Department of Public Works
City of Snoqualmie
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Snoqualmie, WA 98065

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October 22nd, 2018

Project Review Committee
c/o State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476
Attention: Talia Baker, Administrative Support

Dear PRC members:

Please find attached our application for approval to utilize the Progressive Design/Build (D/B) project delivery model for our City of Snoqualmie Reclaimed Water Disinfection Facility project. We believe that the highly technical and specialized nature of the work under this project in combination with a very aggressive schedule, driven by the Washington State Department of Ecology, lends itself well to the delivery method.

This project will be the first project that the City of Snoqualmie has elected to deliver using the D/B delivery method. Our decision to request approval to use the D/B delivery method is the result of significant internal discussions and analysis. As part of that decision and analysis process we reached out to Jim Dugan and his Parametrix team to mentor us on the pros and cons of the various project delivery methods available to public agencies. With guidance from Parametrix and faced with the project constraints at hand, we feel that D/B delivery offers us the highest probability of successfully completing the project within the available budget and on schedule.

Although this would be our first time utilizing the D/B delivery method, the City Public Works and Wastewater engineering staff who will be engaged in this project have extensive, successful experience managing projects like this that are of a highly technical and specialized nature. Our proposed, on-staff project manager has had extensive experience utilizing the D/B delivery model prior to his time here at the City. In addition, to bolster our team, bring expertise in the D/B delivery method and help guide us through the process, the City has retained the services of Parametrix as our D/B Procurement and D/B Advisory consultants (Jim Dugan and Dan Cody) through the duration of the project. In addition, the City will be contracting for external legal counsel experienced in alternative public works procurement to support our D/B team and counsel us in the statutory and contractual requirements for this delivery method. We will draw upon the experience, knowledge and mentorship of our D/B consultant team to guide us and help ensure the success of D/B delivery on this project.

We are excited about the potential to construct this project using the D/B delivery method. We look forward to your review of our application and the opportunity to present our project to the PRC. Should you have any questions, please feel free to contact me.

Sincerely,

Daniel J. Marcinko
Parks & Public Works Director
City of Snoqualmie

cc: Daniel J. Marcinko, Parks & Public Works Director, City of Snoqualmie
Bob Larson, City Administrator, City of Snoqualmie

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

APPLICATION FOR PROJECT APPROVAL

To Use the Design-Build (DB)
Alternative Contracting Procedure

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

Identification of Applicant

a) Legal name of Public Body (your organization): City of Snoqualmie
b) Address: PO Box 987 Snoqualmie, WA 98010
c) Contact Person Name: Todd Saxberg Title: Operations Manager- Utilities
d) Phone Number: (425)888-4931 E-mail: tsaxberg@ci.snoqualmie.wa.us (E-mail is the preferred contact method.)

1. Brief Description of Proposed Project

a) Name of Project: Reclaimed Water Disinfection Facility
b) County of Project Location: King
c) Please describe the project in no more than two short paragraphs. *(See Attachment A for an example.)*

In January of 2018, the Washington State Department of Ecology adopted WAC 173-219, a rule that addresses Reclaimed Water Rule. Among other requirements, this rule requires facilities delivering reclaimed water to properly treat and disinfect the water, prior to delivery, in order to protect public health. This new rule effects the City of Snoqualmie's current infrastructure and procedures and will require an upgrade to our infrastructure in order to be in compliance with the new regulations. The City's reclaimed water system currently withdraws and conveys unchlorinated, reclaimed water from Eagle Lake to locations within our service area where it is utilized for irrigation purposes. This project would provide design and construction of supplemental, disinfection facility infrastructure that would allow this water to be treated by chlorination so that it will meet the requirements of this newly enacted regulation.

In discussions between the City and the Department of Ecology, it has been determined that the City will need to have this new disinfection facility operational by May of 2021. The City has enlisted the services of an engineering consultant to provide project scoping and pre-programming services related to this new facility and infrastructure. Based on preliminary concepts, the proposed disinfection facility would expand our reclaimed water infrastructure to include: a new irrigation intake structure at the lake with a spray system for remediation of algae and pond weed; a dedicated, deep transmission pipeline from the lake screen separate from the existing overflow directed to a new below-grade cast-in-place concrete clearwell with baffles; a clearwell inlet structure with motorized gate for flow and level control and monitoring; flash mix basin; bulk sodium hypochlorite chemical storage and feed facility; chlorine residual analyzers for both the golf course and parks irrigation systems; and electrical and controls improvements. The engineering consultant is still working to develop conceptual estimates that will assist the City in establishing a final budget for construction of the project, but it

appears that the cost of design and construction will be in the range of $3-3.5M and a total project budget in the range of $4.5-5M.

