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

APPLICATION FOR CERTIFICATION OF PUBLIC BODY

RCW 39.10 Alternative Public Works Contracting - Design-Build (DB)

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 1-9 should not exceed 15 pages *(font size 11 or larger)*.

Identification of Applicant

a) Legal name of Public Body (your organization): **City of Tacoma**
b) Address: **747 Market Street, Room 408, Tacoma, WA 98402**
c) Contact Person Name: **Kurtis Kingsolver, P.E.** Title: **Public Works Director/City Engineer**
d) Phone Number: **253-591-5269** E-mail: **kkingsol@cityoftacoma.org**

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for DB under Alternative Contracting Procedure *(RCW 39.10.270 (2)(a)) Limit response to two pages or less.*

Please submit a process chart or list showing: (1) The steps your organization takes to determine use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project. If the public body's organizational structure is sub-divided into agencies, divisions or departments discuss how the public body makes experience and qualification determination on a divisional or department level.

The City of Tacoma has been DB certified for over 10 years. Historically the City has utilized the certification for using an alternate delivery method – Design Build (DB) for Public Works Department and Environmental Services Department led projects. The City recently received DB project approval from CPARB/ PRC for two rebuild projects led by Tacoma Power. The City has chosen to submit a new application for Public Body certification inclusive of all three departments/divisions rather than a recertification application.

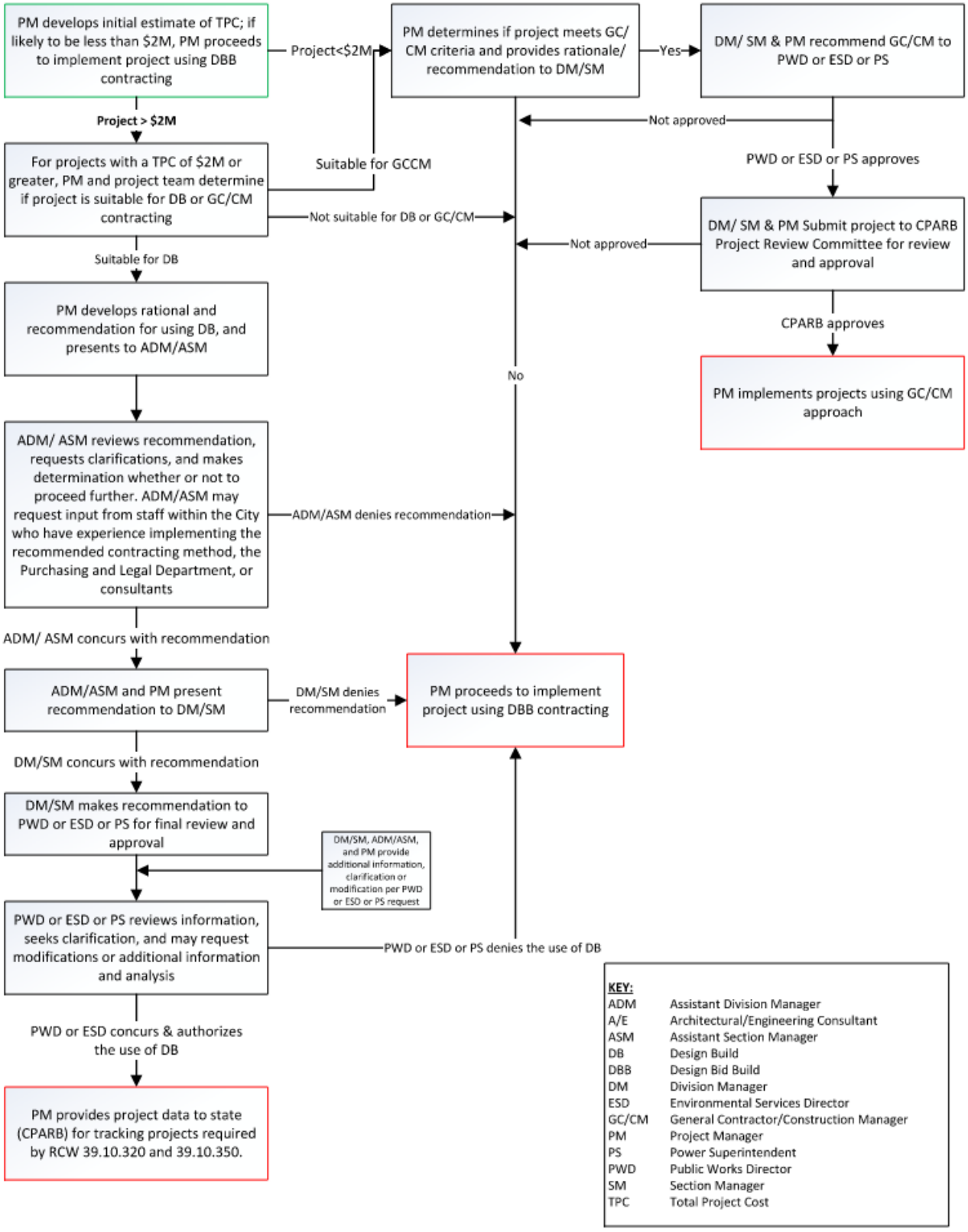
City of Tacoma Guidelines for Determining if Design-Build is appropriate for projects

The City of Tacoma (City) developed the process illustrated in the following flow chart to determine the appropriate contracting method for a proposed project and to outline the project approval process. The process begins with the Project Manager and is reviewed by both the Assistant Division Manager/ Assistant Section Manager, and the Division Manager/ Section Manager, before final approval by the Public Works Director, Environmental Services Director or Power Superintendent.

The City has completed one project, the Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B Replacement) using DB in the past 5 years. The City currently has a progressive DB project at the 60% design phase with physical construction starting this summer and two additional DB projects (submitted by Tacoma Power and approved by the PRC's project application process) currently underway. Criteria used to determine if DB is appropriate for a project will vary somewhat depending on division and project-specific objectives. The base criteria, including those listed in RCW 39.10.300, are as follows:

- The project requires or would benefit from an accelerated delivery schedule.
- The project would benefit from and has the potential for innovation in design and/or construction.
- Design and/or construction innovation and/or accelerated delivery are likely to result in cost savings.

