



City of Wenatchee
Public Works Department
Wenatchee City Hall
301 Yakima Street
PO Box 519
Wenatchee, WA 98807

February 17, 2023

Talia Baker, PRC Administrative Support
Department of Enterprise Services
Engineering & Architectural Services
Post Office Box 41476
Olympia, WA 98504-1476

Dear Project Review Committee Members:

The City of Wenatchee (City) Public Works Department is pleased to submit its application for project approval using the design-build (DB) alternative public works contract delivery, pursuant to RCW 39.10.280 and RCW 39.10.250(3).

The City is initiating a major infrastructure project, the Confluence Parkway Project (Project) creates a 2.5-mile arterial street that begins at the existing intersection of North Miller Street and State Route (SR) 285/North Wenatchee Avenue extending north over the Wenatchee River on a new bridge connecting to the U.S. Highway (US) 2/Euclid Avenue interchange. The Project will provide congestion relief on SR 285 by creating an alternate north/south route, in addition to and improving access and safety for bicyclists, pedestrians, and transit operations along the roadway and waterfront.

Enclosed for your consideration is our application to use the DB contracting procedure to design and construct the Confluence Parkway Project. The City and its consultant team have thoroughly analyzed the different possible delivery methods. Based on our analysis, we have concluded the DB process utilizing progressive design-build (PDB) contracting method provides the most desirable features and benefits to the City. The PDB contracting method is well suited for our Project's objectives to ensure significant collaboration between designer, contractor, and the City to maximize value in achieving the City's program goals while designing and constructing the Project within the budget and timeframe. This Project contains a number of risks including working within a busy commercial, industrial, recreational, and habitat area; the requirement to maintain rail operations on the BNSF Railway line during construction; and other risks further defined in our application that lend the Project to benefiting from early contractor involvement.

The Project fully meets the requirements for the PDB alternate contracting procedure stated in RCW 39.10.300 (1). We are eager to add a PDB partner to our team to provide the collaborative effort of creative design and construction solutions to ensure Project success.

If you have questions or require additional information regarding our enclosed application, I can be reached at (509) 888-3221 or jlewing@wenatcheewa.gov. Thank you for your consideration of our application.

Sincerely,

37840B7254704F5...

Jake Lewing, PE
City Engineer

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 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 Wenatchee**
- b) Mailing Address: **301 Yakima St, PO Box 519, Wenatchee, WA 98807-0519**
- c) Contact Person Name: **Jake Lewing** Title: **City Engineer and Project Manager**
- d) Phone Number: **509.888.3221** E-mail: **JLewing@WenatcheeWA.gov**

1. Brief Description of Proposed Project

- a) Name of Project: **Confluence Parkway Project**
- b) County of Project Location: **Chelan County**
- c) Please describe the Project in no more than two short paragraphs. (*See Attachment A for an example.*)

The proposed Confluence Parkway Project (Project) creates a 2.5-mile arterial street that begins at the existing intersection of North Miller Street and State Route (SR) 285/North Wenatchee Avenue extending north over the Wenatchee River on a new bridge connecting to the U.S. Highway (US) 2/Euclid Avenue interchange (refer to the site plan in Appendix A). The Project will provide congestion relief on SR 285 by creating an alternate north/south route and improving access and safety for bicyclists, pedestrians, and transit operations along the roadway and waterfront. The Project includes a major reconfiguration of the existing signalized intersection of SR 285/North Wenatchee Avenue and North Miller Street to improve traffic operations, reduce delays, and enhance safety. The Project provides for a two-lane arterial street (one lane in each direction), consisting of bike lanes, sidewalks, and two-way left-turn lanes. Safety and congestion will be enhanced by eliminating two at-grade crossings of the BNSF Railway, with a new bridge where the street crosses under the railroad tracks. A new 700-foot-long bridge will be constructed across the Wenatchee River to accommodate vehicles, bicycles, pedestrians, and other users. Approximately 0.80 mile of the Apple Capital Loop Trail will be relocated adjacent to the Horan Natural Area south of the Wenatchee River and will reconnect to the existing trails north of the river. The Project also includes extending McKittrick Street northerly from SR 285 for approximately 0.19 mile and grade separating the street under the existing BNSF Railway tracks with a new bridge connecting with a roundabout to the new Confluence Parkway. The Project is divided into two segments identified as the Confluence Parkway South and Confluence Parkway North. The limits are depicted on the site plan in Appendix A.

The work includes design and construction of large, excavated top-down retaining wall systems for the streets that cross under the BNSF Railway. The two new railroad bridges will be built next to active tracks requiring complex temporary shoring systems and shoofly track design and construction to avoid train delays. The new bridge crossing the Wenatchee River is composed of four 175-foot-long spans, with three bents located within the river. The Project involves relocation or avoidance of existing utilities including electrical transmission and distribution lines, fiber communications, water, sewer, gas, and others. The Project work includes planning, design, permitting, and construction to account for avoidance and mitigation of potential impacts to environmental resources within the site.

2. Projected Total Cost for the Project:

A. Project Budget*

Costs for Professional Services (A/E, Legal etc.)**	\$13,800,000
Estimated Project construction costs (<i>including construction contingencies</i>):	\$89,400,000
Equipment and furnishing costs	\$n/a

Off-site costs	\$n/a
Contract administration costs (owner, cm etc.)	\$11,500,000
Contingencies (design & owner)	\$14,500,000
Other related project costs (briefly describe)***	\$30,900,000
Sales Tax	\$9,600,000
Total	\$169,700,000

* The Project Budget was prepared in 2020 as part of the INFRA Grant application process. The City intends to perform a cost and risk assessment for the Project.

** Estimated values are for the Design-Builder's work associated with A/E, Legal, etc.

*** Other related Project costs include costs for right-of-way acquisition, relocations, utility relocations, agreements, BNSF Railway engineering agreements, and permitting fees.

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*

The whole project has been partially funded at the time of this application. The City of Wenatchee (City) was successful in securing a Federal Infrastructure for Rebuilding America (INFRA) Grant in the amount of \$92,412,004. The Term Sheet for the grant funds is pending final authorization by Federal Highway Administration (FHWA). In addition, approximately \$85,000,000 has been proposed as part of Move Ahead Washington (MAW), to aid in funding INFRA Grant projects. However, this funding obligation is not yet identified in the State Plan's 2021-2023 Biennium, so the whole Project funding is not yet secured. To support meeting the INFRA Grant schedule deadline and to work with the City to identify and secure additional funding sources, the City select an Owner's Advisor in September 2022.

The INFRA Grant funds are dedicated to the Confluence Parkway South Project.

3. Anticipated Project Design and Construction Schedule

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

The anticipated project design and construction schedule, including:

- Procurement;
- Hiring consultants if not already hired; and
- Employing staff or hiring consultants to manage the Project if not already employed or hired.

Project Task	Target Date
City Owner Advisor & Legal Advisor	Completed
Project Review Committee (PRC) Meeting/Approval	March 23, 2023
Request for Qualifications (RFQ) Advertisement	June 2023
Shortlist Finalized/Issue Request for Proposals (RFP)	August 2023
Proposals Due/Select DB Team	November 2023
Preliminary DB Services	December 2023-September 2024
Anticipated Construction Start	May 2025
Substantial Completion	November 2027

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:

The City evaluated various project delivery methods, including traditional design-bid-build (DBB), general contractor/construction manager (GC/CM), design-build (DB), and progressive design-build (PDB). Following WSDOT guidance, the City conducted a Project Delivery Method Selection (PDMS) Workshop to

identify the most applicable project delivery method (PDM). A group composed of the City's Project Manager, the City's Legal Advisor, and the City's Owner Advisor evaluated the four delivery methods and presented the information at a workshop on February 1, 2023, to WSDOT, Federal Highway Administration (FHWA), Chelan-Douglas Transportation Council, Chelan County Public Utility District (PUD), and other City staff where it sought input into the results. Based on this selection process, the City proposes to use PDB as its contracting delivery method for the Confluence Parkway Project. The 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?

The City's proposed use of PDB as its contracting delivery method for the Project best addresses the highly specialized and complex construction necessary to build the Project. Examples of the time savings include the following:

- Constructing the two new BNSF Railway bridges under the active tracks, which carry over 14 trains a day, will require specialized work, including design and construction of temporary track facilities to avoid train stoppages. Effective design of temporary shoofly tracks within the narrow right-of-way will be best developed by the Design-Builder. The Design-Builder will be best suited to collaborate with BNSF Railway for possible methods to excavate and construct the bridge substructures, which may lend itself to a top-down construction approach. The potential for dewatering activities and hazardous materials are other factors that are best solved by a Design-Builder.
- Effective design and construction of the new Wenatchee River bridge is specialized including timely decisions to identify cost effective bridge type alternatives. These types of alternatives are best developed by a Design-Builder who knows market conditions and what it can build most efficiently and cost effectively. Constructing the new bridge will require coordination with the regulatory agencies in permitting with special emphasis on specialized construction means and methods within the river. The Design-Builder is best suited to develop the applicable methods for construction. In addition, the planning and design for coffer dams or other items needed for working within the river are best solved by a Design-Builder.

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

The City's proposed use of PDB as its contracting delivery method will provide the opportunity for innovation and efficiencies in delivering the Project. Examples of innovation and efficiency opportunities include the following:

- Having the Design-Builder facilitate the coordination with BNSF Railway very early in the preliminary design phase provides the opportunity for efficiencies in constructing these two bridges. The Design-Builder will be much more effective in planning, costing, and scheduling its work for these bridges. This early engagement will allow the City and the Design-Builder to fairly allocate the risks associated with this part of the Project.
- The new bridge over the Wenatchee River provides a great opportunity for innovation and efficiencies both from a design and construction perspective. Innovative ways of achieving the goals and objectives of this new crossing, while optimizing costs, schedule, and meeting environmental commitments and constraints will be a great benefit to the Project.
- The Design-Builder's early involvement will benefit the Project by allowing the Design-Builder to work closely with its designer and the City to provide efficiencies in the design-to-budget approach to achieve the City's budget goals.
- Early collaboration between the Design-Builder and Chelan County PUD and other utility owners will provide efficiencies in planning, costing, and scheduling utility relocations associated with the Project. Early work packages may benefit both the Design-Builder and the utility owners and can be planned to enhance efficiencies and minimize conflicts throughout the Project.

