



December 20, 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 SR 167, I-5 to SR 161 – New Expressway (Stage 2b) project. This will be WSDOT's forth project to utilize Progressive Design Build (PDB) and the fourth 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 complete the new 4-mile highway from the SR 161 (N. Meridian Avenue) interchange in Puyallup connecting to a new interchange with I-5 near Wapato Way E. Stage 2b will also include approximately 141 acres of wetland and stream mitigation including construction of fish passable structures. When finished, the project will complete a crucial part of our state's transportation network, creating vital links between I-5, SR 167, SR 509, the Port of Tacoma, and the manufacturing and industrial areas in Pierce County. The estimated total cost of the project is \$567 million. The project presents unique challenges due to stakeholder involvement, third party utilities, railroad crossings, and tribal natural and cultural resource sensitivity. PDB will allow WSDOT to quantify, mitigate and 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 three prior PDB Projects (US101/SR109 Grays Harbor/Clallam/Jefferson-Remove Fish Barriers Project, SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers, and I-5/US-12/SR 507 Thurston & Grays Harbor Co – Remove Fish Barriers) that are either in the procurement or contract administration.

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,

*Robert E. Christopher III*

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



**Washington State  
Department of Transportation**

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cc: Marshal Elizer, Assistant Secretary Multimodal Development and Delivery  
Mike Gribner, Assistant Secretary Engineering and Region Operations  
Julie Meredith, Assistant Secretary Megaprograms, Urban Mobility &  
Access  
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 31<sup>st</sup> Ave NE, Lacey, Washington 98516**
- c) Contact Person Name: **Steve Fuchs, PE** Title: **SR 167 Completion Project Manager**
- d) Phone Number: **(360) 701-9413** E-mail: **FuchsS@wsdot.wa.gov**

**1. Brief Description of Proposed Project**

- a) Name of Project: **SR 167, I-5 to SR 161 – New Expressway (Stage 2b)**
- b) County of Project Location: **Pierce County**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

The SR 167 Completion Project in Pierce County is part of the Puget Sound Gateway Program, which also includes the SR 509 Completion Project in King County. Together these projects complete two major unfinished highways in the Puget Sound region to create new connections to Interstate 5 (I-5), the ports of Tacoma and Seattle and Seattle-Tacoma International Airport. The SR 167 Completion Project constructs 6 new miles of tolled highway between Puyallup and the Port of Tacoma and builds sidewalks and shared-use paths for non-motorized travelers. Completing this unfinished highway will greatly benefit the movement of freight, improve safety, and reduce congestion on local roads and highways in the surrounding area.

The SR 167 Completion Project will be completed in multiple construction stages. The final Stage 2b project will complete the new approximately 4-mile highway from the SR 161 (N Meridian Avenue) interchange in Puyallup to a new interchange with I-5 near Wapato Way E. Stage 2b will also include approximately 141 acres of wetland and stream mitigation including construction of fish passable structures. When finished, the SR 167 Completion Project will complete a crucial part of our state's transportation network, creating vital links between I-5, SR 167, SR 509, the Port of Tacoma, and the manufacturing and industrial areas in Pierce County.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, Legal etc.)	\$ 55,679,000
Estimated project construction costs ( <i>including construction contingencies</i> ):	\$ 361,876,000
Equipment and furnishing costs	\$ N/A
Off-site costs	\$ N/A
Contract administration costs (owner, cm etc.)	\$ 69,625,000
Contingencies (design & owner – 5%)	\$ 21,875,000
Other related project costs (Toll Vendor Cost)	\$ 17,750,000
Sales Tax	\$ 39,772,000
<b>Total</b>	<b>\$ 566,577,000</b>

**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 SR 167 Stage 2b Project is fully funded through a combination of federal, state, and local funding.

**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;

Description	Milestone Date
<b>Procurement</b>	
PRC Application Submission	December 20, 2023
PRC Meeting Presentation & Approval	January 25, 2024
RFQ Advertisement/Draft RFP/PDB Contract	September 2024
PDB – SOQ Submittal Due (6 weeks)	October 2024
PDB – SOQ Evaluations and Shortlist	November 2024
PDB – RFP – Issue to Shortlisted Proposers	December 2024
RFP Advertisement	December 2024
PDB – Proposal Submittal Due (8 weeks)	February 2025
Proposal Evaluations & PDB Team Interviews	April 2025
PDB Highest Scoring Proposer Determination	May 2025
PDB Award	June 2025
<b>PDB Phase 1 Services, Preliminary Design</b>	
Phase 1 Design Services NTP	August 2025
Phase 1 Design Services Completed	August 2025 to February 2026
<b>PDB Phase 2, Final Design and Construction</b>	
Phase 2 Amendment	March 2026
Final Design and Construction	March 2026 to June 2029
Physical Completion	December 2029

b) Hiring consultants if not already hired; and

The Puget Sound Gateway and SR 167 Completion Project has retained Program Management and General Engineering Consultant (GEC) consultant services since 2016. This includes consultant Subject Matter Experts (SME) with experience in design-build and progressive design-build (PDB) delivery and Independent Cost Estimators (ICE).

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

SR 167 Project has a project delivery team that integrates WSDOT staff with GEC support staff. PDB SME and ICE are already working with the team for the Stage 2a DB procurement and will engage in the Stage 2b PDB procurement phase as well.

**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:

PDB Contracting delivery is appropriate for the SR 167 Stage 2b project because the project meets all three of the following criteria:

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

The following are examples of highly specialized activities required for environmentally sensitive locations, working within railroad right-of-way, and relocation of third party utilities. PDB delivery is critical to these activities:

- Construction within environmentally sensitive locations – Decisions on how to stage construction of 141 acres of wetland and stream mitigation sites in an environmentally sensitive work zone are highly specialized and site-specific for each mitigation location. These activities cannot be efficiently and cost-effectively designed and implemented without 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 project development and design processes. By its nature, PDB facilitates this better than design-bid build or traditional DB because the contractor is intimately involved during the early-stage development and preliminary design process. Additionally, PDB allows WSDOT to ensure that the contractor’s design and construction plans comply with applicable requirements before agreeing to a construction price or schedule.
- Constructing stream habitat – The fish passage injunction requires that new stream or creek structures meet fish passage stream simulation design criteria. This requires integrating specialized design criteria with a contractor’s means and methods of construction. Combining stream simulation 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. It needs to be informed by the construction team’s perspective and expertise. These are specialized because 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 project experiences and lessons learned.
- Short duration construction windows – All in-water work associated with stream mitigation is required to occur during an annual two-month work window typically from July to August as established by Washington Department of Fish and Wildlife. These are referred to as a “fish windows”. The in-water work involves activities such as temporary diversion of the stream channel, constructing the fish passable structures and constructing the new stream channel. These activities require accomplishing a large volume of work in a very short period. It also requires many months of preparatory work to plan and establish the construction staging plan, traffic detours 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 progressive 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.
- The Union Pacific Railroad (UPRR) requires a complete design before issuing a contractor right of entry that allows construction within the railroad right of way. In addition, the project will remove a fish barrier that supports the Tacoma Rail crossing of Wapato Creek. The PDB approach allows the Design-Builder collaborate with UPRR and Tacoma Rail to determine construction work windows within the railroad right of way, develop rail by-pass over stream crossing, and replace rail bridges that meet the owner needs. This collaboration will help the Design-Builder determine the best means and methods to utilize for efficient construction during those work windows and therefore provide a compatible and complete design for the railroad review.