- The project is highly specialized and a DB approach is critical in developing the construction methodology or implementing the proposed technology.
- The project involves complicated risks where these risks can be better characterized through the collaborative development of a risk register and individual risks can be assigned to or shared with the most appropriate party to manage the particular risk.
- The project is potentially attractive to firms with demonstrated DB experience.



Flowchart – Contracting Strategy Determination

2. Project Delivery Knowledge and Experience *(RCW 39.10.270 (2)(b)(i))*
Limit response to two pages or less.

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, design-build honorarium determination, and project controls utilized.

Knowledge and Experience

The City of Tacoma Public Works, Environmental Services Departments and Tacoma Power Division manage a diverse capital program with an average annual budget of over $200 million. In years where significant projects are undertaken, this amount increases by 25 to 50 percent. The types of projects managed include public use facilities, transportation facilities, storm drainage and wastewater conveyance, wastewater treatment, solid waste management, environmental protection and remediation, and power utility infrastructure construction and upgrades including hydro unit rehabilitation, fish facility construction, substations, and others. Although the projects are managed in each department/ division, the City has centralized processes and personnel for legal review and procurement. Projects range in size and complexity from simple curb replacements costing a few thousand dollars to major construction projects costing over $100 million. The City's capital project responsibilities are summarized below:

- **Storm Water, Wastewater, and Solid Waste Utilities.** The City serves as the storm water, wastewater, and solid waste utility for residents and businesses within the City. The City is responsible for maintaining, upgrading, and expanding when necessary wastewater conveyance and treatment facilities, storm water conveyance and storage/treatment facilities, and solid waste collection, transfer, recycling, and household hazardous waste.
- **Environmental Protection and Remediation.** The City provides environmental protection for sensitive environments and conducts remediation for areas previously contaminated. Example projects are the remediation of the Thea Foss Waterway and the Tacoma Landfill.
- **City and Public Use Facilities.** The City is responsible for building, maintaining, and operating a wide range of government facilities including parking garages, police and fire stations, maintenance facilities, office buildings, and public use facilities such as the Tacoma Dome and the Tacoma Convention Center.
- **Transportation.** The City is responsible for maintaining, upgrading, and replacing the City's system of streets, sidewalks, bridges, non-motorized trails, and traffic control devices.
- **Power/ Electric Utility.** The City operates and maintains multiple hydro power generation facilities, and transmission and distribution infrastructure and delivers power.
- **Fish Facilities.** The City is responsible for building, operating, and maintaining fish facilities at multiple hydro sites, which are required to attain and maintain a Federal Energy Regulatory Commission (FERC) license for power utility operations.

To handle the above capital projects, the Public Works Department, Environmental Services Department and Tacoma Power Division maintain a staff of over 400 people that includes individuals with extensive design, construction, project management, and construction management experience.

Delivery Methods

Although most of our construction projects are completed using the Design-Bid-Build (DBB) process, the City has used alternative delivery methods and anticipates performing more such projects in the future. Completed projects illustrating the City's success with the DB process include the Cheney Stadium Upgrade, the Murray Morgan Bridge Rehabilitation, the Pedestrian Crossing Improvement project, and the Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B Replacement). Please see Table A (Project Delivery Knowledge and Experience - DB Projects) for additional information regarding these projects.

In addition to the staff who worked on these projects, the City has other staff that have alternative contracting experience with previous employers as well as staff that have taken alternative contracting training classes.

Table A: Project Delivery Knowledge and Experience – Design Build

Project Name	*Project Status*	*Substantial Completion*	*Budget*	*Performance Characteristics*
Central Wastewater Treatment Plant Design-Build Upgrade	Complete	01/2009	$102M	No Significant issues
Cheney Stadium Upgrade Phase III	Complete	03/2011	$30M	No Significant issues
Murray Morgan Bridge Rehabilitation	Complete	02/2013	$49.2M	No Significant issues
Pedestrian Crossing Improvements	Complete	12/2016	$4.9M	No Significant issues
Fishing Wars Memorial Bridge	Complete	09/2020	$32M	No Significant issues

Management Structures and Project Controls

The Public Works Department and Environmental Services Department contracting processes are overseen by their respective Directors. Tacoma Power's contracting process is overseen by the Power Superintendent. Project teams are supported by the Legal and Purchasing Departments. The City uses outside design and support services consultants to supplement our staff as needed and has retained subject matter experts in alternative delivery contracting such as Robynne Thaxton Parkinson and Hawkins Delafield and Wood as outside counsel to assist City Legal staff. When appropriate, the City uses the contracts and forms drafted for previous projects for new projects, modified by the City's experienced legal counsel. On larger or more complex projects, a senior management team, including the department head, senior project managers, senior technical staff, legal, and financial personnel, are assigned to act both as a review board and project manager support team.

A key aspect of project management includes coordination and information sharing with the end user and the public. The Project Manager, Assistant Division Manager/ Assistant Section Manager, Division Manager/ Section Manager, and Public Works Director may participate in coordination with the end user who may be the City, another public entity, private entity, or the general public. The City maintains a website with information on select projects and a Community Relations department.

A number of project management tools including scheduling, budgeting, accounting, reporting and records management systems are used to manage, track, and report on the City's projects. Environmental Services utilizes eBuilder as an electronic based platform for the document management of all capital projects. Other electronic platforms used by the City on an as needed basis include SharePoint and ProCore. Public Works manages federally funded projects consistent with WSDOT Local Agency Guidelines and uses an established records management process designed to support audits of these projects. A project budget and work breakdown structure are developed for each project and entered into the City's accounting system. Reports are generated on a monthly basis, or as frequently as needed, to track project costs against project budget and level of resource allocation against use. The City has developed a change management procedure/specification for incorporation into the project contract. Project scheduling requirements are also identified in the project specification. Project progress schedules using the Critical Path Method are required for certain projects.

Design Build Honorarium Determination

The City of Tacoma establishes and provides appropriate honorarium payments to finalists during DB selection that are not awarded a design-build contract in accordance with RCW 39.10.330. The Project Manager, Assistant Division Manager/ Assistant Section Manager and other team members including in-house staff, legal, and outside consultants, as applicable, review the complexity of the project and level of effort that will be required during the DB competition to establish a recommended honorarium for approval by the Division Manager/ Section Manager and Public Works or Environmental Services Director. As intended in the RCW, honorarium payments are established with the goal of being sufficient enough to generate meaningful competition among potential proposers.