- Efficiencies and innovation in the planning, traffic analysis, and optimizing the work associated with the SR 285/Wenatchee Avenue and North Miller Street intersection could provide a benefit to the Project by reducing right-of-way impacts while achieving traffic operational objectives.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

The City's proposed use of PDB as its contracting delivery method for the Project will provide significant time savings in delivering the Project. Examples of the time savings include the following:

- The City does not have adequate in-house staff needed to develop DBB or traditional DB contracts fast enough to meet the INFRA Grant obligation deadline of September 2024. PDB contracting will leverage both industry resources and the contracting process to achieve the deadline.
- The time to develop the procurement for a PDB is less than other delivery methods. The savings are the result of only one procurement process to secure the services of the Design-Builder rather than soliciting for both an architecture/engineering firm and contractor.
- Securing the Design-Builder early allows the City the potential to authorize early work, which could include procurement of materials requiring long lead times, utility relocations, and other construction materials resulting in construction time savings. The possibility of pre-ordering steel or precast concrete girders for the new BNSF Railway bridges or the Wenatchee River bridge could have notable time savings.
- Potential time savings in the design and construction of the two new BNSF Railway bridges will benefit from early and extensive Design-Builder involvement during the design phase and provides opportunities to enhance constructability for greater construction efficiencies for these new bridges.
- Including the Design-Builder in the coordination with the regulatory agencies very early in the preliminary design phase will result in time savings for permit acquisition. The Design-Builder will have early input for its specific design and construction means and methods to comply with regulatory permitting requirements, ultimately saving time.
- The possibility of early works packages to perform in-water construction at the Wenatchee River to comply with fish habitat regulations could provide an opportunity to save a construction season from the overall construction schedule.

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
PDB provides a substantial fiscal benefit because of the efficiencies in the time savings on the Project. As noted previously, PDB allows for phasing of the Project, allowing for commitments for construction and long lead item costs to occur prior to the completion of the design of the entire Project. With a volatile market and inflation and potential craft labor shortages, early commitment on these items can save significant costs. Further, phasing can decrease the total time for the Project, significantly decreasing the overall cost.
- 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.
 - One of the biggest barriers to the use of DBB is the substantial amount of time it would take for the City to hire a separate designer, design the project to 100% drawings, and then put the Project out for competitive construction bids. Not only will that process take more time than the City has to complete the Project, the City will not know if the scope of the drawings fits within the funding for the Project until after competitive construction bids are received. If the bids come in over budget, the City is forced to go back to the drawing board and start the process over.
 - The City will benefit financially by using the PDB contracting method because the City will be able to reconcile the Project scope with the total Project budget much earlier than using the traditional DBB delivery method, thereby limiting the City's risk of cost overruns and schedule delays. The City will

utilize a Target Value approach, with design-to-budget objectives to keep the Project within the Project budget while providing the necessary scope of work. PDB provides the opportunity for more innovations through early collaboration and integration of the Design-Builder's Team and the City.

- Early collaboration and integration of the Design-Builder's Team and the City will reduce the likelihood of changes or delays during construction as compared to the DBB method. As part of the Design-Builder establishing the Guaranteed Maximum Price (GMP), both parties have the opportunity to define and allocate risks and identify and budget contingencies. This risk sharing approach leads to lower overall costs, which is a financial benefit to the City.
- PDB will allow the development, design, and permitting to be integrated with the Design-Builder's Team's preferred means and methods and construction phasing in a way that will minimize the overall cost as compared to the traditional DBB method.
- PDB provides a single point of accountability with the Design-Builder and eliminates the design risk and potential added costs and schedule delays associated with design-related errors and change orders that would be the responsibility of the City under traditional DBB project delivery.

6. Public Body Qualifications

Please provide:

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

The City has assembled a highly qualified management team with notable alternate delivery experience. Jacobs Project Management Co. (Jacobs) will serve as the City's Owner Advisor and assist the City with PDB delivery guidance including procurement, validation, design/construction phases support, and other support services as needed. Robynne Thaxton, JD, FDBIA, of Thaxton Parkinson, PLLC will assist the City in preparing the PDB procurement and contract documents and other legal matters.

The Project is led by the City's Project Manager, Jake Lewing, PE, and closely supported by Jacob Huylar, Engineering Service Manager, and Rob Jammerman, Director of Public Works. Jake will have principal oversight of the Project and will oversee PDB procurement, validation, design/construction, and closeout. He will work closely with Jacobs in the delivery of the Project.

- 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 Appendix B for the City of Wenatchee's Project organizational chart.

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

Rob Jammerman, Director of Public Works, City of Wenatchee

Rob is the City Public Works Director. Rob directs the City's major utility operations, including water, wastewater, and solid waste, as well as the engineering services streets departments. He leads a staff of about 80 employees and manages operating and capital construction budgets totaling more than \$20-40 million a year. Rob has worked for the City since March 15, 2018. Rob will provide major Project oversight, communications with city council, and strategic decision making.

Jacob Huylar, PE, Engineering Service Manager, City of Wenatchee

Jacob is the City Public Works Engineering Service Manager. Jacob has more than 12 years of progressive experience in design, construction, and management of public works projects. He has served as the City's Engineering Services Manager since 2018 and is responsible for overseeing the

City's capital improvement program. This program encompasses transportation, water, sewer, and stormwater projects ranging in size from \$50,000 to \$18 million.

Prior to joining the City in 2016, Jacob worked as a transportation engineer at a private consulting firm. He was briefly a member of the Design-Builder's team for WSDOT's SR 520 Eastside Transit and HOV project.

Jacob is a registered professional engineer in Washington.

Jake Lewing, PE City Engineer/Project Manager, City of Wenatchee

Jake is the City Engineer. He has more than 16 years of experience in completing private and public infrastructure projects. He served the City as a senior project engineer from 2018 to 2023, delivering transportation and utility projects ranging from \$300,000 to \$8 million. Jake also managed the City's pavement preservation program including programming, design, and management of annual pavement preservation projects between \$2 million and \$5 million.

Prior to joining the City in 2018, Jake worked as a project engineer for a consulting engineering firm on complex transportation projects starting in 2006, including 6 years of experience with DB projects. He served the DB team as a project engineer for roadway and maintenance of traffic tasks on the WSDOT SR 520 Floating Bridge and Landings Replacement project and supported WSDOT with their delivery of the I-5/SR 16 Realignment – HOV Structure and Connections Project by facilitating technical reviews of plans and specifications and participating in task force meetings with the Design-Builder.

Natalie Thresher, Financial Analyst, City of Wenatchee

Natalie is a financial analyst for the City. She is responsible for budget preparation, coordination, analyzation, and monitoring for the Public Works Department. She prepares financial reports and assists with annual audits. On this project, she will coordinate, prepare, submit, and report on the INFRA grant and other monetary obligations associated with the project. She will work directly with the team to monitor the project budget and audit if necessary.

Kim Nokes, PE, Project Manager, Jacobs

Kim will serve as the Owner Advisor's Project Manager for the Confluence Parkway Project. Kim has specific experience representing owners in planning and delivering DB projects. In his 32-year, entirely transportation-focused career, he is a veteran at leading alternative delivery projects within the highway bridge industry. He is known for his owner's representation approach, collaborating, cooperating, communicating, and integrating with DB teams for smooth project delivery—which has resulted in smooth, beneficial delivery of two of the State of Nevada's largest DB projects. Kim has served as the owner's representative for Nevada Department of Transportation's (NDOT) on two of its largest DB projects; the \$1.2 billion Project Neon, which built a 3.7-mile stretch of I-15 and US 95 in Las Vegas, Nevada, and the \$180 million Reno Spaghetti Bowl Xpress, which reconstructed 2.3 miles of I-580 and I-80. Kim led the development of the DB RFQ, Instructions to Proposers, and RFP, including preparing the technical provisions, reference documents, and contract. He supported NDOT with risk assessment, allocations, and management, and advised them during the proposal evaluation, award, and contract execution. Kim partnered with NDOT to facilitate contract administration services, provide design reviews, confirm contract compliance, construction management, change management, risk management, schedule oversight, progress payment reviews, and document control activities. He has been engaged on seven major DB pursuits totaling more than \$3.9 billion, providing risk assessment, revenue projection, scheduling, alternative technical concept design, proposal development, and contractual agreements development. Kim is up to date on the most current approach to PDB, focusing on collaboration and transparency in developing projects between owners and design builders.

Les Melhorn, PE, Procurement Lead, Jacobs

Les has more than 45 years of civil engineering experience in a variety of transportation related disciplines and will serve as Procurement Lead for this Project. Les prepares procurement documents for DB and GC/CM delivery method projects and supports project owners in evaluating proposals, selecting contractors, and initiating Project work. Many of his alternative project delivery procurement efforts have been with project owners initiating their first ever alternative project delivery work. His leadership roles encompass technical, delivery, and management responsibilities. Les develops and

reviews RFQ and RFP for clients from the planning phase to construction, including DB and other alternative delivery methods. He successfully delivers services for major transportation projects as a project manager, project engineer, quality control reviewer, procurement manager, and project start-up and kick-off lead.

