

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

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

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

Identification of Applicant

- a) Legal name of Public Body (your organization): **Public Utility District No. 1 of Chelan County**
- b) Mailing Address: **327 N. Wenatchee Ave, Wenatchee WA 98801**
- c) Contact Person Name: **Casey Hall** Title: **Principal Project Manager**
- d) Phone Number: **509.661.4965** E-mail: **casey.hall@chelanpud.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Chelan County PUD – Substations Program – Phase 1 Bundle**
- b) County of Project Location: **Chelan County**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

Chelan County PUD (CCPUD) has a 15-year program to construct new substations in Chelan County. CCPUD is requesting approval from the State Project Review Committee (PRC) to utilize the progressive design build delivery (PDB) method for the first phase of this program which includes projects scheduled for execution through 2028. (Refer to Exhibit D) Once this first phase of PDB projects has been successfully completed, it is the intent of CCPUD to submit an application for agency certification which will allow us to self-determine on design build delivery for the remainder of the projects identified in the 15-year program.

The 15-year program includes two main components.

- 1) **Construction of new CCPUD substations to support electrical load growth within Chelan County.** CCPUD is at or reaching capacity at a number of our substations. During peak power seasons that occur in the summer and winter months these facilities are close to or at peak output. To meet this demand CCPUD has planned a program to construct 13 substations throughout Chelan County over the next 15 years. This application to utilize PDB project delivery includes a bundle of three projects for the construction of new substations. Those new substations include: Wenatchee Substation, Entiat North Substation and Roses Substation. The others are identified as future projects. (Refer to Exhibit D)
- 2) **Substations required for interconnection customers.** These are dedicated substations for customers that require new infrastructure to supply electricity to or distribute electricity from their connected facilities. CCPUD currently has a queue of large load and generator interconnection requests that are in review and in process. Some of these interconnection requests will materialize into projects requiring construction of a new CCPUD substations and transmission lines. This application to utilize PDB project delivery includes the construction of a substation for the Large Load Interconnect #1 project. Any others would be future projects. (Refer to Exhibit D.)

Refer to the attached Exhibit A for a graphic depiction of the power delivery system and Exhibit B for a listing and more detailed information on the projects anticipated to be included in the PRC application and in the larger Substation Program.

By utilizing PDB project delivery, CCPUD can take advantage of the economy of scale on the new substation builds for load growth that may be very similar in design and site conditions and it is anticipated that CCPUD would realize benefits in cost and time savings by bundling multiple, similar projects for execution by one PDB team. Substations for interconnection customers can be very unique and may vary considerably from the substations constructed for Chelan County general load growth.

The estimated GMP Budget for design and construction related to the bundle of projects under this phase of the substation buildout program is \$26,900,000 for new CCPUD substations to support electrical load growth and \$35,000,000 for substations related to interconnected load and large power generators. These two program components total \$61,900,000.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.) (@12%)	\$ 7,428,000
Estimated project construction costs (including const. contingencies): (@7%)	\$ 35,072,540
Equipment and furnishing costs	\$ N/A
Off-site costs	\$ N/A
Contract administration costs (owner, cm etc.) (@13%)	\$ 8,047,000
Contingencies (design & owner) (@10%)	\$ 6,190,000
Other related project costs (briefly describe)	\$ N/A
Sales Tax (@8.34%)	\$ 5,162,460
Total	\$ 61,900,000

The above project budget is preliminary and is subject to change. CCPUD reserves the right, at its discretion, to increase or decrease the project budget, scope and schedule as required to best suit the interests of CCPUD and this first phase of bundled substation projects.

B. Funding Status

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

The use of the progressive design build approach was presented to the District’s Board of Commissioners in April 2023 as part of the overall power delivery program execution strategy approach. The Board approved the project team moving forward with the PRC application process. CCPUD currently plans to fund the projects contemplated in the Substation Program with cash reserves, bond financing, and funds provided by future interconnection customers. The budget for the CCPUD substation program is reflected in the Distribution business units 20-year financial forecast. CCPUD currently has a bond rating of AA+/Stable, which is in the top five public utilities in the United States. Therefore, if required, the ability to fund the Project using 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;
- b) Hiring consultants if not already hired; and
 N/A, Parametrix has been retained as the PDB Consultant.
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.
 N/A

Task	Start	Finish
Procurement & Preconstruction Service Phase		
PRC Application	April 17, 2023	August 21, 2023
Submit PRC Application		August 21, 2023
PRC Presentation/Approval		September 28, 2023
Outreach to Potential Contractors & Suppliers	October 9, 2023	December 1, 2023
Publish Advanced Notice of PD/B Project Intent		October 9, 2023
Publish 1 st Advertisement of RFQ		December 6, 2023
Release of RFQ and Draft RFP for Design-Build Services		December 6, 2023

Publish 2 nd Advertisement of RFQ		December 12, 2023
Project Information Meeting (Date subject to change.)		January 10, 2024 (2:00pm PST)
Deadline for Submittal of Questions/Comments regarding RFQ		January 17, 2024 (4:00pm PST)
Final RFQ Addendum Issued		January 22, 2024
Response to RFQ (SOQ) Submittal Deadline		February 19, 2024 (10:00am PST)
Review and Score SOQs Received	February 20, 2024	February 27, 2024
Notify Proposers of Shortlisted Finalists		March 1, 2024
Request Feedback from Finalists on Draft RFP & Schedule Proprietary Meetings with Finalists		March 1, 2024
Comments on RFP due from Finalists		March 8, 2024
Issue Final RFP to Finalists		March 18, 2024
Proprietary Meetings	March 28, 2024	March 29, 2024
Final Deadline for Submittal of Questions/Comments regarding RFQ & RFP		April 8, 2024
Final RFP Addendum Issued		April 10, 2024
RFP Submittal Deadline (Proposals & Cost Factors)		April 24, 2024 (2:00pm PST)
Review Proposals (Cost Factors not reviewed)	April 24, 2024	May 1, 2024
Interviews with Finalists	May 2, 2024	May 3, 2024
Score Interviews and Proposals		May 3, 2024
Open Cost Factors & Score Proposals		May 6, 2024
Notify all Proposers of Scoring and Most-Qualified Design-Builder		May 8, 2024
Statutorily Required Protest Period (4 days)	May 9, 2024	May 14, 2024
Design-Build Contract & Preconstruction Phase Negotiation	May 5, 2024	June 5, 2024
Board of Commissioners Approval of Design-Build Contract		June 2024
Execute Design-Build Contract with Preconstruction Phase		June 2024
Issue Notice to Proceed		July 2024

The project schedule above is preliminary and is subject to change as the RFQ and RFP is being developed by the CCPUD team.