3. Personnel with Construction Experience Using Various Contracting Procedures

(RCW 39.10.270 (2)(b)(ii)) Limit response to two pages or less.

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience *(for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task)*. Only identify those public body personnel that you reasonably expect will be with your organization over the next three years. Do not include outside consultants.

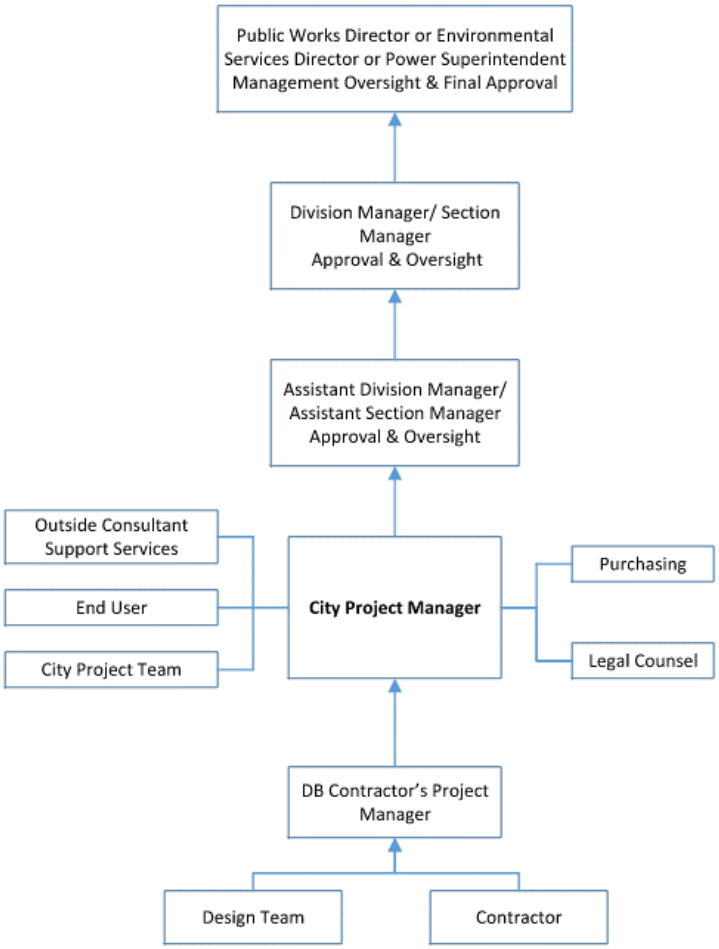
The City has a multi-disciplined staff with the experience in design, project management, and construction management necessary to successfully implement our diverse capital projects program. As is common with many certified public agencies, the City also uses consultants to augment City capabilities when required. Attachment A summarizes the experience of our project and construction managers and other key staff who conduct our capital projects program. In addition to experience on City projects, many of our staff and managers have experience using alternative contracting methods in the private sector or for other government agencies.

4. Management Plan and Rationale for Alternative Contracting Projects

(RCW 39.10.270 (2)(b)(iii)) Limit response to one page or less.

Please provide your typical management plan or protocol that you would use to manage a Design-build (DB) project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).

The following process diagram presents the City of Tacoma's Management Plan for DB projects. Project Specific Management Plans will be prepared for each DB project prior to the contract award.



Design-Build Project Management Structure

Roles and Responsibilities

Power Superintendent: In charge of Tacoma Power, responds to requests from the Public Utilities Director and the Public Utility Board; final approval on projects using alternative contracting methods.
Public Works Director or Environmental Service Director: In charge of Public Works Department or Environmental Services Department; responds to requests from the City Manager and the City Council; final approval on projects using alternative contracting methods.
Section Manager: Reviews and approves projects for final approval by Power Superintendent; manages both engineering and construction functions; approves project manager selection.
Division Manager: Reviews and approves projects for final approval by Public Works Director or Environmental Service Director; manages both engineering and construction functions; approves project manager selection.
Assistant Division Manager: Appoints project manager and key staff; ensures that criteria for alternative contracting projects are met; enforces project controls; ensures data and reports are submitted to State CPARB and Public Works or Environmental Services management.
Assistant Section Manager: Appoints project manager and key staff; ensures that criteria for alternative contracting projects are met; enforces project controls.
Legal Department: Develops and negotiates contracts for GC/CM and DB projects.
Purchasing Department: Advertises and assists in selection of consultants and DB teams
Project Manager: Develops and implements project including scope, budget, schedule, project tracking, and reporting; reviews work done by designer and/or contractor to see that contract requirements are met; evaluates potential projects against alternative contracting criteria; submits reports to CPARB and Public Works, Environmental Services, or Power management; communicates with external agencies involved in the project; coordinates with user groups; coordinates with Legal and Purchasing Departments.
End User: Could be a public or private entity, the City of Tacoma, or the general public.

5. Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures (RCW 39.10.270 (2)(b)) Limit responses to two pages or less.

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least $5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM, DB, etc.) Use the delivery abbreviations in Section 4.
- Lead Design Firm (including current contact information)
- General Contractor or Design-Builder (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under $5 million if they believe them to be relevant.*

***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

Attachment B presents recent capital projects performed by the City. Projects have been selected to represent the variety of projects completed by the City, including DB projects.

6. Demonstrated Success in Managing at Least One Project Using DB Contracting Procedure Within the Last Five Years *(RCW 39.10.270 (2)(b)) Limit response to one page or less.*

In addition to the information provided in response to Question 5 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).
- Honorarium amount awarded for the project (s).
- Alternative dispute resolution process for the project(s).
- Lessons learned from your experience.

Within the past five years, the City has completed one project using DB and currently has the Jefferson Interceptor (progressive design build) and two hydro turbine generator rebuild projects (Alder and Cushman) underway. A project description for the completed Fishing Wars Memorial Bridge, Alder Unit 11 Rebuild, and Jefferson & Hood Street Surface Water Interceptor projects are provided below:

Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B Replacement)
Notice to Proceed: June 21, 2017, Substantial Completion: August 1, 2019
Base Contract Amount: $34,000,000

Background
The Fishing Wars Memorial Bridge (formerly the Puyallup River Bridge) links Tacoma to the City of Fife to its east. It opened in 1927 as one of Washington's last segments of the famous Pacific Highway, also known as State Route 1 and in later years, Highway 99. The bridge is comprised of seven steel-truss spans linked by reinforced concrete sections. It was financed in approximately equal measure by the federal and state governments, took barely more than a year to build, and was finished early and within budget. The

bridge lost much of its daily traffic load when the first Washington segment of Interstate 5 opened in Tacoma in December 1960, but it has remained an important commercial arterial, linking Fife to Tacoma's industrial area and the facilities of the Port of Tacoma.

