization
 2/19/2020



Legend:
 *DBIA Professional
 % - (Procurement/Design/Construction)
 DN – Design CN- Construction
 — Reporting Coordination

APPENDIX D - Project Staff Experience

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Ricky Bhalla, PE	Over 20 years of progressively responsible experience in design and contract administration	SR 520 Montlake Phase	\$500 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		I-82 South Union Gap I/C Construct Ramps	\$15 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		I-5 Chamber Way Bridge - Repair and Replacement	\$13 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		US12 Wildcat Creek Bridge Replacement	\$10 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Oversight	N/A
		US 101 Simpson Ave. Bridge Painting	\$5 Million	DBB	Project Engineer	PM	PM	PM
		US 101 N. of Salmon Ck. - Slope Stabilization	\$7 Million	DBB	Project Engineer	PM	PM	PM
		US101 Hoh River Erosion Site #2	\$6 Million	DBB	Project Engineer	PM	PM	PM
		US 101 MP316.5 Emergency Slope Stabilization	\$3 Million	DBB	Project Engineer	PM	PM	PM
Bob Dyer, PE	38 Years of progressively responsible construction contract procurement, contract administration, contract management, and leadership.	SR16/I-5 Westbound Nalley Valley	\$120 Million	DBB	Assistant Project Engineer	N/A	N/A	APM
		Padden Creek Fish Passage	\$25 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		Evans/Patterson Creek Fish Passage	\$12 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		California Creek Tribbs Fish Passage	\$8 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		Trafton/Schoolyard Fish Passage	\$13 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		Coffee Creek Fish Passage	\$14 million	DB	Assistant State Construction Engr	support drafting the contract	none	none
		SR520 Eastside	\$310 million	DB	Project Director	support drafting the contract	Project Director	Project Director
		SR520 Pontoons	\$380 million	DB	Project Director	none	Project Director	Project Director
		I-5: Everett HOV	\$ 190 million	DB	Project Director	Develop contract docs and procurement process	none	none
		I-15 Reconstruction, Salt Lake City, Utah	\$1.5 Billion	DB	UDOT Construction Oversight Manager	none	none	Acceptance of all construction
I-15 Reconstruction, Salt Lake City, Utah	\$1.5 Billion	DB	Jorden Segment QA Manager	none	none	Manage DBer's acceptance of construction		
Brenden Clarke, PE, DBIA	Over 25 years of progressively responsible experience in design and contract administration, including 8 years of experience managing Design-Build projects. Member of AGC/ACEC/WSDOT Design-Build committee and WSDOT Design-Build Workgroup.	SR 167, 70th Ave E Vicinity Bridge Replacement	\$41 Million	DB	Assistant Region Construction Eng.	Oversight	Oversight	Oversight
		I-5 / Portland Ave to Port of Tacoma - SB HOV	\$161 Million	DB	Assistant Region Construction Eng.	PM	Oversight	Oversight
		US 101 / Coffee Creek Remove Fish Barrier	\$14 Million	DB	Assistant Region Construction Eng.	Oversight	Oversight	Oversight
		I-5 / SR 16 Interchange - HOV Connections	\$122 Million	DB	Assistant Region Construction Eng.	PM	Oversight	Oversight
		SR 167 - Puyallup River Bridge Replacement	\$24 Million	DB	Project Engineer	PM	PM	PM
		SR 520 - Pontoon Construction Project	\$367 Million	DB	Design Project Eng.	N/A	Design PM	N/A
		I-5 / Portland Ave to Port of Tacoma - NB HOV	\$150 Million	DBB	Project Engineer	N/A	N/A	PM
		I-5 / M St to Portland Ave - HOV	\$140 Million	DBB	Project Engineer	N/A	N/A	PM