As described above, this application is for a first phase of bundled projects that are included in a larger program of projects. CCPUD will work collaboratively with the selected design builder to confirm the scope, priority and schedule of each of the projects under this phase of the substation program.

Exhibit D of this application provides a schedule detailing anticipated design and years of construction for the bundle of projects proposed under this application as well as the larger program of projects. It is anticipated that load growth models may change which could potentially change the sequencing of the substation projects in this phase 1 bundle. Although the order of execution may change, it is anticipated that the design and construction schedule for each project within the phase 1 bundle will include the following tasks.

Task	Start	Finish
<u>Design Phase</u>		
0-30% Design (Schematic Design) Phase		

Project Scoping and Concept Design		
Permitting and Easement Acquisition		
Owner Review and Approval of Project Scoping and Concept Design		
Develop 30% Design		
Owner's Team Review and Approval of 30% Design & Cost Estimate		
30-60% Design (Design Development) Phase		
Develop 60% Design		
Identify Scope of Materials and Equipment for Early Procurement		
Early Procurement Package Bidding		
Interim GMP for Early Procurement		
Owner's Team Approval of GMP for Early Procurement and Recommendation to Commission		
Commission Approval of GMP for Early Procurement		
Owner's Team Review and Approval of 45% Design Documents & Cost Estimate		
Owner's Team Review and Approval of 60% Design Documents & Cost Estimate		
GMP Negotiation Phase		
GMP Negotiations		
Owner's Team Approval and Recommendation of GMP to Commission		
Commission Approval of GMP		
Execute GMP Amendment		
60-100% Design (Permit/Const Documents) Phase		
Develop 100% Design		
Permitting (Short-lead)		
Owner's Team Review and Approval of 80% Design Documents & Cost Estimate		
Owner's Team Review and Approval of 95% Design Documents & Cost Estimate		
Finalize 100% Design Documents		
Bidding and Buyout Phase		
Subcontractor Bidding		
Reconciliation of Bids to GMP		
Owner's Team Review and Approval of Bid Results		
Negotiation/Execution of Subcontracts		
Construction Phase		
Permits Available		
Construction		
Substantial Completion		
Punchlist and Closeout		
Final Completion		
Warranty Period		

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?

Refer to the response below.

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

Refer to the response below.

If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project. Refer to the response below.

Early Procurement: The projects anticipated under this program will require procurement of long lead-time materials and equipment. In the current market, and with supply chain issues, the procurement of required materials and equipment can take upwards of a year to a year and a half. It is critical that the procurement of these items be strategically planned in order to meet project schedules and to meet the construction sequencing and phasing requirements of each individual project. Using the PDB project delivery model allows us to work with the contractor early on to identify, plan for and execute these early procurement efforts so that the materials and equipment will arrive when required. In a traditional Design/Bid/Build delivery, if early procurement is required, CCPUD is required to execute multiple contracts with suppliers and manufacturers to procure these materials prior to bidding the project. Even then, those products and materials may be delayed due to, supply chain issues, procurement constraints and other CCPUD priorities which ultimately delay the project.

Timely Delivery: The large load and generator interconnection substations projects are on tight timelines with the need to provide service to the customer in a timely manner, as contracted. This, in turn, puts emphasis on CCPUD resources to coordinate and phase the construction of the substation facility to serve the customer's needs and provide power to the facility so that testing and commissioning of the customer's facility can be completed before full operation. The ability to have a contractor and design team during design to collaborate and strategize with CCPUD and to work through and develop the ramping plan(s) could reduce the construction duration of the project(s) and assist CCPUD in meeting the client's expectations and needs in a timely manner.

Phased Construction and Continued Operation: The substation program requires detailed construction phasing and outage coordination between the contractor, CCPUD's Power and Transmission Departments and the customers. This coordination is critical in order to ensure that power is transmitted around the section of infrastructure that is under construction and can still reach the customers downstream.

Highly Technical and Complicated: In planning the construction of substations and the associated transmission lines, there is a significant amount of time spent on the front-end developing access routes, acquiring permits from federal and state agencies for work, and securing public and private easements for the new substation and transmission lines. Additionally, the development of logistics plans, the location of work areas and the location of areas for the laydown of materials and equipment during construction is critical to project success. Having a contractor to assist with this early planning during the design phase will allow the team to incorporate and accommodate these elements into the design of the project.

Innovation and Efficiency: Construction of substations is a specialty. The contractors and designers who perform this type of work will typically have extensive previous experience and will bring with them "lessons learned" and a depth of knowledge that has been acquired over time. The ability to have such a contractor and design team who will be working collaboratively with CCPUD during design and construction is critical to maximizing the level of innovation and efficiency on the project(s).

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.
 - Utilizing PDB, the collaboration between CCPUD, the contractor and the design team during design will result in efficiencies of design, constructability and materials/equipment selection that will result in construction cost savings that might not otherwise be realized in a D/B/B project.
 - Utilizing PDB, affords us the ability to have collaborative discussions that include CCPUD, the contractor and the design team, allowing the team to make impactful, informed decisions during the design process that might not otherwise be afforded in a D/B/B project.
 - Having the contractor as a collaborative member of the team during design allows the contractor to inform CCPUD and the design team of forecasted market, materials and labor conditions and for the team to plan and design accordingly to avoid potential cost and schedule impacts.
 - In PDB delivery the design team is hired by the contractor rather than CCPUD. This translates to a reduced risk of change order costs resulting from errors and omissions in the bidding and construction documents over what might be encountered in a D/B/B project.
 - PDB delivery allows for CCPUD to hire both the contractor and the design team under one contract and involve both entities, along with CCPUD, as collaborators during project scoping, scheduling, design, bidding and construction.
 - Utilizing the combined strength of highly qualified construction and design professionals, who have a contractual relationship, will provide for better communication and collaboration and will allow the team to more efficiently design to the desired scope, budget and schedule requirements than might be afforded by a D/B/B project.
 - By planning for and utilizing “early procurement packages” for long lead time materials and/or equipment, we can ensure that those items will be onsite at the appropriate times and ready for incorporation into the project, avoiding the potential of added costs and schedule delay due to untimely acquisition/delivery of critical materials that might not otherwise be experienced in a D/B/B project.
 - PDB project delivery affords CCPUD the ability to establish the certainty of total project cost (Guaranteed Maximum Price) significantly earlier in the project schedule than either GC/CM or D/B/B project delivery.