In 2013, after more than 85 years of nearly trouble-free service, age and the elements were catching up with the Fishing Wars Memorial Bridge, and the City of Tacoma was well along with plans to replace 950 feet of the span on the Tacoma side of the river with a cable stay bridge. Primary funding for this work included two Federal grants. The two programs involved were the Bridge Replacement Advisory Committee (BRAC) and the Surface Transportation Program (STP). The funding was provided to replace two sections of the bridge west of the Puyallup River over the BNSF and Union Pacific Main Lines through Tacoma and also included a partial replacement of a third span, which connected the structure to the western approach. Augmenting the Federal funding were two State grants from the State Department of Commerce and the Freight Mobility Strategic Investment Board.

The project required extensive coordination and right of way acquisition from both railroads and the Puyallup Tribe. Both railroads required design submittal review and approval prior to any work being completed over their mainlines. WSDOT and FHWA were integral in providing oversite on the project and helping move it forward as challenges arose.

Selection of Design-Build

The project was originally planned as a design bid build project and stalled around 2013 due to lengthy negotiations with all parties involved and the length of time needed to secure the project funding. At that time a cable stay design had been completed for the bridge with an estimated cost of $36 million. The design work and estimated cost for a cable stay bridge underwent further review and it was determined that costs would actually be significantly higher to construct the cable stay.

In late 2015, with the deadline for obligation of the federal funds nearing and the project stalled, the City and WSDOT conducted a project Alternative Assessment Workshop to evaluate the viability of the project. In February 2016, the workshop was completed with WSDOT and other agencies and professionals to determine if the project should move forward. The Workshop determined that the project was of value to the area and the bridge should be replaced. Following the workshop, the design-build procurement process was found to be the only way to start the right of way process, complete an environmental update, and initiate a redesign of the bridge such that the project could be completed with available funding, all of this prior to the fourth quarter 2016 obligation deadline to keep the Federal construction funding secure.

The design-build selection process started in mid-2016 with advertisement of the RFQ. Ten statements of qualification were received and scored in November of 2016, keeping the funding secure. The City issued the RFP in January 2017 to the three finalists selected. The design-build teams submitted their preliminary designs for scoring in April 2017. The submittals received represented three different steel and concrete girder bridge designs. Atkinson Construction was found to be the best value proposer with a design of a continuous span precast concrete girder bridge replacing F16 A&B (spans west of the river and over the railroads) and all of the F22 span (the span connecting the western approach).

DBE Requirements and Training Goal

A DBE requirement of 12% was established for the project by WSDOT with FHWA's approval. This included a 1% design goal and an 11% construction goal. The project exceeded both the design goal and the construction goal. The final design DBE participation was 1.3% and the final DBE construction participation was 17%.

In addition to exceeding DBE goals on the DB contract, the City hired five DBE/SBE firms through our DB assist consultant to complete the following services:

- Quality Assurance/Inspection of the project
- Structural Design review
- Cultural Resources support
- Landscape Review services

A Training Goal of 2000 hrs was established for the project by WSDOT and approved by FHWA. The project exceeded the goal with 2,394 hours of training completed.

Honorarium

The City offered an honorarium of $175,000 for each of the unsuccessful design-build teams that submitted responsive proposals.

Alternative Dispute Resolution Process for the Project

Since the project included federal funds administered by WSDOT, WSDOT General Conditions adapted for design-build were required for the project. No disputes or claims arose during the project.

Lessons Learned

Lessons learned during the project include the following:

- On design-build projects with federal funds, the Right of Way process should be started earlier to prevent project delays and schedule impacts must be clearly spoken to in the contract documents.
- The Mainline Railroads agreements do not contemplate design build and this should be accounted for clearly in the contract agreement.
- A good team and an open environment can overcome very difficult circumstances to create a successful project.

Alder Unit 11 Rebuild (in-progress)

Notice to Proceed: September 2020, on-site construction starting in spring 2022
Base Contract Amount: $8.3M

Background

Tacoma Power's Alder Powerhouse is located at the Nisqually River Hydroelectric Project. The 25 megawatt turbine generator manufactured by General Electric (GE) was originally installed in 1947. The last significant work performed on the unit was replacement of the generator stator windings in 1973. The last unit disassembly was in 1988. Major original components still in service today include the turbine, generator stator frame and core, and generator rotor.

The unit rebuild project includes refurbishment of most major components with replacement of some due to either limited remaining life or to mitigate schedule impacts from finding unrepairable items during the construction outage. Components planned to be replaced include the generator stator frame, stator windings and core. Refurbishment includes cleaning, inspection and evaluation for reuse and remaining life, and re-machining to original dimensions and tolerances. The rebuild work is anticipated to provide 30 years of safe, reliable and efficient service life for the unit.

Selection of Design-Build

The project includes system engineering and design, disassembly, inspection and evaluation, refurbishment work, installation, and reassembly of a hydroelectric turbine generator. Alder Unit 11 weighs as much as 170 tons.

The work to refurbish a hydroelectric generator unit is highly specialized and highly technical in nature. Designs are proprietary and are customized to each turbine-generator machine, mode of operation, and operating condition. Many components need evaluation after the unit is disassembled to determine their remaining useful life and whether to refurbish or replace, and the appropriate party to make this determination is the one responsible for the refurbishment. After unit disassembly, coordination between and timely decisions from the designer and builder are necessary to ensure engineering design is completed, materials are ordered, manufacturing occurs, and components are delivered to the site in time to meet scheduled construction activities.

Machine reassembly and alignment requires extensive knowledge of hydro units, as the components are large (approximately 5 meters in diameter) and operate with minimal clearances and tolerances (often measured in thousandths of an inch) between rotating and stationary components. The knowledge required to safely and efficiently perform this work lies with both designers and builders. The design-builder needs the experience and expertise to design and manufacture the components, as well as remove, evaluate, and reinstall them.