- The project will impact several utilities including overhead electrical transmission lines, sewer, water, and communications utilities that are in conflict with the Stage 2b project. The PDB approach allows the Design-Builder to coordinate with utility owners to reach agreement of relocation requirements before the design is finalized and the contract price is negotiated.
- The Stage 2b project will be under contract while the Stage 2a project is under construction. The PDB delivery method allows the project team the ability to manage interface and coordination with adjacent projects.
- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

Greater innovation through collaborative approach – The PDB approach will provide an opportunity for the Design-Builder, resource agencies, utilities, and the community to communicate together early in the design process before the Design-Builder commits to a price and construction schedule. This feature of PDB allows for a more collaborative project, resulting in greater innovation that will better meet stakeholder needs and expectations.

PDB offers the ability both to reduce risk through early involvement and refinement of the risk profile of the construction work. For example, in the preconstruction phase, the contractor will meet with third-party stakeholders to discuss the work, present means and methods, advance designs that require third-party approval, and begin the permit application process. Additionally, the contractor will meet with utility owners to understand the timing of both contractor-performed and utility-performed relocation work. The contractor will also have the opportunity to perform detailed site investigations tailored to its design that reduce the risk of differing site conditions during construction. Further, as the contractor and WSDOT understand the project's risks, their likelihood of materializing, and their potential impact, the contractor and WSDOT can negotiate allowances or other tools such as provision items into the construction price. This will minimize the amount of contingency carried by the contractor for risk. The ability to reduce risk through early involvement, together with risk-specific price negotiations, can lower the overall construction price and reduce the risk of schedule delays. These risk mitigation methods are not available with design-bid-build or traditional DB because the contractor does not have the same level of access to third-parties, the project site, and other project information before establishing a construction price or schedule, nor would WSDOT be as involved in the contractor's risk mitigation efforts.

- 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 tradition design-bid-build and DB delivery methods. Figure 1 below demonstrates the schedule advantages the PDB delivery approach provides when compared to traditional DB and Design-Bid-Build. Under traditional Design-Bid-Build and DB delivery the required lead time for preliminary and final design and developing the required environmental documentation increase the risk of missing multiple in-water construction fish windows and pushing out the overall completion timeframe. Use of the PDB delivery method will allow construction to start during the first 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. The reduction of risk through the early involvement process discussed above allows the contractor to perform greater due diligence when preparing the construction schedule. This will reduce the risk of disruptions due to factors that would be less know with other delivery methods, such as the timing of permits or utility relocations. Finally, PDB entails negotiation of the construction schedule, allowing WSDOT to prioritize the schedule during the price negotiations to meet the project's requirements.

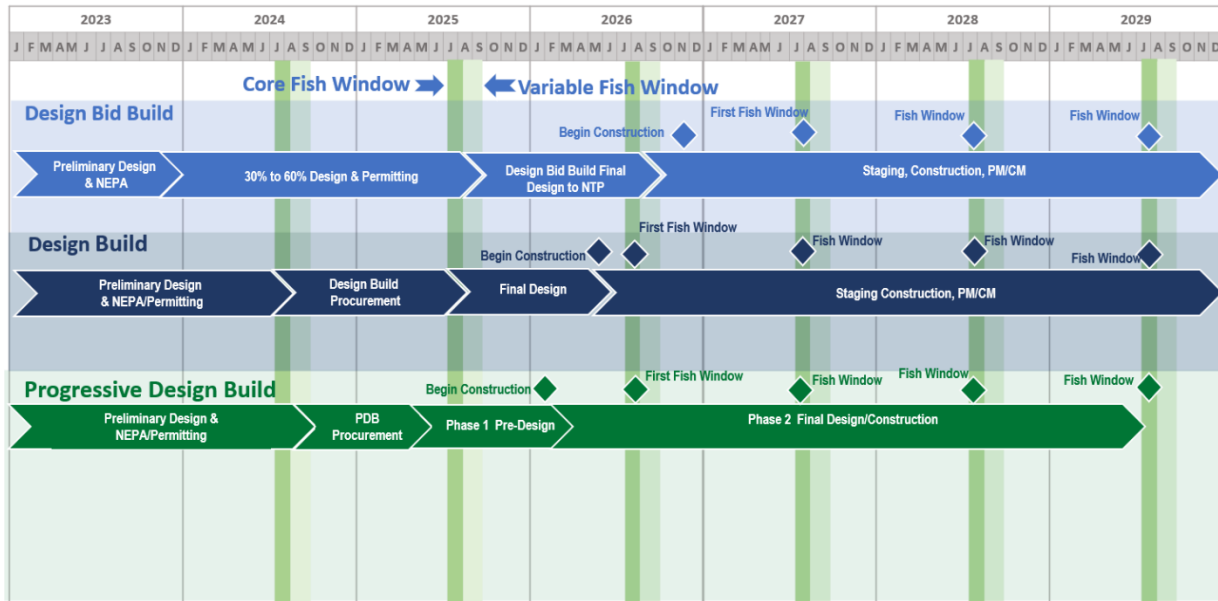


Figure 1: Approximate timelines for different project delivery methods (Best Case)

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

- **Staffing Efficiencies** – The Gateway Program is Legislatively-mandated to complete the SR 167 Corridor by June 2029. WSDOT does not have adequate in-house staff needed to develop design-bid-build documents or sufficient construction staff due to multiple traditional design-build projects that are currently underway throughout the agency. This project, as a PDB contract, will leverage industry to provide the needed staff to meet the Gateway Program completion deadline.
- **Construction Efficiencies** – Early and extensive Design-Builder involvement during the design phase provides opportunities to enhance constructability for the project. This will provide opportunities for greater construction efficiencies. In turn, this will lead to time savings realized for the overall project delivery, and a reduction in errors/omissions and change orders. During the Phase 1 service period, WSDOT may request desired changes in the design to minimize risks before setting a construction price. In traditional DB, design changes would require a potentially costly construction change order.
- **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 revisions that may be required. 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. 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 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 construction price.