6. Public Body Qualifications

Please provide:

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

CCPUD has assembled a team of full-time District employees augmented with consultants (Parametrix and HDR Engineering) that have significant PDB experience. That team will play the primary role for CCPUD in PDB procurement, design oversight, project management and construction management for this bundle of projects. The lead Program Manager, Project Manager, Construction Manager and Internal Legal Counsel are employees of CCPUD. Parametrix is currently under contract to provide PDB procurement and advisory services throughout the project and to augment CCPUD staff as needed and when needed. Graehm Wallace and the team at Perkins Coie LLP is our external PDB legal counsel and will assist with the development of RFQ/RFP solicitation documents and the contract documents. Perkins Coie LLP will also provide PDB legal consultation throughout the project(s). HDR Engineering will also be retained by CCPUD to help support the project management effort and provide owner design review during the progressive design build process.

CCPUD has a long and successful history of planning and executing large capital projects similar to the projects under this program, on time and within budget. Please refer to Section 7 of this application for a summary of recent CCPUD construction experience.

CCPUD is currently utilizing the PDB delivery method for three projects related to the rehabilitation of Rock Island Dam's Powerhouse #2. Several CCPUD staff members are involved in those projects and are available to provide insight, guidance and support to the CCPUD staff for this bundle of projects. We're excited for the opportunity to select and engage a highly qualified Design Build team in a collaborative design and construction process, and successfully deliver this very unique and technically challenging bundle of projects utilizing PDB delivery.

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

Refer to Exhibit C for project organizational chart.

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

Casey Hall – Program Manager (CCPUD)

Casey has 15 years of experience in the management of power delivery system projects. Casey is a leader with a proven record of building the teams and partnerships necessary to deliver projects that are successful for all parties involved. He has served as a construction manager and project manager, for district transmission, switchyard and substation facilities. While working for the District, Casey served as the project manager for the Rocky Reach Central Maintenance Facility program which constructed a new building for the Central maintenance mechanics, wireman, Engineering and project management staff, warehouse and asset management work groups. This 50 million dollar project also utilized the GC/CM alternate delivery method which Casey managed through its entire process. Casey is currently researching Progressive Design Build training opportunities to further is knowledge in alternate delivery and support the transmission build program.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rocky Reach Central Maintenance Facility Project	\$50M	Project Mgr.	2018-Current
Chelan County Public Utility District #1 Goodwin Bridge Relocation Project	\$3.2M	Project Manager	2018-2020
Chelan County Public Utility District #1 Microsoft Interconnection Project – Jumpoff Ridge Switchyard	\$86M	Program Mgr.	2022-Current
Chelan County Public Utility District # 1 Plain to Lake Wenatchee Transmission Line Resiliency Project	\$30M	Program Mgr.	2022-Current

Lance Beyer – Project Manager (CCPUD)

Lance has 5 years of experience in the transmission system engineering industry. In his role as a construction manager and project manager, he has successfully managed several of the District's large transmission line rebuild projects, including: Pinnacles York - Anderson Canyon 1 and 2 line relocations, Goodwin Bridge Transmission line and Distribution under-build project, and the Chelan Falls - Manson Wildfire Mitigation Rebuild. Lance is currently serving as the project manager for the design-bid-build Jump-off Ridge switchyard project. Lance holds a Bachelors in Petroleum Engineering from the University of Wyoming and is a certified Project Management Professional through the Project Management Institute. Prior to joining the District, he led various energy projects in the oil, natural gas, and investor-owned utility industries. Lance is currently researching Progressive Design Build training opportunities to further is knowledge in alternate delivery and support the transmission build program.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Goodwin Bridge Relocation Project	\$3.2M	Construction Manager	2018-2020
Chelan County Public Utility District #1 Pinnacles York – Anderson Canyon 1 & 2 Relocation	\$1.2M	Construction Manager	2020-2021

Chelan County Public Utility District #1 Chelan Falls-Manson Wildfire Mitigation Rebuild	\$2.3M	Project Manager.	2021-2022
Chelan County Public Utility District #1 Microsoft Interconnection Project – Jump-off Ridge Switchyard	\$86M	Project Manager.	2022-Current

John Sagerser – District DB Subject Matter Expert (SME) (CCPUD)

John has 30 years of experience in the generation of electrical energy. John is a leader with a proven record of building the teams and partnerships necessary to deliver projects that are successful for all parties involved. He has served as an electrical engineer, project manager, and engineering manager for steam and hydro generating facilities. While working for the District, John served as the project manager for the rehabilitation of the turbine-generator units and balance of plant equipment at the Lake Chelan Dam. John served as the engineering manager and project manager for the rehabilitation work at Rock Island Dam Powerhouse One and the Design-Build Rock Island Dam Powerhouse #2 Generator Unit Rehabilitation, Draft Tube Gate Refurbishment and Generator Leads Replacement projects.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Dam Powerhouse Two Unit Rehabilitation	\$350M	Program Mgr.	2017-Current
Chelan County Public Utility District #1 Rock Island Dam Powerhouse Two Draft Tube Gate Refurbishment	\$7.0M	Program Mgr.	2020-Current
Chelan County Public Utility District #1 Rock Island Dam Powerhouse Generator Leads Replacement	\$6.5M	Program Mgr.	2020-Current

Katie Yount – Internal Legal Counsel (CCPUD)

Katie has been a practicing attorney for 22 years. Katie has been with the District since 2015, and is currently working on the District's Rock Island and Rocky Reach Hydroelectric Support Facility Improvements Project using GC/CM as well as the Design-Build Rock Island Dam Powerhouse #2 Generator Unit Rehabilitation, Draft Tube Gate Refurbishment and Generator Leads Replacement projects. Prior to working for the District, Katie was in private practice focusing primarily on family and employment law.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Dam Powerhouse Two Unit Rehabilitation	\$350M	Legal Counsel	2017-Current
Chelan County Public Utility District #1 Rock Island Dam Powerhouse Two Draft Tube Gate Refurbishment	\$7.0M	Legal Counsel	2020-Current
Chelan County Public Utility District #1 Rock Island Dam Powerhouse Generator Leads Replacement	\$6.5M	Legal Counsel	2020-Current

Jack Grauman, PE – Transmission Design Advisory Consultant (HDR)

Jack Grauman is a Power Sector Alternative Delivery Director for HDR Engineering, Inc.. His management experience includes direct management or advisory roles in multiple engineer, procure and construct (EPC) projects, including EPC prime and EPC sub-prime arrangements on a variety of transmission and substation power delivery projects. During this time, Jack has led multidisciplinary engineering teams, including transmission, substation, electrical, structural, civil and protection & control disciplines. Jack has also managed permitting, environmental and right-of-way teams on transmission projects over 100 miles long. Jack's management of alternative delivery projects includes PacificCorp's Gateway West Aeolus to Jim Bridger 500kV Line Project and Grant County PUD's Substation Reliability Project.