Based on the specialized nature of the project, the "hard date" required for completion, the desire to encourage design innovation and the desire to have a collaborative design approach that includes the designer and contractor, the City has reviewed its options for design and construction of this facility and has determined that the progressive design/build delivery method would offer the best opportunity for successful delivery of this project.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.) (20%)	$ 560,000
Estimated project construction costs *(including construction contingencies)*:	$2,800,000
Equipment and furnishing costs	$ N/A
Off-site costs	$ N/A
Contract administration costs (owner, cm etc.)	$ 756,000
Contingencies (escalation, design & owner) (25%)	$ 700,000
Other related project costs (briefly describe)	$ N/A
Sales Tax (8.6%)	$ 288,960
Total	$**5,104,960**

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*

Funding for the project feasibility/scoping study and preconstruction/design services to arrive at a Guaranteed Maximum Price (GMP) agreement for the work are available from funds in the current 2017/18 capital budget. Funding to construct the facility will be included in the 2019/2020 capital budget and the City will utilize external debt (the sale of bonds) to fund this portion of the project. The City of Snoqualmie currently has a bond rating of AA, so its ability to fund the project utilizing external debt is high.

3. Anticipated Project Design and Construction Schedule

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

The anticipated project design and construction schedule, including:

a) Procurement; see below

b) Hiring consultants if not already hired;

The engineering consultants providing project scoping and pre-programming are already under contract. The alternative delivery consultant (Parametrix) is also under contract.

c) Employing staff or hiring consultants to manage the project if not already employed or hired.

The City currently has engineers on staff who provide internal PM/CM for the capital projects identified in their Capital Improvement Plan (CIP), including this project. The City is anticipating recruiting one more engineer by early 2019 and we are recruiting for a CIP Manager to manage our full program of work. These timing of these additional hires would not effect the ability to successfully manage this project.

City of Snoqualmie – Disinfection Facility – Approval, Procurement, Design & Construction Schedule			
Stage	**Task**	**Start Date**	**Finish Date**
PRC Approval	City of Snoqualmie & PMX Develop PRC Application	10/8/18	10/19/18
	Submit PRC Application		10/22/18
	City of Snoqualmie & PMX Develop PRC Presentation	10/8/18	11/28/18
	PRC Presentation		11/29/18
RFQ Stage	City of Snoqaulmie & PMX Develop RFQ	10/22/18	12/5/18
	Advertise Advanced Notice of RFQ		12/5/18
	Advertise RFQ		12/17/18
	Issue RFQ to D/B Candidates	12/5/18	1/7/19
	D/B Candidates Develop SOQs	12/5/18	1/14/19
	Project Information Meeting		1/7/19
	Final RFQ Addendum Issued		1/9/19
	RFQ Submittal (SOQs) Deadline		1/14/19
	Review/Score Submittals Received	1/15/19	1/18/19
	Identify D/B Finalists and Invite to Submit RFP		1/18/19
RFP Stage	City of Snoqualmie & PMX Develop RFP	12/5/18	1/25/19
	Issue RFP to Finalists		1/28/19
	D/B Finalists Develop Proposals (Written and Cost Factors)	1/28/19	2/11/19
	Proprietary Meeting		2/4/19
	Final RFP Addendum Issued		2/6/19
	RFP Submittal (Proposal) Deadline (Written and Cost Factors)		2/11/19
	Review Proposals (Cost Factors not reviewed)	2/12/19	2/15/19
	D/B Interviews		2/18/19
	Open Cost Factors and Score Proposals		2/18/19
	Notify Candidates of Scoring and Most Qualified D/B		2/19/19
	Invite Most Highly Qualified D/B to Negotiate Preconstruction Services Contract		2/19/19
Contract Negotiation	Negotiate D/B Preconstruction Services Contract	2/20/19	3/6/19
	Mayor and City Council Approve D/B Contract		3/13/19
	Execute D/B Contract		3/15/19