## 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 DB must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
  - 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 when compared to traditional DB or design-bid-build. Building fish passage structures during short in-water work windows while maintaining traffic flow can affect schedule and cost. PDB allows development, design and permitting to be integrated into the Design-Builder's means and methods to minimize the overall cost when compared with traditional DB or design-bid-build.
  - Early involvement by the Design-Builder reduces the likelihood of change orders and claims. During negotiations of the Phase 2 amendment, PDB provides the owner an opportunity to renegotiate scope/risk in areas identified as high cost or high risk. The risk sharing approach of the progressive design-build contract will allow more control over the costs of such risks. The opportunity to implement design changes before setting a construction price and schedule allows WSDOT to tailor the work to the project's needs without having to implement scope changes after final design and construction have started.
  - 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 the construction price.
  - PDB provides a single point of accountability with the Design-Builder and transfers 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., earthwork embankment, precast structures, prestressed girders, structural steel, etc.) resulting in reduced escalation costs.
  - The PDB procurement process provides the ability to use mainly qualification-based selection in support of the project goals. Demonstrated qualifications in collaboration, progressive design-build experience, key personnel experience, meeting DBE requirements 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.
  - PDB enables engagement and consideration of ensuring that DBEs can perform portions of the project. During the Phase 1 services, the contractor will present a work breakdown structure with its approach to the work, including work packages to be performed by subcontractors. As part of this process, both the contractor and WSDOT will consider which trades can be performed by DBE firms and perform targeted outreach in advance of negotiating the construction price. As the construction price is negotiated, WSDOT can ensure that a sufficient portion of the work is going to be performed by DBEs and small businesses so that the project meets or exceeds any project-specific goals.
- 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 WSDOT, tribal, and regulatory agency coordination, permitting, and the contractors means and methods from the beginning stages of preliminary design through final design and construction. WSDOT and the Design-Builder will collaborate on the development of a Quality Management Plan that address design and construction quality requirements to ensure that the quality standards will be met. This results in fewer design changes during construction and better overall quality of the product.
  - **Delivery schedule:** In a design-bid-build or traditional DB process the environmental documentation and permitting is completed prior to selecting a Design-Builder. With PDB the Design-Builder can complete the design of the project consistent with the environmental documentation and permitting in a manner that meets their delivery schedule. Also, the Design-



Builder will be completely on-board with the environmental documentation and permit conditions assuring that they are strictly adhered to.

- **DBE Utilization:** PDB allows for more targeted and efficient engagement of DBE firms during the Phase 1 services. In a traditional DBB or DB project, there is limited opportunity to engage with DBE firms prior to setting the construction price. DBE engagement in those methods occurs with multiple potential contractors in a relatively short period of time while bids or proposals are being prepared. DBE participation will be reviewed, along with subcontractor quotes, prior to negotiating the price for the Phase 2 (construction) work.

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 25 projects underway with another 13 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:

- SR 509/SR 167 Gateway Program
- SR 99 Alaskan Way Viaduct Replacement Program
- SR 520 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 the Gateway Program traditional DB projects that have been completed or are currently underway in procurement and construction include:

- SR 167 Projects
  - I-5 to SR 509 New Expressway (Stage 1b) – under construction

- SR 161 to SR 410 Rebuild Interchange (Stage 2a) – in procurement
- I-5 to SR 161 New Expressway (Stage 2b) – in design, anticipated PDB delivery
- SR 509 Projects
  - SR 99 Bridge (Stage 1a) – substantial completion
  - I-5 to 24th Avenue S. New Expressway (Stage 1b) – under construction
  - 24th Avenue S. to S. 188th New Expressway (Stage 2) – awarded

In the past 5 years WSDOT has begun three PDB projects that were approved by the PRC:

- US-101 and SR109, Grays Harbor and Clallam County-Remove Fish Barriers (Coastal 29)
- SR 3/ SR104/ SR303/ SR307/ SR308 Kitsap County-Remove Fish Barriers (Kitsap 29)
- I-5/US-12/SR 507 Thurston & Grays Harbor County (Thurston 19).

- 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 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 as 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.

#### **Neal Uhlmeier, PE – Headquarters (HQ) Assistant State Construction Engineer**

Neal Uhlmeier 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, Neal will review changes to the contract that exceed \$500,000. Neal will provide expert advice and guidance in the procurement and management of quality, cost, and schedule on this project. Neal has 33 years of experience in construction contracting and project development,

all with WSDOT as a public owner/contract administrator. Neal has worked on design-bid-build and design-build projects. Neal has an extensive knowledge of WSDOT's contract administration role as an owner in both DBB and DB delivery methods. Neal is a licensed engineer and has administered multiple construction contracts throughout his career including the \$134 million I-5 Portland Avenue to Port of Tacoma Road – Northbound HOV project in Tacoma.

**Brenden Clarke, PE –Olympic Region Assistant Region Construction Engineer**

Brenden Clarke will provide oversight for construction contract administration phases on this project. Brenden is providing this support for multiple Design-Build project including the Gateway SR 167 Stage 1b project, the I-5 JBLM Stage 3 project, and a number of fish passage Design-Build projects. He joined WSDOT in 1991 and has over 25 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. Brenden is a licensed engineer and has procured and administered multiple Design-Build construction contracts throughout his career including the \$122 million SR 16/I-5 Interchange – HOV Connections Design-Build project in Tacoma. He has extensive experience in WSDOT's traditional design-build procurement and design and construction of high profile mobility projects. Brenden has been instrumental in advancing WSDOT's traditional design-build program starting with the first traditional Design-Build project in WSDOT's Olympic Region, and he is a member of the WSDOT/AGC/ACEC Design-Build committee, and the WSDOT Design-Build Work Group.

**Dewayne Matlock, PE, DBIA Professional, –Program Director for Progressive Design-Build**

Dewayne Matlock will provide oversight for procurement, and the design phases, and construction phases on this project. He provided oversight of the procurement process and contract administration for the previous SR 509 and SR 167 Design-Build contracts on the Gateway Program. He joined WSDOT in 1990 and has over 33 years of progressively responsible experience in contract administration as well as project development and assembling contract documents. He has extensive knowledge of WSDOT's highway engineering, technical procedures, and management processes. Dewayne is a licensed engineer who has managed multiple design-build projects and his experience has included working on a number of major design-build projects including WSDOT's SR520 Pontoon Construction project and the Alaskan Way Viaduct Replacement Project. .

**Steve Fuchs, PE–Project Manager, PDB Procurement Administration**

Steve Fuchs will serve as the Procurement Project Manager. He has over 32 years of experience with WSDOT delivering progressively more complex projects in project development and construction. He has worked on projects all over the Olympic Region from Sequim to Ashford. His experience includes projects to widen I-5 near Grand Mound, adding roundabouts on SR 510 near Yelm, replacing the Puyallup River bridge on SR 162 near Orting, removing fish barriers on SR 7 & SR 162, repairing a slide on SR 7 near Eatonville, widening SR 305 in Poulsbo, widening US 101 near Sequim and managing the SR 167 Completion Project since 2003. Steve has been the procurement manager for three design-build projects as part of the SR 167 Completion Project.