Project	Project Value	Role	Timeframe
Grant County PUD - Substation Reliability Project	\$27M	Project Manager	2016-2018
PacifiCorp - Gateway West Transmission Line Project	\$250M	Project Manager	2019-2022
Bonneville Power Administration – Secondary Capacity Model (PDB)	\$1B+	Program Advisor	2021-current

Kevin Burke – Transmission Design Advisory Consultant (HDR)

Kevin Burke is a Power Delivery Program Management Leader for HDR Engineering, Inc. As part of his role, he advises utility clients on alternative delivery strategies including progressive design build and lump sum EPC. Prior to joining HDR, Kevin was a Senior Project Manager for Duke Energy and managed a \$2 billion transmission and substation program that included progressive design build and lump sum EPC projects ranging from \$50 million to \$400 million. Example projects included a variety of FERC interconnection projects and the Hancock Road Substation project.

Project	Project Value	Role	Timeframe
Osprey Transmission Project (PDB)	\$150M	Program Manager	2016-2021
Hancock Road Substation (EPC)	\$80M	Program Manager	2018-2021
Shady Hills Project (EPC)	\$200M	Program Manager	2018-2021

Jim Dugan – PDB Advisor (Parametrix)

Jim will provide a PDB advisory support role to the CCPUD team on this project. Jim has 44 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, scheduling, budget forecasting, public speaking/presentations, 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 in value. Jim’s D/B experience with The Austin Company took him to Korea, Malaysia, Australia, Mexico, Canada and a number of major cities within the USA. Jim is highly experienced in APD, utilizing both GC/CM and Design-Build delivery methods and has served as a member of the Project Management team for numerous public agency Owners and projects.

Since 2016, Jim has served as a member of the State’s Project Review Committee (PRC) where, along with colleagues from the construction industry and public agencies, he volunteers his time to review applications, hear presentations and make recommendations on public agencies wishing to utilize alternative project delivery methods on publicly funded projects. In 2019 and 2020, Jim filled the consecutive roles of PRC Vice Chair and Chair and in 2021 was appointed to a three-year additional term as a PRC Member. Jim has served the Tacoma Public Schools team as their Program Manager and APD (GC/CM & D/B) Advisor since 2013, in addition to serving as a Board of Director for Tacoma Public Schools between 2005 and 2011. The following table lists recent and relevant PDB projects for Jim.

Project	Project Value	Delivery Method	Role	Time Involved
City of Shoreline Parks Bundle	\$29M	PDB	PDB Advisor	2022-current

Project	Project Value	Delivery Method	Role	Time Involved
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Safety and Security Upgrades Bundle – Phases 1 & 2	28.5M	PDB	Program Mgr., PDB Advisor	2021-current
TPS 9 th & Broadway Bldg. – Willie Stewart Academy Tenant Improvements	\$4.5M	PDB	Program Mgr., PDB Advisor	2021-current
TPS 9 th & Broadway Bldg. – Tacoma Online Learning Tenant Improvements	\$7.5M	PDB	Program Mgr., PDB Advisor	2021-2022
Mt. Vernon School District Laventure Middle School Adds/Mods	\$9.6M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Synthetic Fields Bundle	\$26.3M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Fawcett Elementary School Replacement	\$35.9M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	Program Mgr., PDB Advisor	2021-current
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7M	PDB	PDB Advisor	2020-current
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PDB Advisor	2020-current
TPS Skyline Elementary School Replacement	\$42.7M	PDB	Program Mgr., PDB Advisor	2019-2022
TPS Downing Elementary School Replacement	\$42.7M	PDB	Program Mgr., PDB Advisor	2019-2022
Chelan County PUD Rock Island Dam Powerhouse #2 Turbine Rehabilitation	\$352M	PDB	PDB Advisor	2017-current
TPS Hunt Middle School Replacement	\$48M	PDB	PDB Advisor	2018-2021
TPS Boze Elementary School Replacement	\$32.5M	PDB	PDB Advisor	2017-2020
Willapa Elementary School Gym Replacement	\$2.2M	PDB	PDB Advisor	2017-2018

Dan Cody, RA, Assoc. DBIA – PDB Procurement (Parametrix)

Dan will provide support to the CCPUD team during PDB procurement and the development of the PDB RFQ and RFP documents as well as during the ensuing review, scoring, and selection process. Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 35 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 throughout western Washington. In addition to his role in APD procurement, Dan also provides project management and construction management services for Parametrix clients in on projects that utilize PDB, GC/CM and D/B/B delivery methods.

Dan has been instrumental in PRC application/approval and APD procurement efforts for many clients in the public sector. He is well versed in the requirements of RCW 39.10 and, since 2015, has successfully spearheaded and managed the Project Review Committee (PRC) process on more than 40 applications and the APD procurement process for more than 30 projects utilizing both GC/CM and PDB delivery methods. Dan has successfully completed industry trainings in both GC/CM and D/B project delivery and is a certified DBIA Associate. The following table lists recent and relevant PDB projects for Dan.

