

August 18, 2023

Project Review Committee
Washington State Department of Enterprise Services
PO Box 41401
Olympia, WA 98504-1401

Dear Project Review Committee Members:

The Washington State Department of Transportation (WSDOT) is pleased to submit this application seeking approval to use Progressive Design Build as a project delivery method for the planned I-5/ US-12/ SR 507 Thurston & Grays Harbor Co- Remove Fish Barriers project. This will be WSDOT's third project to utilize Progressive Design Build (PDB) and the third request to the Project Review Committee seeking approval to use the PDB delivery method. WSDOT's alternative contracting authority is limited to "traditional" design build contracts under RCW 47.20.780 and RCW 47.20.785.

This project will remove 19 fish passage barriers in Thurston County and Grays Harbor County at an estimated project cost of \$457 million. The project presents unique challenges due to stakeholder involvement and natural resource sensitivity. PDB will allow WSDOT to allocate risks and finalize stakeholder needs before determining contract price, which is not possible using either design-bid-build or "traditional" design-build contracting methods. WSDOT will apply lessons learned from its two PDB Project (US101/SR109 Grays Harbor/Clallam/Jefferson-Remove Fish Barriers Project and SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers) in the procurement, contract, and administration of this third PDB project.

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

Sincerely,



Digitally signed by Jon
Deffenbacher
Date: 2023.08.18 12:54:04 -07'00'

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

cc: Marshal Elizer, Assistant Secretary Multimodal Development and Delivery
Mike Gribner, Assistant Secretary Engineering and Region Operations
Steve Roark, Regional Administrator Olympic Region
MaryLou Shannon, Assistant Regional Administrator Olympic Region

State of Washington
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): [Washington State Department of Transportation](#)
- b) Mailing Address: [7407 31st Ave NE, Lacey WA 98516](#); Mailing Address PO Box 47440 Olympia, WA 98504-7440
- c) Contact Person Name: [James \(Jim\) Sammet](#) Title: [Assistant Project Engineer/Procurement Manager](#)
- d) Phone Number: [425-999-2953](#) E-mail: SammetJ@wsdot.wa.gov

1. Brief Description of Proposed Project

- a) Name of Project: [I-5/US-12/SR 507 Thurston & Grays Harbor Co- Remove Fish Barriers](#)
- b) County of Project Location: [Thurston County and Grays Harbor County \(19 Sites\)](#)
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)
[In an effort to protect and restore salmon runs, WSDOT has been correcting barriers to fish created by WSDOT highways since 1991. A fish passage barrier hinders the movement of fish through a waterway at any of its life stages, preventing access to fish habitat. Culverts can impact the ability of fish to access their habitat if the stream flow through the culvert is too swift, too shallow, or creates a waterfall into or out of the culvert. Most barriers are culverts that were installed decades before scientists fully understood the impacts to fish. In March 2013, a federal court injunction required WSDOT to significantly increase the efforts to remove state owned culverts that block habitat for salmon and steelhead to restore the fishing rights of the Native American Tribes at their usual and accustomed places. The injunction requires that WSDOT correct approximately 413 fish barrier culverts to open 90% of the upstream fish habitat by the year 2030.](#)

[This project bundles 19 of the 413 injunction fish barriers into one Progressive Design-Build \(PDB\) contract and replaces them with fish passable structures that are generally bridges or large box culverts. Other work as part of design, permitting, and constructing each fish passable structure will include right of way acquisition, streambed grading, restoration of fish habitat, roadway construction, drainage, traffic safety elements such as guardrail and barrier, landscaping, retaining walls, and maintenance of traffic. See Attachment A for a map of the proposed 19 fish barrier removal sites for this project and Attachment B for examples of fish passable structures and projects completed by WSDOT.](#)

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$8,100,000
Estimated project construction costs (<i>including construction contingencies</i>):	\$380,369,000
Contract administration costs (owner, cm etc.)	\$21,300,000
Contingencies (design & owner)	\$18,306,000
Sales Tax	\$28,570,000
Total	\$456,645,000

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 project is fully funded.

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

Description	Milestone Date
Pre-Design- Fish Passage Preliminary Design & Design Documentation	
Preliminary Hydraulic Design	May 2024
Procurement	
PRC Meeting Presentation & Approval	September 28, 2023
PDB= RFQ Draft for FHWA Review	November 2023
RFQ Advertisement	February 2024
PDB - SOQ Submittal Due (6 weeks)	March 2024
PDB - SOQ Evaluations and Shortlist	May 2024
PDB – RFP - Issue to Shortlisted Proposers	May 2024
RFP Advertisement	May 2024
PDB – Proposal Submittal Due (8 weeks)	July 2024
Proposal Evaluations & PDB Team Interviews	August 2024
PDB Team Selection	September 2024
PDB Phase 1 Services, 60% Design	
Phase 1 Design Services NTP	November 2024
Independent Cost Estimator Procurement	January 2024
Phase 1 Design Services (60%)	November 2024 to August 2027
PDB Phase 2, Final Design and Construction	
Final Design and Construction	June 2026 to October 2029
Close Out	December 2029

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:

Progressive Design-Build (PDB) Contracting delivery is appropriate for the I-5/US-12/SR 507 Thurston & Grays Harbor Co- Remove Fish Barriers project because it meets all three of the following criteria:

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

The following are examples of highly specialized activities required for fish barrier removal projects and why PDB delivery is critical to these activities:

- **Construction within Environmentally Sensitive Locations** - Decisions on how to stage construction while maintaining and routing live traffic through an environmentally sensitive work zone are highly specialized and are site-specific for each fish barrier replacement location. These activities are most efficiently and cost-effectively designed and implemented with the contractor’s collaboration and participation in the design process.

The PDB process integrates the intimate knowledge of the contractor's means and methods at an early stage of the project development, permitting and design processes. By its nature, PDB facilitates this better than design-bid build or traditional Design-Build (DB) because the contractor is intimately involved during the early-stage of the project development and preliminary design process.

- **Constructing Stable Stream Habitat** - The fish passage injunction requires fish passage structures to meet the stream simulation design criteria. This requires integrating specialized design criteria with a contractor's means and methods of construction. Combining stream simulation design with structure design is a blending of engineering and science, which requires constructing a stream channel that meets natural stream functions and geomorphological processes and a structure where such stream characteristics are stable. Constructing streambed and stream restoration features in a manner that meets the design guidance of the resource agencies, while simultaneously having long-term stability and minimal maintenance requirements for WSDOT, has been a learning process. Lessons learned over the history of many projects have resulted in the development of practical construction means and methods to meet agency design guidance for stream simulation elements. Examples of such features are: (1) Anchoring large woody material upstream or inside of a new culvert in a manner that is acceptable to the tribes and Washington Department of Fish and Wildlife (WDFW) prohibits the use of concrete, chains, or wire rope. (2) Design requirements and construction means and methods are developed in manner that results in habitat features that are stable during high flood events to prevent the material from getting swept downstream causing plugging of the culvert, a downstream blockage, or channel erosion. (3) Selecting streambed gravel that has a gradation suitable for fish yet will prevent the stream from disappearing and flowing subterranean within the gravel during periods of low stream flow. (4) Installing natural features inside new fish passage structures that allow the stream to meander but prevent it from getting "stuck" against a structure wall and staying there.

These are specialized in the sense that good solutions are still being sought and developed with each new location in a project. The team approach to design and construction provided by PDB greatly facilitates finding ways that work well based on knowledge from past as well as current implementation and facilitates incorporation of lessons learned on subsequent culverts within the same contract.

- **Short Duration Construction Windows** - All in-water work associated with replacing these culverts is required to be done during an annual two-month work window from July through August as established by WDFW that are referred to as a "fish windows" (see Figure 1, Page 5). The in-water work involves such activities as temporary diversion of the stream channel, constructing the fish passage structure and constructing the new stream channel. These activities require accomplishing a large volume of work in a very short period and many months of preparatory work to plan and establish the construction staging plan, detour traffic around work areas, and construction of temporary structures for staging. The PDB approach allows the planning and design to be accomplished as a collaborative team effort between the owner, design-builder, and stakeholders before pricing the work.

The PDB approach allows the design-builder to be involved in formulating contract requirements and developing solutions collaboratively that account for environmental commitments and permit conditions, while maximizing construction and traffic management efficiencies that will result in lower overall project costs.

- **Mitigation of Community Impacts** - The close proximity of a significant number of fish barriers within the same stretch of a highway which do not have detour opportunities makes maintaining traffic operations and community engagement critical to project success. Mitigating traffic delays, temporary road closures, and impacts to the adjacent local roads are key aspects to minimizing impacts to the local community.

The PDB delivery method allows the community the opportunity to provide their input directly to the design-builder during the development and planning phase of the project, allowing the design-builder to incorporate means and methods that will best address the community needs. The greater opportunity for incorporating community input in project phasing allows the design-builder to group

and coordinate work zones in close proximity, resulting in reduced impacts on the neighboring communities.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.
 - **Bundling Efficiencies** – This project will bundle 19 fish barrier sites into one contract providing the design-builder greater opportunity to plan and coordinate work to fit within the limited fish windows and seasonal construction requirements. The bundling of the work sites into one contract provides an opportunity to realize economy of scale and streamlining of fabrication; for example, by grouping a number of similar sized culverts that require a 20' to 25' width into the larger 25' width size can provide improved economy of scale during offsite pre-fabrication and onsite construction because all of the elements of the structures would be nearly identical. Bundling also offers the opportunity to progress several work sites within one corridor simultaneously. Early work packages that establish construction staging, temporary structures for traffic detours around the work areas, and shifting traffic in preparation for in-stream work during the fish window can be accomplished for several sites at once within the same corridor.
 - **Greater Innovation Through Collaborative Approach** - The PDB approach will provide an opportunity for the design-builder, tribes, resource agencies, utility owners, and the community to communicate together early in the project development and permitting and design process prior to the design-builder committing to a fixed price. This feature of PDB allows for a more collaborative project, resulting in greater innovation that will better meet stakeholder needs and expectations while minimizing impacts to the local community. The early agreement on project groupings or early work packages will allow streamlining of environmental permitting, utility relocation, fabrication, and allow for faster procurement and faster delivery of the overall project.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

The PDB delivery method offers a significant time savings advantage over traditional design-bid-build and DB delivery methods. Figure 1 on page 5 below demonstrates the schedule advantages the PDB delivery approach provides as compared to traditional DB and Design-Bid-Build. Under traditional DB and Design-Bid-Build delivery the required lead time for preliminary design and environmental documentation results in missing multiple in-water construction fish windows. Use of the PDB delivery method will allow construction of early works packages to start during the second quarter of 2026 to take advantage of the in-water construction fish window during the first year of construction and has the potential to provide significant schedule benefits.