**Tom Slimak, PE –Project Manager - PDB Contract Administration**

Tom Slimak will be responsible for managing and providing engineering oversight of the field office delivering the PDB project during Phase 2 work. This will include design and inspection oversight, schedule management, contract payments, and quality verification on this project. Tom will support the day-to-day administration of phase 2 of the progressive design-build contract. Tom is currently the Project Manager for the Gateway SR 167 Stage 1b and I-5 Southbound HOV projects.

Tom joined WSDOT in 2006 and has been the Project Manager for the Fife Project Engineering Office for approximately 3 years. Tom is currently managing the first phases of the Gateway SR 167 Stage 1b project which has consisted of significant embankment work, bridge sub-structure work and stream realignment and restoration. Prior to his current role, Tom was an Assistant Project Engineer for the Gateway Program. During this time, he assisted with contract procurement and administration on several design-build projects for the Gateway Program. Tom has over 16 years of progressively responsible experience in project development and contract administration of projects, most of which have been Design-Build.

**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 John White (Gateway Program Administrator). The EOC will be engaged at the programmatic level. The 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 Puget Gateway Program Management Oversight (PMO) and the SR 167 General Engineering Contract (GEC), and through the Washington State Attorney General's Office.

**Aaron Fieser, PE, – Procurement Manager/Design Manager Phase 1 (GEC)**

Aaron will assist Steve Fuchs, with the Procurement Administration in managing the day-to-day activities involved the procurement phase of the PDB Contract. Aaron 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 17 years of experience, and he has been involved in the delivery of design-build projects in the transportation sector since 2008. Aaron has worked on DB projects as the project and design manager for the owner. He has prior experience with traditional design-bid-build in the transportation sector. Aaron is experienced in managing the development of DB contract documents with outside council for owners.

**Robynne Thaxton, JD, FDBIA PDB Procurement Advisor:**

Robynne is one of the leading experts in construction law and alternative procurement both in Washington State and on a national basis. Robynne served on the Washington State Capitol Projects Advisory Review Board from 2019-2023 and is co-chair of the CPARB Board Development Committee. In addition, she served on the National Design Build Institute of America Board of Directors from 2010 – 2016 and was named to the inaugural class of DBIA Designated Fellows. She is the current Chair of the DBIA National Progressive Design-Build Committee, which is responsible for drafting the DBIA Best Practices documents for progressive design-build, and the former chair of the DBIA National Education Committee as well as the Legal and Legislation Committee, where she was instrumental in drafting and revising the DBIA form contracts and subcontracts. She served as the President of the Northwest Region for DBIA from 2008 to 2010 and chaired the NW Region Legal Committee from 2003 to 2020. Robynne was named as a Washington Super Lawyer in 2010-2023 and is the 2021 recipient of the DBIA Distinguished Leadership award. She is also a frequent lecturer for universities and industry organizations. Robynne has developed a specific expertise in progressive design-build and is one of only a few approved instructors for DBIA's Progressive Design-Build Best Practices class. Robynne has advised owners on over 35 PDB projects with a total project value in excess of \$6 billion. Representative PDB clients include the cities of Tacoma, Spokane, Portland, Richland, Wenatchee, Pasco, and Spokane Valley, WSDOT, the State of Washington, Western Washington University, Bonneville Power Administration, Grant County PUD, and the Toronto Transit Commission.

**Tim Rose, PE - PDB Procurement Advisor (GEC):**

Tim will assist in developing the structure and content of the Request for Qualifications and the Request for Proposals and facilitating evaluation and scoring of the Design-Builder submitted Summary of Qualifications and Proposals. Tim performed this role on the Virginia Passenger Rail Authority (VPRA) \$2 Billion Long Bridge program consisting of the North PDB and the South DB projects, Tim also provided input into the quality program and minimum technical requirements development along with PDB lessons learned for the project team. Tim led the program management team for the US 89 Farmington to I-84; Davis County, Utah \$525 Million PDB project through construction contract development, design quality review, construction cost negotiation/reconciliation and finally construction quality management services. As the project director for Utah Department of Transportation, Tim was responsible for the delivery of the I-15 The Point DB project, a \$252 Million project consisting of seven miles of mainline I-15 connecting the Provo-Orem area to Salt Lake County. Tim led the project team in the development of both the RFQ and the RFP and the evaluation and scoring of the SOQ and Proposals submitted by the DB teams.

### **Ken Beehler – PDB Contract Specialist (GEC):**

Ken is the leader of WSP's alternative delivery procurement strategies practice and will help prepare the Request for Qualifications and Request for Proposals. He will also assist with contractor engagement, qualifications and proposal review, contract negotiations, price negotiations, and delivery of the preconstruction services. In 2019, Ken assisted the Utah Department of Transportation with the development of the contract and RFP for its first PDB project to convert a limited access roadway to a restricted access freeway, which was one of the first PDB transportation projects in the country. Recently, Ken has been working with the Virginia Passenger Rail Authority (VPRA) to procure its first PDB project for a new rail bridge over the Potomac River between Washington, D.C. and Virginia. Ken worked with VPRA through the selection of the PDB method, prepared the RFQ and RFP documents, guided the agency through industry engagement and one-on-one meetings, facilitated the evaluation of Statements of Qualification and proposals, and advised VPRA during final negotiations for the PDB agreement. Additionally, Ken worked with Pasco County, Florida during the development of its first PDB project to add capacity and a new interchange to a state road. Prior to joining WSP, Ken was a practicing attorney for several years.

### **Bobby Forch – DBE MSVW-BE Compliance & Inclusion Administrator, WSDOT Megaprograms**

Bobby Forch, President of Forch Consulting -- has over 30 years of experience increasing the participation of minority-owned, women-owned, and small businesses in the award and performance of state and local contracts. He supports and specializes in assisting public agencies and contractors in the implementation of monitoring, oversight, and compliance of DBE equity and inclusion programs. Bobby conducts objective outreach and assistance to small businesses by working collaboratively with agencies, contractors, and subcontractors, resulting in a broader distribution of contract participation. Additionally, Bobby has co-authored and negotiated the very first Community Workforce Agreements for both the City of Seattle and the WSDOT's Alaskan Way Viaduct Replacement Program. Bobby is the Disadvantaged Businesses Representative on the Capital Projects Advisory Board since September 2021.

### **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 three PDB procurements for the Coastal 29, Kitsap 29, and Thurston 19 fish passage projects. For those 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 S 167 Stage 2 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.

- 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 the body of work and the experienced gained in the procurement and delivery of its first three PDB projects while recognizing that staffing of the Gateway PDB program requires expansion of its staff. To this end, knowledge and lessons learned

from the first three PDB projects will help inform the PDB development for the SR 167 Stage 2b project. We are also supplementing our PDB delivery team with experienced WSDOT and GEC staff, including Tim Rose and Ken Beehler who have been involved in other PDB projects from beginning to end.

- 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 design-bid-build) projects. These are being used to administer WSDOT's first three PDB projects and will be used on the SR 167 Stage 2b project. These procedures are standardized in WSDOT manuals, including 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 the 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 the AG's office for legal counsel, (3) leverage the body of work done by the first three PDB contracts to incorporate lessons learned into the SR 167 Stage 2b PDB contract, and (4) obtain outside consultant support from WSP's GEC team expertise in PDB contracts to assist in authoring and managing PDB contracts.