Project	Project Value	Delivery Method	Role	Time Involved
City of Shoreline Parks Bundle	\$29M	PDB	PDB Procurement	2022
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	PDB Procurement	2021
TPS Safety and Security Upgrades Bundle – Phases 1 & 2	\$28.5M	PDB	PDB Procurement	2021-2022
TPS 9 th & Broadway Bldg. – Willie Stewart Academy Tenant Improvements	\$4.5M	PDB	PDB Procurement, PM/CM Support	2021-current
TPS 9 th & Broadway Bldg. – Tacoma Online Learning Tenant Improvements	\$7.5M	PDB	PDB Procurement, PM/CM Support	2021-2022
Mt. Vernon School District Laventure Middle School Adds/Mods	\$9.6M	PDB	PDB Procurement	2021
TPS Synthetic Fields Bundle	\$26.3M	PDB	PDB Procurement	2021
TPS Fawcett Elementary School Replacement	\$35.9M	PDB	PDB Procurement	2021
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	PDB Procurement	2021
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7M	PDB	PDB Procurement, PDB Advisory	2020-current
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PDB Procurement, PDB Advisory	2020-current
TPS Skyline Elementary School Replacement	\$42.7M	PDB	PDB Procurement	2019-2020
TPS Downing Elementary School Replacement	\$42.7M	PDB	PDB Procurement, PM/CM Support	2019-2022
Chelan County PUD Rock Island Dam Powerhouse #2 Turbine Rehabilitation	\$352M	PDB	PDB Procurement, PDB Advisory	2017-current
TPS Hunt Middle School Replacement	\$48M	PDB	PDB Procurement	2018
TPS Boze Elementary School Replacement	\$32.5M	PDB	PDB Procurement, PM/CM Support	2017-2020
Willapa Elementary School Gym Replacement	\$2.2M	PDB	PDB Procurement, PM/CM	2017-2018

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

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided project legal assistance under RCW 39.10 for dozens of public entities including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm has prepared Design-Build contract documents under RCW 39.10 for the Almira, Bremerton, Central Kitsap, Ellensburg, Freeman, Mt. Vernon, Seattle, Tacoma, and Willapa Valley School Districts, The Cities of Liberty Lake and Shoreline, the Chelan County PUD, the Spokane Valley Fire Department, the Jefferson County Public Hospital District, the Washington State School Directors Association, and West Plains Airport Area Public Development Authority; Design-Build contract documents for dozens of private projects; and RCW 39.10 GC/CM contract documents for dozens of public entities. Graehm has over twenty-six years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm also provides legal advice during construction, claim prosecution and defense work.

- 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.)

Please refer to the project experience tables included with the consultant biographies 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.

Please refer to the project experience tables included with the consultant biographies 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 Management will be provided by District staff with support from Parametrix.

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

Please refer to the project experience tables included with the consultant biographies above.

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

The projects under this phase of the of the substation program will be managed through the District's Engineering and Project Management Department in coordination with Transmission Engineering, Permitting, Procurement, and Legal department support. CCPUD will also utilize HDR Engineering to support the program management effort and supplement as the owners engineering consultant. CCPUD performs over 300 projects annually and has built business processes to manage capital programs of this size and scope.

CCPUD's overall organizational format will be overseen by the Director of Engineering and Project Management (DoEPM) who is responsible for execution of transmission and distribution projects within the utility. From Pre-Construction through Construction, the DoEPM will ensure project support by necessary District departments. CCPUD's PDB Advisor, Parametrix, will monitor procedure/process from DB procurement through construction and will advise the District's internal PM/CM staff. During construction the DoEPM will have signature authority for necessary changes in the project scope through the use of Change Order Proposals (COPs) and Construction Change Directives (CCDs). The COPs and CCDs will be packaged into Change Orders in a timely manner. These Change Orders will require approval by CCPUD's senior management staff who have various levels of financial authority.

CCPUD's internal Project Manager will directly represent the District through Pre-design, Design and during Construction. The Project Manager will manage the contractual obligations of the Design-Build team and will oversee and manage the work of District staff assigned to the Project. He will meet on a regular basis with District internal project staff to debrief on current project status and issues. He will update the Director and Executive Manager on a regular basis. The Board of Commissioners meetings, where pay applications are approved, will provide the opportunity to communicate at higher levels as required.

CCPUD's staff will be supplemented by consultants, Parametrix Inc., who specialize and excel in Project Management, Construction Management and PDB processes and procedures. Parametrix will provide PDB Advisory and PM/CM support roles from PDB procurement, pre-design, design and construction. Parametrix will report directly to the DoEPM but will work directly with the District staff and the Design-Builder to nurture a successful project. Parametrix will also mentor District staff, provide advice, consultation and support as necessary. Parametrix will not manage or direct any of the parties and has no signature authority on this project.

We believe that the roles and controls explained above will ensure CCPUD's ability to make timely decisions and manage emerging issues in an expedient manner regardless of the phase of the project.

Adherence to the established scope, phasing of the Work, and budget will be paramount in the management and control of the project. Project engineering, design documents and construction cost estimates produced by the Design-Builder will be reviewed and confirmed against the project specifications, performance criteria and available project construction budget at the end of each design phase. Value analyses and constructability reviews will be ongoing and an established agenda item in the regularly scheduled project coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established GMP. Once the final GMP is negotiated, the Design-

Builder and the District Project Manager will regularly evaluate the construction documents to determine if there are any scope changes or market conditions that impact the agreed upon GMP. If deviations arise, changes will be made by the Design-Builder to bring the project back into alignment with the budget and the established GMP.

As part of the Preconstruction Phase, the Design-Builder will develop, with District input, a schedule for early procurement, early bid packages, early work packages and phased construction, as applicable. They will also develop a subcontracting bid plan and schedule for bidding.

- A brief description of your planned DB procurement process.

Our PDB procurement process will be based on a best-value approach of qualitative factors, pricing factor, and the PDB delivery model. As a PDB model, the selection of a PDB will be primarily weighted on qualifications (Statement of Qualifications), an interview, and a project-specific approach with a minor price factor element (Proposal).