Roger Johnson, PDB Advisor, Jacobs

Roger is an engineer with over 45 years of experience in program management, construction, and construction management and will serve as PDB Advisor for this Project. He has extensive experience in the delivery of large capital projects using alternative delivery methods including traditional and progressive design build. Roger has managed the delivery of over \$19 billion of capital projects, the majority delivered using alternative delivery methods. For 15 years, Roger served as the Deputy Executive Director of Los Angeles World Airports, where he established and managed an organization that completed approximately \$8 billion in capital improvements, with an additional \$3.3 billion of work in progress, and an additional \$6.5 billion in procurement. Roger pioneered the use of alternative delivery within the City of Los Angeles, including construction manager at risk, DB, and PDB with over \$9 billion in contract awards using alternative delivery methods. He also led the City's first public-private partnership procurement of the \$4.9 billion LAX Automated People Mover Project and the \$2.1 billion Consolidated Rental Car Facility. Roger has served on the national board of the Design Build Institute of America (DBIA) and the Western Pacific Regional Board. In 2017, he received DBIA's Brunelleschi Leadership Award for his lifetime contribution to the advancement of the DB delivery method. Roger is current serving as a PDB advisor to Bonneville Power Administration on two major programs covering the delivery of capital projects in five Pacific Northwestern states. He has assisted with the development of contract documents and standard policies and procedures for implementation of the delivery method.

Jason Acres, Project Executive, Jacobs

Jason has more than 30+ years of project executive, project management, project controls, scheduling, construction management, and dispute resolution experience and will be the Project Executive for this Project. He has vast experience with a variety of construction contracting methods and has been actively involved in projects that have used PDB, traditional DBB, DB, design-build-operate-maintain, and GC/CM contracting approaches. He has supported a variety of project types around the world, including civil and infrastructure, transportation, power, industrial, mixed-use, high-tech, commercial, and residential projects. Jason has worked in the construction industry for owners and contractors and for public and private entities. He provides executive support and leadership across the entire project timeline, from initial conception through to project completion, close-out, and commissioning. He has worked for a number of clients on projects using alternative delivery for the first time. Jason is adept in providing project oversight and staff management and has performed in this role on a number of the region's' largest infrastructure projects and programs.

Joseph Howard, PE, Design Coordinator, KPG Psomas

Joe has more than 20 years of experience in civil design and construction management experience for transportation, bridge, land development, hydroelectric, utility, and water resources projects. His experience spans project phases of planning through design and construction and includes both DB and DBB delivery methods. Joe is the design engineer for the Confluence Parkway National Environmental Policy Act of 1969 environmental assessment, which has developed the preliminary design and right-of-way in support of the project. Joe is also the project manager/project engineer for the first phase of the McKittrick Street/McKittrick Street Underpass segment of Confluence Parkway known as the McKittrick Street/North Columbia Street Project. Through this past work, he is intimately familiar with both the Confluence Parkway Project and the project stakeholders. He brings experience in alternative delivery methods from a \$600 million DB project of a four-lane divided freeway where a significant responsibility was coordination between the contractor and the designer and owner's representative. Joe is a diligent engineering design manager who is highly invested in project success, relationship building, and client satisfaction. He is uniquely qualified to represent the City's interests at multiple levels from leading decision-making efforts to detailed technical design review.

Santosh Kuruvilla, PE, Structures SME, Exceltech

Santosh's 35 years of engineering experience includes design of significant transportation improvement projects, roadways, bridges, and retaining walls. His innovative solutions and creative ideas have enabled agencies to manage risk and deliver engineering projects on budget and on schedule. He is a strategic thinker and a problem solver and has been a valued and trusted engineering advisor for several local, state, and federal agencies. Santosh has experience with project delivery using DBB, DB, and GC/CM contracting methods in Washington, Oregon, Idaho, and California. He has attended international conferences/workshops on Alliance Contracting and other Alternative Contracting/Project Delivery methods. He has established strong working relationships with key staff at various cities and counties, as well as the Port of Seattle, Sound Transit, WSDOT, and other state departments of transportation nationally.

Ben Kamph, PE, Independent Estimator, Jacobs

Ben has more than 24 years of experience in construction, cost estimating, and project management in the heavy civil transportation market sector. As Jacobs national transportation estimating manager, Ben has made a career in developing reliable capital cost estimates for transit, roadway, bridge, and utility projects. Ben's cost estimates are used to validate bids, negotiate contracts, mitigate risks, and aid agencies in accurately budgeting their projects through the design phases. He brings valuable experience and insight from participating in and leading proposals for PDB, DB, DBB, public-private partnership, GC/CM, and GMP project delivery in all stages of design. He applies extensive knowledge from the construction industry to his estimating work, including 20 years of using Heavy Construction Systems Software. He has experience working for two national heavy civil construction firms and as owner of a start-up underground utility and excavation business. Ben also provides his deep expertise to inform risk, procurement, and value engineering workshops.

Jody Robinson, PE, Construction Manager, Jacobs

Jody brings 25 years of progressive experience as a Program Manager, Project Manager, Construction Engineer and Resident Engineer for Jacobs and as a Project Manager for a prominent Seattle area general contractor with emphasis on heavy civil public works projects and marine construction. She has been responsible for the overall program management, project management, construction management of contracts valued over \$700M and over \$2B in total projects for the City of Seattle since 1998. Jody is responsible for all project aspects from procurement of contracts (GCCM or Design Bid Build) which includes specification edits, plan reviews, quantity takeoffs, and support during advertisement of answering bidder questions. During construction she has been responsible for everything from 'Notice to Proceed' to 'Final Completion', which requires in depth knowledge of budgeting, scheduling, constant owner and field coordination, creative problem solving, value engineering and cost proposals, subcontractor coordination, skilled negotiation techniques, material procurement and overall contract administration.

Brad Rollings, Scheduler, Jacobs

Brad has over 29 years of experience as a scheduler and project controls engineer in the following industries: manufacturing factory, wastewater, tunneling, transportation, airport, electric/gas utility, power, and petrochemical. He has experience in creating, developing, and updating project schedules, project budgets, and detailed cost tracking. He is experienced at reporting schedule and cost status to project teams and staff from management to field craft level. Brad is experienced with creating and analyzing schedules for conceptual phase or extremely detailed construction, based on a quick conversation or detailed sketches and drawings. He is highly proficient in using scheduling software such as Primavera and Microsoft Project. He uses a variety of construction contracting methods and has been actively involved in projects that have used traditional DBB, DB, and GC/CM contracting approaches.

Robynne Thaxton (formerly Parkinson) JD, FDBIA, Thaxton Parkinson, PLLC

Robynne is one of the leading experts in construction law and alternative procurement both in Washington State and nationally. Robynne was appointed by Governor Jay Inslee to the Washington State Capitol Projects Advisory Review Board (CPARB), and she served as vice chair to the CPARB alternative procurement re-authorization committee and is, therefore, fully updated on the changes to

RCW 39.10. In addition, she served on the DBIA Board of Directors from 2010 to 2016 and was named to the inaugural class of DBIA Designated Fellows. She is the chair of the DBIA National Progressive Design-Build Committee, which is responsible for drafting the DBIA best practices documents for PDB, and the former chair of the DBIA National Education Committee as well as the Legal and Legislation Committee, where she was instrumental in drafting and revising the DBIA form contracts and subcontracts. She served as the president of the Northwest Region for DBIA from 2008 to 2010 and chaired the Northwest Region Legal Committee from 2003 to 2020. Robynne was named as a Washington Super Lawyer from 2010 to 2022 and is the 2021 recipient of the DBIA Distinguished Leadership award. She is also a frequent lecturer for universities and industry organizations. Robynne started her own legal and consulting firm in 2008 so that she could advise owners and a wider range of clients with their construction projects. She has developed a specific expertise in the area of PDB and is one of only a few approved instructors for DBIA's Progressive Design-Build Best Practices class. Robynne has advised owners on over 35 PDB projects with a total project value in excess of \$5 billion. Representative clients include the cities of Seattle, Spokane, Tacoma, Portland, Richland, Wenatchee, Pasco, and Spokane Valley; WSDOT; the State of Washington; Western Washington University; University of California San Diego; Bonneville Power Administration; Grant County PUD; and the Toronto Transit Commission.

- 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 Appendix C for the Project Team's experience and role on previous DB projects.

- 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.

Jake Lewing will serve as the Project Manager for the City during the Project. The City has assembled a highly qualified management team with notable alternative project delivery experience. Jacobs will serve as the City's Owner Advisor. Kim Nokes will serve as Jacobs Project Manager throughout the course of planning, procurement, design, and construction of the Project. Robynne Thaxton has advised owners on over 35 PDB projects with a total project value in excess of \$5 billion. Jake's, Kim's, and Robynne's qualifications are summarized in the short experience biographies previously and in Appendix C.

- 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.

The City staff and its Owner Advisor listed in this application have been involved in many design and construction projects and numerous alternative delivery projects as summarized in the short experience biographies previously and in Appendix C. Over the past 8 years, Jacobs project manager Kim Nokes has led DB procurement, contract development, design and construction administration oversight for over a billion dollars in highway DB projects. Jacobs construction manager, Jody Robinson, brings 21 years serving as a resident engineer and construction engineer for transportation with similar construction size and complexities.