- A brief description of your planned DB procurement process.

WSDOT will 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 WSP GEC team and AG's office in developing the procurement documents.

WSDOT places pre-advertisement notices with important project information on its Contract Ad and Award website. Project advertisements are placed on the same website 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. As part of issuing the RFQ, WSDOT will also provide a draft RFP/PDB contract to all potential submitters. 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 at least three finalists.

The second step will include issuance of the Request for Proposals (RFP) to the finalists for development of their technical approach to the work, quality, price negotiations and subcontracting as well as 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 in strict 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 that provide a responsive proposal and who are not awarded a design-build contract. The amount is yet to be determined and will be based on the anticipated level of effort from the proposers.

The participation of the Disadvantaged Business Enterprise (DBE) is an important strategic objective for WSDOT. Specific DBE goals will be established in the procurement and contract documents. The RFP will include DBE goals and a DBE 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 each Design-Builder's approach to collaboration, management of design and construction, project controls, risk management, third-party coordination, quality, 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 each 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 Phase 1 contract negotiations with the highest scoring proposer. WSDOT will continue to incorporate lessons learned from the first three PDB contracts. Once the Phase 1 Services contract is awarded WSDOT will work collaboratively with the Design-Builder to define the scope and advance the preliminary design prior to negotiating Phase 2 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 SR 167 new corridor alignment and interchanges included in the SR 167 Stage 2b 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 Project Design Visualization and Example Fish Passage/Riparian Restoration.](#)

## 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.

[Prior to release of the RFQ, WSDOT will hold a Voluntary Submitters meeting to provide information regarding the procurement process and to engage contractors and subcontractors regarding DBE requirements and opportunities. After the release of the RFP, WSDOT will hold a Submitters meeting to highlight key RFP requirements including DBE requirements and to facilitate contractor and subcontractor networking opportunities. During the Phase 1 services, WSDOT will work with the selected DB to host additional opportunities to meet with DBEs sub-contractors that are qualified and interested in participating in the project.](#)

[This project will include mandatory goals for DBE participation and will require the selected Design-Builder to submit a DBE performance plan. In addition, the Design-Builder will be required to hold bimonthly meetings and submit monthly performance updates to ensure that they are tracking towards the DBE requirements.](#)

[The amount of DBE participation that must be attained by the Design-Builder will be expressed in two DBE Contract Goals as a percentage of the Design-Builders total Proposal Price plus all executed Change Orders to equal compensation paid. WSDOT will establish the DBE Contract Goals prior to the issuance of the RFQ. The expected DBE Contract Goals, based on prior SR 167 DB contracts, is as follows:](#)

- [• 15 percent of the design portion of the project.](#)
- [• 20 percent of the construction portion of the project.](#)

[Inclusion is one of the three goal areas \(Diversity, Equity, and Inclusion\) 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 presently has an agency goal of 19%, of which we are currently attaining 18.4%. In addition, WSDOT has developed several best practices and contract enhancements to ensure DBE participation including bimonthly taskforce meetings, monthly updates, quarterly action plans, and making DBE participation requirements a key element of the Design-Builder's annual performance review.](#)

## 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: Steven D. Fuchs

Name: *(please print)* Steve Fuchs *(public body personnel)*

Title: SR 167 Completion Project Manager

Date: 12/20/2023

## Attachments

Attachment A: Project Site Map

Attachment B: Project Design Visualization and Example Fish Passage/Riparian Restoration