Our procurement process may include, but will not be limited to, the following:

- Prior to release of the RFQ, we will conduct outreach to potential PDB Teams to make them aware that the project is being planned and the anticipated timing of the RFQ release.
- Publish an advanced notice advertisement to notify potential PDB Teams that the project is being planned and so that they can begin to form their teams in anticipation of the RFQ.
- Publicly advertise and issue the RFQ to solicit Statements of Qualifications (SOQ) from potential PDB Teams. The RFQ will identify scoring criteria and weighting that will be used in evaluating the SOQs that are received.
- Review and score SOQs received from Proposers to arrive at a shortlist up to 3 or 4 of the most qualified Proposers who will be identified as Finalists.
- Issue the final RFP to Finalists that will solicit their written Proposal which will include project specific approach information and pricing factors. The RFP will identify scoring criteria and weighting that will be used in evaluating the Proposals that are received.
- Conduct PDB team led Proprietary Meetings with each Finalist to answer questions that will help them complete their Proposals.
- Receive and review Proposals. (With the exception of Price Factor Proposals which will be held confidential until after scoring of other proposal information.)
- Conduct CCPUD led Interviews of PDB Finalists to help the District's Selection Committee to better understand the qualifications and intended approach of each PDB Finalist.
- Score Final Proposals.
- Publicly open and score Price Factor Proposals.
- Notify all Proposers with a written summary of the scores from the procurement process and the selected PDB Team.
- Recommend the intent to award to the highest ranked PDB Finalist to the CCPUD Commission and request permission to negotiate Preconstruction Fees and the terms and conditions of the PDB Contract.
- Negotiate Preconstruction Fees and terms and conditions of the PDB Contract with highest ranked PDB Finalist.
- Obtain approval of the selected PDB Team, the Preconstruction Fees and the terms and conditions of the PDB Contract from the CCPUD Commission.
- Execute PDB Agreement and issue NTP.
- Make honorarium payment to PDB Finalists who were not awarded a contract.

The SOQs and Proposals will be reviewed, evaluated and scored by a review and selection team that will include staff members of CCPUD.

The scoring utilized to determine the total points and highest scoring Finalist will be cumulative and inclusive of the scores from the SOQs, the Interviews and the Proposals, including the cost factors. The highest scoring Finalist will be identified and invited to negotiate a PDB Agreement. Parametrix and Perkins Coie will provide technical consultation to CCPUD, as required, during this phase.

Evaluation factors for the SOQs will include, but may not be limited to:

- Technical qualifications, competency and experience of the firms,
- Technical qualifications, competency and experience of the key design and construction personnel,
- The proposers capacity to perform the work,
- The proposer's past performance in utilization of disadvantaged business and small business entities,
- The proposer's ability to provide a performance and payment bond for the project.

Evaluation factors for the Proposals will include, but may not be limited to:

- Project-specific technical approach information,
- The management plan to meet time and budget requirements,
- Summary of the proposer's accident prevention plan,
- The project-specific outreach and inclusion plan for small business entities and disadvantaged business entities,
- One or more price-related factors. (The weighting of the price-related factors will be minor in comparison to the weighting of the other evaluation factors.)

CCPUD intends to utilize Parametrix as external industry experts to participate with us in the PDB selection and contracting process. We will also use the services and advice of Graehm Wallace and the staff at 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 Wallace and the staff at Perkins-Coie will assist CCPUD's internal Legal Counsel with preparation of the Contract Documents. District Project Management and internal Legal Counsel staff, 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 Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
Rock Island Dam Powerhouse Two Draft Tube Gate Refurbishment	D/B	Aug 2021	Feb 2029	TBD	\$7.0M	TBD	TBD

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
Rock Island Dam Powerhouse Two Generator Leads Replacement	D/B	Aug 2021	Feb 2029	TBD	\$6.5M	TBD	TBD
Rock Island Powerhouse Two Generation Unit Rehabilitation	D/B	Sept. 2021	April 2029	TBD	\$350M	TBD	TBD
Rock Island B1-B4 Generating Unit Modernization	D/B/B	Dec. 2014	Feb 2020	2017	\$41.8 M	\$46.3 M	Increase Project value
Rocky Reach Dam Powerhouse Bridge Cranes Refurbishment	Bid	May 2016	Feb 2018	Current	\$4.4 M	\$5.4 M	Increase Project Value
Goodwin Bridge Transmission Line and Power Distribution Relocation	Bid	May 2020	August 2020	2020	\$3.2 M	\$3.2M	On schedule on Budget
Rocky Reach Central Maintenance Facility Program & Discovery Center	GCCM	September 2019	November 2022	2023	\$36 M	\$39M	Increase in Project Duration
York Anderson Canyon 1&2 Line Relocation – Pinnacles State Park	Bid	May 2021	October 2021	2021	1.2 M	1.2 M	On Schedule On Budget
Chelan Manson Transmission Line Reconstruction	Bid	May 2021	May 2022	2022	2.3 M	2.3 M	On Schedule On Budget
Entiat 115kV transmission Line	Bid	March 2013	September 2013	2013	\$3.2 M	3.2M	On Schedule on Budget
Rocky Reach Dam Intake Gantry Crane Refurbishment	Bid	Oct 2015	Dec 2017	2017	\$4.5M	\$4.7M	Increase Project Value
Lincoln Rock State Park Cabin Loop and Group Camp	Bid	Feb 2015	Jan 2016	2016	\$2.5 M	\$2.5 M	
Entiat Park Revitalization	Bid	July 2013	May 2016	2016	\$6.1 M	\$6.2 M	Increase Project Value

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

There are no preliminary concepts, sketches or plans of the project(s) developed at this point. CCPUD anticipates delivering this project utilizing PDB, with the design being developed collaboratively by the District and the selected PDB team during the Preconstruction phase.

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.

CCPUD has not had a finding related to a project from the State Auditor's Office in their annual accountability audit in the last six years.

10. Subcontractor Outreach

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

CCPUD is committed to supporting the local community and economy by encouraging their contractors to include participation of local businesses, small business enterprises, women and minority business, and socially and economically disadvantaged business enterprises on their projects. This is intended to invest

tax-payer dollars back into the community, as well as help build a strong professional community central Washington.

The PDB Contractor will be expected to demonstrate due diligence to attempt to encourage and include participation of these businesses to bid and be successful at winning work on the project. Our RFQ/RFP documents will require the contractor to provide their approach for outreach and to encourage participation of local businesses, small business enterprises, women and minority businesses, and socially and economically disadvantaged business enterprises. We will also request their success and performance related to inclusion on prior, completed projects.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

The PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also agree to provide additional information if requested.

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

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

Signature: 

Name: (please print) Casey Hall (public body personnel)

Title: Principal Project Manager

Date: 8-21-2023

EXHIBIT A

POWER DELIVERY GRAPHIC

Below is a graphic depiction of the components that comprise a hydro-electric power delivery system, known as a power grid. Components of Chelan County PUD's grid have become aged, are outdated and can not provide the capacity that is required to provide the current needs and future growth to our customer base. In order continue to provide a reliable power supply to our residential, commercial and industrial customers owners our grid is in need of upgrades and expansion. Power voltages provided to our customers include voltages from 12.47kV distribution voltage up to 230kV transmission voltage.