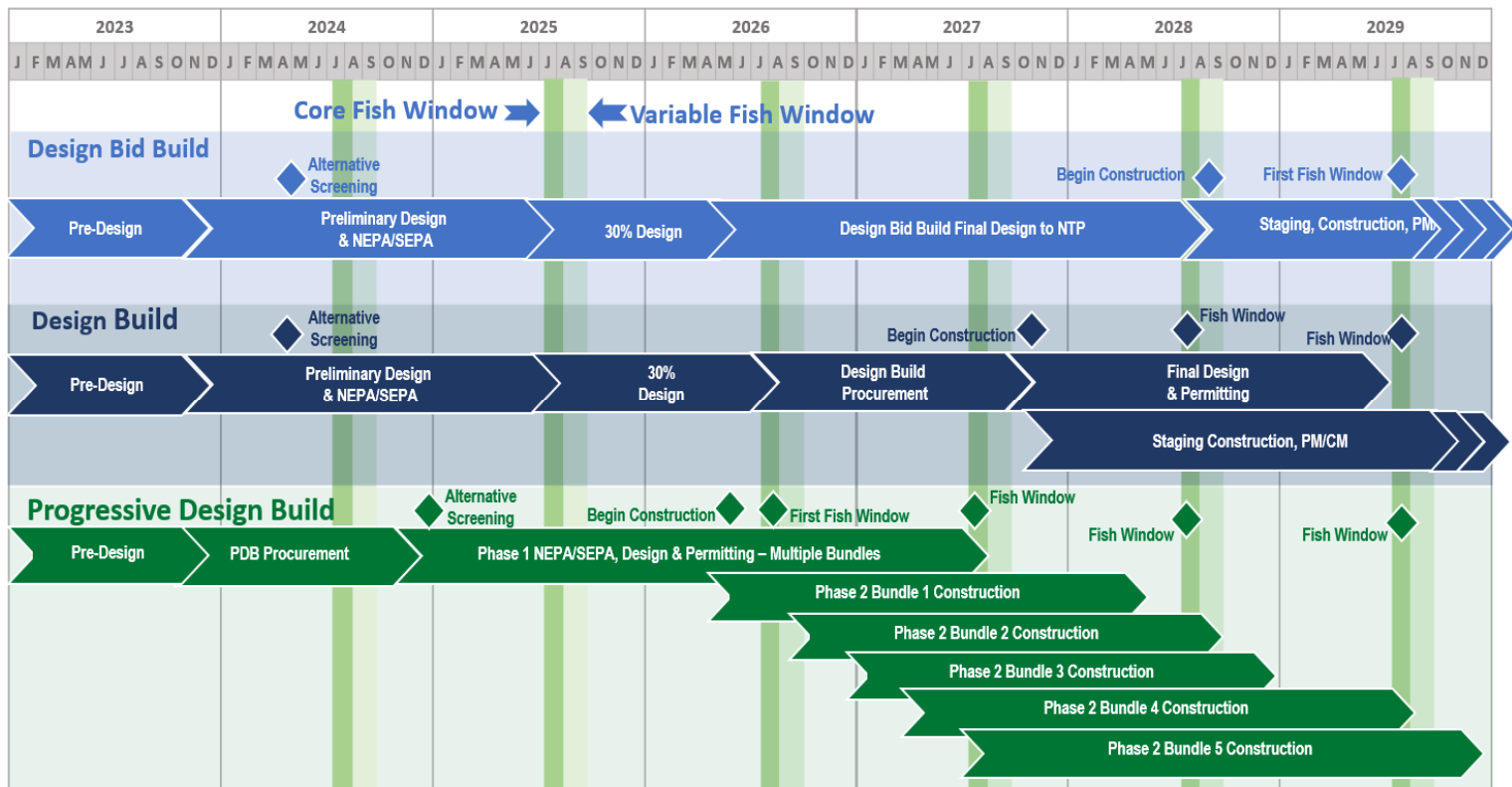


Figure 1: Approximate timelines for different project delivery methods (Best Case)

The PDB delivery approach provides a number of significant time savings through efficiencies and streamlined processes including the following:

- **Staffing Efficiencies** - WSDOT does not have adequate in-house staff needed to develop design-bid-build or traditional design-build contracts fast enough to remedy all fish barriers in time to meet the injunction deadline of June 2030. This project, as a PDB contract, will leverage industry to provide the needed staff to meet the injunction deadline.
- **Bundling Efficiencies** – Similar to previous WSDOT PDB contracts, the contractor will have the flexibility to group the 19 culverts sites into smaller "Bundles" to execute design, permitting and construction. This allows the design-builder to efficiently phase the project by bundling culvert sites based on factors such as geographic proximity, permitting schedule, and right-of-way acquisition. Bundling culvert sites in this manner provides for the most efficient means of sequencing the design and construction of the 19 culvert sites included in the project. Grouping 19 culvert sites into smaller bundles allows culvert sites that can progress through the design and permitting process quickly to begin construction prior to completion of the design of all culvert sites. This results in a substantial advancement of construction schedule and significant time savings in the overall project schedule.
- **Construction Efficiencies** - Early and extensive design-builder involvement during the design phase provides opportunities to enhance constructability for the project, which will provide opportunities for greater construction efficiencies leading to time savings realized for the overall project delivery, as well as reduction in errors/omissions and change orders.
- **Streamline Environmental Documentation and Permitting** - Including the Design-Builder in the coordination with the tribes and regulatory agencies very early in the preliminary design phase results in time savings for both the environmental documentation process as well as permit acquisition. In a traditional DB delivery WSDOT acquires the long lead environmental permits during the preliminary design and permitting phase prior to the best value selection of the Design-Builder, resulting in a longer lead time to complete the DB procurement phase. In addition, any changes to the proposed design during DB procurement can impact both the schedule and the

project cost because those changes will require additional coordination with the tribes and regulatory agencies.

The PDB delivery process allows the design-builder to complete the preliminary design and permitting phase and coordinate specific details of their design and strategy with the Tribes and Resource Agencies. This streamlines the environmental process by incorporating coordination of the tribal and agency requirements early in the Design-Builder's design process. The Design-Builder can provide timely and accurate responses to any questions or concerns regarding their methodology and adjust their design and construction approach based on feedback from the tribes and regulatory agencies before establishing the cost to construct each bundle.

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;
 - PDB allows the development, design and permitting to be integrated with the builder's means and methods in a way that can minimize the overall cost as compared to traditional DB or design-bid-build. This can be a significant savings given the effect of short in-water work windows to construct the fish passage structures coupled with maintaining traffic flow during construction has on schedule and cost.
 - Early involvement by the design-builder reduces the likelihood of change orders and claims. During negotiations of the culvert amendment, PDB provides the owner an opportunity to renegotiate scope/risk in areas identified as being high cost or high risk. The risk sharing approach of the progressive design-build contract will lead to lower overall costs.
 - PDB best meets the needs of tribes, resource agencies, stakeholders, and the community by having their input incorporated in solutions that minimize environmental and community impacts, while allowing risk sharing discussions prior to establishing GMP.
 - PDB provides a single point of accountability with the design-builder and eliminates the design risk and potential added costs associated with design related errors and change orders, that would ordinarily be the responsibility of the owner.
 - PDB enables the Design-Builder to identify and reach agreement on early construction packages allowing earlier material procurement and volume purchases (e.g., precast culverts, prestressed girders, etc.) resulting in reduced project and escalation costs.
 - The PDB procurement process provides the ability to use qualifications and project goals in the selection process such as collaboration, progressive design-build experience, key personnel experience, and design-builders' approach to solving the technical challenges will result in greater value to the public by providing the most qualified and capable Design-Builder for the project.
- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.
 - **Quality:** PDB will improve the overall quality of the project as compared to design-bid-build or traditional DB because the design is fully integrated with tribal and regulatory agency coordination, permitting, and the contractors means and methods from the beginning stages of preliminary design through final design and construction. This results in fewer design changes during construction and better overall quality of the end product.
 - **Delivery schedule:** PDB improves delivery schedule by selecting the Design-Builder prior to completing the environmental documentation and permits for the project. In a design-bid-build or traditional DB process the environment documentation and permitting is completed prior to selecting a Contractor or Design-Builder. This timeframe under traditional delivery methods is significantly longer than the timeframe using PDB. With PDB the design-builder can complete the environmental documentation and permitting in a manner that meets their delivery schedule.

Under traditional DB project delivery, the design-builder is not included in the early environmental documentation and permitting process during preliminary design prior to the design-build

procurement. By not including the design-builder in the environmental process, assumptions are made during preliminary design regarding the final design and construction impacts. These assumptions are used as a framework for the environmental permit conditions and limit the ability for the design-builder to develop innovative and efficient solutions for their means and methods that often result in reduced project schedule and cost savings.

By contrast, under the PDB delivery the contractor is responsible for developing the environmental permit conditions with WSDOT, and the design-builder can collaborate with the tribes, permit agencies and stakeholders to incorporate innovative and efficient solutions into the project.

It is not possible to meet the federal injunction deadline of 2030 using the traditional delivery methods available to WSDOT. Incorporating schedule and innovation advantages of PDB delivery will help significantly in successfully delivering the program.

6. Public Body Qualifications

Please provide:

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

The Washington State Department of Transportation manages a multi-billion-dollar annual capital program. Since 2001, an increasing volume of work has been delivered using alternative project delivery contracting methods. Through WSDOT's Design-Build Program, WSDOT develops and administers Design-Build Institute of America (DBIA) certified training to internal staff, local agencies, other DOTs, consultants, contractors, and design-builders. Since 2017 WSDOT has supported on-going staff training in DB delivery and has numerous staff with DBIA certification and pursuing certification. WSDOT is an Industry Partner member of DBIA, has served as co-chair of the annual DBIA Transportation/Aviation Conference, and made numerous presentations at DBIA conferences. The Agency currently has representation on the Contracts, Transportation/Aviation, and Education committees of DBIA. WSDOT was a member of the Design-Build Statutes committee of CPARB and currently WSDOT's Design-Build Program Manager holds PRC membership in the role of Owner-General Public.

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

In the past 22 years, WSDOT has delivered 43 design-build projects under WSDOT's Design-Build authority (RCW 47.20.780 and RCW 47.20.785). WSDOT currently has 23 projects underway with another 9 projects under procurement. To date WSDOT has completed 114 fish barrier removal projects using design bid build and design-build delivery methods.