For these reasons Design Build was selected as a suitable strategy. Tacoma Power submitted an application and received Design Build project approval from CPARB/PRC. The RFQ was issued in July 2019. Three finalists were shortlisted and the RFP was issued in September 2019. The recommendation for award was followed by contract execution in September 2020.

Honorarium

The City offered an honorarium of $40,000 for each of the unsuccessful design-build teams that submitted responsive proposals.

Lessons Learned (procurement phase)

While the project is still underway, some of the lessons learned from the procurement/contracting phase are as follows:

- Additional one-on-one proprietary meetings and leveraging the same for setting the stage for partnering and soliciting input on project goals, anticipated schedule and target budget.
- Adjusting honorarium and the level of design during the proposal phase to better understand the concept and help with scope definition.

Jefferson & Hood Street Surface Water Interceptor Project

Notice To Proceed – March 18, 2018; Physical Construction Starting Late Summer 2021
Total Project Cost Estimate (at 60% design milestone) = $26 M

Background

The existing surface water system in Tacoma's downtown core does not have sufficient capacity to convey the runoff generated from significant rain events. This project is intended to provide additional surface water capacity to help address flooding in the lower downtown area and to provide additional capacity for growth. For this project, the City will construct a new surface water interceptor. Construction of a new outfall to the Thea Foss Waterway is also part of the scope of the project. Planned project improvements will include approximately 3,200 feet of new 48-inch and 60-inch diameter surface water conveyance pipe. This will include approximately 1,100 feet of 60-inch diameter micro-tunnel in three different tunnel locations.

The City's Design-Builder, James W. Fowler Co., will be in compliance with the City's Equity in Contracting (EIC) Regulation requirements, which will be met during the upcoming construction. The

EIC requirements for this project are 8 percent for MBE, 3 percent for WBE and 10 percent for SBE. The Local Employment and Apprenticeship Training Program goal is 15 percent.

Selection of Design-Build

The City selected the Progressive Design-Build (PDB) delivery method due to the complexity of the Project, its sensitive location within Tacoma's downtown business core, the need to cross a number of significant transportation and utility corridors, and the existence of highly complex permitting issues. These combined factors necessitated a highly collaborative owner, designer, and builder team to develop the best design alternative and then construct the project. PDB allowed for the City to partner very early in the project and collaboratively identify design alternatives, work through the risks of each of these alternatives, and develop a final project scope, with manageable risks, that would be permitted by various regulatory agencies. This same team would then move on to the construction phase of the project with a common and unified goal. A two-step process (RFQ followed by RFP) was utilized to secure a Design-Builder.

Honorarium

The City offered a honorarium of $50,000 for each of the unsuccessful design-build teams that submitted responsive proposals.

Lessons Learned (procurement phase)

While the project is still underway with construction beginning later this summer, some of the lessons learnt from the procurement/contracting phase are as follows:

- For PDB Projects, careful coordination with the contract approving body (Tacoma City Council), related to phased nature of the PDB contract, can be very helpful since the approving body will initially see a contract for services during initial design up to the GMP point and then once the GMP is negotiated this contract will be amended for the GMP amount. This is very different than the single contract approval that this body is accustomed to for Design Bid Build Projects.
- For PDB Projects where there is the potential for significant environmental impacts, subsurface challenges, and extensive permitting needs, ensuring contingency budget for unexpected investigations and tasks is important.
- When there is significant permitting involved in a project's scope, there is no such thing as beginning the permitting process too early.
- When various design alternatives will need to be closely evaluated; it is important to ensure there is adequate time and budget available to perform the necessary value engineering efforts that can greatly help identification of the best design alternative.

7. Ability To Properly Manage the Public Body's Capital Facilities Plan

(RCW 39.10.270 (2)(b)(vi)) Limit response to one page or less.

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that has been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

The City employs staff within our Finance Department (FD) who are responsible for working with division managers to manage the City's capital planning and budgeting process and ensuring financial accountability to citizens, businesses, taxpayers, and ratepayers. FD staff prepare a City six-year Capital Facilities Program (CFP) annually and update and revise the CFP as better project information becomes

available and City Council priorities are developed. The current CFP for 2021-2026 for Public Works Department, Environmental Services Department and Tacoma Power Division is over $600M.

City division managers provide information to FD to prepare the CFP using standard templates. The CFP is approved by the City Manager and then submitted to the Planning Commission and City Council for review and adoption. Once adopted, FD submits the CFP to the State in compliance with the State's Growth Management Act, RCW 36.70A.070. FD staff also develop revenue forecasts with division managers which are used to establish the final biennium capital budget for the City.

In the next three years, there are several projects in the CFP that are currently being considered for use of alternative contracting methods.

8. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington
(RCW 39.10.270 (2)(b)(vii)) Limit Response to one page or less.

Please provide any information not presented in your answers to Questions 2-7 further demonstrating your organization's ability to meet the requirements of this chapter to include:

- Honorarium determination process for design-build projects;
- Procurement process if public body has multiple divisions, departments, or agencies;
- Utilization of alternative dispute processes; and
- Project contingency determination.

As documented in this application, the City has the project and construction management ability, staff technical experience, and capital project delivery capability to complete both DBB and alternative contracting projects. The City has a competent group of project managers and senior project managers who have all worked on DBB projects, with thirteen of these managers having DB experience either with the City, other agencies or in the private sector. The Public Works Department, Environmental Services Department and Power Division will manage the City's alternative contracting projects with a strong team of project managers, department managers, and technical staff to draw upon to support these projects.

City Legal and Purchasing staff provide support to all Divisions and Sections within the Public Works Department, Environmental Services Department, and Tacoma Power. As is common for many certified public agencies, the City may retain design-build consultants to assist in alternative contracting procurement and delivery as we have for alternative contracting support on past projects.

The City also actively participates in the Northwest Chapter of Design Build Institute of America and National DBIA to keep up to date on new developments and issues with alternative contracting methods. The City continues to encourage our project managers and others to attend DB and alternative contracting training and become certified by DBIA. Currently the City has five project managers that are certified by DBIA.

9. Resolution of Audit Findings on Previous Public Works Projects
(RCW 39.10.270 (2)(c)) Limit response to one page or less.