Attachment C: Project Table of Organization

Attachment D: Project Staff Experience

Attachment E: WSDOT Construction History

# Attachment A

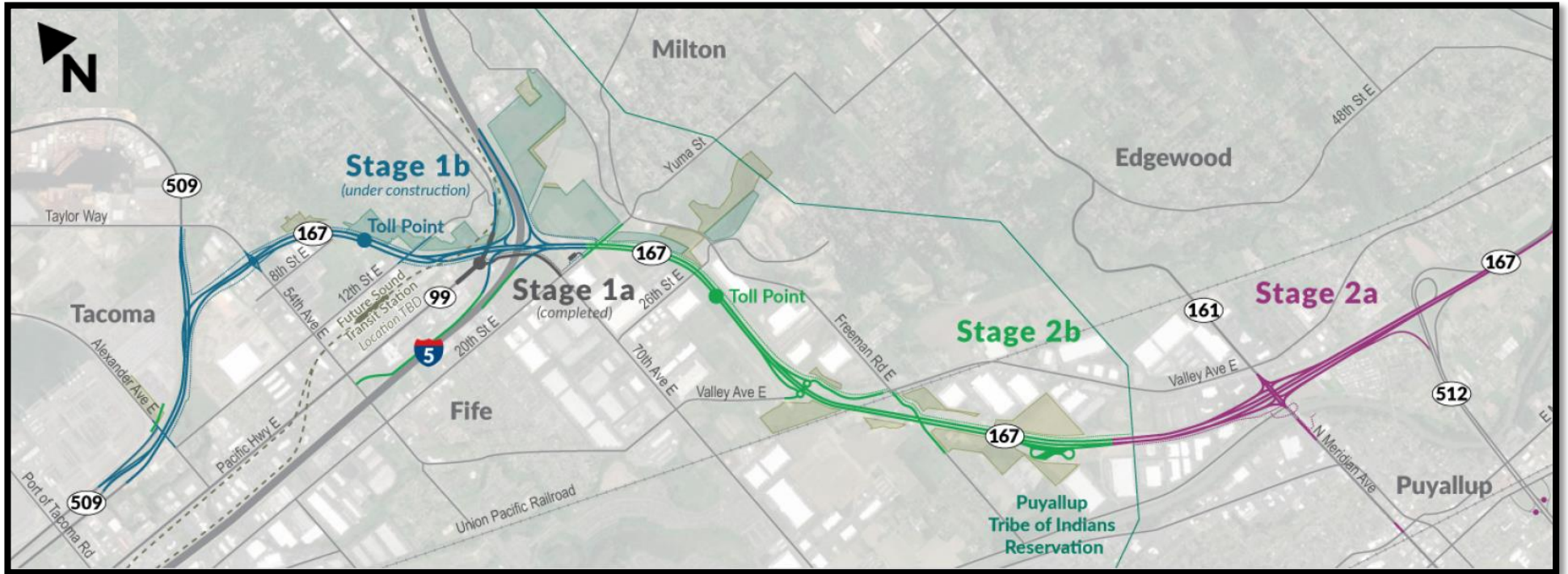
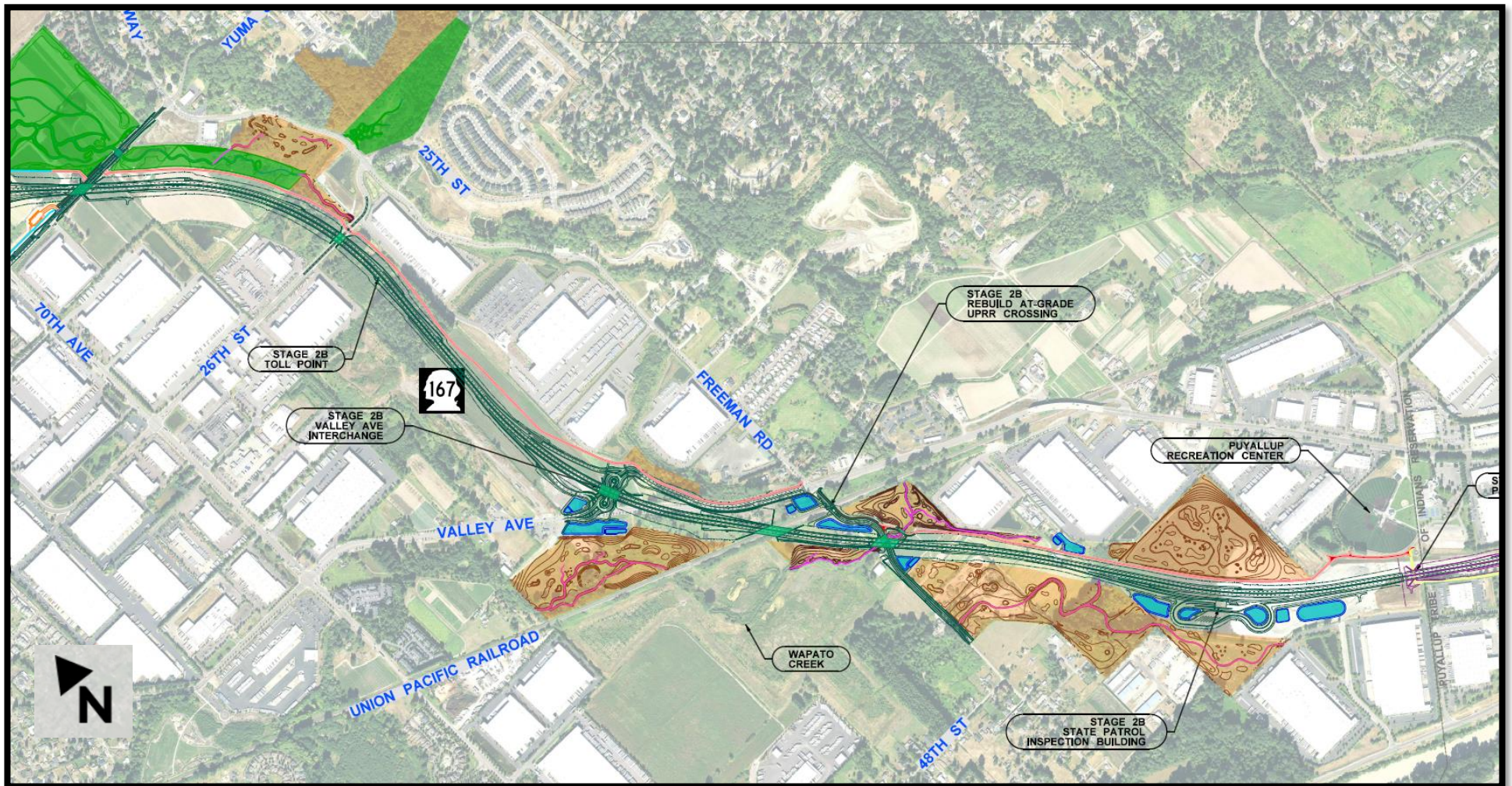


Figure 1. – SR 167 Completion Project Site Map.  
SR 167/I-5 to SR 161 – New Expressway (Stage 2b) shown in green

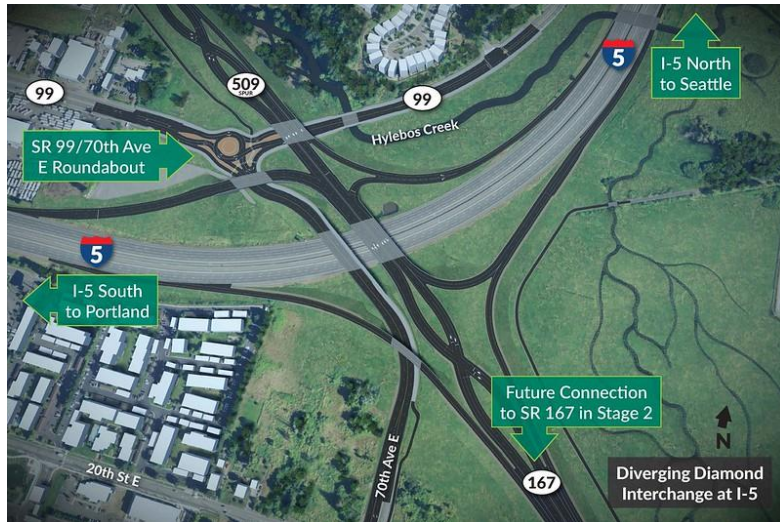
# Attachment B



SR 167/I-5 to SR 161 – New Expressway (Stage 2b)

Configuration and project elements

## (Design Visualization of SR 167 Stage 2b Project)



**New Diverging diamond interchange planned over I-5**



**SR 167 Expressway Bridge over 20th St. E.**



**Local street improvements with multimodal access.**



**New regional shared use path connections.**



**SR 167 Interchange at Valley Ave. E. with future full access ramps.**



**New 167 Expressway, local street, and Wapato Creek riparian restoration improvements.**

Examples of riparian restoration, fish passable structures and wetland mitigation