Preconstruction Services	D/B Develop 30% Design	3/16/19	5/30/19
	D/B Develop Cost Estimate (30% Design)	5/27/19	5/30/19
	Review 30% Design & Cost Estimate	6/3/19	6/7/19
	D/B Develop 60% Design	6/3/29	8/30/19
	D/B Develop Cost Estimate (50% Design)	7/15/19	7/26/19
	Value Analysis and Constructability Review (50% Design)	7/29/19	8/2/19
	D/B Develop Cost Estimate (60% GMP)	9/9/19	9/20/19
	Review 60% Design & GMP Estimate	9/23/19	9/27/19
GMP Negotiations	Negotiate GMP Amendment	9/30/19	10/4/19
	Mayor and City Council Approve GMP Amendment		10/7/19
	Execute GMP Amendment		10/14/19
Design, Permitting and Bidding	D/B Develop Design	October 2019	March 2020
	Permit Review (90% Design)	January 2020	March 2020
	D/B Develop Cost Estimate (90% Design)	January 2020	January 2020
	Review 90% Design & Cost Estimate	February 2020	February 2020
	Subcontractor Bidding	March 2020	April 2020
	Building Permit Available		April 2020
	100% Design Complete		April 2020
Construction	D/B Mobilize to Site	April 2020	April 2020
	Construction	May 2020	May 2021
	Commissioning & Operational Testing	March 2021	April 2021
	Substantial Completion		April 2021
	Project Closeout	May 2021	June 2021

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

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

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them? If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

  The need for this project is being driven by recently adopted regulatory requirements by the Washington State Department of Ecology that have more stringent requirements for the generation, treatment, distribution and use of reclaimed water. The City is required to add a disinfection facility to their current infrastructure in order to be in compliance with the new

regulations. The design and construction of a reclaimed water disinfection facility is a specialized and technical undertaking that has significant civil and wastewater engineering components. Also, through an agreement between the City and the Department of Ecology, this project has an established "hard date" for being completed and operational by no later than May of 2021.

The goal is to quickly arrive at a compliant design that meets program, including stringent technical and performance requirements and, in doing so, save significant cost by recognizing shorter durations for both the design and construction phases of the project. Design-Builder involvement will allow for opportunities of innovation and efficiencies, will reduce the City's risk of schedule impacts and cost impacts and will result in cost savings resulting from shortened schedule. In today's market time has "cost" due to a steady upward trend in construction escalation. The quicker we can get from concept to completion, the less the project will cost us.

One of the primary benefits of design-build delivery is the ability of the contractor to collaborate with the designer and the Owner to expedite design and establish certainty of cost and schedule quicker than traditional Design-Bid-Build project delivery. In this project, the Design-Builder's early involvement will benefit the project by allowing the contractor to work closely with the designer and the owner to select cost-effective construction methods and materials as well as facility systems and components that are readily available and, in doing so, optimize the construction schedule, design to the available budget and minimize impacts on the operation of the existing wastewater facilities during construction.

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

  Over the last few years, the greater Puget Sound Region and Seattle Metro area has experienced a boom in construction activity. That construction boom has resulted in construction escalation nearing double-digits per year. In this market, time is not an Owner's friend. The traditional Design-Bid-Build project delivery method has proven to be less than favorable for projects with a tight budget and schedule.

  One of the primary benefits of selecting a Design-Build approach over a Design-Bid-Build approach is the potential to streamline delivery, save significant time and establish total project cost more quickly, leading to an earlier contract for a Guaranteed Maximum Price of the work. Applying the Progressive Design-Build delivery process allows for the City of Snoqualmie to hire both the general contractor and design team under one contract and involve both entities along with the Owner in a collaborative and innovative "team approach" during programming, design and construction. Utilizing the combined strength of qualified design and construction professionals will allow us to more efficiently design to a budget, plan for early procurement and early bid packages and get to breaking ground much quicker than the more traditional D/B/B delivery approach. It is feasible that, on a project of this size, scope and complexity, that time savings could be in the range of 3-6 months from the beginning of programming through completion of construction when compared to the D/B/B delivery method.

  Since the contractor and the designer can collaborate to phase work and increase the efficiency and constructability of the project, it is anticipated and desired that the owner's risk (schedule and cost) will be greatly reduced.

  When managed correctly, Design-Build is the fastest construction project delivery method available to a Washington State Public Agency. Given the current saturated state of the construction market and high construction cost escalation rates combined with the "hard date" for this facility to be "operational", the City of Snoqualmie believes that Progressive

Design/Build delivery gives them the best chance for success and is the appropriate delivery method for this project.

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

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

Certainty of cost and schedule have long been a problem in the Design-Bid-Build (D/B/B) delivery method. D/B/B projects are awarded to the lowest priced, responsive bidder with very little consideration for the bidder's qualifications, expertise or experience. The contractors who bid on D/B/B projects often only have a couple of weeks to digest stacks of drawings and specifications, solicit subcontractor/supplier bids and assemble a final bid. Regardless of the level of experience and sophistication of a contractor, it is nearly impossible to become intimately familiar with a project in just a few weeks and provide a bid that completely reflects the requirements of the bidding documents, will be competitively priced, offer the contractor a reasonable amount of profit and does not include some amount of exclusions, omissions or qualifications that don't meet the intent of the bid documents. As a result, D/B/B projects may seem to offer a lower, initial "bid amount" to an Owner but, over time as construction progresses, they are often subject to change orders from the contractor that can drastically increase the final cost of construction and impact the overall construction schedule.