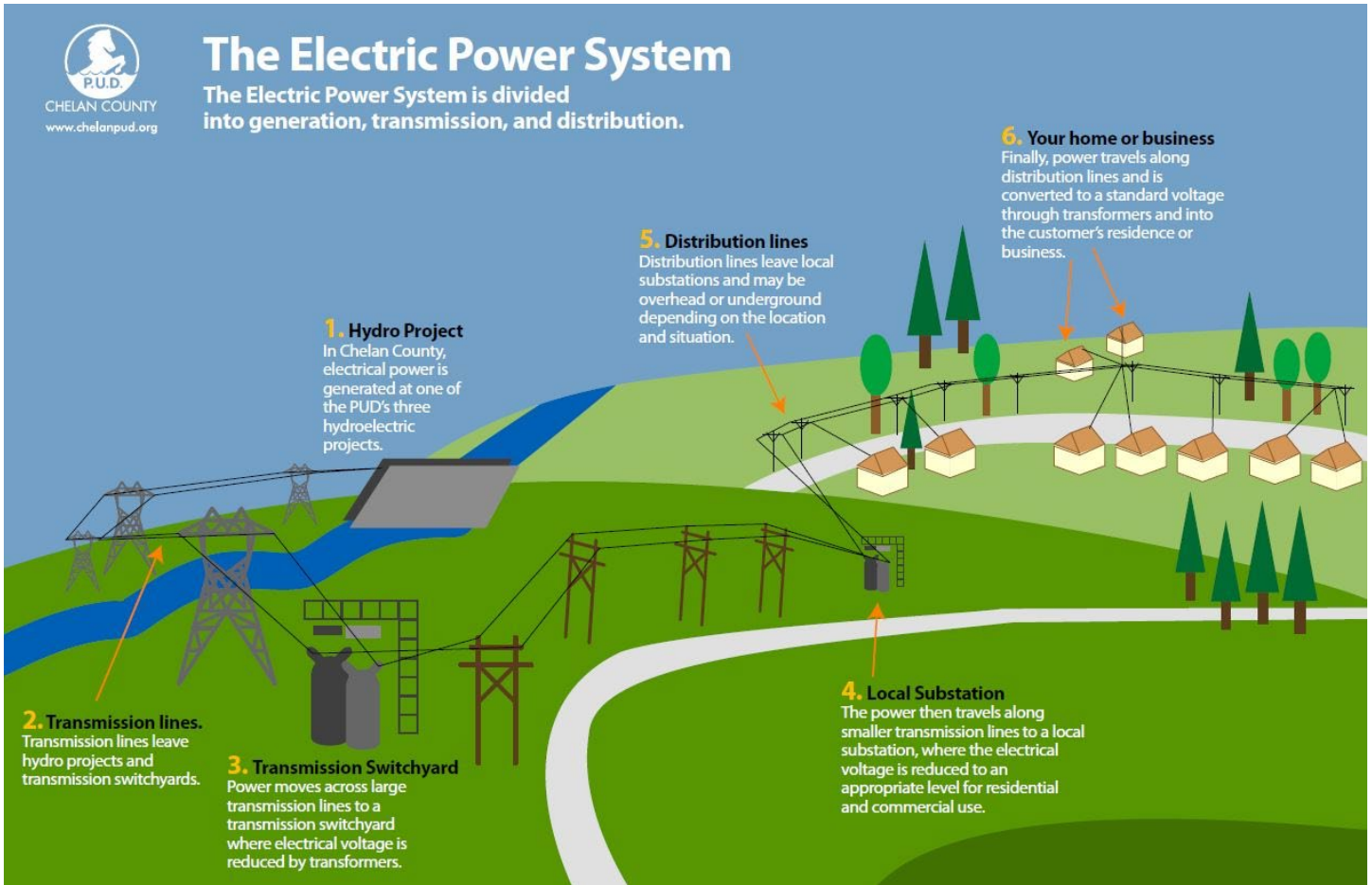


EXHIBIT B

Chelan PUD Substations Program

Substation Projects and Supporting Power Transmission Line Projects:

Do to load growth in Chelan County the CCPUD has a program in place to construct the below listed s substations over the next 15 years. Below is the tentative name of the substation, its location and the estimated design and construction cos for the required substation infrastructure.

The following substations projects are included in this PRC Application:

Wenatchee Substation – Worthen Street Wenatchee (ROM \$8M)

Entiat North Substation – North End of Entiat City Hwy 97A (ROM \$9.7M)

Roses Substation – North Shore Lake Chelan, Roses Lake (ROM \$9.2M)

The following substations projects will be future work:

Castlerock Substation – West Wenatchee, Castlerock Street (ROM \$TBD)

West Wenatchee Substation – Western Foothills vicinity Wenatchee (ROM \$TBD)

Gorge Substation – Gorge Road, South of Chelan City (ROM \$TBD)

Stemilt Substation – Stemilt Creek/Malaga West Vicinity (ROM \$TBD)

Mission Ridge Substation – Mission Ridge Upper Squilchuck (ROM \$TBD)

Cashmere East Substation – Cashmere East Monitor Vicinity (ROM \$TBD)

Howard Flats Substation – Chelan Airport Howard Flats Vicinity (ROM \$TBD)

Rock Island Substation – Rock Island Malaga East Vicinity (ROM \$TBD)

Fish Hatchery Leavenworth – Leavenworth Southwest Area (ROM \$TBD)

Malaga Substation – City of Malaga (ROM \$TBD)

Fit with PDB Delivery: The substation projects will require procurement of long lead-time materials and equipment. In the current market, the procurement of required materials and equipment can take a year to a year and a half. It's critical that the procurement of these items be strategically planned in order to meet project schedules and be sequenced in at the appropriate time in the project. Using the PDB delivery model for these projects allows us to work with the contractor to support these procurement efforts early so the materials and equipment will arrive when required.

Large Load and Generator Interconnections Substations

The Chelan PUD has a queue of large load and generator interconnection requests that are in review. It is anticipated that some of these interconnection requests will materialize into projects requiring substation and related transmission line construction.