Examples of major projects and programs WSDOT is delivering or has completed using traditional DB delivery include the following:

- SR509/SR167 Gateway Program
- SR99 Alaskan Way Viaduct Replacement Project
- SR520 Floating Bridge Replacement and Rest of the West projects
- SR 16/I-5 Pierce County HOV Program
- I-405 Program segments

Examples of Fish barrier removal projects WSDOT has completed using Traditional DB include:

- I-5 & SR 548, Tributaries to California Creek - Fish Passage
- SR 202, Evans Creek & Patterson Creek - Fish Passage
- SR 530, Trafton Creek & Schoolyard Creek - Fish Passage
- I-5 & SR 11, Padden Creek - Fish Passage
- SR 202, Two Tributaries to Patterson Creek – Fish Passage
- US 101, Coffee Creek – Remove Fish Barrier

Examples of Fish barrier removal projects WSDOT currently has underway in procurement and construction using Traditional DB include:

- SR 20, Olson Creek and Unnamed Tributary to Skagit River Remove Fish Barriers Project

- SR 3, Chico Creek and Tributary - Remove Fish Barriers Project
- SR 108 & US 101, Mason and Thurston Co Fish Barriers - Remove Fish Barriers
- US 101, Jefferson & Clallam County - Remove Fish Barriers
- US 101, North Olympic Peninsula – Remove Fish Barriers
- SR 509, Miller Creek – Fish Passage
- SR 202, Skunk Creek & UNT to Skunk Creek – Fish Passage
- SR 203/Unnamed Tributaries to Snoqualmie River - Fish Passage
- SR 161/Unnamed Tributaries to Hylebos Creek - Fish Passage
- I-90/Sunset Creek - Fish Passage
- SR 20/Olson Creek and Unnamed Tributary to Skagit River - Fish Passage
- SR 16/Goodnough Creeks & McCormick Creeks - Remove Fish Barriers
- I-5/Secret Creek - Fish Passage
- I-5/Baker Creek & Spring Creek - Fish Passage
- SR 539/Baker Creek - Fish Passage
- SR 3/SR 16/SR 166/Gorst Vicinity - Remove Fish Barriers
- I-90/Unnamed Tributaries to Tibbetts Creek & Lake Sammamish - Fish Passage
- I-90/Lewis Creek - Fish Passage
- I-90/West Village Park & Schneider Creeks - Fish Passage
- SR 900/Tibbetts Creek to Lake Sammamish- Fish Passage
- SR 522/Cat Whisker Creek - Fish Passage
- I-5/McAleer Creek - Fish Passage
- SR 522/Thornton Creek - Fish Passage
- SR 524/Scriber Creek to Swamp Creek - Fish Passage
- SR 92/Lundeen Creek to Lake Stevens - Fish Passage
- SR 204/Unnamed Tributary to Ebey Slough - Fish Passage
- SR 528/Munson Creek to Allen Creek - Fish Passage
- SR 18/Unnamed Tributary to Soosette Creek - Fish Passage
- SR 169/Rock Creek, Ginder Creek & Unnamed Tributaries - Fish Passage
- I-5/Tributaries to Friday, Lake & Chuckanut Creeks - Fish Passage
- I-5/Unnamed Tributaries to Penny Creek & Silver Lake - Fish Passage

In the past 5 years WSDOT has undertaken two PDB projects that were approved by the PRC; the US-101 and SR109, Grays Harbor and Clallam County-Remove Fish Barriers (Coastal 29) and the SR 3/ SR104/ SR303/ SR307/ SR308 Kitsap County-Remove Fish Barriers (Kitsap 29) projects.

WSDOT is currently administering the PDB Contract for the Coastal 29 project. The contract involves the construction of 29 fish passage sites which the progressive design-builder has packaged into 5 culvert bundles over 4 construction seasons. The project is on schedule to achieve substantial completion by December 2026 and has achieved the following milestones:

- Phase 1 Design Services have been completed for three of the 6 bundles.
- Culvert Bundle Amendment No.1 has been negotiated, executed, is currently under construction and on track to achieve substantial completion of 6 barrier corrections by the end of October.
- Culvert Bundle Amendment No. 4 has been negotiated and executed; construction is planned for summer 2024.
- Culvert Bundle Amendment No. 2A is being negotiated with an anticipated NTP in October 2023.

The Kitsap 29 project has 29 culvert sites and has completed the PDB procurement process. WSDOT is currently in the process of negotiating the PDB Contract for Phase 1 Design Services with the highest scoring proposer. It is anticipated that the Phase 1 Design Services will begin in the fall of 2023 and the project is on target to begin construction of the first Culvert Bundle in early 2026 with substantial completion expected by December of 2029.

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

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

See Attachment C – Project Table of Organization

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

Washington State Department of Transportation Staff

Art McCluskey, PE, DBIA – Design-Build Program Manager

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

Jon Keeth, PE – Headquarters (HQ) Lead State Construction Engineer for Projects

Jon Keeth will support the project manager in developing progressive design-build contract language and will ultimately be responsible for approving the contract documents prior to issuing the RFP. During construction, Jon will also be involved in contract changes that exceed \$500,000. Jon will be providing expert advice and guidance in the procurement and management of quality, cost, and schedule on this project. Jon has 17 years of experience in construction contracting and has been employed as both a general contractor, private owner and now as a public owner/contract administrator. That experience includes nearly a decade in the private sector with an ENR Top 10 General Contractor, and seven years in the public sector. Jon has worked on design-bid-build, design-build, GCCM and PDB projects. Jon was involved in the development of the previous WSDOT PDB contracts and has been providing oversight of WSDOT's progressive design-build projects for the past two years.

Chuck Meade, PE – Headquarters (HQ) Assistant State Construction Engineer

Chuck Meade will support the project manager in developing progressive design-build contract language and will be responsible for reviewing and approving the contract documents prior to issuing the RFP. During construction, Chuck will review changes to the contract changes that exceed \$500,000. Chuck will be providing expert advice and guidance in the procurement and management of quality, cost, and schedule on this project. Chuck has 17 years of experience in construction contracting and project development, all with WSDOT as a public owner/contract administrator. Chuck has worked on design-bid-build, design-build, and PDB projects. Chuck has an extensive knowledge of WSDOT's contract administration role as an owner in both DBB and DB delivery methods. Chuck has been involved in the development of the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap County – Remove Fish Barriers (Kitsap 29) Progressive Design-Build project and has been providing oversight on that contract procurement for the past year.

Ricky Bhalla, PE –Olympic Region Asst. Region Construction Engineer

Ricky Bhalla will provide oversight for both procurement and construction contract administration phases on this project. Ricky is providing this support for the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap County – Remove Fish Barriers PDB (Kitsap 29) project and the US 101 & SR 109, Grays Harbor/Jefferson/Clallam - Remove Fish Barriers (Coastal 29) PDB project. He joined WSDOT in 1999 and has over twenty years of progressively responsible experience in project development and contract administration, and an extensive knowledge of WSDOT's highway engineering and contracting practices, technical procedures, and management processes. Ricky is a licensed engineer and has administered multiple construction contracts throughout his career including \$120 million SR

16/I-5 Westbound Nalley Valley project in Tacoma. He has extensive experience in WSDOT's traditional design-build procurement and design and construction of fish passage projects. Ricky has been instrumental in advancing WSDOT's progressive design-build program starting with the role of procurement manager on the Coastal 29 project and then supporting WSDOT's progressive design-build program in contract development, negotiations, and administration for both the Coastal 29 and Kitsap 29 projects.

Dean Moon, PE –Olympic Region Project Development Engineer for Progressive Design-Build

Dean Moon will provide oversight for both procurement and the design phases on this project. He provided oversight of the procurement process for the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap County – Remove Fish Barriers (Kitsap 29) Progressive Design-Build project. He joined WSDOT in 1990 and has over thirty years of progressively responsible experience in project development and assembling contract documents, and an extensive knowledge of WSDOT's highway engineering, technical procedures, and management processes. Dean is a licensed engineer who has managed multiple design projects and his experience has included working on a number of major projects including WSDOT's Hood Canal bridge East-half Replacement and the Tacoma/Pierce County HOV Programs. He has experience with WSDOT's traditional design-build processes as well as the design of fish passage projects.

Mark Steingrebe–Project Manager, PDB Procurement Administration

Mark Steingrebe will serve as the Procurement Project Manager. He has over 23 years of experience with WSDOT delivering progressively more complex projects in project development and construction. Mark was heavily involved with contract administration on several of the Tacoma/Pierce County HOV projects on I-5. Mark was the Project Manager for the NW Region Dayton Avenue Headquarters Renovation Design-Build project. After a WSDOT retirement Mark stepped in as Procurement Project Manager for SR3/SR104/SR303/SR307/SR308 Kitsap County – Remove Fish Barriers (Kitsap 29) Progressive Design-Build project. Mark is currently the Procurement Project Manager on the Gorst Vicinity Remove Fish Barriers Design-Build project. Mark recently completed the delivery of two Design Bid Build fish passage projects that are currently in the construction phase. Mark has also been through DBIA training.

Kyler Kokenge, PE –Project Manager - PDB Contract Administration

Kyler Kokenge will be responsible for managing and providing engineering oversight of the field office delivering the PDB fish passage project. This will include design and inspection oversight, schedule management, contract payments, and quality verification on this project. Kyler will support the day-to-day administration of the progressive design-build contract. Kyler is currently the Project Manager for the Coastal 29 and for the Kitsap 29 project. WSDOT is in the process of hiring an additional project manager to support the design-build program who we anticipate having on board by the end of 2023. This will allow the new Project Manager to cross train with Kyler and take over administration of the Coastal 29 project. WSDOT typically hires Project Managers from within the department who have been Assistant Project Engineers. The Assistant Project Engineer position is a key position for WSDOT's development program for future Project Managers.

Kyler joined WSDOT in 2016 and has been the Project Manager for the Coastal 29 Progressive Design-Build project since August 2021. Kyler is currently managing the progression of all five bundles included in the project with the first culvert amendment bundle amendment consisting of 6 fish passage culvert sites under construction. Prior to his current role, Kyler spent two years as WSDOT Olympic Region's floating design-build assistant project manager. During this time, he assisted with contract procurement and administration on several design-build projects and was also responsible for the day-to-day management of the SR 3 Chico Creek – Remove Fish Barriers (\$57.6M) design-build project from contract execution through completion of NEPA and permitting. Kyler has over 11 years of progressively responsible experience in project development and contract administration of fish barrier removal projects. Prior to joining WSDOT in 2016, Kyler worked for the Washington State Department of Natural Resources for 5 years developing and administering design-bid-build fish barrier removal projects.

Jarrett Hodges - Assistant Project Engineer –PDB Contract Administration

As the Assistant Project Engineer for Construction Administration Jarrett will assist the Project Manager in managing the field office and the day-to-day administration of the progressive design-build contract. Jarrett joined WSDOT in 2012 and has over 11 years of experience in construction with 5 of

those years being in contract administration. Jarrett has knowledge of construction, inspection, materials testing, auditing, and design lead on WSDOT projects. Jarrett is a licensed engineer that has experience managing a team of technicians and engineers in contract administration in a Design-Build delivery method. Jarrett has multiple construction projects that he has been a part of in a variable of capacities including WSDOT's I-5, Steilacoom-DuPont Road to Thorne Lane – Corridor Improvement Project DB Project.

Richard Patterson, PE, - Design Manager – Phase 1 Services and Phase 2 Final Design

Richard will be responsible for managing the administration of the PDB design services as the Design Manager. Richard brings over 38 years of transportation design and management experience. He has worked on a wide variety of design-build project types including highways, bridges, subway transit stations, tunnels, building structures, and transit centers. He has been working on design-build projects since 1996. Richard's experiences include project/design management, structural/civil design, and project controls. The majority of Richard's experience comes from Washington State Department of Transportation (WSDOT) projects, or projects that utilize WSDOT Standards. Richard is currently WSDOT's Design Manager for the Coastal 29 Progressive DB project where he is actively managing the owner's side of the design work. His design-build project experience includes experience on DB projects for WSDOT, Port of Seattle (POS), Colorado Department of Transportation, Seattle Monorail Corporation, City of Reno, Nevada, and LTA Singapore. Local DB projects include WSDOT's SR 519 Phase 2 design-build project, a very technically challenging project that included two bridges near the Seattle Mariners Stadium, and Terminal 18 Redevelopment for Port of Seattle. Richard was recently the Design Manager for WSDOT South Central Regions first DB project, the Wildcat Creek Bridge Replacement Project. Richard is a long-time member of the WSDOT/AGC/ACEC Design-Build Committee and the current ACEC co-Chair.

WSDOT Executive Oversight Committee – The WSDOT executive oversight committee (EOC) will consist of Mark Gaines (Development Division Director/State Design Engineer), Chris Christopher (Construction Division Director/State Construction Engineer) and MaryLou Shannon, DBIA (OR Assistant Regional Administrator). The WSDOT EOC will be engaged at the programmatic level and step in to fill in any policy gaps related to progressive design-build delivery. The WSDOT EOC will be available to the project team for consultation as needed, provide a forum for escalation of issues, and leverage resources when needed for the successful delivery of the project.