6. **Public Body Qualifications**
Please provide:

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

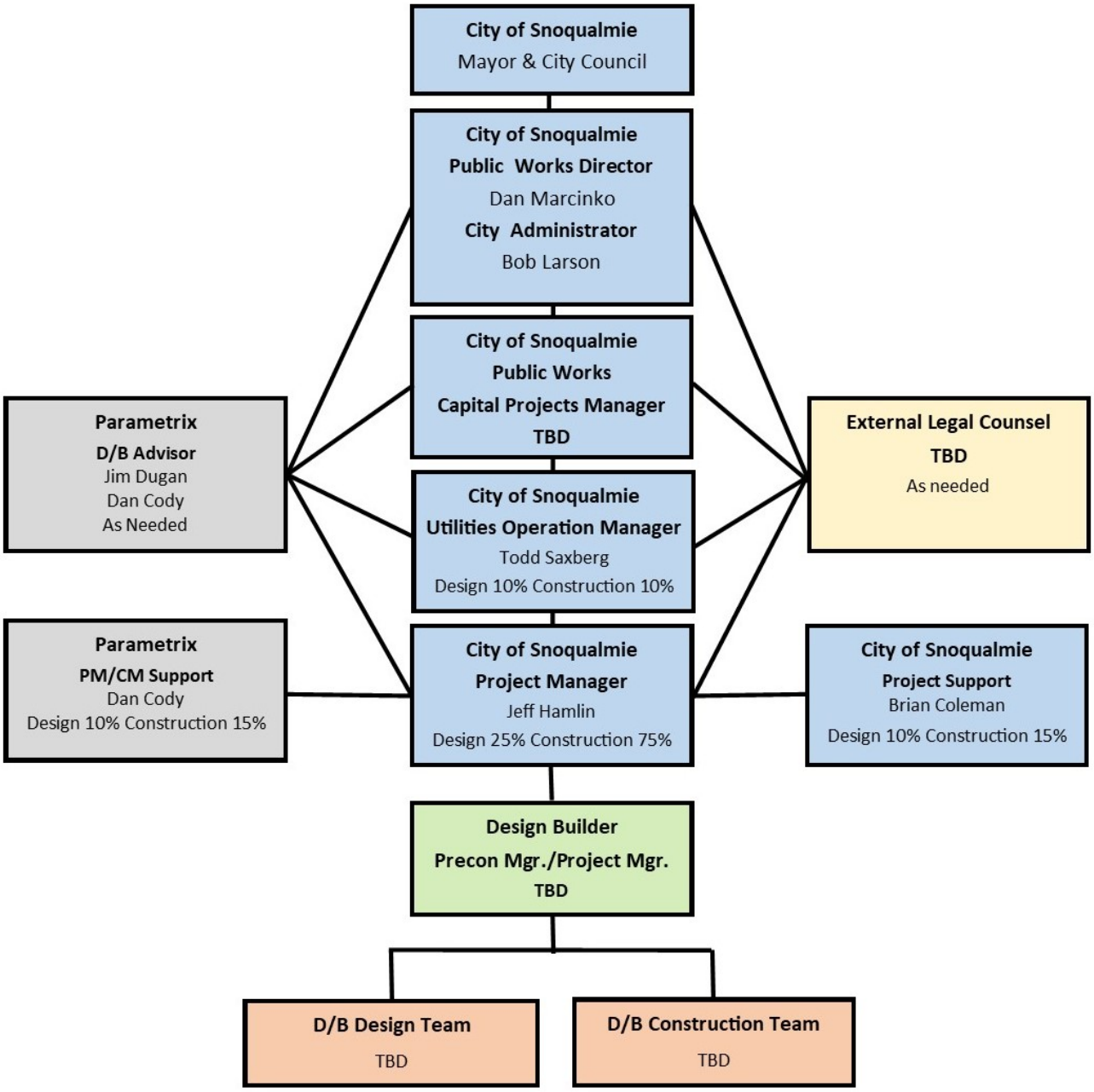
The City of Snoqualmie has done a thorough job of assembling a team of City employees and augmented their team with consultants that have significant D/B experience to procure, implement and manage this project. The Project Director, PM/CM and Internal Legal Counsel are employees of the City. Parametrix is currently under contract with a Master PM/CM Agreement to augment City staff as needed and when needed. Jim Dugan of Parametrix has three recent projects utilizing the D/B delivery method and, in addition, more than 20 years of D/B project experience between 1978 and 1998 while employed by The Austin Company. Graehm Wallace of Perkins Coie LLP is our external D/B legal counsel and will assist with the development of the procurement documents, the contract and to provide D/B legal consultation throughout the project.