Art McCluskey, PE, DBIA	Over 40 years of experience in construction and design management, including over 30 years of experience in the use of design-build project delivery	WSDOT Design-Build Program - Various Projects	\$8 Million to \$700 Million	DB	Design-Build Program Manager	Policy and procedure development, procurement support	N/A	Project support
		Sound Transit, South Link 200th Street Extension (S440, S446, S447)	\$160 Million	DB	Sr. Project Manager	RFQ, RFP Development	Project Manager	Construction Support
		Sound Transit, Operation and Maintenance Facility East	\$219 Million	DB	Sr. Project Manager	RFP Technical Author	N/A	N/A
		I-405, 112th Ave. to SE 8th Street	\$125 Million	DB	Sr. Project Manager	Proposal Support	Design Manager	Construction Support
		Greenbush Commuter Rail	\$258 Million	DB	Deputy Project Manager / Project Controls Manager	N/A	Deputy Project Manager / Project Controls Manager	Deputy Project Manager / Project Controls Manager
		Tampa International Airport Automated Transit System	\$38 Million	DB	Project Manager Design / Construction	Proposal Lead	Project Manager	Project Manager
		Orlando International Airport Automated Transit System	\$30 Million	DB	Project Manager Design / Construction	Proposal Lead	Project Manager	Project Manager
		Logan International Airport, International Terminal Reconstruction	\$200 Million	DBB	Sr. Project Manager / Construction Manager	N/A	N/A	Sr. Project Manager / Construction Manager
John Romero, PE	Over 25 years of progressively responsible experience in design and contract administration	US 101 - Coffee Creek - Remove Fish Barrier	\$14 Million	DB	Project Engineer	N/A	PM	PM
		US 101 - N of SR 107 - Stabilize Slope	\$7 Million	DBB	Project Engineer	PM	PM	PM
		SR 8 - US 12 to W of Wilson Rd - Paving	\$3 Million	DBB	Project Engineer	PM	N/A	PM
		US 101 - West Jefferson County - Remove Fish Barriers	\$16 Million	DBB	Project Engineer	PM	N/A	PM
		SR 107 - Chehalis River Bridge - Structural Rehabilitation and Painting	\$21 Million	DBB	Project Engineer	PM	PM	PM
		US 12 - Sargent Blvd to Wynoochee River Bridge - Paving and Bridge Deck Repair	\$2 Million	DBB	Project Engineer	PM	PM	PM
		US 12 - Unnamed Tributary to Wynoochee River - Remove Fish Barrier	\$3 Million	DBB	Project Engineer	PM	N/A	PM
		US 12, US 101 & SR 109 - Aberdeen/Hoquiam Signals - Rebuild Signals	\$4 Million	DBB	Project Engineer	PM	PM	PM
		SR 8 - Middle and East Forks Wildcat Creek - Remove Fish Barriers	\$14 Million	DBB	Project Engineer	PM	N/A	PM
Jenette Queen, PE	Over 15 years of progressively responsible experience in design and contract administration	SR 3 - Chico Creek and Tributary - Remove Fish Barriers	\$45 Million	DB	Team Lead	Team Lead	N/A	N/A
		I-5: SR 510 Interchange - Reconstruct Interchange	\$40 Million	DBB	Team Lead	Design Manager	Design Manager	N/A
		SR 6 Rock Creek Bridges - Replace Bridges 6/102 & 6/103	\$15 Million	DBB	Transportation Engineer 2	Designer	Designer	Construction Support
		I-5: Mellen Street to Blakeslee Junction - Stage 1	\$30 Million	DBB	Transportation Engineer 2	Designer	Designer	Inspector
Howard Hillinger, CCM, DBIA	Over 40 years of experience in construction and design management, including design-build and progressive Design Build project delivery. PRC member 2014 - current.	USPS Major Facilities DB and Progressive DB	\$10 - \$50 M (20 projects)	DB, PDB	Project Director	Project Exec	Project Exec	Project Exec
		Hood Canal Bridge Completion - Target Price	\$225 Million	Alliance	PM and Project Exec	Project Exec	Advisor	Advisor
		Orting Public Works Facility	\$2 Million	PDB	Advisor	Advisor	Advisor	Advisor
		Quileute Tribal School	\$40 Million	PDB	Advisor	Advisor	N/A	N/A
		Sea-Tac Airport Int'l Arrivals Facility	\$780 Million	PDB	Project Exec	N/A	N/A	Project Exec
		Sound Transit Parking Garage Program	\$100 Million	DB	Advisor	Advisor	Advisor	N/A
		Pierce Transit BRT and Maint Base Infrastructure	\$305 Million	Heavy Civil GC/CM	Advisor	Advisor	Advisor	Advisor
		WSF Seattle Multi Modal Facility	\$450 Million	Heavy Civil GC/CM	Advisor	Advisor	Advisor	Advisor
Seattle Waterfront Program Overlook Walk	\$55 Million	Heavy Civil GC/CM	Advisor	Advisor	Advisor	Advisor		