Progressive Design-Build Advisors - Consultant Support:

WSDOT is using external resources to supplement staffing needs with subject matter experts experienced in progressive design-build through the Jacobs Olympic Region General Engineering Contract (GEC), and through a contract office with Hawkins Delafield & Wood LLP (Hawkins), a legal firm specializing in Progressive Design-Build contracting that is managed through the Washington State Attorney General's Office.

Jim Sammet, PE, – Procurement Manager (GEC)

Jim will assist Mark Steingrebe, with the Procurement Administration in managing the day-to-day activities involved the procurement phase of the PDB Contract. Jim will be the primary point of contact for WSDOT's internal and external resources supporting the PDB procurement effort as well as to industry. He has 32 years of experience, and he has been involved in the delivery of design-build projects since 2004 in the transportation and renewable energy sectors. Jim has worked on DB projects both as the design project manager for the design-builder and as the project manager for the owner. He has prior experience with PDB and GC/CM delivery in the wind energy and hydroelectric energy sectors. Jim is experienced in managing the development of DB contract documents with outside council for owners. Jim has experience with WSDOT's PDB procurement process and has supported WSDOT in further developing its PDB program as the PDB Procurement Manager for the Kitsap 29 project. Jim led the procurement process for the Kitsap 29 project including implementation of lessons learned from the Coastal 29 procurement. Jim will continue to support WSDOT in the Procurement Manager role on the Thurston and Grays 19 project and will support WSDOT in further refining its PDB procurement and contracting process.

Robynne Thaxton, JD, PDB Procurement Advisor:

Robynne will assist in developing the structure of the procurement by reviewing and providing comments on the Request for Qualifications (RFQ) and the Request for Proposals (RFP) and facilitating evaluation and scoring of the design-builder submitted Summary of Qualifications and

Proposals. Robynne has performed this role for Coastal 29 and the Kitsap 29 PDB projects. Robynne is a practicing attorney and consultant industry leading expertise in DB contracts, procurement, and delivery. She was appointed to the Washington State Capital Projects Advisory Review Board in 2019. She served on the National Design-Build Institute of America Board of Directors from 2010 - 2016. Robynne is an instructor for the DBIA Contracts and Risk Management course as well as the Best Practices in Progressive Design-Build course. Robynne has assisted many public owners with their design-build projects. Recent representative projects include the City of Bothell's Fire Stations 42 and 45, City of Tacoma's Alder station re-wind, Seattle City Light's Boundary Dam re-wind and Cedar Falls substation projects, Western Washington University New Residence Hall and Consolidated Academic Support Services building, University of California San Diego Triton Pavilion, Los Angeles County Consolidated Correctional Facility project, Port of Seattle's AUF Facility and Concourse D Hardstand projects. Robynne has also assisted both the Washington State Department of Enterprise Services and the University of California System in developing their progressive design-build procurement documents and contracts.

Guy Bowman, Esq. - Attorney General's Office

Guy will assist in the procurement process and all other phases of progressive design-build delivery, as needed. This will include the drafting, negotiating and development of all procurement documents, final contract documents and contract management. He has over 15 years of experience with the Transportation and Public Construction Division of the Attorney General's Office. He has advised WSDOT and participated in the preparation and drafting of proposal and contract documents for numerous design-build projects, including the SR 520 Evergreen Point Floating Bridge and Landings, I-405 Renton to Bellevue, SR 99, SR 520 Montlake to Lake Washington I/C and Bridge Replacement, SR 99 Bored Tunnel and SR 99 Demolition, Decommissioning and Surface Street Projects.

Guy previously assisted WSDOT's first two PDB procurements for the Coastal 29 Project and the Kitsap 29 project. For both projects he was responsible for managing the Outside Council, Hawkins Delafield & Wood (Hawkins), for the development of the PDB contract. Guy will continue to manage the services of Hawkins for their support in developing the PDB contract for the Thurston and Grays Harbor 19 project under the existing contract with Hawkins. Hawkins will continue to provide their expertise in the development, negotiating and drafting of necessary PDB documentation, provide advice on the preliminary design and participate in negotiating the culvert bundle amendments.

Hawkins Delafield & Wood LLP (Hawkins) – PDB Contract Author

Through the Attorney General's (AG) office WSDOT will use the services of Hawkins to develop the PDB contract and procurement documents for the Thurston and Gray Harbor County Remove Fish Barriers project. Hawkins provided these same services to WSDOT through the AG's office for WSDOT's Coastal 29 and Kitsap 29 PDB projects. WSDOT and Hawkins will collaborate to improve the PDB contract by incorporating lessons from both the Coastal 29 and Kitsap 29 projects.

Christopher M. Taylor (Partner).

Chris represents state, municipal and public agency clients in structuring procurements and drafting and negotiating contracts for the design, construction, operation, management, and financing of public infrastructure projects. Chris's practice is focused on the implementation of public infrastructure on alternative project delivery and public-private partnership bases (including design-build, design-build-operate and design-build-finance-operate) in the water and wastewater treatment, biosolids management, social infrastructure, solid waste, transportation, and power and renewable energy sectors. Chris has served as special counsel on dozens of public infrastructure projects, including the progressive design-build expansion of the City of Houston's Northeast Water Purification Plant; the Washington Suburban Sanitary Commission's progressive design-build Bio-Energy Project at its Piscataway Wastewater Treatment Plant; a long-term public-private partnership for the redevelopment and management of all 27 Service Areas on the New York State Thruway; the design-build expansion of the Jacob K. Javits Convention Center in New York City; the design-build-finance-operate procurement of a new Justice Complex for the City of Houston, Texas; and design-build-operate water treatment projects for the City of Hialeah, Florida, and the Woodland-Davis Clean Water Agency (CA). Chris also represented the Federal Highway Administration as TIFIA lenders counsel for the State Highway 288 Project in Houston.

- 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 Attachment D – Staff Experience

- 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.

The planned WSDOT project managers, staff and consultant support staff are outlined above. All staff members being proposed are experienced in design-build delivery and many with the progressive design-build delivery method. WSDOT is leveraging staff that have gained experienced in the procurement and delivery of its first two PDB projects while recognizing that staffing of the PDB program requires expanding its staffing level. To this end, staff that are currently working on the first two PDB projects that are proposed for this project will be replaced and will train the staff who are backfilling their positions. In this manner, staff transitions will be seamless and will take advantage of the experience of current staff.

- 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

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

See Attachment D – Staff Experience

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

WSDOT has well-established and well-defined design and construction oversight procedures for managing quality, cost, and schedule for design-build (as well as bid-build) projects, which are being used to administer WSDOT's first two PDB projects and will be used on the Thurston & Grays Harbor 19 PDB project. These procedures are standardized in WSDOT manuals, examples of which include WSDOT's Construction Manual, Design-Build Manual, and Design Manual. The use of WSDOT standardized procedures is included as a requirement in the PDB contract documents and WSDOT supports the design-builder in the use of its standards and procedures through dozens of training classes.

WSDOT controls are supported by legacy and proprietary computer programs (addressing materials quality, construction quality, submittals, documentation, correspondence, non-conformances, schedule, payments, environmental commitments, etc.). WSDOT controls will be implemented by an experienced WSDOT project office staff, audited by two different audit groups (both external to the project), and overseen by a WSDOT executive oversight committee.

In addition to the preceding standard WSDOT procedures, for this PDB procurement and contract WSDOT will (1) supplement cost negotiations with at least one independent cost estimator, (2) continue to the use the services of Hawkins as outside legal counsel and author of the PDB contract. Hawkins authored WSDOT's first two PDB contracts for Coastal 29 and Kitsap 29 and WSDOT will continue to use Hawkins' expertise in progressive design-build contracts to incorporate lessons learned from the two PDB contracts into Thurston & Grays Harbor 19 PDB contract, and (3) obtain outside consultant expertise from the Jacobs Olympic Region General Engineering Consultant Contract to assist in managing progressive design-build contracts.

- A brief description of your planned DB procurement process.

WSDOT intends to utilize a two-step procurement process to select the design-build team for a progressive design-build approach that is consistent with RCW 39.10 and will collaborate with the Jacobs Engineering GEC team, AG's office and outside council Hawkins in developing the procurement documents.

WSDOT advertises its projects through its Contract Ad and Award site and in the Daily Journal of Commerce. WSDOT also sends advertisement notices of its construction contract opportunities and

contractor bulletins through GovDelivery notification system. WSDOT's Design-Build projects also include a pre-advertisement notice with important project information through its Contract Ad and Award website.

The first step of the procurement process will include Request for Qualifications (RFQ) to solicit the design-build teams with the appropriate experience to perform the work. WSDOT's evaluation team will evaluate the received SOQ submittals against the scoring criteria in the RFQ, which will include submitters' organization, key personnel, and previous experience in order to short list three finalists.

The second step will include issuance of the Request for Proposals (RFP) to the three finalists for development of their technical and pricing factors in response to the RFP. WSDOT will reserve the right to conduct interviews with finalists to have each team explain their proposals and for the WSDOT evaluation team to ask questions regarding the proposals. WSDOT will evaluate finalists strictly in accordance with the criteria established in the procurement documents related to each team's project approach and select the finalist with the highest score. Honoraria will be paid to the firms selected to provide a proposal. The amount is yet to be determined and will be based on the anticipated level of effort from the proposers.

The participation of the Small and Veteran-Owned Business Enterprises (SVBE) and of Minority and Women Business Enterprise (MWBE) is an important strategic objective for WSDOT. Specific SVBE goals and voluntary MWBE goals will be established in the procurement and contract documents. Although, no preference related to MWBE participation will be included in the evaluation process, the RFP will include voluntary MWBE participation goals and a SVBE and MWBE participation plan will be required of the selected design-builder.

WSDOT will base its evaluation criteria primarily on the qualifications of the individuals and companies on the design-build team, including their successful completion of projects of similar scope and complexity. WSDOT intends to evaluate the design-builders' approach to collaboration, project management, project controls, risk management, and approach to open book fair market pricing.

Project delivery approach will be more important and weighted more than price factors in the RFP evaluation criteria. WSDOT will evaluate the Design-Builder's proposed overhead and profit fee percentages based on a sliding point scoring scale.

Following completion of the proposal evaluations WSDOT will proceed with contract negotiations with the highest scoring proposer. WSDOT will again consult with Hawkins to finalize the PDB Contract using the Kitsap 29 as the basis for the new contract for the Thurston and Grays Harbor 19 project. WSDOT will continue to incorporate lessons learned from the first two PDB contracts in the Thurston and Grays Harbor 19 contract. Once the Phase 1 Services contract is awarded WSDOT will work collaboratively with the design-builder to define the scope and advance the design of the fish barrier removals to 60 percent prior to negotiating Culvert Bundle Amendments for final design and construction.

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

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
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

See Attachment E – WSDOT Construction History

8. Preliminary Concepts, sketches or plans depicting the project

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

- A overview site plan (*indicating existing structure and new structures*)

See Attachment A for project map of the 19 Fish Barrier Removal Sites included in the project.

- 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 Attachment B of past example of fish barrier culvert removal project with before and after barrier correction photographs.

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.

Not Applicable: There have been no findings.