The following interconnection project substation is included in this PRC Application:

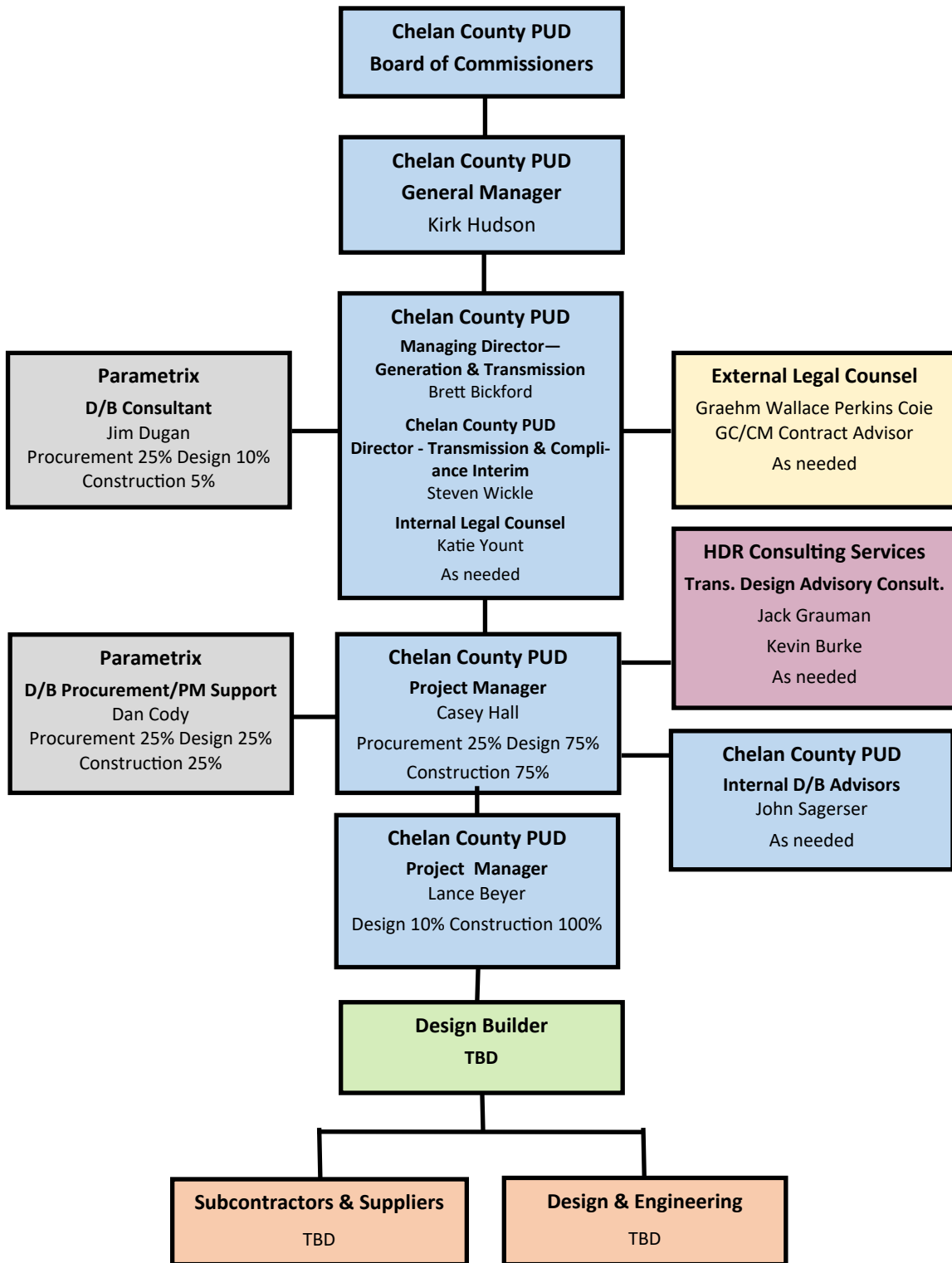
Large Load Interconnection #1 – (ROM \$35M)

The following interconnection project substation will be future work:

Large Load Interconnection #2 – (TBD)

Fit with PDB Delivery: Large load and Generator Interconnections projects are on tight timelines with the need to provide service to the interconnected load customer per the agreement with the customer. This puts a high demand on district resources to coordinate and phase procurement of materials and equipment for the project. These projects also take place while the customer is constructing their new facilities making coordination early with the contractor, design team, and customer critical. The ability to have a contractor to collaborate with the District and work through the construction sequencing during design and also collaborate with the customer may reduce the construction duration of the facility and assist the District in meeting the customer's needs per the agreement.

EXHIBIT C



**CHELAN COUNTY PUD
PROJECT ORGANIZATION CHART**

EXHIBIT D – Anticipated Substation Project Schedule

Project Name	Anticipated Design	Anticipated Const.
Substation Projects that are included in this Application		
Large Load Interconnect #1	Q1 2025 - Q2 2026	Q3 2026 - Q2 2027
Wenatchee Substation	Q1 2025 – Q3 2025	Q2 2025 – Q3 2026
Entiat North Substation	Q2 2025 – Q2 2026	Q2 2026 – Q3 2027
Roses Substation	Q3 2025 – Q2 2026	Q2 2026 – Q2 2027
Future Substation Projects		
Large Load Interconnect #2	Q1 2027 – Q3 2027	Q3 2027 – Q3 2029
Castlerock Substation	Q1 2027 – Q1 2028	Q2 2028 – Q3 2029
Leavenworth Southwest Substation	Q2 2028 – Q1 2029	Q1 2029 – Q3 2031
Rock Island Substation	Q1 2029 – Q3 2029	Q2 2029 – Q2 2031
West Wenatchee Substation	Q2 2029 – Q2 2030	Q3 2030 – Q3 2031
Gorge Substation	Q2 2031 – Q1 2032	Q2 2032 – Q1 2034
Stemilt Substation	Q2 2031 – Q2 2032	Q3 2032 – Q1 2034
Malaga Substation	Q1 2033 – Q3 2033	Q2 2033 – Q4 2034
Cashmere East Substation	Q4 2034 – Q2 2035	Q2 2035 – Q3 2036
Mission Ridge Substation	Q1 2035 – Q2 2036	Q3 2036 – Q4 2038
Howard Flats Substation	Q2 2036 – Q2 2037	Q2 2037 – Q3 2038

Note: The above project order and durations are preliminary and are subject to change. Projects included in this PRC application are included in the grayed cells of the above table. The other projects are future projects.