Jim Dugan, EIT	Four decades of experience in DB and PDB and extensive experience in negotiated construction including GC/CM. In second term as PRC member.	Boze Elementary School, Tacoma	\$35.5 Million	PDB	Advisor & PM	PM	Advisor	Advisor
		Downing Elementary School, Tacoma	\$42.7 Million	PDB	Advisor & PM	PM	Advisor	Advisor
		Hunt Middle School, Tacoma	\$48 Million	PDB	Advisor & PM	PM	Advisor	Advisor
		Reclaimed Water Disinfection Facility, Snoqualmie	\$5.1 Million	PDB	Advisor	Advisor	Advisor	Advisor
		Willapa Elementary Gym, Willapa Valley	\$1.5 M	PDB	Advisor & PM	PM	Advisor	Advisor
		Boeing Manufacturing Plants, Seattle	\$100+ M	DB	PM	PM	PM	PM
		Auto Manufacturing Plants, Mexico	\$100+ M	DB	PM	PM	PM	PM
Robynne Thaxton, JD, FDBIA	Design-Build consultant, attorney, and advisor with over 30 years' experience as an attorney and over 20 years' experience in design-build.	City of West Richland Police Station	\$12 Million	PDB	Consultant	Advisor	As needed	As Needed
		City of Richland Fire Station/Public Safety 73 and 75	\$9 Million	PDB	Consultant	Advisor	As needed	As Needed
		City of Tacoma Alder Re-Wind	\$4 Million	DB	Consultant	Advisor	As needed	As Needed
		City of Bothell Fire stations 42 and 45	\$35 Million	PDB	Consultant	Advisor	As needed	As Needed
		Seattle City Light Cedar Falls project	\$13 Million	DB	Consultant	Advisor	As needed	As Needed
		Seattle City Light Boundary Dam Re-wind project	\$40 Million	DB	Consultant	Advisor	As needed	As Needed
		Grant County PUD Load Growth Program	\$46 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Sea-Tac Airport Int'l Arrivals Facility	\$780 Million	PDB	Consultant	Advisor	As Needed	As Needed
		U of California/UCSD Triton Project	\$250 Million	PDB	Consultant	Advisor	As Needed	As Needed
		East County Advanced Water Purification project, San Diego	\$400 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Los Angeles County Correctional Treatment Facility	\$1.2B	DB	Consultant	Advisor	As needed	As Needed
		Spokane Riverfront Park Pavilion	\$18 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Portland Building Historic Landmark Renovation, Portland	\$100 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Okanagan County PUD Enloe Dam Powerhouse	\$40 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Morrow County Admin Building	\$12 million	PDB	Consultant	Advisor	As Needed	As Needed
Western Washington Univ Residence Hall and Admin Building	\$70 Million	PDB	Consultant	Advisor	As Needed	As Needed		
John Palewicz, AIA, DBIA, LEED AP	Director of Strategic Projects at UW, led the development of the first PDB projects after legislative authority was granted. Husky Football Stadium renovation, and Husky Baseball Ballpark. John is serving his third term on the PRC, was a member of CPARB's DB Best Practices committee, and serves as an instructor for CPARB's DB Best Practices seminar.	UW West Campus Utility Plant	\$44 Million	PDB	Project Director	Project Director	Project Director	Project Director
		UW Husky Stadium	\$278 Million	DB	Project Director	Project Director	Project Director	Project Director
		UW Husky Ballpark	\$19.5 Million	DB	Project Director	Project Director	Project Director	Project Director
		UW Global Innovation Exchange, Bellevue	\$18.6 Million	PDB	Owner Rep	Owner Rep	Owner Rep	Owner Rep
		Western Washington Univ Residence Hall and Admin Building	\$70 Million	PDB	Advisor	Advisor	Advisor	Advisor
		Boze Elementary School, Tacoma	\$35.5 Million	PDB	Advisor	Advisor	Advisor	Advisor
		Downing Elementary School, Tacoma	\$42.7 Million	PDB	Advisor	Advisor	Advisor	Advisor
Hunt Middle School, Tacoma	\$48 Million	PDB	Advisor	Advisor	Advisor	Advisor		