10. Subcontractor Outreach

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

This project will include Mandatory goals for Small and Veteran-Owned Business Enterprises (SVBE) and voluntary goals for the participation of Minority and Women Business Enterprise (MWBE) and will require the selected design-builder to submit a SVBE and MWBE participation plan and meet good faith effort requirements.

The amount of SVBE participation that must be attained by the Design-Builder will be expressed in two SVBE Contract Goals as a percentage of the Design-Builders total Proposal Price plus all executed Change Orders. WSDOT has established the current program with the following SVBE Contract Goals that are evaluated periodically:

- Small Business Enterprises (SBE) 5 percent
- Veteran-Owned Business (VOB) 2 percent

The participation of Minority and Women Business Enterprise (MWBE) is an important strategic objective for the State. This Contract will include voluntary goals for MWBE participation.

Voluntary MWBE Goals for voluntary MWBE participation under WSDOT's current program are established as a percentage of the Total Proposal Price as established the following voluntary goals:

- Minority Business Enterprises (MBE) 10 percent
- Women Business Enterprises (WBE) 6 percent

Diversity, Equity and Inclusion, are one of the three goal areas at WSDOT which strengthens our commitment to diversity and engagement in all WSDOT business processes, functions, and services. This includes disadvantaged business enterprise contracting goals and creating opportunities for underrepresented populations to do business with WSDOT. WSDOT has partnered with the contracting industry and is seen as a leader in its approach in growing capacity through its Mentor-Protégé Program (now called Capacity Building Mentorship Program), and apprenticeship and pre-apprenticeship participation. The Capacity Building Mentorship Program pairs successful prime contractors and consultants with diverse businesses wanting to do business with Washington State in an effort to increase their capacity and participation on WSDOT projects.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit 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: Mark Steingrebe

Name: *(please print)* Mark Steingrebe *(public body personnel)*

Title: Acting Project Engineer, Tumwater Design Office

Date: 8/18/2023

Attachments

Attachment A: Project Site Map: Thurston and Grays Harbor Co. Remove Fish Barriers, Progressive Design-Build – 19 Culvert Sites

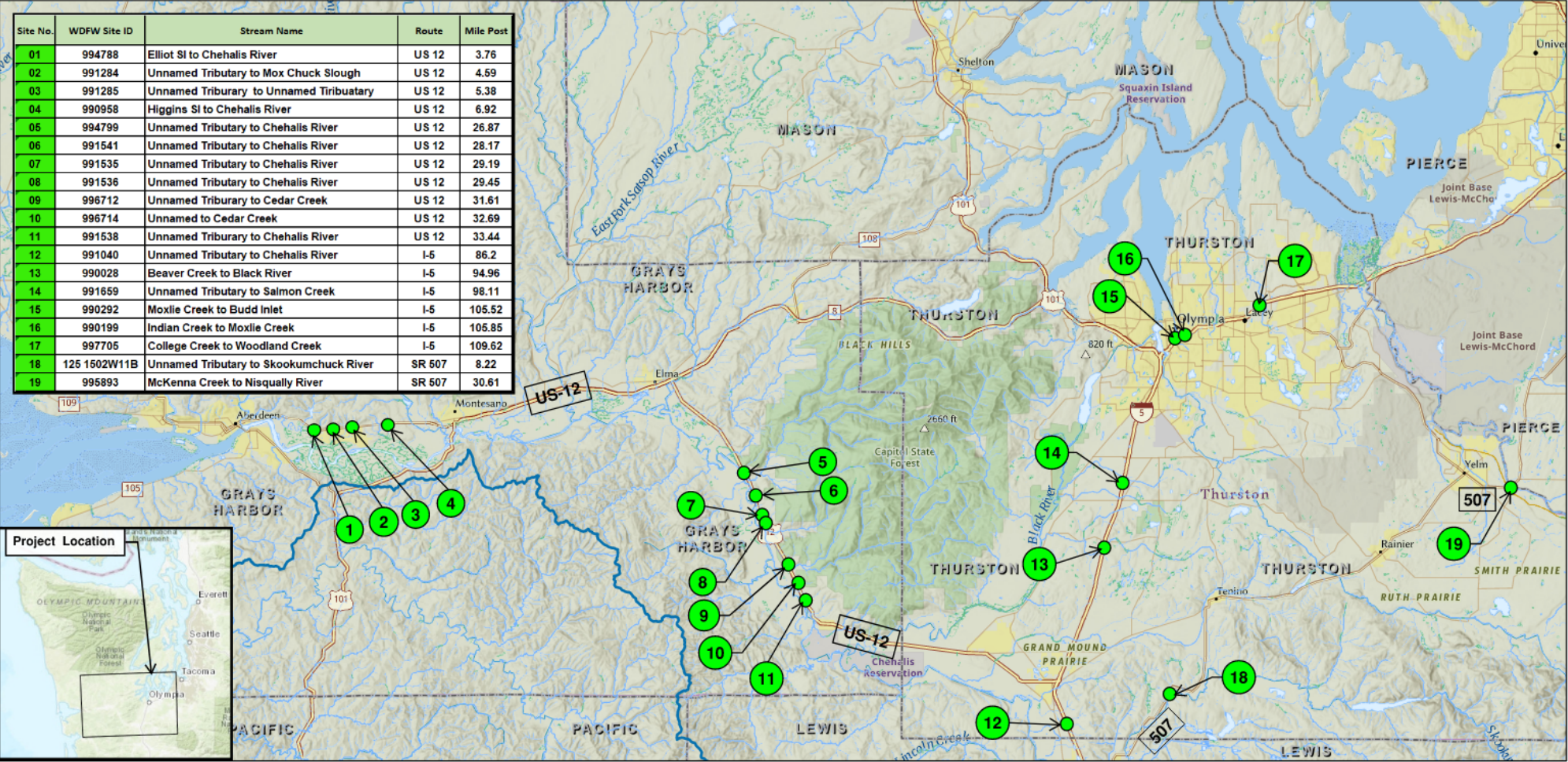
Attachment B: Examples Fish Passage Barrier projects

Attachment C: Project Table of Organization

Attachment D: Project Staff Experience

Attachment E: WSDOT Construction History

Attachment A



Legend

● → Project Site Number

I-5/US 12/SR 507/SR 510 Thurston & Grays Harbor Co Remove Fish Barriers

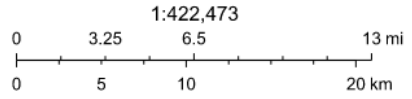


Figure 1 - Project Site Map: Thurston and Grays Harbor Co. Remove Fish Barriers, Progressive Design-Build – 19 Culvert Sites

Attachment B

(Examples of Unique Fish Passage Barrier Projects)

Coastal 29 Progressive Design-Build, Unnamed Tributary to Hoquiam River

Before Construction



After Construction



Little Pilchuck Creek

Before Construction



After Construction



Olsen Creek

Before Construction



After Construction



Middle Fork Wildcat Creek

Before Construction



After Construction



Langlois Creek

Before Construction



After Construction



Swauk Creek

Before Construction



After Construction



Attachment C – Table of Organization

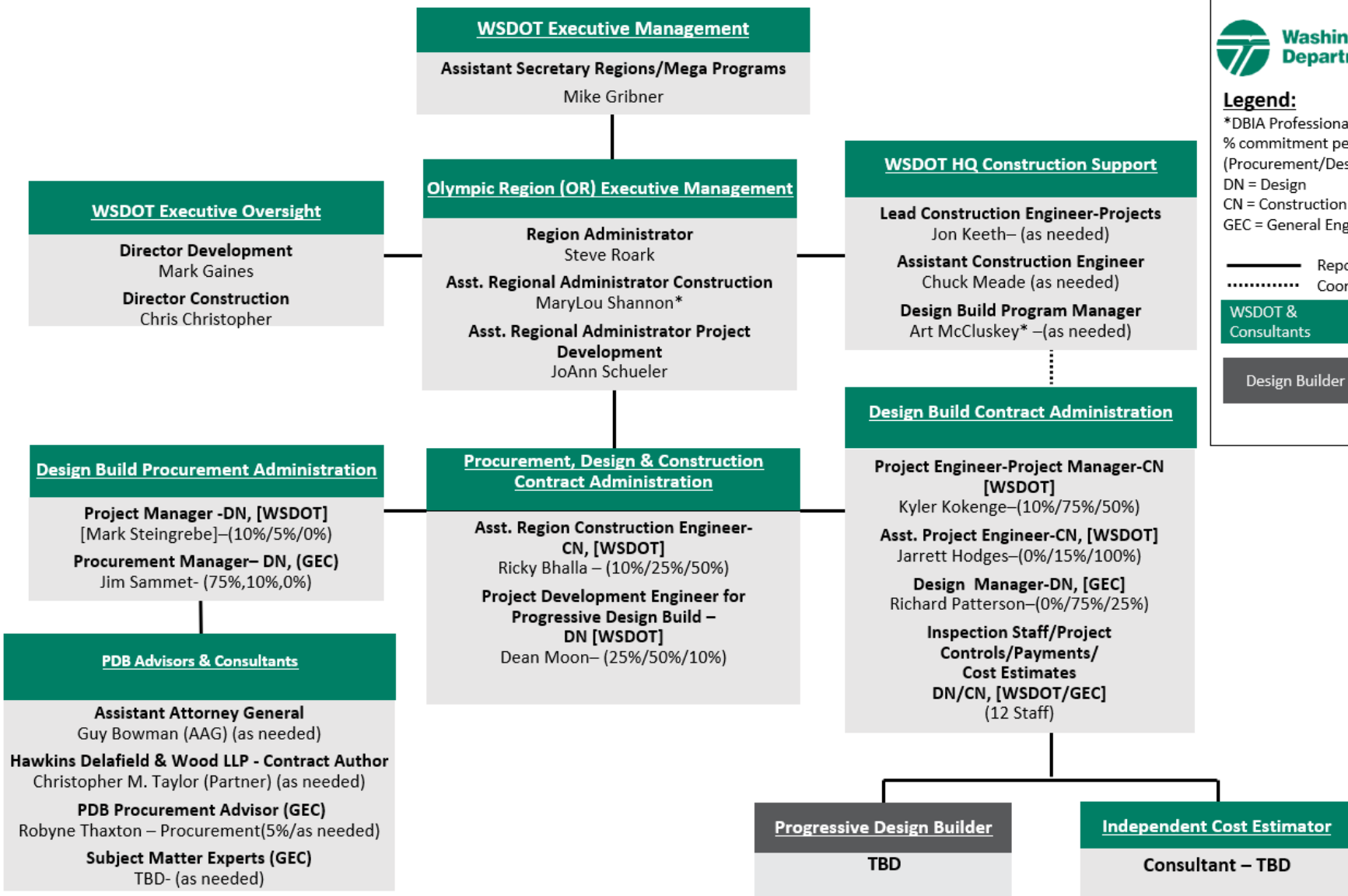
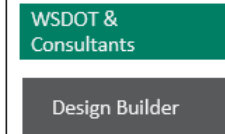
I-5 / US-12 / SR 507 Thurston & Grays Harbor – Remove Fish Barriers



Legend:

*DBIA Professional
 % commitment per phase -
 (Procurement/Design/Construction)
 DN = Design
 CN = Construction
 GEC = General Engineering Consultant Staff