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

A project management plan (PMP) will be prepared for the Project that defines the City's organization roles, responsibilities, authority, decision making, workplans, workflows, escalation, quality

management, safety, and communication processes. The PMP will be implemented by the City's Owner Advisor (Jacobs). The PMP will define the following management controls:

- Project Cost Management: The City will use a design-to budget or target value approach to manage the Project cost. A cost component framework will be developed for the GMP estimate, which will provide a basis for presenting and evaluating cost updates between the Design-Builder and the City. Jacobs will perform independent estimates at various design milestones within each phase of PDB design. Jacobs will review and validate the initial GMP estimate developed by the Design-Builder using the same cost component framework, enabling the City to compare costs by infrastructure element and facilitating reconciliation of costs between estimates and against the initial GMP as the design progresses. As the design progresses, the Design-Builder's Team will be required to update the cost estimate at various intervals through 100% construction documents. Cost estimates developed during the design phase will break out the Design-Builder's Teams' proposed design development contingency and proposed escalation and allow a focus on the cost of work.
- Project Risk Management: The City and Jacobs will conduct ongoing risk assessment and management as part of the workplan to identify circumstances that may influence the Project outcome. This includes identifying risks relative to cost and schedule, which will be quantified risk values in the Project's GMP. The project contingency budgets will be reviewed, using the risk register to forecast remaining risk exposure and probability, and reviewing contract changes against projected risk exposure for potential contingency shortfalls.
- Project Schedule Management: The City will identify milestone dates in the RFQ and RFP, such as GMP date to meet the INFRA Grant obligation terms of September 2024 and BNSF Railway activities. A draft baseline Project schedule for design and construction will be required as part of the RFP. A baseline Project schedule for preliminary design through GMP will be part of the initial PDB contract, establishing comments for achieving the INFRA Grant milestone. In addition to monthly project schedule status reports, the City will require the Design-Builder to provide a 30- to 60-day look-ahead schedule weekly, which will help the City track real-time progress of activities. Jacobs will review the baseline schedule and, if compliant, will suggest approval by the City. Jacobs will review and comment on monthly Project schedule updates.
- Project Decision Making: With the collaborative nature of PDB delivery, the City's objective is to have decision making happen at the lowest level possible. However, to facilitate effective decision making, a decision escalation ladder will be established as part of the PMP. Jacobs will investigate, evaluate, and advise the City on possible decisions as the Project advances. Decisions related to cost and schedule will be escalated to Jake Lewing for consideration, approval, or to be further escalated to the applicable leadership positions.
- Project Communication: The Project communication plan addresses the Design-Builder's internal team communication, communication with the City and its Owner's Advisor, Project stakeholders, and the public. Public communication supports the City's commitment to keep the traveling public, adjacent residents, and adjacent businesses aware of the pending Project activities.
- A brief description of your planned DB procurement process.

The City will follow RCW 39.10 in its procurement of a DB team, which will include issuing an RFQ and RFP, to solicit for potential DB teams with the appropriate experience to perform the work. The City will develop the procurement documents through collaboration with the Jacobs team, Thaxton Parkinson, PLLC, and the City Attorney's office.

The RFQ will include the evaluative criteria specific to a proposer's organization, key personnel, and previous experience. The City will base its evaluative criteria primarily on the qualifications of the companies and individuals listed for a proposer, including successful completion of projects of similar scope and complexity and also their previous history with the use of small and disadvantaged business enterprises. Proposers' qualifications will be evaluated based on the scoring criteria, and three to five proposers will be selected to receive the RFP.

An RFP will be provided to the selected proposers, who will have an opportunity to respond to the RFP. The City intends to evaluate the finalists' capacity to efficiently and effectively develop price within the

City's budget, establish an achievable schedule that fits within the City's timelines, create a collaborative environment, and achieve the City's project goals. The City will also evaluate the Design-Builder's inclusion plans for small and disadvantaged businesses with greater emphasis on inclusion plans that are achievable in the Wenatchee market. The City will also conduct one on one interactive meetings and interviews with each finalist. Evaluation criteria associated with cost or price-related factors, such as overhead and fee percentages, will be developed by the City as part of the RFP preparation. The City will evaluate proposals and interviews strictly in accordance with the criteria established in the procurement documents and begin negotiations with the proposer with the highest score pursuant to RCW 39.10.330. Appropriate honorarium payments will be provided to unsuccessful finalists who are responsive in the RFP process.

The City will form an evaluation selection committee consisting of City staff, WSDOT, and possibly other identified local agency personnel who will review the PDB proposer's RFQs and RFPs and make recommendations of DB team shortlisting and selection to the Director of Public Works, the Mayor, and the City Council. Kim Nokes, Robynne Thaxton, and others from the Owner Advisors will inform and provide guidance to the selection committee.

The City supports Washington State's inclusion goals. Specifically, Small and Veteran-owned Business Enterprises (SVBE) goals and voluntary Minority and Women Business Enterprise (MWBE) goals will be established in the procurement and contract documents.

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

Upon approval from the PRC to use PDB delivery for the Project, the City will develop the RFQ and RFP to procure a DB team for the Project. Jacobs and Thaxton Parkinson, PLLC will lead the preparation of the RFQ, RFP, contract, scope of work, evaluation criteria, and other associated materials, with input and collaboration from the City. The City will work with Robynne Thaxton to develop the contract terms, which will be based on industry standards for PDB agreements and will comply with City, FHWA, and WSDOT general terms and conditions.

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 Appendix D for a matrix of City projects.

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:

- An 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 for a site plan and other concept drawings.

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.

The City has no audit findings.

10. Subcontractor Outreach

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

The City is committed to providing the maximum practicable opportunity for participation by diverse and small businesses. Because of federal and state funding, the Project will have substantial requirements for participation from small, women, and minority-owned businesses. The DB teams will be evaluated on both their experience with diverse businesses as well as their inclusion plans for the Project. In the Project inclusion plans, the City will be looking for specific ways that the DB teams will support diverse businesses through specific subcontract provisions that assist small businesses. The inclusion plan will be required to address the difficulties in finding and contracting with diverse businesses in Wenatchee, which does not have the same population of diverse businesses as an area like Seattle. The City will require robust tracking and reporting of inclusion efforts and successes. The City will reach out to businesses to inform them of the Project and generate interest from diverse communities.

The amount of SVBE and MWBE participation has not been determined at the time of this application.

In its consultant selection, the City has contracted with Thaxton Parkinson, PLLC, which is a certified Woman Owned Business; and with Exceltech Consulting Inc., which is MBE/DBE certified.

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 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.

The 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 agree to provide additional information if requested.

The 2021 Legislature updated [RCW 39.10.330\(8\)](#) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women’s business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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

DocuSigned by:

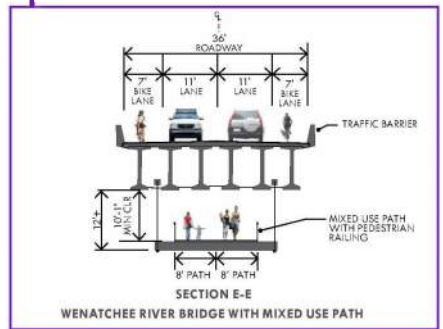
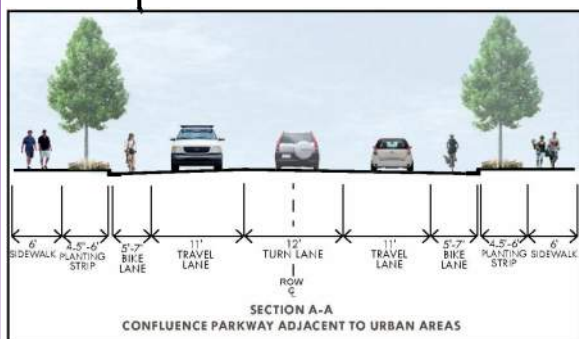
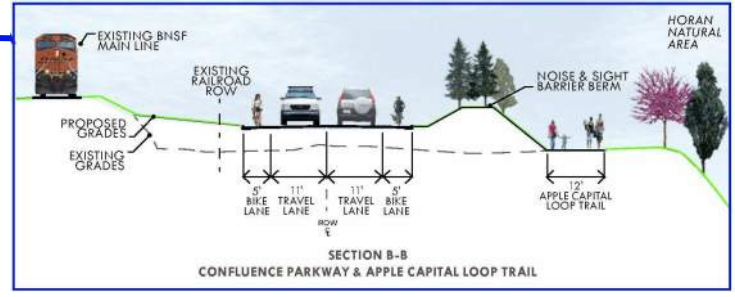
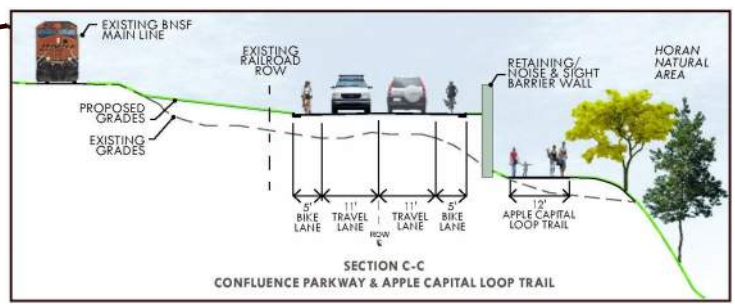
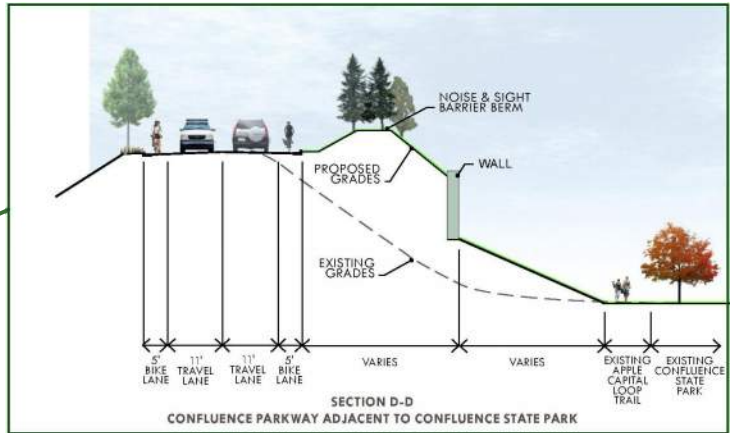
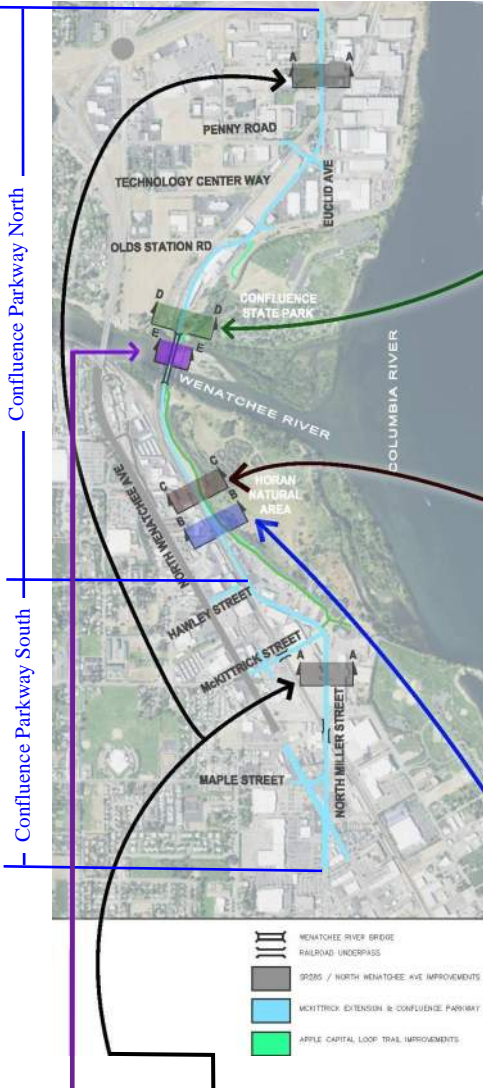
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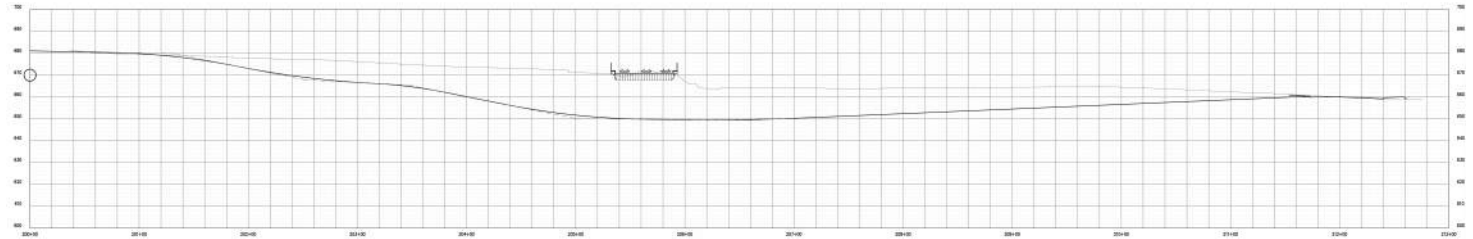
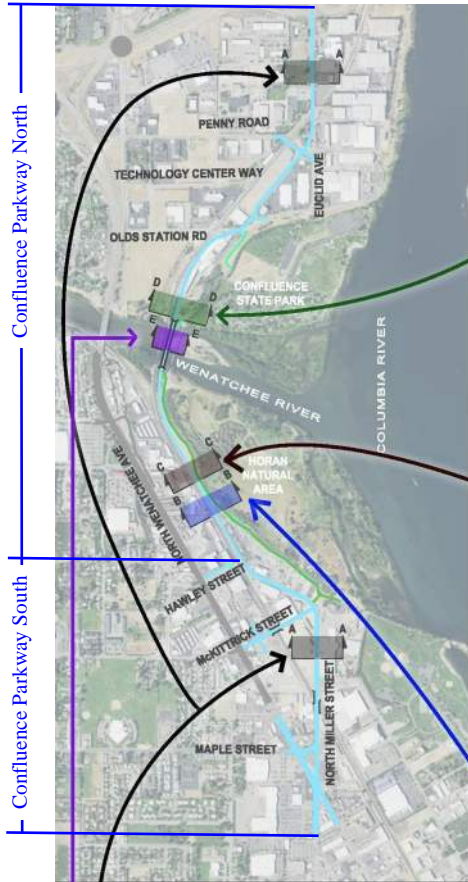
Name: *(please print)* _____ Jake Lewing, PE _____ *(public body personnel)*