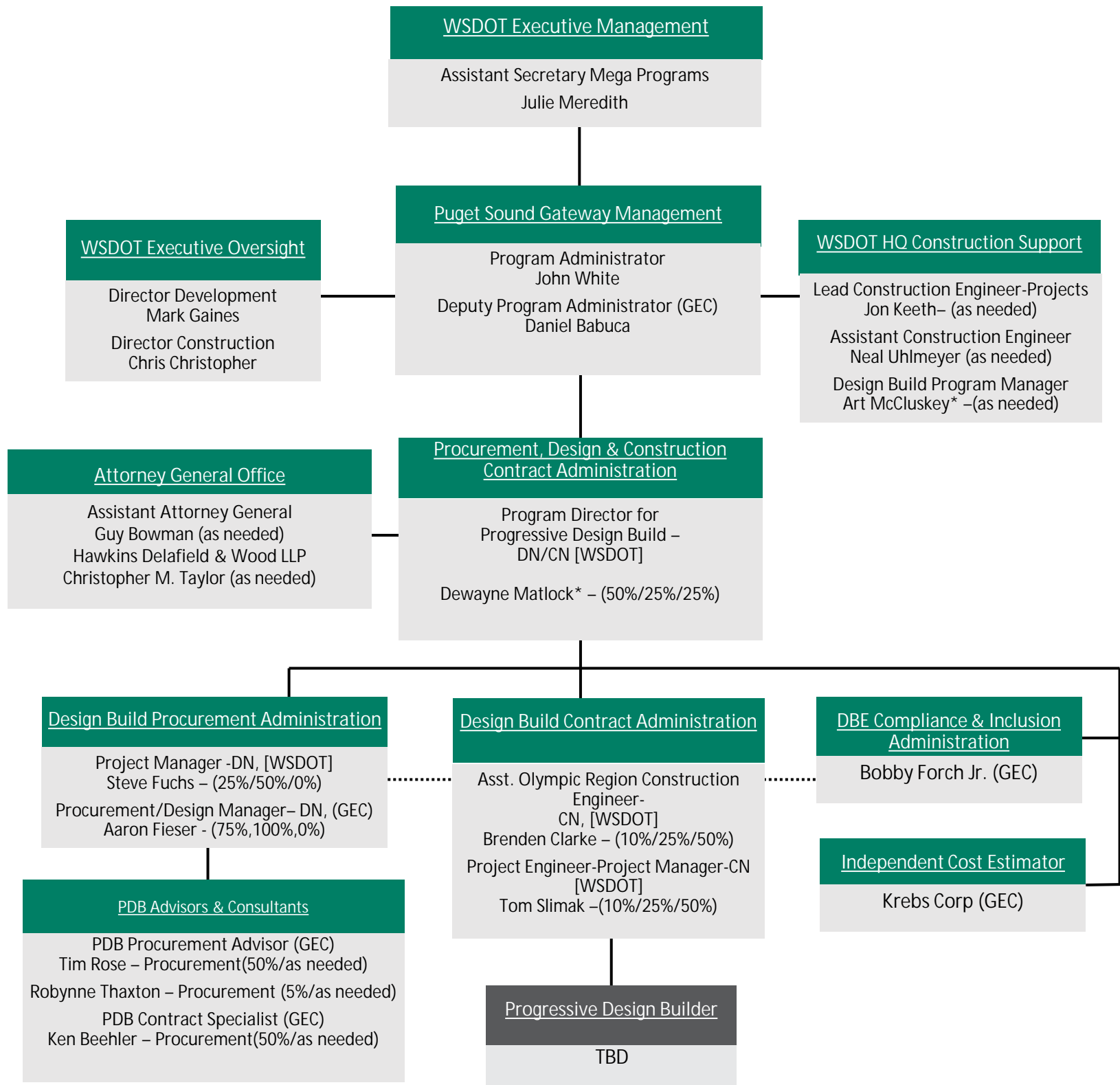
**New Hylebos Creek and riparian restoration (Stage 1b)**



**New Fish Passable bridge over Hylebos Creek (Stage 1b)**

# Attachment C – Table of Organization

SR 167, I-5 to SR 161, New Expressway (Stage 2b)



**Legend:**

\*DBIA Professional

% commitment per phase - (Procurement/Design/Construction)

DN = Design

CN = Construction

GEC = General Engineering Consultant Staff

———— Reporting  
 ..... Coordination

WSDOT  
 & Consultant

Design  
 Builder



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
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 (\$440, \$446, \$447)	\$160 Million	DB	Sr. Project Manager	RFO, 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	\$114 Million	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 Oversight	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
Neal Uihmeyer, PE	Neal has 33 years of experience in construction contracting and project development, all with WSDOT as a public owner/contract administrator. Neal has worked on design-bid-build and design-build projects.	I-5 Portland Ave to Port of Tacoma Road NB HOV	\$151 Million	DBB	Project Engineer	N/A	Constructability Review	Contract Administration as Owner's Representative
		I-5, SR 16 EB Nalley Valley I-C HOV	\$75 Million	DBB	Project Engineer	N/A	Constructability Review	Contract Administration as Owner's Representative
		SR 509/24th Avenue to South 188th Street - New Expressway	\$188 Million	DB	Asst. State Construction Engineer	Contract Document Approver	Contract Document Development Support	N/A
		SR 167/SR 161 to SR 410 - Rebuild Interchange	\$200 Million	DB	Asst. State Construction Engineer	Contract Document Approver	Contract Document Development Support	TBD
		I-5, Mounts Rd to Steilacoom - Dupont Rd - Corridor Improvements	\$203 Million	DB	Asst. State Construction Engineer	Contract Document Approver	Contract Document Development Support	Project Oversight
		SR 3/SR16/SR166 Gorst Vicinity - Remove Fish Barriers	\$120 Million	DB	Asst. State Construction Engineer	Contract Document Approver	Contract Document Development Support	TBD
		SR 16/Goodnough Creeks and McCormick Creeks - Remove Fish Barriers	\$160 Million	DB	Asst. State Construction Engineer	Contract Document Approver	Contract Document Development Support	TBD
Dewayne Matlock, PE	Dewayne has over 33 years of progressively responsible experience in contract administration as well as project development and assembling contract documents. Dewayne is a licensed engineer who has managed multiple design-build projects and his experience has included working on a number of major design-build projects	Hood Canal Floating Bridge East Half Replacement	\$478 Million	TC	Pontoon Construction Manager	N/A	N/A	Pontoon Construction Manager
		SR 520 Pontoon Construction Project	\$367 Million	DB	Pontoon Construction Manager	Specifications Support	Specifications Support	Project Manager
		Alaska Way Viaduct Demolition Project	\$93 Million	DB	Assistant Project Director	N/A	N/A	Assistant Project Director
		SR 509, SR 509 Completion - Stage 1B	\$264 Million	DB	Assistant Project Director	Assistant Project Director	Assistant Project Director	Assistant Project Director
		SR 509, 24th Avenue South to South 188th Street - New Expressway	\$479 Million	DB	Assistant Project Director	Assistant Project Director	Assistant Project Director	Assistant Project Director
		SR 167, I-5 to SR 509-New Expressway	\$376 Million	DB	Assistant Project Director	Assistant Project Director	Assistant Project Director	Assistant Project Director
		SR 167, SR161 to SR410 - Rebuild Interchange Project	\$200 Million	DB	Assistant Project Director	Assistant Project Director	Assistant Project Director	Assistant Project Director