If your organization had audit findings on **any** project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

The City has had no project audit findings from the Washington State Auditor in the past 10 years.

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

As part of the City of Tacoma's ongoing work to advance broader strategic goals relating to equity and accessibility, as well as economic growth, it has expanded its efforts to achieve equity in contracting and support of minority and women-owned businesses. The City's Equity in Contracting Program offers access to contracting and procurement opportunities, as well as guidance and technical assistance, to historically underutilized businesses interested in providing supplies, services and public works support to the City of Tacoma.

The first phase of the City's efforts, which took place in 2019, prepared the City to make meaningful change by implementing foundational improvements that include increased technical assistance, improved compliance tracking, an increase of its contractor and supplier pool, migration to state certification lists, and working more closely with labor organizations.

The City transitioned its Small Business Enterprise (SBE) list to Washington state's Office of Minority & Women's Business Enterprise (OMWBE) list on January 1, 2020. The City uses the state's OMWBE list to certify businesses in these categories:

- Minority Business Enterprise (MBE)
- Women Business Enterprise (WBE)
- Minority Women Enterprise (MWBE)
- Small Business Enterprise (SBE)
- Disadvantaged Business Enterprise (DBE)

Currently, the City of Tacoma places requirements on Public Works projects for these categories: MBE, WBE, DBE, and SBE. Each of the requirements are calculated by finding the "relative availability" of firms under each of the respective OMWBE categories in relation to the base bid amount of the project's estimate. The methodology we use comes from the consultant who performed our Disparity Study and is an improvement to the methodology used by WSDOT in calculating their DBE goals because it does not conflate MBEs with WBEs.

<u>Program Training & Outreach</u>
The development of the program to date has been over 4 years, if we include the Disparity Study. Over that time, there have been qualitative interviews with community members and internal staff, a task force made up of 15+ community members, trainings for internal staff on the reasoning for the program changes as well as how to comply, and trainings for community members and the business community on how to comply with the program.

The City holds quarterly "How to Do Business with the City of Tacoma" events for OMWBE firms to meet Purchasing and Contracting staff who are part of our purchasing, consultant contracting and construction/public works teams. Participants in the workshops learn:

- About the City's contracting process
- Type of products/services the City purchases
- Information about the City's Equity in Contracting code
- About small business technical assistance/resources
- Where to get assistance to complete the State's OMWBE certification

The City is also working on the development of a future programming/workshop series that will provide education and resources to build the capacity of minority and women-owned firms so that they can compete more effectively for government contracts.

On a project-specific basis, we regularly give detailed instructions on how to comply with the program during pre-bid meetings and pre-construction meetings. We regularly check-in with our other departments for process-improvement opportunities as well; for some groups this is monthly, for others it is a built-in part of other check-ins that happen a few times a month.

On Federal and State funded projects overseen by the Federal Highway Administration and Washington State Department of Transportation, DBE and Training goals are assigned for each project. DBE goals are assigned for both consultants and contractors during DB.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s). Public bodies may renew their certification or re-certifications for additional three-year periods provided the current certification has not expired.

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

Signature: Kurtis Kingsolver

Name *(please print)*: Kurtis Kingsolver *(public body personnel)*

Title: Public Works Director / City Engineer

Date: 05/20/2021

Personnel with Construction Experience Using Alternative Contracting Procedures
ATTACHMENT A

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases PLANNING | DESIGN | CONSTR.			TIME ON PROJECT
Jody Bratton, PE	Professional Engineer, 28 years project design and management experience.	Central Wastewater Treatment Plant Design-Build Upgrade	$102M	DB	PE	PE	PE	2005-2009
		Stage I & II Landfill Closure	$10M	DBB	PE	PE	PE	1990-1993
Joshua Clarke, PMP	28 years of facility capital project experience.	South Park Plaza Garage Redevelopment	$12.8M	PPP		PM	PM	2008-2011
		Center for Urban Waters - Office & Laboratory Facility	$40M	PPP	PM	PM	PM	2007-2010
		Greater Tacoma Convention Center	$108M	GC/CM	PC	PC	PC	2000 - 2005
		People's Community Center Pool Improvements	$4.0M	DBB	PM	PM	PM	2013 - 2016
Maureen Dilley	33 years as project manager for commercial construction projects.	Greater Tacoma Convention Center	$108M	GC/CM			CM	16mo
Mark Henry	28 years construction experience in commercial construction (14 years as a Project Manager) and 14 years in Public Works construction management.	Pedestrian Crossing Improvements Project	$4.9M	DB		CM	CM	2014-2016
		Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	$42M	DB	CM	CM	CM	2017 - 2020
Eric Johnson, PE, DBIA	Assistant Division Manager; Professional Engineer with 31 years of experience in project design & management.	Central Wastewater Treatment Plant Design-Build Upgrade	$102M	DB	PM	PM	PM	2002-2011
		Jefferson & Hood Street Surface Water Interceptor Project	$26M	PDB	PD	PD	PD	2016-Present
Chris Larson, P.E.	Professional Engineer/Engineering Manager, with 30 years of experience in project design and management.	Murray Morgan Bridge Rehabilitation	$50M	DB		DM	DM	2012-2013
		Pedestrian Crossing Improvement Project	$4.9M	DB	DM	DM	DM	2014-2016
		Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	$42M	DB	DM	DM	DM	2017 - 2020

Personnel with Construction Experience Using Alternative Contracting Procedures
ATTACHMENT A