Title: _____
City Engineer

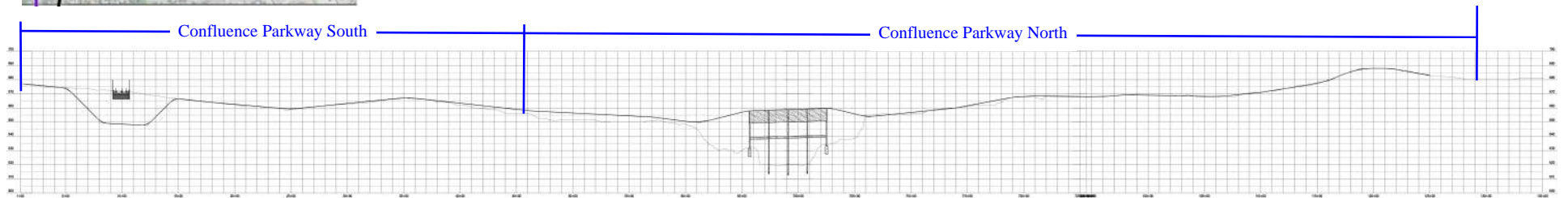
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17-Feb-2023



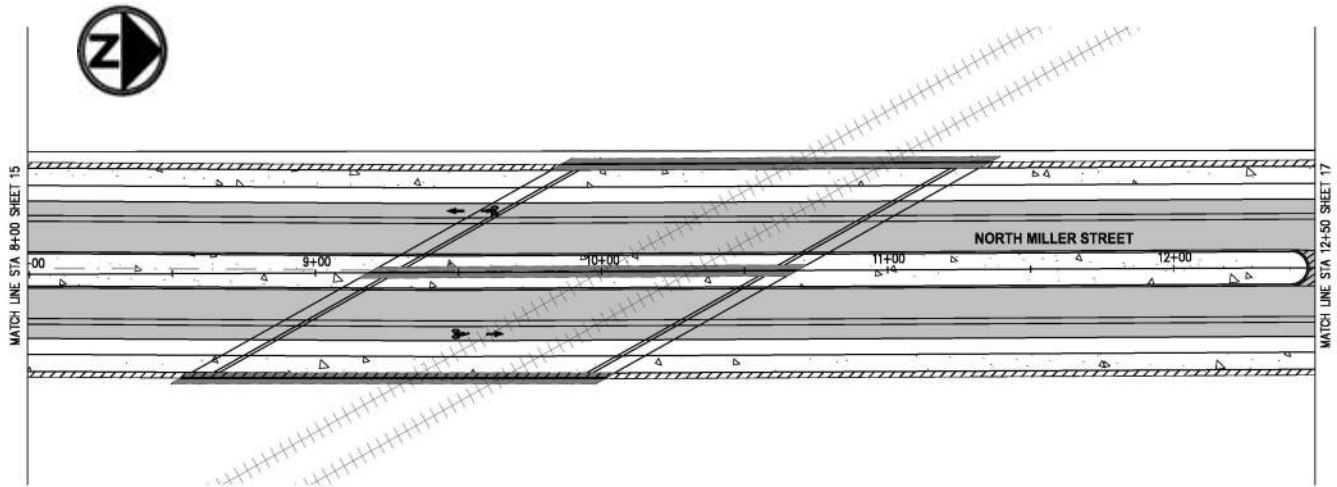
Project Typical Sections/Vicinity Map



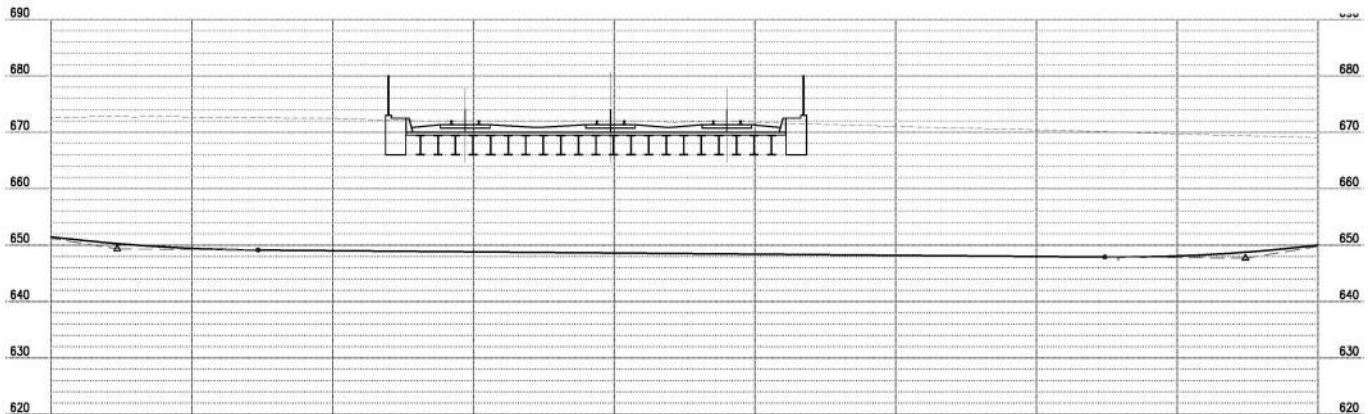
McKittrick Street Profile View



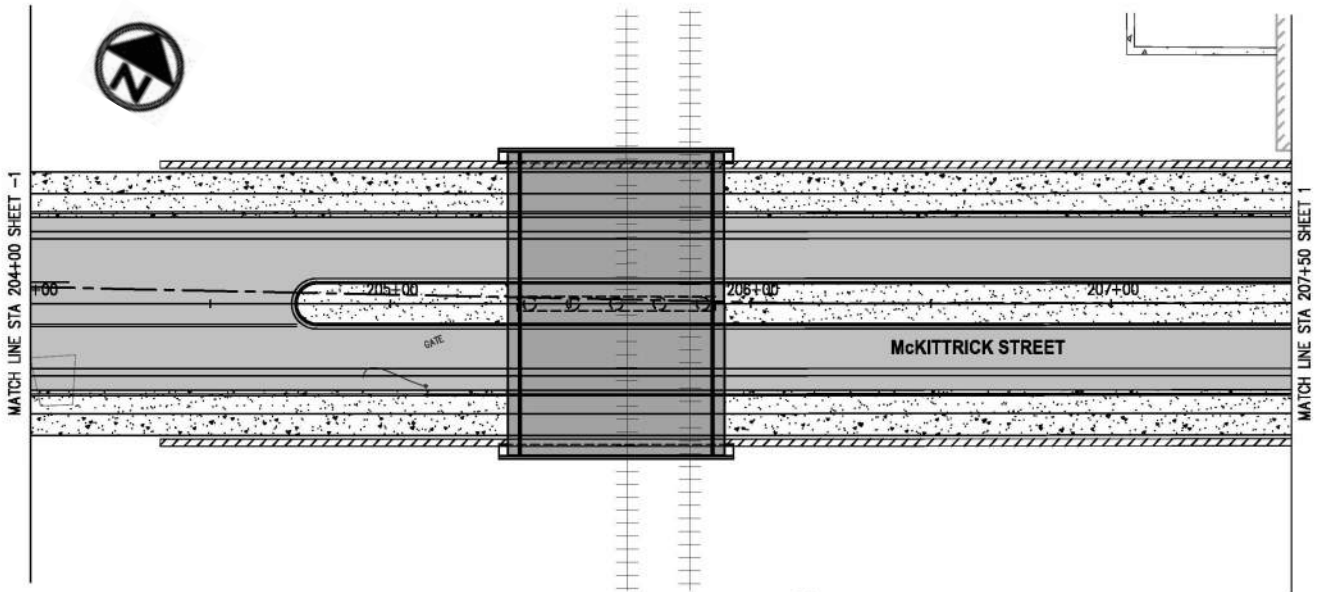
Confluence Parkway Profile View Includes North Miller Street, Hawley Street, Isenhart Avenue, and Euclid Avenue