———— Reporting
 Coordination



Attachment D- Project Staff Experience

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Art McCluskey, PE, DBIA	Over 40 years of experience in construction and design management, including over 30 years of experience in the use of design-build project delivery	WSDOT Design-Build Program - Various Projects	\$8 Million to \$700 Million	DB	Design-Build Program Manager	Policy and procedure development, procurement support	N/A	Project support
		Sound Transit, South Link 200th Street Extension (S440, S446, S447)	\$160 Million	DB	Sr. Project Manager	RFQ, RFP Development	Project Manager	Construction Support
		Sound Transit, Operation and Maintenance Facility East	\$219 Million	DB	Sr. Project Manager	RFP Technical Author	N/A	N/A
		Greenbush Commuter Rail	\$258 Million	DB	Deputy Project Manager / Project Controls Manager	N/A	Deputy Project Manager / Project Controls Manager	Deputy Project Manager / Project Controls Manager
		Tampa International Airport Automated Transit System	\$38 Million	DB	Project Manager Design / Construction	Proposal Lead	Project Manager	Project Manager
		Orlando International Airport Automated Transit System	\$30 Million	DB	Project Manager Design / Construction	Proposal Lead	Project Manager	Project Manager
		Logan International Airport, International Terminal Reconstruction	\$200 Million	DBB	Sr. Project Manager / Construction Manager	N/A	N/A	Sr. Project Manager / Construction Manager
Jon Keeth, PE	Nearly two decades of experience in construction contracting as both a public/private owner's representative as well as a general contractor.	US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	\$150-190 Million	PDB	Lead Construction Engineer	Contract Document Review	Project Oversight	Project Oversight
		US 12 Phase 7	\$114M	DB	Assistant State Construction Engr	Approval of Contract Documents	Project Oversight	Project Oversight
		I-82 South Union Gap I/C Construct Ramps	\$14 Million	DB	Assistant State Construction Engr	Approval of Contract Documents	Project Oversight	Project Oversight
		West Oahu Farrington Highway and Kamehameha Highway Guideway Project	\$750 Million	DB	General Contractor/Dry Utility Relocation Manager	N/A	Design Oversight, Utility Company Coordination	Underground Construction Supervision and Utility Company Coordination and Scheduling
		Pohakuloa Training Area	\$30 Million	DBB	Quality Control System Manager	N/A	N/A	Quality Control System Manager
		Northwest District (Regional) Quality Manager	\$5 Million to \$200 Million	DB/DBB	District Quality Manager	Proposal Section Author	Quality Management Plan Support and	Quality Manager Support and Oversight
		San Diego Airport Landside Improvements	\$160 Million	CMGC	District Quality Manager	Proposal Section Author	Quality Management Plan Co-author	Quality Manager Support and Oversight
		I-405 Bothell Aux Lane	\$27 Million	DB	Project Engineer	N/A	Design Coordinator/Scheduling	Project Controls
		All American Canal Lining Project	\$120 Million	DBB	Engineer/Superintendent	N/A	N/A	Dewatering Engineer/Superintendent
		Centralized Storeroom Facility	\$15 Million	DBB	Project Engineer	Contract Document Co-author	Constructability Review	Construction Oversight as Owner's Representative

Attachment D- Project Staff Experience

Public Body Qualifications - Response to Question # 6

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Chuck Meade, PE	Chuck has 17 years of experience in construction contracting and project development, all with WSDOT as a public owner/contract administrator. Chuck has worked on design-bid-build, design-build, and PDB projects.	I-5, Steilacoom-DuPont Rd. to Thorne Lane Corridor Improvements	\$181 Million	DB	Project Engineer	N/A	Project Engineer	Project Engineer
		SR 3 - Chico Creek and Tributary - Remove Fish Barriers	\$57 Million	DB	Project Development Engineer	Supported RFQ/RFP development & Procurement	N/A	N/A
		US 101, Jefferson & Clallam County - Remove Fish Barriers	\$75 Million	DB	Project Development Engineer	Supported RFQ/RFP development	N/A	N/A
		SR 108 & US 101, Mason and Thurston Co Fish Barriers - Remove Fish Barriers	\$40 Million	DB	Project Development Engineer	Supported RFQ/RFP development	N/A	N/A
		I-5, Mounts Road to Steilacoom-DuPont Rd. - Corridor Improvements	\$202 Million	DB	Project Development Engineer	Supported RFQ/RFP development	N/A	N/A
		US 101/SR 116 North Olympic Peninsula - Remove Fish Barriers	\$105 Million	DB	Assistant State Construction Engr	Supported RFQ/RFP development & Procurement	HQ CN Support	HQ CN Support
		SR 3/SR 104/SR 303/ SR 307/SR 308 Kitsap County - Remove Fish Barriers	\$400-420 Million	PDB	Assistant State Construction Engr	Supported RFQ/RFP development & Procurement	HQ CN Support	HQ CN Support
		I-5 Portland Avenue to Port of Tacoma Road - Northbound HOV	\$150 Million	DBB	Project Engineer	N/A	N/A	Project Engineer
Ricky Bhalla, PE	Over 24 years of progressively responsible experience in design and contract administration	SR3/ SR104/ SR303/ SR307/SR308 Kitsap County Remove Fish Barriers (Kitsap 29)	\$320-\$350 Million	PDB	Assistant State Construction Engr	Technical Requirements Oversight	Design Oversight	Construction Oversight
		US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	\$150-190 Million	PDB	Assistant State Construction Engr	PM	Design Oversight	Construction Oversight
		SR 520 Montlake Phase	\$500 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		I-82 South Union Gap I/C Construct Ramps	\$15 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		I-5 Chamber Way Bridge - Repair and Replacement	\$13 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		US12 Wildcat Creek Bridge Replacement	\$10 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Oversight	N/A
		US 101 Simpson Ave. Bridge Painting	\$5 Million	DBB	Project Engineer	PM	PM	PM
		US 101 N. of Salmon Ck. - Slope Stabilization	\$7 Million	DBB	Project Engineer	PM	PM	PM
		US101 Hoh River Erosion Site #2	\$6 Million	DBB	Project Engineer	PM	PM	PM
		US 101 MP316.5 Emergency Slope Stabilization	\$3 Million	DBB	Project Engineer	PM	PM	PM
SR16/I-5 Westbound Nalley Valley	\$120 Million	DBB	Assistant Project Engineer	N/A	N/A	APM		

Attachment D- Project Staff Experience

Public Body Qualifications - Response to Question # 6

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Dean Moon, PE	33 years of progressive responsible experience managing, designing, and providing oversight of projects through design and contract document development.	SR 3/SR 104/SR 303/ SR 307/SR 308 Kitsap County - Remove Fish Barriers	\$400-420 Million	PDB	Project Development Engineer - Progressive Design-Build	Procurement Oversight	N/A	N/A
		US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	\$150-190 Million	PDB	Project Development Engineer - Progressive Design-Build	N/A	Support Design Oversight	Support Design Oversight
		I-5, NB Marine View Drive to SR 529 - Corridor & Interchange Improvements	\$70 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	N/A	N/A
		I-90, SR 18 I/C to Deep Creek - Interchange & Widening	\$104 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	N/A	N/A
		I-5 Portland Avenue to Port of Tacoma Road - Northbound HOV	\$150 Million	DBB	Project Engineer	N/A	PM	Design Support During Construction
		I-5 Portland Avenue to Port of Tacoma Road - Northbound HOV Stage 1	\$20 Million	DBB	Project Engineer	N/A	PM	Design Support During Construction
		1-5 M Street & SR 705 Overcrossings Seismic Retrofit	\$5 Million	DBB	Project Engineer	N/A	PM	Design Support During Construction
		SR 104 Hood Canal Bridge Retrofit and East Half Replacement	\$450 Million	Target Price	Design Manager	N/A	PM	Design Support During Construction
Kyler Kokenge, PE	Over 10 years of progressively responsible experience in design and contract administration	US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	\$150-190 Million	PDB	Project Engineer	N/A	Project Manager	Project Manager
		SR 3 - Chico Creek and Tributary - Remove Fish Barriers	\$57 Million	DB	Assistant Project Engineer/Subject Matter Expert	Supported RFQ/RFP development	Assistant Project Manager	Assistant Project Manager
		SR 108 & US 101, Mason and Thurston Co Fish Barriers - Remove Fish Barriers	\$40 Million	DB	Assistant Project Engineer	Supported RFQ/RFP development	N/A	N/A
		US 101, Jefferson & Clallam County - Remove Fish Barriers	\$75 Million	DB	Assistant Project Engineer	Supported RFQ/RFP development	N/A	N/A
		SR 167, I-5 to SR 509 - New Expressway	\$376 Million	DB	Assistant Project Engineer	Supported RFP Development	N/A	N/A
		I-5, Steilacoom-DuPont Rd. to Thorne Lane Corridor Improvements	\$181 Million	DB	Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		I-5 - Portland Avenue to Port of Tacoma Road - Southbound HOV	\$325 Million	DB	Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		I-5, SR 16 Interchange - Construct HOV Connections	\$121 Million	DB	Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		SR 167, 70th Avenue E. Vicinity Bridge Replacement Project	\$41 Million	DB	Assistant Project Engineer/Subject Matter Expert	Supported RFP Development	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
US 101, Coffee Creek Remove Fish Barrier	\$14 Million	DB	Project Engineer/Assistant Project Engineer/Subject Matter	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration and Managing Project Closeout		