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases PLANNING | DESIGN | CONSTR.			TIME ON PROJECT
Sue O'Neill, PMP, DBIA	32 years of experience in project management and construction of environmental, infrastructure and development projects.	Asarco Tacoma Smelter Superfund Site	$100M	DBB, DB	PE/PM	PE/PM	PM	1997-2005
		Point Ruston Remediation	$2.5M	DBB, DB	PM	PM	PM	2005-2008
		Stack Hill Remediation & Development	$3M	DBB, DB	PM	PM	PM	2005-2008
		St. Marks Addition	$3.5M	DB	Bldg Committee	Owner's Rep	Owner's Rep	2007-2009
		Cheney Stadium Upgrade Phase III	$30M	DB	GM	GM	GM	2011-2012
		Murray Morgan Bridge Rehabilitation	$50M	DB	GM	GM	GM	2008-2013
		Pedestrian Crossing Improvement Project	$4.9M	DB	GM	GM	GM	2014-2016
		Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	$42M	DB	GM	GM	GM	2017 - 2020
James Parvey, P.E. LEED AP	Senior Principal Engineer, 34 years in project management, design, and construction.	Central Wastewater Treatment Plant Design-Build Upgrade	$102M	DB		PD	PD	2004-2007
		Center for Urban Waters - Office & Laboratory Facility	$40M	PPP	PM	PD	PD	2002-2010
		Murray Morgan Bridge Rehabilitation	$50M	DB	PM	PD	PD	2007-2011
Mark D'Andrea, P.E.	25 years of experience in project management, design, and construction.	Pedestrian Crossing Improvement Project	$4.9M	DB	PM	PM	PM	2014-2016
Chris Storey, P.E., PMP, DBIA	26 years of experience in project management and design of environmental, infrastructure, and railroad projects.	Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	$42M	DB	PM	PM	PM	2017 - 2020

Personnel with Construction Experience Using Alternative Contracting Procedures
ATTACHMENT A

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases PLANNING | DESIGN | CONSTR.			TIME ON PROJECT
Kurtis D. Kingsolver, P.E.	27 years of experience in Public Works transportation projects, 13 years as the City Traffic Engineer and the past 8 years as the City Engineer and Public Works Director.	Murray Morgan Bridge Rehabilitation	$50M	DB	DM	PD	PD	2008-2013
		Pedestrian Crossing Improvements Project	$4.9M	DB	PD	PD	PD	2014-Present
		Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	$42M	DB	PD	PD	PD	2017 – Present
Kristy Beardemphl, P.E., Assoc. DBIA	18 years of experience in project design and project management of utility related projects	Jefferson & Hood Street Surface Water Interceptor Project	$26M	PDB	PM	PM	PM	2017-Present
Christa Lee, P.E., Assoc. DBIA	18 years of experience in project design and project management of utility related projects	Jefferson & Hood Street Surface Water Interceptor Project	$26M	PDB	PE	PE	PE	2017-Present
Drew Randolph	21year of experience of construction manager experience on a wide variety of civil infrastructure project.	Jefferson & Hood Street Surface Water Interceptor Project	$26M	PDB	CM	CM	CM	2017-Present
David Wagner P.E.	10 plus years of design and project manager experience in utility projects including fish hatcheries, hydro powerhouse system upgrades.	Alder Unit 11 Rebuild	$11.9M	DB	PM	PM	CM	2019 - Present
Ram Veeraraghavan P.E.	10 plus years in project engineering of which 7 years as group manager overseeing project design and project execution.	Alder Unit 11 Rebuild	$11.9M	DB	GM	GM	GM	2019 - Present

TYPE
DBB - Design Bid Build
DBO - Design Build Operate
GC/CM - General Contractor/Construction Manager
PDB - Progressive Design Build

ROLE
ADM - Assistant Division Manager
CM - Construction Manager
DM - Division Manager
GM - Group Manager
PC - Project Coordinator
PD - Project Director
PE - Project Engineer
PM - Project Manager

City of Tacoma - Construction History
ATTACHMENT B

No.	Project	Project Description	Total Project Cost*	Delivery Method	Lead Design Firm	General Contractor or DB	Planned Start	Actual Start	Planned Finish	Actual Finish	Construction or DB Planned Budget	Construction or DB Actual Budget	Reason for Budget or Schedule Overrun
1	Cheney Stadium Upgrade Phase III	Major renovation to aging baseball stadium	$30M	DB	Belay Architecture & Populous	M.A. Mortenson Construction	1/2009	1/2009	3/2011	8/2011	$26.5M	$27.4M	Additional authorized project scope
2	Murray Morgan Bridge Rehabilitation	Major rehabilitation to historic vertical lift bridge	$55M	DB	Hardesty Hanover, LLP	PCL Construction Services, Inc.	4/2011	4/2011	12/2012	2/2013	$49.2M	$49.2M	Addition of an elevator to the project to meet ADA requirements and superstructure seismic upgrades
3	Hylebos Bridge Rehabilitation	Major rehabilitation of bascule lift bridge	$25.7M	DBB	Parsons Brinkerhoff	Quigg Bros Construction	6/2009	6/2009	8/2011	11/2011	$15.3M	$16.8M	Additional authorized scope due to unforeseen deficiencies with mechanical elements of the bridge
4	Stadium Way Improvements	Road Stabilization and Beautification	$16.3M	DBB		Ceccanti		6/2012	8/2013	2/2014	$10.2M	$13.1M	Addition of authorized stormwater drainage work
5	Tacoma Avenue Bridge Rehabilitation	Bridge rehabilitation and replace outside girders, decking, and painting	$12.3M	DBB	TranTech Engineers	Quigg Bros Construction	11/2014	1/2015	4/2016	10/2016	$9.1M	$9.5M	Roadway and bridge design changes to provide improvements and enhancements
6	Landfill Administrative Shop	Remodeled a 10,000 sf fleet maintenance shop and 10,000 sf admin. bldg. and added a new 15,000 sf 2- story addition to the admin. bldg. The project achieved a LEED Silver Rating.	$10.2M	DBB	KPG	Howard S. Wright Contractors	9/2010	9/2010	4/2012	4/2012	$5.6M	$6.3M	Additional authorized scope including replacement of all siding and addition of a second MDF.
7	Transfer Station	Construct new 83,590 SF transfer station for receiving and transfer of municipal solid waste. The project achieved LEED Gold certification.	$26M	DBB	HDR	JE Dunn	9/2010	8/2010	12/2011	12/2011	$14.6M	$15.7M	Additional authorized scope including added pile foundations & adding an underground power duct bank.
8	People's Center – Pool	Removal and replacement of the existing pool with a new indoor pool facility and associated site improvements.	$7.6M	DBB	NAC Architecture	C.E. & C, Inc.	5/2015	5/2015	5/2016	9/2016	$5.1M	$6.1M	Enhancements to existing shower/locker rooms for the new pool.
9	Point Ruston LID (8656)	Roadway, stormwater improvements on Ruston Way between N. 49th and N. 51st adjacent to the Point Ruston development site.	$31M	DBB	ESM	MC Construction, Olson Brothers Const.	2/2007	2009	12/2012	2014	$28.7M	$31M	Additional scope authorized by Property Owner