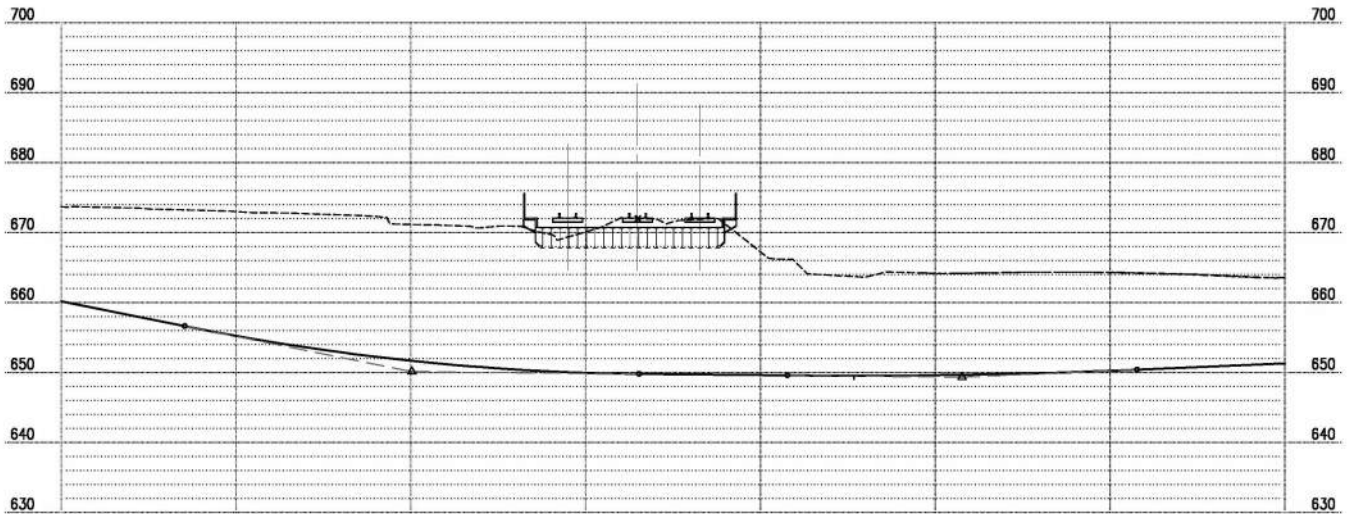
Proposed underpass structure of BNSF Railway along North Miller Street has a proposed skewed underpass structure spanning 150 feet long and is 284 feet wide. Underpass will accommodate vehicles, bicycles, pedestrians, and other users.



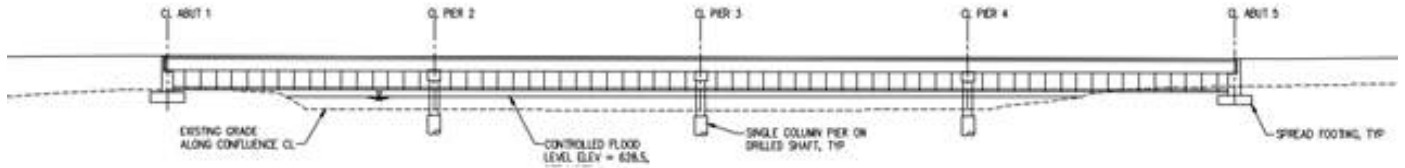
**North Miller Street
Underpass Profile**



McKittrick Street has a proposed underpass structure spanning 75 feet long and is 144 feet wide. Underpass will accommodate vehicles, bicycles, pedestrians, and other users.