The City of Snoqualmie has a successful history of planning and executing capital projects, including previous infrastructure projects, similar to this project, through our Public Work Division. Those projects have been completed on time and within budget. Please refer to Section 7 of this application for a summary of recent City construction experience.

Although this will be the first time that the City of Snoqualmie has utilized the Design/Build (D/B) delivery method, their on-staff project team members are highly knowledgeable in the technical and logistical requirements of infrastructure projects. We are excited about the opportunity to deliver this project utilizing Progressive D/B, allowing us to engage the design professionals, contractors and City staff in a collaborative design and construction process on this unique and challenging project.

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

  <u>Note</u>: 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.)



CITY OF SNOQUALMIE
RECLAIMED WATER DISINFECTION FACILITY

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

Dan Marcinko – (City of Snoqualmie, Director of Public Works)

Dan Marcinko has been working as the Parks & Public Works Director for the City of Snoqualmie since 2009. In addition to 24 years of government experience, he has also worked for Walgreens. Marcinko has a master of business administration degree from Webster University and a bachelor of science degree in engineering from the University of Illinois.

- APWA/AWWA Leadership Eastside
- Rotary President 2014 and 2015
- 2014 Leadership Eastside graduate

Todd Saxberg – (City of Snoqualmie, Utilities Operations Manager)

Prior to employment with the City of Snoqualmie, Todd served 25 years in the public utilities department of the City of Reno, Nevada with an emphasis in water and wastewater facilities operations and management. Todd has been with the City of Snoqualmie since 2016 and is currently functioning as the Utilities Operation Manager at the City's wastewater treatment facility. His role on this project will be to act as the "client", representing the City's interests from the wastewater utility viewpoint. Although Todd has no prior alternative delivery experience, he does have recent, relevant experience as a project lead on a similar project.

Project	Delivery Method	Project Value	Role	Timeframe
Truckee Meadows Water Reclamation Facility	D/B/B	$35M	Project Lead	2013 - 2016

Jeff Hamlin – Project Manager/Construction Manager (City of Snoqualmie)

Jeff Hamlin is a project manager with over 26 years of experience in design and management of public and private civil engineering projects, including essential public works facilities throughout the Pacific Northwest. His project background includes leadership of planning, programming and environmental permit documents, civil design and production of construction documents, management of roadway and transportation projects, intermodal facilities, solid waste handling facilities, stormwater and utility installations, remediation design, construction management, and all manner of associated engineering studies. Jeff has extensive experience in management and leadership of multi-disciplined engineering teams and direction of major construction projects. Jeff has significant Design-Build experience as an engineering consultant having delivered over $100M of project improvements through the Design-Build process. He also attended the October 2018 AGC Design/Build training.

Project	Delivery Method	Project Value	Role	Timeframe
I-405 Congestion Relief and Bus Rapid Transit Projects; WSDOT	D/B	$1.46 Billion	Water Resources Manager	2002-2006
Nespelem Indian Health Center; Colville Tribes	D/B	$4.4 Million	Project Engineer	2001-2002
Klamath Co. Transfer and Recycling Center; Klamath County, OR	D/B	$3.6 Million	Project Manager	1999-2001
Thurston Co Transfer Station; Thurston Co, WA	D/B	$5.8 Million	Project Engineer	1997-1999

Brian Coleman – PM/CM Support (City of Snoqualmie)

Brian Coleman is a project manager with over 17 years of experience in design, construction and management of public and private civil engineering projects. His project background includes preparing environmental permit documents, plans and specification for civil design and production of construction documents, management of roadway and transportation projects, stormwater and utility installations, design review, construction management, and other engineering and financial studies.

Jim Dugan – Design/Build Program Advisor (Parametrix)

Jim has 40 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation. While working for The Austin Company (1978-1998), Jim had significant Design-Build experience managing the design, engineering, and construction of commercial and industrial projects ranging from 23,000 to 3 million square feet, and from $1 million to $300 million. Jim's D/B experience with Austin took him to Korea, Malaysia, Australia, Mexico, Canada and all major cities within the USA.

Jim is highly experienced in alternative project delivery utilizing both GC/CM and Design/Build. He has served as a member of the Project Management team for a number of public agency Owners and projects. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects. Below is a short listing of Jim's relevant project experience with the Design/Build delivery method.