Attachment D- Project Staff Experience

Public Body Qualifications - Response to Question # 6

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Jarrett Hodges, PE,	Jarrett is a licensed engineer that has experience managing a team of technicians and engineers in contract administration	I-5, Steilacoom-DuPond Rd. to Thorne Lane Corridor Improvements Project	\$200 Million	DB	Design Lead/Office Engineer	N/A	Lead for all design review and submittals. Ensured conformance to contract and mandatory standards	Administered and upheld WSDOT policies and standard operating procedures
		I-5/ Portland Avenue to Port of Tacoma Road - Southbound HOV	\$160 Million	DB	Office Team	Supported during the short listing of Design	N/A	N/A
Richard Patterson, PE	39 years of project management and design experience. Richard has been working on Design Build (DB) Projects since 1996 including 28 different DB, and two GCCM projects. Richard is currently the Design Manager for WSDOT's first Progressive DB project. His experience on DB span from Owner's engineer, bid design, final design, and construction. DB project owners included DOT's, Transit Authorities, and Ports.	WSDOT I-5 Everett HOV DB Project	\$220M (2005)	DB	Lead Structural Engineer	Bridge Design Manager	N/A	N/A
		WSDOT I-405 Kirkland Stage 1 HOV	~\$70M (2006)	DB	Design Manager	Bridge Design Manager	N/A	N/A
		WSDOT SR 519 Phase 2	\$65M (2007)	DB	Lead Structural Engineer	Bridge Design Manager	EOR structure designs	Construction support
		WSDOT I-405 Renton I-5 to SR 169 Stage 2	\$83M (2009)	DB	Lead Structural Engineer	Bridge Design Manager	N/A	N/A
		WSDOT I-405 Bothell Design Build Project	\$20M (2009)	DB	Senior Structural Checker	N/A	Check structural designs	Provided Construction support as needed
		WSDOT SR 509 Freeway Extension Project	\$1.3B (2004)	DB	Structural Engineering	N/A	support for project controls	N/A
		Sound Transit South 200th Street	\$380M (2012)	DB	Lead Structural Designer	Structural Manager	N/A	N/A
		US Navy Building 820 Retrofit - Keyport, WA	~\$200k	DB	Lead Structural EOR	Structural Manager	Managed all structural engineering and EOR	Construction support
		Sound Transit E360 East Link Extension	\$227M (2016)	DB	Lead Structural Designer	Structural Manager	N/A	N/A
		WSDOT US-12 Wildcat Creek Bridge Replacement	\$7M (2018)	DB	Design Manager	Design Manager	Design Manager	Design Manager
		WSDOT Trafion/Schoolyard Fish Passage Project	\$13M (2018)	DB	Design Manager	Design Manager	N/A	N/A
		City of Tacoma Alder Generator Rewind	\$9M (2019)	DB	DB Expert Advisor	DB procurement support	N/A	N/A
		WSDOT I-5 California Creek Tributaries Fish Passage Project	\$8.5M (2019)	DB	Design Manager	Design Manager	N/A	N/A
		WSDOT SR 3 Chico Creek Fish Passage	\$44M (2020)	DB	Design Manager	Design Manager	N/A	N/A
		WSDOT I-90/SR 18 I/C to Deep Creek	\$126M (2021)	DB	Design Manager	Design Manager	N/A	N/A
		WSDOT US 101 & SR 109, Grays Harbor/Jefferson/Clallam - Remove Fish Barriers Project	\$190M (2023)	PDB	Owner's Design Manager	N/A	Owner's Design Manager	Owner's Design Manager
		WSDOT I-5, Yesler to 117th Ave Pavement and Bridge Repair	on hold	DB	Design Manager	Design Manager	N/A	N/A
		City of Tacoma, Point Defiance Pedestrian Bridge	Bridge ~\$4M (2021)	GCCM	Bridge Lead and EOR	Bridge lead	Bridge EOR	Construction support
Sound Transit Montlake Boulevard Pedestrian Bridge and Bike Path	Bridge ~\$10M (2015)	GCCM	Design Manager	Design Manager	Bridge EOR	Provided Construction support as needed		
Mark Steingrebe	Over 23 years of experience delivering projects in both Project Development and Construction	SR16 Union to Jackson HOV	Over \$50M	DBB	Lead Project Inspector	N/A	N/A	Inspector
		I-5 Port of Tacoma Road to King County Line	Over \$50M	DBB	Field Engineer	N/A	CN Support Review	Filed Engineer
		I-5 Portland Avenue to Port of Tacoma Road - Northbound HOV	\$150M	DBB	Office Engineer	N/A	CN Support Review	Office Engineer
		I-5 / SR16 Eastbound Nalley Valley	\$150M	DBB	Office Engineer	N/A	CN Support Review	Office Engineer
		NWR Dayton Ave Region HQ Bild Renovation	\$46.5M	DB	Project Manger	Project Manager	Project Manager	Project Manager
		SR 3/SR 104/SR 303/ SR 307/SR 308 Kitsap County - Remove Fish Barriers	\$400 - \$420M	PDB	Project Manager	Project Manager	Project Manager	Project Manager
		SR3/SR16/SR166 - Gorst Bundle Remove Fish Passage, WSDOT	\$110 - \$130M	DB	Project Manager	Project Manager	Project Manager	Project Manager
		SR8/US 12 Grays Harbor County Remove Fish Barriers	\$108M	DBB	Project Manager	Project Manager	Project Manager	N/A
SR16/SR160 Kitsap County Remove Fish Barriers	\$45M	DBB	Project Manager	Project Manager	Project Manager	N/A		

Attachment D- Project Staff Experience

Public Body Qualifications - Response to Question # 6

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Jim Sammet, PE	30- years of progressive responsible experience managing, designing and leading projects through scoping, environmental, final design, construction and project closeout. He has been involved with Design build for over 18 years and also has successfully delivered DBB projects for almost 20 years as a consultant and owner representative.	SR3/ SR104/ SR303/ SR307/SR308 Kitsap County Remove Fish Barriers (Kitsap 29)	\$320-\$350 Million	PDB	Procurement Manager	Procurement Manager	Design Support	N/A
		SR3/SR16/SR166 - Gorst Bundle Remove Fish Passage, WSDOT	Program TBD	DB	Procurement Manager	Procurement Manager	N/A	N/A
		I-405 Renton to Bellevue Express Toll Lanes, WSDOT	\$715 Million	DB	Segment Design Manager	Design Segment Manager	Design Segment Manager	Design Segment Manager
		SR 2022 Evans/Patterson/Tribes Fish Passage, WSDOT	\$8 Million	DB	Design Quality Assurance Manager	N/A	Design Quality Assurance Manager	Design Quality Assurance Manager
		Federal Way Link Extension Light Rail Expansion, Sound Transit	\$2.5 Billion	DB	Segment Design Manager	Segment Design Manager	N/A	N/A
		Upper Baker Dam Instrumentation Project	\$12 Million	PDB	Project Manager	Project Manager	Project Manager	Project Manager
		Lower Baker Dam Geotechnical and Instrumentation Project, Puget Sound Energy	\$9 Million	PDB	Project Manager	Project Manager	Project Manager	Project Manager
		Lower Baker Dam Flood Walls, Puget Sound Energy	\$25 Million	DB	Construction Manager	N/A	N/A	Construction Manager
		Snoqualmie Falls Hydro-Electric Redevelopment, Puget Sound Energy	\$385 Million	PDB/GMP	Chief Project Engineer	N/A	Chief Project Engineer	Chief Project Engineer
		Lower Snake River Wind Project, Puget Sound Energy	\$875 Million	PDB/GMP	Development Manager	Development Manager	Development Manager	Development Manager
		Pine Tree Project, Los Angeles Department of Power & Water	\$175 Million	DB	Project Manager	Project Manager	Project Manager	Project Manager
		Seattle Monorail Project	\$1.75 Billion	DB	Civil Utilities and Roadway Manager	Civil Utilities and Roadway Design Manager	winning DB team - project canceled : N/A	N/A
Robynne Thaxton, JD, FDBIA	Design-Build consultant, attorney, and advisor with over 30 years' experience as an attorney and over 20 years' experience in design-build.	SR3/ SR104/ SR303/ SR307/SR308 Kitsap County Remove Fish Barriers (Kitsap 29)	\$320-\$350 Million	PDB	Consultant	Consultant	N/A	N/A
		US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	\$150-190 Million	PDB	Consultant	Consultant	Support Design Oversight	Support Design Oversight
		City of West Richland Police Station	\$12 Million	PDB	Consultant	Advisor	As needed	As Needed
		City of Richland Fire Station/Public Safety 73 and 75	\$9 Million	PDB	Consultant	Advisor	As needed	As Needed
		City of Tacoma Alder Re-Wind	\$4 Million	DB	Consultant	Advisor	As needed	As Needed
		City of Bothell Fire stations 42 and 45	\$35 Million	PDB	Consultant	Advisor	As needed	As Needed
		Seattle City Light Cedar Falls project	\$13 Million	DB	Consultant	Advisor	As needed	As Needed
		Seattle City Light Boundary Dam Re-wind project	\$40 Million	DB	Consultant	Advisor	As needed	As Needed
		Grant County PUD Load Growth Program	\$46 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Sea-Tac Airport Int'l Arrivals Facility	\$780 Million	PDB	Consultant	Advisor	As Needed	As Needed
		U of California/UCSD Triton Project	\$250 Million	PDB	Consultant	Advisor	As Needed	As Needed
		East County Advanced Water Purification project, San Diego	\$400 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Los Angeles County Correctional Treatment Facility	\$1.2B	DB	Consultant	Advisor	As needed	As Needed
		Spokane Riverfront Park Pavilion	\$18 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Portland Building Historic Landmark Renovation, Portland	\$100 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Okanagan County PUD Enloe Dam Powerhouse	\$40 Million	PDB	Consultant	Advisor	As Needed	As Needed
Morrow County Admin Building	\$12 million	PDB	Consultant	Advisor	As Needed	As Needed		
Western Washington Univ Residence Hall and Admin Building	\$70 Million	PDB	Consultant	Advisor	As Needed	As Needed		

WSDOT Design Build Construction History (Last Six Years)

ATTACHMENT E

Project Management History - Response to Question #7

* List show

Project #	Project Name	Project Description	Contract Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun	SVBE / MWBE Planned	SVBE / MWBE Actual	Diversity Goals
1	Contract 8665 - SR 167 / 8th St E Vic to S 277th St Vic - Southbound HOT Lane Project	Construct High Occupancy Toll Lanes	DB	Dec-14	Jun-17	Dec-14	Dec-16	\$83,700,000	\$84,400,000	Owner initiated changes - Added work (Pavement Repair, Barrier, Seismic Retrofit) & Utility Conflicts	12.6% / 12.6%	13.4% / 13.4%	Voluntary M/WBE Goal: 14%
2	Contract 8811 - I-405 / SR 167 Interchange Direct Connector Project*	Construct HOV direct connection between I-405 and SR167	DB	Jul-16	Dec-18	Jul-16	Feb-19	\$149,860,000	\$147,800,000	Winning proposal 40% below engineer's estimate. Schedule delays due to Operator Strike	7.9% / 4.1%	10.3% / 6.4%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
3	Contract 8818 - I-5, SR 16 Interchange - Construct HOV Connections*	Construct HOV direct connections between I-5 and SR 16	DB	Aug-16	Oct-19	Aug-16	Nov-19	\$159,300,000	\$159,300,000	Winning proposal 25% below engineer's estimate. Striping delayed due to weather	9.7% / 9.5%	8.1% / 7.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
4	Contract 8886 - I-405, NE 6th Street to I-5 - NB Hard Shoulder Running & ETL Improvements*	Construct shoulders for use during peak traffic periods and modify existing ETL	DB	Dec-16	Jul-17	Dec-16	Jul-17	\$11,500,000	\$11,800,000	Owner initiated changes - Drainage Revisions	7.7% / 7.7%	9.9% / 9.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
5	Contract 8952 - I-5 NB MLK Jr Way to NE Ravenna Br-Pavement Repair & More	Concrete Panel replacement on I-5	DB	May-17	Sep-19	May-17	Oct-19	\$37,400,000	\$53,600,000	Winning proposal 10% above engineer's estimate. Added cost due to differing site conditions - Unsuitable subgrade	13.1% / 11.8%	26.2% / 24.9%	Enforceable DBE Goal: 16%
6	Contract 8991 - I-5 Chamber Way Bridge - Repair and Replacement Project	Emergency Chamber Way Bridge Replacement over I-5 due oversized load strike	DB	May-17	Oct-18	May-17	Nov-18	\$11,500,000	\$14,600,000	Owner Initiated Changes - Added Work	15% / 15%	13.1% / 13.1%	Enforceable DBE Goal: 10%
7	Contract 9018 - Coffee Creek Remove Fish Barrier Project	Remove Fish Passage Barrier on US 101	DB	Nov-17	Nov-20	Dec-17	Dec-20	\$19,000,000	14,919,000	Successful proposal 36% below engineer's estimate, owner initiated changes	12.6% / 11.8%	10.8% / 10%	DBE Goals: 9% for the Design, 9% for the Construction portion of the Contract
8	Contract 9015 - Montlake to Lake Washington I/C and Bridge Replacement Project*	Reconstruct SR 520/Montlake I/C and West Approach Bridge South to floating bridge	DB	Nov-18	Apr-23	Jan-19	Ongoing	\$546,000,000	Ongoing	Winning proposal 17% above engineer's estimate. Project is tracking additional 5% - 10% cost growth.	11.7% / 6.5%	16% / 7.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%