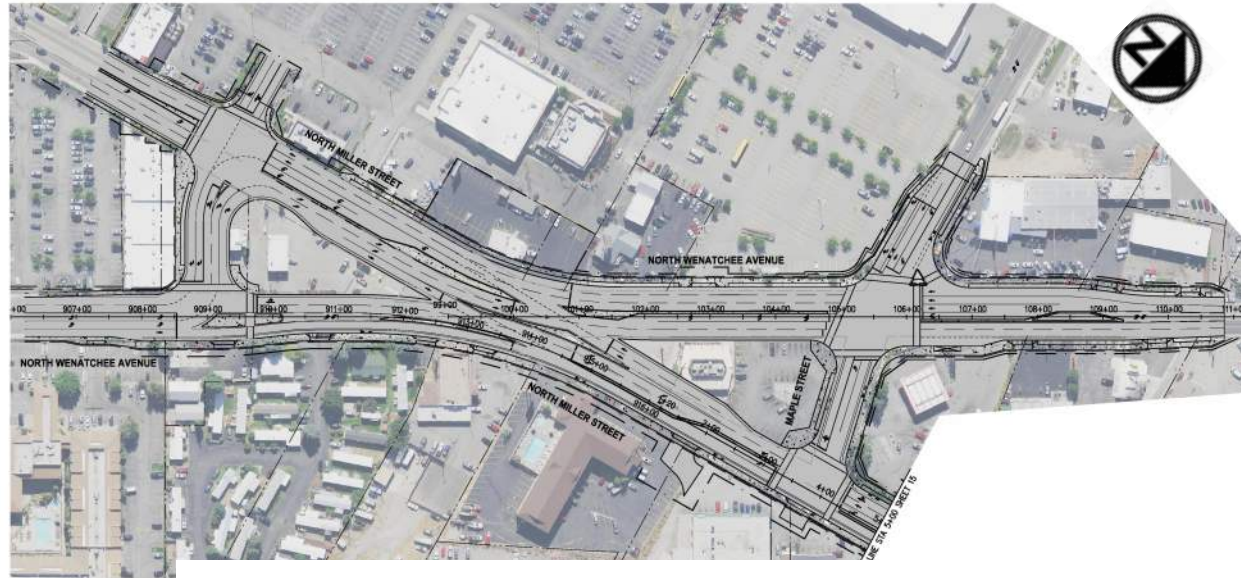
**McKittrick Street
Underpass Profile**



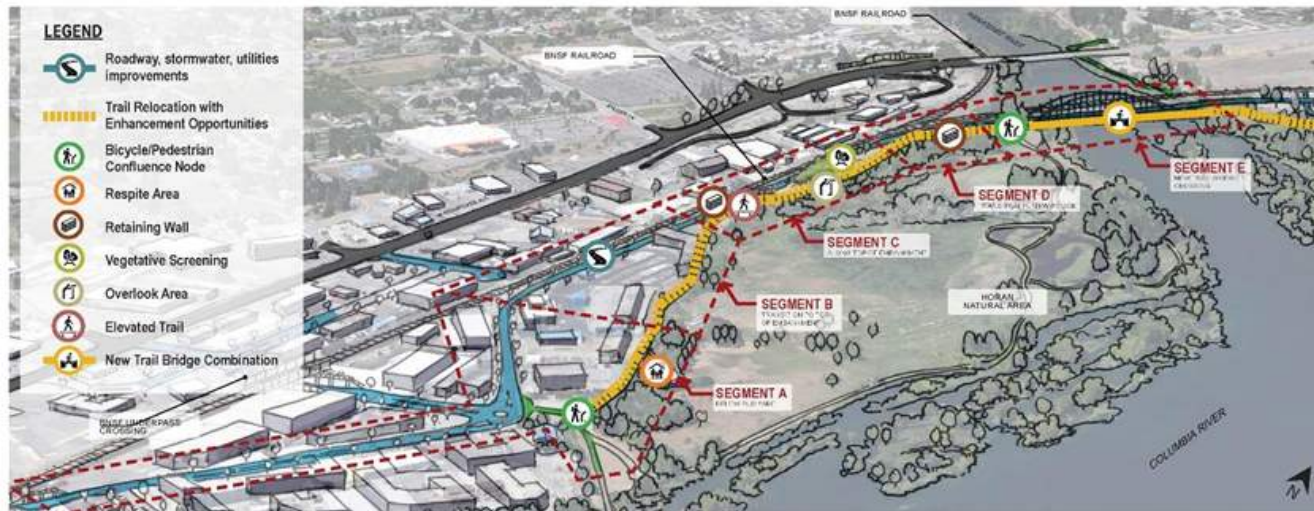
Elevation View



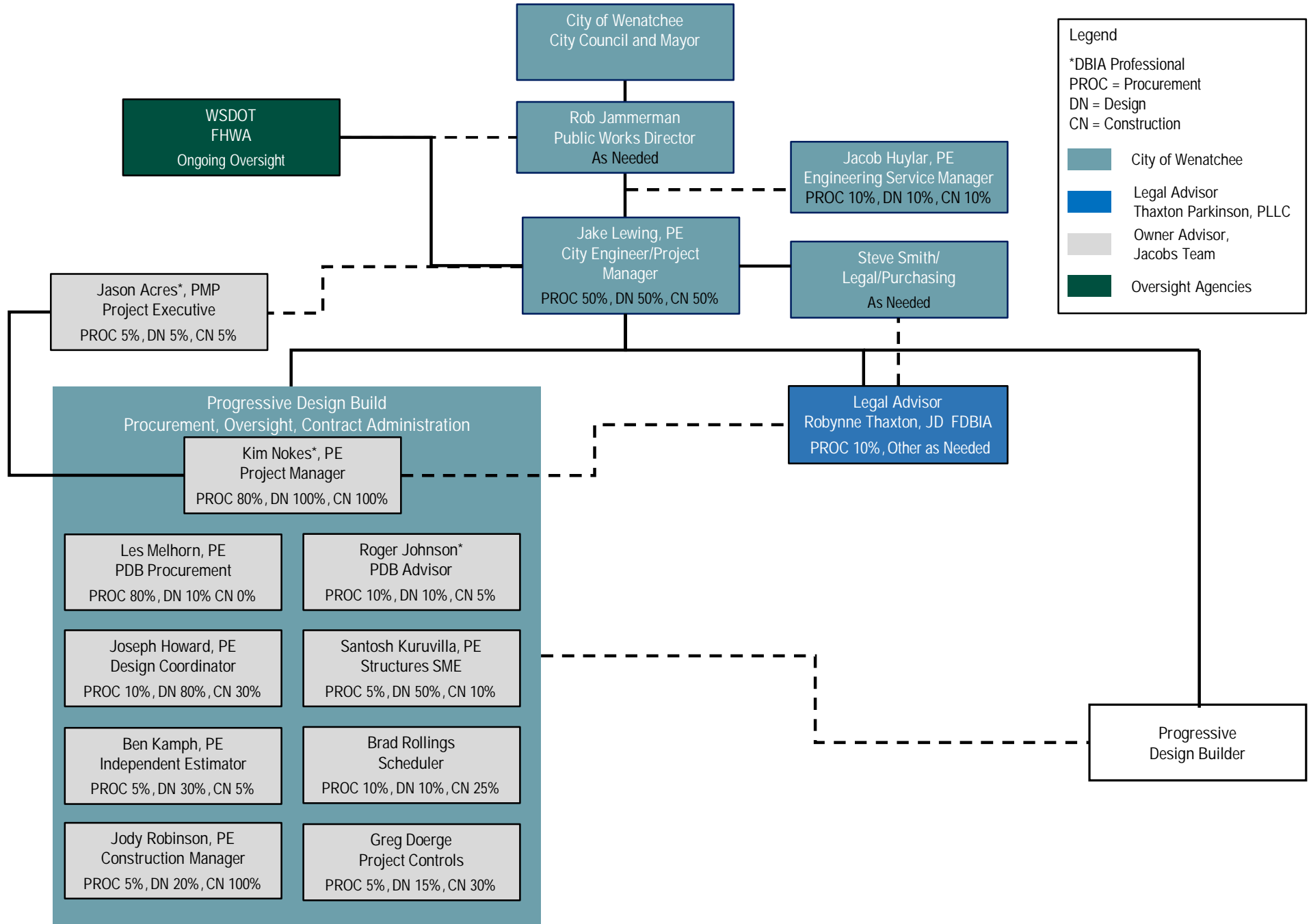
Proposed new 700 foot long bridge across the Wenatchee River to accommodate vehicles, bicycles, pedestrians, and other users, is composed of four 175 foot long spans, with three bents located within the river.



**Complex Intersection Reconfiguration
SR 285/North Wenatchee Avenue and North Miller Street.**



New Confluence Parkway Loop Trail Route





APPENDIX C

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
Jake Lewing, PE	City Engineer for the City of Wenatchee. He has more than 16 years of experience in completing private and public infrastructure projects.	McKittrick Street & N Columbia Street Improvements Project	\$7M	DBB	None	Project Manager	Project Manager
		Tacoma Street Improvements	\$2M	DBB	Project Manager	Project Manager	Project Manager
		236th Street NE Corridor Improvements	\$20M	DBB	Project Engineer/Manager	Project Engineer/Manager	None
		Interstate 5/Portland Avenue to Port of Tacoma Road Southbound HOV	\$235M	DB	Project Engineer (RFP Development)	None	None
		Interstate 5/State Route 16 Realignment – HOV Structure and Connections Project	\$161M	DB	None	Agency with Technical Reviews	Agency with Technical Reviews
		State Route 520 Floating Bridge and Landings Replacement	\$850M	DB	None	Design Engineer (Roadway & MOT)	Design Engineer (Roadway & MOT)
		Strander Boulevard/SW 27th Street Corridor Improvements Project	\$16.5M	DBB	Project Engineer	Project Engineer	Project Engineer
Kim Nokes, PE, DBIA	Senior PM; 30 yrs experience, Advisor and Owners representative on large scale alternative delivery projects.	Project Neon	\$1.2B	DB	Pre-Award Activities RFQ/RFP/ITP/Cont.	Post-Award Oversight	Const. Oversight
		Spahghetti Bowl Xpress	\$180M	DB	Pre-Award Activities RFQ/RFP/ITP/Cont.	Post-Award Oversight	Construction Oversight
		Grand Parkway	\$1.3B	DB	None	Owner Design Oversight	None
		Route 91 Corridor Improvement Project	\$740M	DB	Proposal Design	Proposal Design	None
		Dallas Horseshoe Project	\$700M	DB	Proposal Design	Proposal Design	None
		Gerald Desmond Bridge Replacement	\$780M	DB	Proposal Design	Proposal Design	None
		Route 29 / Charlottesville Bypass	\$250M	DB	Proposal Design	Proposal Design	None
		I-15 CORE Project	\$1.1B	DB	Proposal Design	Proposal Design	None
Les Melhorn, PE	Procurement SME, prepares procurement documents for design-build and construction manager at-risk (CMAR) and GC/CM delivery method projects.	Mountain View Transit Center Grade Separation, Caltrain	\$150M	GCCM	Procurement Support	Advisor, RFP Author, Procurement	Advisor
		Otay Mesa East Port of Entry, SANDAG	\$ 300M	PDB or GCCM	Procurement Selection	TBD	TBD
		Port of San Francisco Seawall Resiliency Program	\$5B	PDB or GCCM	Procurement Selection	TBD	TBD
		Rengstorff Avenue Transit Center Grade Separation, Caltrain	\$ 200M	GCCM	Procurement Selection	RFP Author	Advisor
		SouthEast Connector, Reno, Nevada, RTC of Washoe County	\$ 250M	GCCM	Advisor	RFP Author, Advisor	Advisor
		Calexico East Port of Entry, Imperial County Transportation Commission	\$ 30M	DB	Advisor	RFQ and RFP Author, Advisor	Construction Mgmt. Support
		Water Transit Ferry Dock, Water Emergency Transit Authority, San Francisco	\$ 40M	DB	Advisor	RFP Author, Advisor	Advisor



APPENDIX C

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
		Sixth Street Viaduct, Los Angeles Department of Public Works	\$ 550M	GCCM	Advisor	RFP Author, Advisor	Advisor
Roger Johnson, DBIA	PDB SME, 45 years of experience as a consultant and a client in program, construction, and engineering/environmental management.	LAX Midfield Satellite Concourse	\$1.6B	DB	Policy/Procedure RFP Development	Program Manager	Program Manager
		LAX Bradley West International Terminal	\$2.2B	CMAR	Policy/Procedure RFP Development	Program Manager	Program Manager
		Bonneville Power Administration Ross Complex Redevelopment Program	\$800M	DB	Delivery Method Advisor	DB Delivery Advisor	DB Delivery Advisor
		Burbank Airport Replacement Passenger Terminal	\$1.2B	DB	Policy/Procedure RFP Development	Program Manager	Program Manager
		Bonneville Power Administration Facilities Portfolio Delivery	\$1B	DB	Policy/Procedure RFP Development	DB Delivery Advisor	DB Delivery Advisor
		SeaTac North Terminal Redevelopment Program	\$800M	DB	DB Delivery Advisor	DB Delivery Advisor	DB Delivery Advisor
Jason Acres, PMP, CCM, DBIA	Senior PM; 30 yrs experience as a Project Executive, project management, project controls, construction management, and dispute resolution	Sound Transit Seattle to South Bellevue Light Rail Extension	\$700M	GCCM	PM for CM Team	PM for CM Team	Project Director
		Bonneville Power Admin. Controls Center	\$600M	PDB	Project Sponsor	Project Sponsor	Project Sponsor
		Sound Transit University District Station	\$160M	GCCM	PM	PM	N/A
		Sound Transit Capital Hill Station	\$130M	GCCM	PM	PM	PM
		Seattle Monorail Project	\$1.5B	DBOM	Project Control Cost/Schedule	Project Control Cost/Schedule	N/A
Bem Kamp	Independent Estimator, than 24 years of experience in construction, cost estimating, and project management in the heavy civil transportation market sector.	Honolulu Rail Transit Project: City Center Guideway & Stations	\$2.0B	DB	Owner Basis of Estimate	Owner Independent Estimate	Project Controls Cost/Schedule Invoicing
		Four Pillar Projects, Los Angeles Metro	\$30.5B	DB	Owner Basis of Estimate	Owner Independent Estimate	None
		Yankee Jims Bridge Project, Placer County Public Works	\$60M	CMGC	Owner Basis of Estimate	Owner Independent Estimate	None
		I-285 Top End Express Lanes, Georgia Department of Transportation	\$5B	P3	Owner Basis of Estimate	Owner Independent Estimate	Project Controls Cost/Schedule Invoicing
		Maryland Parkway BRT Program	\$350m	CMAR	Owner Basis of Estimate	Owner Independent Estimate	None
Joe Howard, PE	Rowadway Design, 20 years of design and construction mgmt experience.	SR 125 South (South Bay Expressway)	\$600M	DB	None	None	Project Engineer
		Confluence Parkway NEPA Environmental Assessment	\$150M	PDB	Proj Design, Enviro and ROW	None	None