Project	Delivery Method	Project Value	Role	Timeframe
Chelan County PUD, Rock Island Dam Powerhouse #2 Generating Unit Rehabilitation	D/B	$230M	D/B Advisor	2018 - current
Hunt Middle School, Tacoma Public Schools	D/B	$48M	D/B Advisor	2018 - current
Boze Elementary School, Tacoma Public Schools	D/B	$32.5M	D/B Advisor	2017 - current
Willapa Elementary School New Gym, Willapa School District	D/B	$1.7M	D/B Advisor	2017 - 2018
Multiple large D/B projects worldwide as a contractor (The Austin Company).	D/B	Varies ($1M-300M)	Project Mgr.	1978-1998

Dan Cody, D/B Procurement and PM/CM Support (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 32 years of experience in the design and construction industry. He has extensive experience in the K-12 educational market and public-sector projects, providing design and construction services on projects for numerous school districts in western Washington. In

addition to his role in APD procurement, Dan also provides project management and construction management services for our clients in the APD and Design/Bid/Build markets.

Dan is a staunch proponent of the alternative project delivery (GC/CM and Design/Build) and believes that it will soon become the preferred delivery method used by public agencies and school districts for projects that pose interesting challenges and opportunities. He is well versed in the guidelines of RCW 39.10 and the requirements related to APD and has successfully spearheaded and managed the Project Review Committee (PRC) application/approval process and the APD procurement process on numerous projects utilizing both GCCM and Design/Build delivery methods. Dan successfully completed the AGC GC/CM training seminar in January 2016, the AGC D/B training seminar in November 2017 and the DBIA, 3-day Design/Build workshop in January of 2018. The following is a listing of some of Dan's recent Design/Build experience.

Project	Delivery Method	Project Value	Role	Timeframe
Chelan County PUD, Rock Island Dam Powerhouse #2 Generating Unit Rehabilitation	D/B	$230M	D/B Procure	2018 - current
Hunt Middle School, Tacoma Public Schools	D/B	$48M	D/B Procure	2018 - current
Boze Elementary School, Tacoma Public Schools	D/B	$32.5M	D/B Procure, PM/CM Support	2017 - current
Willapa Elementary School New Gym, Willapa School District	D/B	$1.7M	D/B Procure, PM/CM	2017 - 2018
South Puget Sound Community College, Lacey Campus – Bldg. #1	D/B	$12M	PM/CM	2013-2015

Graehm Wallace – Outside Legal Counsel (Perkins Coie, LLP)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided legal assistance for numerous school districts including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm prepares alternate delivery contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on alternate delivery projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered legal support and advising in all aspects of contract drafting and negotiations. This includes work related to preconstruction services, architectural/engineering services, project/construction management services, GC/CM delivery, Design/Build delivery, bidding and contract negotiations. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

- 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 project D/B experience table under the Bios for Jeff Hamlin, Jim Dugan and Dan Cody above.

- 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.

  Refer to bios and D/B project experience tables above.
- 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.

  Not applicable. Project budget included funding for project/construction management.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

  Refer to bios and project D/B experience tables above.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.

  Consistent with previous capital projects, this project will be managed through City of Snoqualmie's Public Works Department and more specifically, the Wastewater Treatment Division. The project's overall organizational format starts at the top with project reviews and approvals by the Mayor and City council. From there, it proceeds to the Project Leadership team that includes the City Administrator and Director of Public Works, then to the Wastewater Operations Manager and then to the Project Manager. The City's project specific staffing will include the Wastewater Operations Manager and a project manager from start of design through occupancy, an on-site construction manager during construction and support from various Public Works and Wastewater support staff throughout the project. Key Public Works and Wastewater Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

  The Public Works Department has developed a comprehensive project management system that has been successful in delivering projects on time and within budget, including facilities and infrastructure improvement projects of varying size, cost and duration, during a time of unprecedented industry-wide cost escalation. This project will be led by a project team comprised of Public Works and Wastewater staff members and supplemented by consultants, Parametrix Inc., who specialize and excel in alternative project delivery procurement, PM/CM processes and procedures. In addition, the City will employ the legal expertise of outside legal counsel, Graehm C. Wallace, a construction attorney with Perkins Coie LLP who is highly experienced in the construction industry, has intimate knowledge of the statutory requirements related to RCW 39.10 and alternative delivery requirements, methods and procedures.

  The following high-level summaries clearly articulate our organizational controls:

  Project Management and Decision Making

  - Authority and project related decision-making responsibility will be provided by City of Snoqualmie Wastewater Operations Manager and Director of Public Works with implementation and direction to the D/B provided by the City's Project Management team and Parametrix.
  - Parametrix will meet on a regular basis with Director of Public Works, Dan Marcinko, Utilities Operations Manager, Todd Saxberg and Project Manager Jeff Hamlin to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation the project.