No.	Project	Project Description	Total Project Cost*	Delivery Method	Lead Design Firm	General Contractor or DB	Planned Start	Actual Start	Planned Finish	Actual Finish	Construction or DB Planned Budget	Construction or DB Actual Budget	Reason for Budget or Schedule Overrun
10	Pacific Avenue Streetscape	Revising existing ROW for multimodal use, including new bike paths, widening sidewalks, and installing medians, street trees, etc.	$11M	DBB	AHBL	Tucci & Sons	1/2013	11/2012	11/2013	11/2013	$7M	$7.7M	Additional authorized scope including significant modification of raingardens to provide protection of adjacent vaulted walk areas.
11	Fishing Wars Memorial Bridge (Puyallup River Bridge F16 A&B Replacement)	Replacing the western spans of the Puyallup River Bridge over the BNSF and Union Pacific RR tracks.	$41M	DB	Jacobs	Atkinson	5/2017	5/2017	9/2019	9/2020	$32M	$32M	Delays due to right of way negotiations and access agreements with BNSF and Union Pacific.
12	E. 64th Phase I Pacific to McKinley	Reconstructing E. 64th between Pacific and McKinley adding separated bike lanes.	$10.5M	DBB	City of Tacoma	Pivetta Brothers	10/2019	1/2020	2/2021	TBD	$6.6M	TBD	
13	S. 38th St Streetscape Improvements	Reconstruct S. 38th St in Tacoma's International District, included side streets, utilities, pavement, ped & bike facilities, signals, artwork, extensive outreach	$7.1M	DBB	City of Tacoma	Ceccanti	4/2017	7/2017	4/2018	7/2018	$5.7M	$5.7M	Bids initially came in higher than expected. Project rebid with additive alternates.
14	Taylor Way Rehabilitation	Reconstruct Taylor Way from Fife to E. 11th St., heavy haul route, 2.1 miles, upgraded utilities, concrete road, signals, ITS	$27.4 M	DBB	City of Tacoma	Tapani	4/2020	6/2020	11/2021	TBD	$23.6M	TBD	Delayed start to finalize funding agreements
15	56th & Cirque Drive Corridor Phase 2	Reconstruct 56th Street from S. Washington to Tacoma Mall Blvd including sidewalks, driveways, and curb ramps, traffic signal upgrades/interconnect, illumination, sewer line and roadway replacement, and bike facilities.	$9.5M	DBB	City of Tacoma	TBD	7/2020	TBD	7/2021	TBD	$8.2M	TBD	

No.	Project	Project Description	Total Project Cost*	Delivery Method	Lead Design Firm	General Contractor or DB	Planned Start	Actual Start	Planned Finish	Actual Finish	Construction or DB Planned Budget	Construction or DB Actual Budget	Reason for Budget or Schedule Overrun
16	Revitalizing Tacoma's Brewery District	Reconstruct Fawcett Ave from S 19th St to 6th Ave, including curb ramps, bulb outs, mid block crossings, bicycle markings & signal detection, a pedestrian HAWK beacon, utility upgrades, and pavement restoration.	$7.2M	DBB	City of Tacoma	TBD	9/2021	TBD	6/2022	TBD	$6.5M	TBD	
17	Links to Opportunity Streetscape, Festival Area & J Street Bike Facility	new bicycle accommodations	$14.3M	DBB	City of Tacoma	TBD	9/2021	TBD	12/2024	TBD	$10.7M	TBD	
18	Central Wastewater Treatment Plant Food Wall Improvements	Construct a sheet pile flood wall with automatic flood gates and an associated flood water pump station	8.4 M	DBB	City of Tacoma / CH2MHill	IMCO	4/2014	4/2014	4/2015	4/2015	$6M	$6.1M	Owner proposed scope additions
19	Central Wastewater Treatment Plant Process Control System Upgrade	Complete replacement and automation increase of the facility's control system	$25 M	Quals / Price based (RCW 34.04.270)	Carollo	Technical Systems Inc.	11/2014	1/2017	6/2019	1/2020	$11.7M	$13.7M	Project scope increases during design; owner proposed scope adds during construction using contingency budget
20	Central Wastewater Treatment Plant Electrical System Upgrade	Replaces all medium voltage electrical components including new switch gear building, ductbanks, and circuit breakers	$35.9M	DBB	Carollo	Prospect	8/2020	8/2020	8/2022	TBD	$35.9M	TBD	
21	Jefferson & Hood Storm Water Interceptor	Construction of new surface water 60" diameter interceptor and marine outfall	$26M	Progressive DB	Kennedy Jenks	Fowler	3/2017	3/2018	TBD	TBD	$26M	TBD	Project planning time delays; project construction starts late summer 2021
22	Central Wastewater Treatment Plant Energy Management Improvements	Digester Gas to Energy improvements including energy improvements to lighting, boiler operation, and digester mixing	$13M	ESCO (Quals Based Award)	Kennedy Jenks	McKinstry	12/2015	12/2016	2/2022	TBD	$13M	TBD	Additional scope added during design and extended negotiations with Puget Sound Energy
23	Cowlitz Falls North Shore Collector	Design and construction of a shore-based fish collector	$34.9M	D-B-B	R2 Resource Consultants	The Natt McDougall Company	1/2015	4/2015	12/2016	3/2017	32.9	32.7	Changes in scope of work during design and construction

No.	Project	Project Description	Total Project Cost*	Delivery Method	Lead Design Firm	General Contractor or DB	Planned Start	Actual Start	Planned Finish	Actual Finish	Construction or DB Planned Budget	Construction or DB Actual Budget	Reason for Budget or Schedule Overrun
24	Cushman Floating Surface Collector	Design and construction of a floating fish collector (four phases including supply and construction)	$33.4M	D-B-B	MWH	Dix & Thompson Metal Fab JV (Phase 1 - FSC supply) Skanska (Phase 2 - Installation)	3/2011	3/2011	12/2014	3/2015	22.5	22.2	Design took longer than anticipated, construction contract took longer than anticipated

* Total Project Cost includes Public Outreach, Project Management, Construction Management & Inspection, Administrative Costs, Finance and Grant Mgmt. Costs, and Design for DBB projects.