APPENDIX C

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
		McKittrick St/North Columbia St & McKittrick St Underpass	\$40M	PDB	Proj Design, Enviro and ROW	None	None
		McKittrick St / North Columbia St	\$6M	DBB	None	Project Manager & Project Engineer	Design Support
Jody Robinson, PE	Construction Engineer and Resident Engineer with 25 years experience in heavy civil, public works projects.	Waterfront Program, Seattle Department of Transportation	\$70M	GC/CM	None	Constructability Reviews	Construciton Mgmt.
		Elliott Bay Seawall Project, Seattle Department of Transportation	\$410M	GC/CM	None	Constructability Reviews	Construciton Mgmt.
		Tacoma Light Link Rail Extension, Sound Transit	\$95M	DB	None	None	Construciton Mgmt.
		City of Seattle Pier 62 Rebuild SDOT & Habitat Improvements	\$32M	DB	None	Constructability Reviews	Construciton Mgmt.
		City of Seattle First Hill Street Car SPU	\$85M	GC/CM	None	None	Construciton Mgmt.
Santosh Kuruvilla, PE		SDOT Elliott Bay Seawall Replacement (GCCM)	\$410M	GCCM	Advisory & Independent Review	Deputy PM Design	Structural Design SDC
		City of Tacoma Murray Morgan Bridge Rehabilitation, East & West Approaches	\$55M	DB	None	Structural Design Lead	Structural Design SDC
		City of Bremerton, Downtown Bremerton Waterfront Revitalization (DB & DBB)	\$130M	DB	Advisory	PIC Design – Tunnel Access to WSF Terminal	PIC Design
		ODOT US 20 Pioneer Mountain to Eddyville	\$155M	DB	None	Project Quality Manager	Project Quality Manager
		Sound Transit Federal Way Link Extension	\$3.1B	DB	None	Owner's Rep Structural SME	Owner's Rep Structural SME
Brad Rollings	Senior Scheduler and Project Controller, 29 years experience.	E360 Bellevue to Redmond Extension	\$227M	DB	None	N/A	Cost/Schedule Invoicing
		R200 Downtown Redmond Link Extension (DRLE)	\$42M	DB	None	Cost/Schedule Invoicing	None
		T100 Tacoma Link Extension	\$252M	DBB	None	None	Cost/Schedule Invoicing
		U-link Program, U220 project, UWS to CHS Twin Tunnels	\$310M	DBB	None	None	Cost/Schedule Invoicing
		Brightwater Conveyance Program	\$600M	DBB	None	None	Cost/Schedule Invoicing
		SDOT Rapid Ride J-Line Upgrades	\$60M	DBB	None	None	Cost/Schedule Invoicing



APPENDIX C

Name	Summary of Experience	Project Names	Project Size	Project Type	Role during Project Phases		
					Planning	Design	Construction
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.	Toronto Transit Commission, Bloor-Yonge Subway expansion	\$2B	PDB	Consultant	As needed	As needed
		City of Wenatchee Confluence Parkway Project	\$180M	PDB	Consultant	As needed	As needed
		Wenatchee Valley YMCA	\$28M	PDB	Consultant	As needed	As needed
		City of Spokane Valley City Hall Renovation	\$13M	PDB	Attorney/Consultant	As needed	As needed
		Kedren Health Care	\$200M	PDB	Consultant	As needed	As needed
		Benton County Justice Center	\$35M	PDB	Attorney/Consultant	As needed	As needed
		WWU, Coast Salish House of Healing	\$3.5M	PDB	Consultant	As needed	As needed
		Blue Mountain Community College, Farm II Project	\$11M	PDB	Consultant	As needed	As needed
		Haines Borough, AK, Lutak Dock Replacement	\$25M	PDB	Consultant	As needed	As needed
		WSDOT US101/SR 109 Fish Barriers Project	\$190M	PDB	Consultant	As needed	As needed
		City of Pasco, Zone 3 Water Storage Facility	\$29M	PDB	Consultant	As needed	As needed
		Bonneville Power Administration Secondary Capacity Model	\$500M	PDB	Consultant	As needed	As needed
		Bonneville Power Administration Ross Complex	\$700M	PDB	Consultant	As needed	As needed
		University of California, San Diego Triton Pavilion Project	\$250M	PDB	Consultant	As needed	As needed
		East County Advanced Water Purification Project	\$400M	PDB	Consultant	As needed	As needed
City of West Richland Police Station	\$12M	PDB	Consultant	As needed	As needed		
City of Richland Fire Station/Public Safety 73 and 75	\$9M	PDB	Consultant	As needed	As needed		



APPENDIX D

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	Red Apple Road	0.5 miles of an urban major collector with roundabout, sidewalk and water main.	DBB	4/16/2018	8/24/2018	4/16/2018	8/24/2018	\$1,496,687	\$1,570,720	Budget overrun due to additional work. Replaced existing 16" valve with new valve, added bid item for combination inlet, added a sewer doghouse manhole.
2	McKittrick-Wenatchee Ave. to Pine St.	0.2 miles of an urban major collector, bike lanes, ADA compliant sidewalks, storm water structures and illumination.	DBB	4/23/2018	8/20/2018	4/23/2018	12/7/2018	\$866,416	\$918,082	Budget Change Orders to include; Non-contract work, installation of additional conduit and pull boxes for future fiber connection between city facilities, remediation of unsuitable subgrade, installation of retaining walls. Schedule overrun due to suspension of work to procure materials for retaining wall and handrail.
3	Olds Station Sewer Expansion-Phase 1	Sanitary sewer service to the Sunnyslope and Olds Station areas from a new 12" sewer line.	DBB	6/4/2018	2/10/2020	6/4/2018	3/16/2020	\$6,223,311	\$6,278,882	City requested to add some vertical piping and brackets in the wetwell, additional telemetry antenna mast to allow for ethernet powered radio, replace existing catch basin, and relocate hotbox.
4	Skyline Reservoir	16-inch transmission line was re-routed from beneath a private driveway into the Skyline right-of-way.	DBB	6/8/2020	9/23/2020	6/8/2020	10/26/2020	\$736,616	\$882,340	Unanticipated utility conditions were encountered during preliminary potholing which required realignment and extension of the storm drain to accommodate an alternate location for the drain line air gap.
5	2019 Pavement Preservation	Chipsealed over 15 miles of mostly arterial streets throughout the town.	DBB	7/15/2019	9/2/2019	7/15/2019	9/20/2019	\$2,909,300	\$2,990,349	Extended bike lanes, re-application of markings that were properly installed and lost due to traffic. Schedule overrun due to suspension of work to allow for procurement of seal coat material.
6	Peachey St. Basin Water Quality Retrofit	Installation of hydrodynamic separators, media filter cartridges and dry wells at multiple sites. Including 245 feet of 36-inch storm drain pipe.	DBB	8/11/2022	11/11/2022	8/11/2022	11/16/2022	\$1,267,468	\$1,594,140	Field conditions required additional storm drain construction. Extending the limits required more asphalt and concrete sidewalk to be replaced, this included compliance with ADA requirements.
7	Tacoma Avenue	REconstruct 1250 feet of Tacoma Ave including curb, gutter, and sidewalk to both sides of the roadway, ADA ramps, roadway paving, and widening.	DBB	5/10/2021	8/25/2021	6/1/2021	10/11/2021	\$1,134,509	\$1,195,655	Additional excavation and backfill due to multiple waterline leaks exposed during excavation. Material availability resulted in a revised product for the infiltration chamber. Project start date delayed due to procurement of the stormwater infiltration chamber materials. Schedule overrun due to scheduling conflicts with outside entities relocating overhead lines and abandoned power poles and unforeseen force account work not shown in the contract plans.



APPENDIX D

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
8	City Hall Remodel-SSA	Remodel of the old City Hall Building located at 129 South Chelan St.	DBB	2/25/2020	9/12/2020	2/25/2020	9/9/2020	\$2,107,000	\$2,549,301	Modification of restrooms, increased width of landing, modified landscape, addition of irrigation plan, additional abatement and replacement of existing concrete storm sewer line with PVC are items that contributed to budget overrun.
9	Federal Building Remodel	55,608 sf of tenant improvement to an existing 76,900 sf office building.	DBB	6/14/2021	5/24/2022	6/14/2021	11/14/2022	\$8,634,000	10,703,948	
10	2020 Pavement Preservation	Spot pavement repairs, edge planing, and a thin HMA overlay (1"). Replaced or built 200 curb ramps.	DBB	6/1/2020	10/25/2020	6/1/2020	11/11/2020	\$3,027,649	\$3,017,068	13 additional days were added due to additional excavation and backfill needed for unsuitable soils and an unmarked irrigation pipe requiring coordination and repair.
11	WWTP Digester 4	3-story mechanical control building for relocated gas handling improvement.	DBB	3/14/2022	385 wk days	3/14/2022	in progress	\$14,410,134	TBD	Equipment Procurement has delayed project completion
12	Pershing & Poplar Sewer Extension	Sewer service to 51 properties currently underserved within the City Limits.	DBB	3/21/2022	5/31/2022	3/21/2022	in progress	\$892,192	TBD	Project suspended due to a delay of procuring materials on site and a suspension of work due to winter weather restrictions. 111 additional working days added due to irrigation and utility conflicts and additional work resulting from existing soil conditions requiring additional trenching.
13	Walla Walla Stormwater Retrofit	Removed existing rock swales and installed several underground infiltration facilities.	DBB	9/6/2022	11/16/2022	9/6/2022	in progress	\$2,030,636	TBD	Additional working days approved due to a conflict with existing utilities which required storm design revisions. Additionally, work was suspended due to inclement weather.
14	2022 Pavement Preservation	Overlaid over 2 miles of urban minor arterial streets.	DBB	7/25/2022	10/24/2022	7/25/2022	11/21/2022	\$3,418,973	\$3,159,138	Schedule overrun was due to scheduling issues with subcontractors.