  Selection Committee

- The D/B Selection Committee will consist of City Administrative, Public Works and Wastewater.
- The Selection Committee will include City staff with applicable design, maintenance, operation and construction knowledge and experience.
- The Selection Committee will review the D/B Teams responses to the RFQ and RFP and make recommendations of D/B Team scoring and shortlisting.
- The Selection Committee will make the recommendation for D/B selection to the Director of Public Works, Dan Marcinko, the Mayor and the City Council.
- Parametrix will plan, facilitate and monitor the selection process but will not be a scoring member of the Selection Committee.
- Jim Dugan will be the primary point of contact from Parametrix during scoring and selection.

Communications

- The City will use a variety of well-established formal and informal tools to provide effective communications with all of those involved in the project.
- At the appropriate time, the City will advertise the RFQ and make the RFQ available to interested D/B Candidates.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in a Design/Builder led proprietary meeting to discuss project objectives, project approach, project procedures and project specific ideas to allow the D/B team to complete their Proposal. Selection Committee will provide appropriate input and feedback to the D/B teams during the proprietary meetings.
- Once a "most qualified" D/B team is selected, the City and Parametrix will meet with the D/B team during the design and construction phases and partake in interim reviews of the program, design, costs and schedule to ensure the City's expectations and vision of the finished project are achieved.

Project Progress

- Progress will be reported weekly by the D/B team to the City's Project Manager who will report up to the City's Wastewater Operations Manager and Director of Public Works.
- Formal reports will be developed by the D/B and Project Manager and will be sent to the City Administrator, the Mayor, the City Council and other stakeholders as applicable.
- Occasional project status updates may be posted on the City's website to ensure the public is informed on the project status.

Budget Monitoring

- The D/B will be required to provide updated cost estimates and design documents at specified milestones throughout the project.
- The City of Snoqualmie Project Team will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided on a regular basis to the City's Wastewater Operations Manager, Director of Public Works, Mayor and City Council.
- The City will maintain its own project contingency and reserves to address any Owner driven scope changes, changes resulting from unforeseen/latent conditions related to sitework and appropriate resultant change orders.

Schedule

- The proposed project milestone schedule will be provided in the D/B RFQ/RFP documents.
- Successful D/B team will work with the City to produce a more detailed project schedule that will show subcategories for design, permitting, phasing, bidding and construction.
- Weekly Project Progress Meetings will include 3-week look-ahead schedule forecasts of activities.
- Monthly D/B construction progress updates with a narrative will be a project requirement.
- Parametrix and the TPS Project Manager will review the baseline construction schedule and comment on monthly construction schedule updates.

- A brief description of your planned DB procurement process.

  Our design-build procurement process will be based on a Progressive Design Build delivery model that focuses on qualifications, experience and ability to deliver the project as the primary selection factors. As a Progressive D/B model, selection of the Design/Builder for the project will be primarily weighted on qualifications and experience (RFQ) and the proposed project approach that may include written, project specific information, D/B interviews and a minor price factor element (RFP).

  Our procurement process will include the following:

  - Market the project to highly qualified, technologically knowledgeable and experienced potential D/B candidates.
  - Solicit and review/score/rank initial Statements of Qualifications and shortlist up to three of the most highly qualified D/B teams as Finalists to take to the RFP stage.
  - Solicit Proposals, (written information and price factors) from the Finalists.
  - Proprietary meetings with Finalists.
  - Receive and review Proposals (written information only).
  - Interview Finalists.
  - Review price factors and score/rank Proposals.
  - Recommend award to the highest ranked D/B Finalist.

  The first phase will be to issue a Request for Qualifications (RFQ) that may include, but is not limited to, a project description, RFQ/RFP scoring criteria, weighting of scoring, proposed project budget, proposed project schedule and project technical requirements/information. The RFQ may also ask for specific qualifications, technical expertise and experience of the D/B firms and the key, individual D/B team members within those firms. Submittals will be reviewed and scored by the Selection Committee with facilitation and input on D/B technical and process questions being provided to the Selection Committee by the D/B procurement and advisory consultants, as required. The City of Snoqualmie intends to shortlist up to three Finalists to move to the RFP phase.