APPENDIX E

WSDOT Design Build Construction History (Last Six Years)										
Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
1	Contract 8513 - SR 167 Puyallup River Bridge - Bridge Replacement	Replace Existing SR 167 Bridge over Puyallup River	DB	Oct-13	Oct-15	Oct-13	Oct-15	\$30,800,000	\$31,150,000	Owner initiated changes - Added work for repairing existing steel truss bridge.
2	Contract 8560 - SR 9 and SR 92 Roundabouts	Construct roundabouts	DB	Mar-14	Nov-14	Mar-14	Nov-14	\$11,500,000	\$8,750,000	N/A
3	Contract 8665 - SR 167 / 8th St E Vic to S 277th St Vic - Southbound HOT Lane Project	Construct High Occupancy Toll Lanes	DB	Dec-14	Jun-17	Dec-14	Dec-16	\$83,700,000	\$84,400,000	Owner initiated changes - Added work (Pavement Repair, Barrier, Seismic Retrofit) & Utility Conflicts
4	Contract 8811 - I-405 / SR 167 Interchange Direct Connector Project*	Construct HOV direct connection between I-405 and SR167	DB	Jul-16	Dec-18	Jul-16	Feb-19	\$149,860,000	\$147,560,000	Winning proposal 40% below engineer's estimate. Schedule delays due to Operator Strike
5	Contract 8818 - I-5, SR 16 Interchange - Construct HOV Connections*	Construct HOV direct connections between I-5 and SR 16	DB	Aug-16	Oct-19	Aug-16	Nov-19	\$159,300,000	\$159,300,000	Winning proposal 25% below engineer's estimate. Striping delayed due to weather
6	Contract 8886 - I-405, NE 6th Street to I-5 - NB Hard Shoulder Running & ETL Improvements	Construct shoulders for use during peak traffic periods and modify existing ETL	DB	Dec-16	Jul-17	Dec-16	Jul-17	\$11,500,000	\$11,800,000	Owner initiated changes - Drainage Revisions
7	Contract 8952 - I-5 NB MLK Jr Way to NE Ravenna Br- Pavement Repair & More	Concrete Panel replacement on I-5	DB	May-17	Sep-19	May-17	Oct-19	\$37,400,000	\$53,600,000	Winning proposal 10% above engineer's estimate. Added cost due to differing site conditions - Unsuitable subgrade
8	Contract 8991 - I-5 Chamber Way Bridge - Repair and Replacement Project	Emergency Chamber Way Bridge Replacement over I-5 due oversized load strike	DB	May-17	Oct-18	May-17	Nov-18	\$11,500,000	\$14,600,000	Owner Initiated Changes - Added Work
9	Contract 9018 - Coffee Creek Remove Fish Barrier Project	Remove Fish Passage Barrier on US 101	DB	Nov-17	Dec-20	Nov-17	Ongoing	\$23,600,000	Ongoing	Tracking on schedule and on budget.
10	Contract 9015 - Montlake to Lake Washington I/C and Bridge Replacement Project*	Reconstruct SR 520/Montlake I/C and West Approach Bridge South to floating bridge	DB	Nov-18	Apr-23	Jan-19	Ongoing	\$546,000,000	Ongoing	Winning proposal 17% above engineer's estimate. Project is tracking additional 5% - 10% cost growth.

11	Contract 9127 - SR 99 Demolition, Decommissioning and Surface Street Project*	Demo Alaskan Way Viaduct	DB	Jun-18	Feb-20	Jul-18	Jun-20	\$106,000,000	Ongoing	Winning proposal 12% above engineer's estimate. Project is tracking behind schedule and additional 30% - 40% cost growth due to owner and stakeholder initiated changes resulting in project delays.
12	Contract 9133 - I-5 Steilacoom-DuPont Rd. to Thorne Lane Corridor Improvements*	Add another general purpose lane on I-5 between Thorne Lane and Steilacoom-Dupont Rd.	DB	Jun-18	Apr-21	Jun-18	Ongoing	\$225,000,000	Ongoing	Tracking on schedule and on budget.
13	Contract 9157 - I-5/Portland Avenue to Port of Tacoma Road - Southbound HOV*	Replace existing SB I-5 Bridge over Puyallup River and add an HOV lane between Portland Ave and Port of Tacoma Rd.	DB	Aug-18	Oct-23	Aug-18	Ongoing	\$209,500,000	Ongoing	Tracking on schedule and on budget.
14	Contract 9170 - Wildcat Creek Bridge - Replace Bridge	Replace existing bridge on US 12	DB	Apr-18	Dec-18	Apr-18	Oct-18	\$9,500,000	9,500,000	N/A
15	Contract 9247 - South Union Gap Interchange - Construct Ramps	Construct two new ramps between I-82 and US-97 in South Union Gap	DB	Dec-18	Oct-19	Dec-18	Jun-20	\$14,128,990	Ongoing	Project is within budget but tracking behind schedule due to design changes.
Notes:										
* This project is part of a large program (I-405, SR520, AWW, JBLM, Pierce HOV) and is one of many phases. The planned budget amount represents project budget at the time of award to the design builder.										
Note - In addition to Design Build projects identified above, WSDOT has a successfully delivered over 750 design bid build projects totaling \$3.2B in the last six years. Design Bid Build delivery history is available upon request.										