WSDOT Design Build Construction History (Last Six Years)

ATTACHMENT E

Project Management History - Response to Question #7

* List show

Project #	Project Name	Project Description	Contract Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun	SVBE / MWBE Planned	SVBE / MWBE Actual	Diversity Goals
9	Contract 9127 - SR 99 Demolition, Decommissioning and Surface Street Project*	Demo Alaskan Way Viaduct	DB	Jun-18	Feb-20	Jul-18	Jun-23	\$106,000,000	\$135,049,005	Winning proposal 12% above engineer's estimate. 27% cost growth due to owner and stakeholder initiated changes resulting in project delays and changes.	10.9% / 7.8%	14.3% / 10.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
10	Contract 9133 - I-5 Steilacoom-DuPont Rd. to Thorne Lane Corridor Improvements*	Add another general purpose lane on I-5 between Thorne Lane and Steilacoom-Dupont Rd.	DB	Jun-18	Apr-21	Jun-18	Sep-21	\$225,000,000	\$188,948,103	Schedule delay due to owner initiated changes and partial suspension due to COVID-19	8.2% / 5.1%	10.6% / 6.8%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
11	Contract 9157 - I-5/Portland Avenue to Port of Tacoma Road - Southbound HOV*	Replace existing SB I-5 Bridge over Puyallup River and add an HOV lane between Portland Ave and Port of Tacoma Rd.	DB	Aug-18	Oct-23	Aug-18	Aug-23	\$209,500,000	\$226,982,852	8% cost growth due to project changes	9.1% / 5.1%	11.4% / 5.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
12	Contract 9170 - Wildcat Creek Bridge - Replace Bridge	Replace existing bridge on US 12	DB	Apr-18	Dec-18	Apr-18	Oct-18	\$9,500,000	\$9,500,000	N/A	14.3% / 9.2%	16.1% / 11%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
13	Contract 9242 - I-405/Renton to Bellevue - Corridor Widening and ETL (Stage 2)*	Construction of express toll lanes, interchange improvements, bridge widening, fish barrier replacement	DB	Oct-19	Dec-24	Nov-19	Ongoing	\$705,000,000	Ongoing	Tracking on schedule and on budget.	23.6% / 7.6%	27.7% / 9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
14	Contract 9247 - South Union Gap Interchange - Construct Ramps	Construct two new ramps between I-82 and US-97 in South Union Gap	DB	Dec-18	Oct-19	Apr-19	Aug-20	\$14,130,000	\$17,321,000	Owner initiated changes and COVID-19 suspension	17.1% / 15.2%	26% / 23.5%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
15	Contract 9269 - SR 202/Evans Creek & Patterson creek - Fish Passage	Remove 4 fish barriers and reconstruct the sites with fish-passable structures	DB	Apr-19	Oct-20	May-19	Oct-20	\$11,975,000	\$8,090,000	N/A - actual budget reflects scope reduction	16.7% / 14.5%	18.2% / 14.4%	UDBE Goals: 7% for the Design, 7% for the Construction portion of the Contract
16	Contract 9333 - 70th Avenue E. Vicinity Bridge Replacement*	Construction of a new bridge carrying 70th Avenue over I-5	DB	Jul-19	Jun-21	Aug-19	Oct-21	\$40,900,000	\$42,930,000	Owner initiate changes and COVID-19 suspension	8.2% / 7.1%	11.4% / 8.7%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
17	Contract 9368 - I-5 & SR 548 Tributaries to California Creek - Remove Fish Barriers	Remove 2 fish barriers and reconstruct the sites with fish-passable structures	DB	Dec-19	Oct-21	Jan-20	Sep-20	\$8,460,000	\$8,460,000	N/A	17.3% / 14.7%	14.5% / 11.8%	UDBE Goals: 9% for the design, 9% for the construction portion of the Contract

WSDOT Design Build Construction History (Last Six Years)

ATTACHMENT E

Project Management History - Response to Question #7

* List show

Project #	Project Name	Project Description	Contract Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun	SVBE / MWBE Planned	SVBE / MWBE Actual	Diversity Goals
18	Contract 9406 - US 12/Nine Mile Hill to Frenchtown Vic - Build New Highway	Reconstruction of 11 miles of re-aligned of US 12 as a limited access full control four lane divided highway, including 14 bridges	DB	May-20	Sep-23	May-20	Jun-23	\$121,750,000	\$138,020,564	13% cost growth due to project changes	13.3% / 2.4%	11.5% / 1.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
19	Contract 9424 - SR 509/I-5 & SR 516 I/C to 28th/24th Ave S - SR 509 Completion Stage	Construction of new roadway including tunnel, toll point, interchange reconstruction, and new bridges	DB	Jan-21	Aug-25	Jan-21	Ongoing	\$315,800,000	Ongoing	Tracking on schedule and on budget.	18.4% / 15.6%	15% / 11.4%	Goals: UDBE: Design 8%, Construction-10%; FSBE: Design 8%, Construction-13%
20	Contract 9475 - SR 3/Chico Way Bridge Vic - Remove Fish Barriers	Remove 4 fish barriers and reconstruct the sites with fish-passable structures	DB	Jun-20	Dec-24	Jul-20	Ongoing	\$43,200,000	Ongoing	Tracking on schedule and on budget.	12.6% / 6.8%	9.4% / 4.5%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
21	Contract 9493 - I-5 & SR 11 Padden Creek - Fish Passage	Remove 2 fish barriers and reconstruct the sites with fish-passable structures	DB	Aug-20	Oct-22	Aug-20	Oct-22	\$33,948,000	\$34M	N/A	7.7% / 6.3%	6.6% / 5.4%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
22	Contract 9540 - SR 167/SR 509 to I-5 - New Expressway*	Construction of new 2 mile roadway including 3 new intersections, 14 new bridges, wetland	DB	Jan-22	Sep-26	Feb-22	Ongoing	\$376,000,000	Ongoing	Tracking on schedule and on budget.	20.7% / 18.5%	15.7% / 12.4%	DBE Goals: 15% for the Design, 21% for the Construction portion of the Contract
23	Contract 9551 - I-5 NB Marine View Drive to SR 529	Interchange improvements and addition of HOV lane	DB	Dec-21	Feb-25	May-22	Ongoing	\$81,000,000	Ongoing	Tracking on schedule and on budget.	4.9% / 2.2%	6.6% / 3.1%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
24	Contract 9552 - NSC Spokane River to Columbia - Shared Use	Construction of multi-use path including pedestrian bridges	DB	Jan-21	Aug-22	Mar-21	Ongoing	\$9,500,000	Ongoing	Tracking on schedule and on budget.	11.1% / 0.1%	9.8% / 0.1%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
25	Contract 9567 - Grays Harbor/Jefferson/Clallam - Remove Fish Barriers	Remove 29 fish barriers and reconstruct the sites with fish-passable structures	PDB	Mar-21	Dec-26	Mar-21	Ongoing	\$150,000,000	Ongoing	Culvert Bundle Amendment #1 Under Construction Culvert Bundle Amendment#2A Negotiated	17.6% / 7.3%	16.3% / 14.1%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
26	Contract 9572 - SR 18 I/C to Deep Creek - Interchange Improvements &	I-90 and SR 18 interchange improvements and widening of SR 18	DB	Feb-22	Feb-25	Feb-22	Ongoing	\$130,000,000	Ongoing	Tracking on schedule and on budget.	9.1% / 2.4%	8.5% / 4.1%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%

WSDOT Design Build Construction History (Last Six Years)

ATTACHMENT E

Project Management History - Response to Question #7

* List show

Project #	Project Name	Project Description	Contract Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun	SVBE / MWBE Planned	SVBE / MWBE Actual	Diversity Goals
27	Contract 9573 - I-405, NE 132nd Street Interchange Project*	Construction of new half diamond interchange, fish barrier correction, improvement of local road access	DB	Sep-21	Dec-23	Sep-21	Ongoing	\$55,000,000	Ongoing	Tracking on schedule and on budget.	16.7% / 10.8%	15.1% / 8%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
28	Contract 9694 - Jefferson & Clallam County - Remove Fish Barriers	Remove 6 fish barriers and reconstruct the sites with fish-passable structures	DB	Apr-22	Feb-25	May-22	Ongoing	\$80,000,000	Ongoing	Tracking on schedule and on budget.	9.2% / 2%	9.8% / 6.9%	Voluntary Goals: MBE-10%, SBE-5%, VBE-5%, WBE-6%
29	Contract 9714 - SR 108 & US 101, Mason and Thurston Co - Remove Fish Barriers	Remove 6 fish barriers and reconstruct the sites with fish-passable structures	DB	Jul-22	Dec-24	Aug-22	Ongoing	\$47,400,000	Ongoing	Tracking on schedule and on budget.	13.7% / 7%	0.2% / 0.1%	Enforceable Goals: SBE-5%; VOB-2%. Voluntary goals: MBE-10%, WBE-6%.
30	Contract 9743 - I-5, Mounts Rd to Steilacoom-DuPont Rd - Corridor Improvements	Widen I-5 to four through lanes and provide auxiliary lanes between Center Drive and Steilacom-	DB	Apr-23	Jul-26	Apr-23	Ongoing	\$190,000,000	Ongoing	Tracking on schedule and on budget.	0.5% / 0.3%	0% / 0%	Enforceable Goals: SBE-5%, VOB-5%. Voluntary Goals: MBE-10%, WBE-6%.
31	Contract 9847 - US 101/SR 116 North Olympic Peninsula - Remove Fish Barriers	Remove 4 fish barriers and reconstruct the sites with fish-passable structures	DB	Aug-23	Dec-26	Aug-23	Ongoing	\$102,000,000	Ongoing	Tracking on schedule and on budget.	0% / 0%	0% / 0%	DBE Goals: 16% for the Design, 19% for the Construction portion of the Contract
32	Contract 9866 - SR 167/SR 410 to SR 18 - NB Toll Equipment Upgrade	Toll equipment upgrade on SR167 consistent I-405 Express Toll Lanes System	DB	Aug-23	Sep-25	Aug-23	Ongoing	\$84,000,000	Ongoing	Tracking on schedule and on budget.	0% / 0%	0% / 0%	Enforceable Goals: SBE-5%; VOB-3%. Voluntary goals: MBE-10%, WBE-6%.
33	Contract 9920 - SR 3, SR 16 and SR166, Gorst Vicinity - Remove Fish Barriers	Remove 5 fish barriers and reconstruct the sites with fish-passable structures	DB	Jul-24	Oct-29	Pending	Ongoing	\$120,000,000	Ongoing	Tracking on schedule and on budget.	0% / 0%	0% / 0%	Enforceable Goals: SBE-5%; VOB-3%. Voluntary goals: MBE-10%, WBE-6%.
34	Contract 9874 - SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co - Remove Fish Barriers	Remove 29 fish barriers and reconstruct the sites with fish-passable structures	PDB	Oct-23	Dec-29	TBD	Ongoing	\$428,000,000	Ongoing	PDB Phase 1 Design Services Contract under negotiations - Target NTP Sept-23	0% / 0%	0% / 0%	Enforceable Goals: SBE-5%; VOB-2%. Voluntary goals: MBE-10%, WBE-6%.

Notes:

* This project is part of a large program (I-405, SR520, AWV, JBLM, Pierce HOV, SR 509) and is one of many phases. The planned budget amount represents project budget at the time of award to the design builder.