  The second phase will be to provide the Request for Proposal (RFP) documents to the Finalists. The RFP may include:

  - Request for the D/B's approach to specific, project related criteria
  - Preliminary, technical project information (as applicable)
  - Price Factor Proposal Form

- Draft of proposed D/B Contract documents

Design/Builder led proprietary meetings will be held with each Finalist during the Proposal development phase to allow the D/B teams to test their ideas and thoughts on project approach with the City's Selection Committee for feedback and input. The RFP will discourage D/Bs from providing detailed, design related information as part of the RFP process. Following the proprietary meetings, the Proposals will be submitted for evaluation. Proposal information related to price factors will be submitted separately from the project approach information. The Selection Committee will review the project approach information portion of each of the submitted Proposals in preparation for D/B Team Interviews. Based on the project approach information, the Selection Committee will conduct interviews of each Design/Build Finalist. Following interviews, the Price Factor Proposal Forms will be reviewed by the Selection Committee who will then evaluate, score and rank proposals received from the Finalists to determine the most highly qualified Design/Builder. The D/B consultant (Parametrix) will facilitate and provide technical consultation, as required, during this phase.

The most highly qualified Design/Builder will be invited to enter into negotiations for a Design/Build Agreement that will include Preconstruction Services. Per RCW 39.10.330, unsuccessful Finalists, who are not awarded a Design/Build Agreement will be paid an honorarium.

Qualitative factors, which may include, but are not limited to: technical expertise, familiarity and experience with the design and construction of the project type, familiarity with jurisdictional requirements, D/B expertise, past project experience/performance, project management plan, D/B team capacity, technical factors and other published criteria will be the primary criteria for evaluation and selection. Quantitative factors, which may include, but are not limited to, the Design/Builders fee and other cost factors will be secondary criteria for evaluation and selection.

We anticipate requesting permission to advertise the D/B Request for Qualifications from the Mayor and City Council by no later than December 14, 2018, and advertising no later than December 17, 2018. We intend to review/score submittals, develop a shortlist of Finalists and issue the Request for Proposals to the Finalists no later than January 18, 2019. We anticipate receipt of Proposals by no later than February 11, 2019, review/score Proposals and identify our "most qualified" D/B contractor in February 19, 2019. Unsuccessful Design/Builders who are invited to participate in the RFP but are not chosen to sign a contract for the work will be paid an honorarium that is commensurate with the level of design effort that is required by the RFP.

We will then go to the Mayor and City Council for permission to negotiate Preconstruction Services and the D/B Agreement terms with the most qualified D/B team. The intent will be to take the D/B contract to the Mayor and City Council for approval in March 2019. City of Snoqualmie intends to utilize Parametrix as external industry experts to participate with us in the D/B selection and contracting process. We will also use the services and advice of Graehm Wallace of Perkins Coie for legal issues, during procurement, contract negotiations and the course of the project.

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

Graehm C. Wallace, Perkins-Coie, will assist with the preparation of the contract and terms and conditions. City of Snoqualmie Public Works and internal Legal staff members, Parametrix and Perkins Coie, will work together to prepare and tailor the RFQ and RFP documents to meet the needs of this project.

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

Project Name	Contract Method	Planned Const. Start	Planned Const. Finish	Actual Const. Start	Actual Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
Wastewater Phase 2	Bid	Jan 2018	April 2019	Jan 2018	April 2019	$9.5 M	tbd	On time, on budget today
Wastewater Phase 1	Bid	Aug. 2016	July 2017	Aug. 2016	Jan 2018	$5.59 M	$5.58M	
Reservoir Project	Bid	April 2018	December 2018	April 2018	November 2018	$1.2M	$1.15M	
Pressure Zones	Bid	March 2018	November 2018	March 2018	November 2018	$2.0M	$1.6M	
Northern Street LID	Bid	April 2017	September 2017	April 2017	September 2017	$990K	$990K	
Phase 2 Towncenter Improvement	Bid	June 2014	June 2015	June 2014	October 2015	$4.2M	$4.5M	Utility relocation delays
Kimball Creek Pump Station	Bid	September 2012	August 2013	September 2012	August 2013	$500K	$500K	
Phase 1 Towncenter Improvement	Bid	March 2009	August 2011	March 2009	August 2011	$3.7M	$3.7M	

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

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.
  Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

  See attached Exhibit A for a very conceptual diagram of what the project might be. The City of Snoqualmie anticipates, utilizing Progressive D/B delivery, with the primary design being collaboratively developed by the D/B team in conjunction with the Owner based on programming and scoping information provided by the City.

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.

No findings of fact in 2016 Washington State Auditor's Office comprehensive audit of Snoqualmie.

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

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

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

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

Signature: _____

Name: *(please print)* Daniel Marcinko

Title: DPW

Date: 12/10/18

Exhibit A – Conceptual Site Diagram