## Attachment D- Project Staff Experience

Public Body Qualifications - Response to Question # 6

						Role during Project Phases		
Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Procurement	Design	Construction
Brenden Clarke, PE	Brendan has over 25 years of progressively responsible experience in project development and contract administration. Brenden is a licensed engineer and has procured and administered multiple Design-Build construction contracts.	SR 520 Pontoon Construction Project	\$367 Million	DB	Design Project Manager	N/A	Design Manager	N/A
		SR 167 Puyallup River Bridge Replacement	\$30 Million	DB	Project Engineer	Procurement Manager	Project Manager	Construction Manager
		I-5 / SR 16 Interchange HOV Connections	\$136 Million	DB	Project Engineer	Procurement Manager	Project Manager	Construction Manager
		I-5 / Port of Tacoma to Portland Ave SB HOV	\$160 Million	DB	Project Engineer	Procurement Manager	Engineering Manager	Engineering Manager
		SR 167, 70th Avenue E. Bridge Replacement	\$45 Million	DB	Engineering Manager	Engineering Manager	Engineering Manager	Engineering Manager
		SR 167, I-5 to SR 509 New Expressway	\$376 Million	DB	Engineering Manager	Engineering Manager	Engineering Manager	Engineering Manager
Tom Slimak, PE	Tom has over 16 years of progressively responsible experience in project development and contract administration of projects, most of which have been Design-Build. Tom has assisted with contract procurement and administration on several design-build projects for the Gateway Program.	SR 167, 70th Avenue E. Bridge Replacement	\$45M	DB	Design-Build Site Manager	RFQ, RFP Author	Assistant Project Engineer	Design-Build Site Manager
		SR 167, I-5 to SR 509 New Expressway	\$376M	DB	Project Engineer	Technical Reviewer	RFP Reviewer	Project Engineer
		Tacoma/Pierce County Program - SB HOV	\$160M	DB	Project Engineer	N/A	N/A	Project Engineer
		SR 167, SR 161 to SR 410, Rebuild Interchange	\$200M	DB	Project Engineer	N/A	N/A	Project Engineer
Steve Fuchs, PE	Steve has over 32 years of experience with WSDOT delivering progressively more complex projects in project development and construction. He is managing the SR 167 Completion project since 2003. Steve has been the procurement manager for three design-build projects as part of the SR 167 Completion project.	SR 162 Puyallup River Bridge Replacement	\$7M	DBB	Project Engineer	N/A	Project Manager	Project Manager
		SR 167, 70th Ave. E Bridge Replacement	\$45M	DB	Project Manager Design	RFQ, RFP Author	Project Manager	Construction Support
		SR 167, I-5 to SR 509 New Expressway	\$376M	DB	Project Manager Design	RFQ, RFP Author	Project Manager	Construction Support
		SR 167, SR 161 to SR 410 Rebuild Interchange	\$200M	DB	Project Manager Design	RFQ, RFP Author	Project Manager	Construction Support

## 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
Aaron Fieser, PE	Aaron has 17 years of experience, and has experience in managing the development and delivery of design-build projects since 2008 in the transportation sector.	SR 99/S Massachusetts St to Railroad Way S - Electrical Line Relocation	\$21M	DBB	Utility Engineer	N/A	Utility Company Coordination	
		Alaskan Way Viaduct - Replacement, S Holgate St to S King St - Stages 1, 2, and 3	\$154M	DBB	Lead Design Coordinator and Utility Engineer	N/A	Design Coordination, Utility Company Coordination	
		Alaskan Way Viaduct - Replacement, North and South Access Connections, South Access Surface Streets	\$90M	DBB	Lead Utility Engineer	N/A	Design Coordination, Utility Company Coordination	
		SR 99, Alaskan Way Viaduct - SR 99 Bored Tunnel Design-Build Project	\$1.1B	DB	Lead Utility Engineer and Design Coordinator	RFP Technical Author, Utility and Third Party Agreements	Design Coordination, Utility Company Coordination	
		SR 99, Demolition, Decommissioning, and Surface Street Project	\$94M	DB	Lead Design Coordinator and Utility Engineer	RFO, RFP Development, Technical Author, Utility and Third Party Agreements	Design Coordination, Utility Company Coordination	Project support
		SR 167, 70th Avenue E. Vicinity Bridge Replacement Project (Stage 1a)	\$45M	DB	Deputy Design Manager	N/A	N/A	Project support
		SR 167, I-5 to SR 509 - New Expressway (Stage 1b)	\$376M	DB	Deputy Design Manager	RFO, RFP Development and Technical Author	Design Coordination	Project support
		SR 167, SR 161 to SR 410 - Rebuild Interchange Project (Stage 2a)	\$200M	DB	Design Manager	RFO, RFP Development and Technical Author	Design Coordination/Schedule Oversight	TBD
Tim Rose, PE	Tim has 36 years of experience working for UDOT and other public agencies in delivering design-bid-build and alternative delivery projects, including design build, CM/GC and progressive design-build, in areas of procurement document preparation, contractor engagement, qualifications and proposal review, contract negotiations, design and construction management.	UDOT US-89: Farmington to I-84	\$525m	PDB	PDB Program Manager	Transformed DB contact template to PDB	Program Manager	Program Manager/Construction Quality Manager
		VPRA Long Bridge North Package	\$700m	PDB	PDB Advisor	Prepared procurement documents, supported procurement	N/A	N/A
		VPRA Long Bridge South Package	\$700m	DB	Procurement Advisor	Prepared procurement documents, supported procurement	N/A	N/A
		UDOT/UTA Frontrunner Strategic Doubletrack	\$900m	PDB	PDB Advisor/Construction Quality Manager	Advised on PDB procurement issues and Quality Program	N/A	Construction Quality Manager
		VPRA Franconia-Springfield Bypass	\$450m	CMGC	Procurement Advisor	Prepared procurement documents, supported procurement	N/A	N/A
		UDOT I-15 The Point	\$252m	DB	Project Director	Prepared Procurement documents, executed contract through construction to closeout	Project Director	Project Director

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
Ken Beehler	Ken has extensive experience a supporting DOT's and public agencies in delivering alternative delivery projects, including progressive design-build, in areas of contractor engagement, qualifications and proposal review, contract negotiations, price negotiations, and delivery of the preconstruction services.	VPRA Long Bridge North Package	\$700m	PDB	Procurement Lead	Prepared procurement documents, supported procurement	N/A	N/A
		UDOT US-89: Farmington to I-84	\$400 Million	PDB	PDB Contract Lead	Transformed DB contact template to PDB	N/A	N/A
		Pasco County, FL Ridge Road Extension Phase 2 B	\$100 Million	PDB	Procurement Lead	Oversaw preparation of procurement documents	N/A	N/A
		UDOT/UTA Frontrunner Strategic Doubletrack	\$900 Million	PDB	Procurement Advisor	Advised on PDB procurement issues and FTA funding	N/A	N/A
		VPRA Franconia-Springfield Bypass	\$450 Million	CMGC	Procurement Lead	Prepared procurement documents, supported procurement	N/A	N/A
		Austin Bergstrom Airport Capital Improvements	\$8 Billion	PDB/CMAR	Procurement Advisor	Reviewed alt. delivery contracts and suggested best practices	N/A	N/A
		Amtrak Frederick Douglass Tunnel Program	\$4 Billion	CMAR	Procurement Advisor	Advised on CMAR process, facilitated industry engagement, prepared drafts of RFP	N/A	N/A
		UTA First/Last Mile Connections	\$35 Million	CMGC	Procurement Lead	Prepared procurement documents, supported procurement	N/A	N/A
		VPRA Long Bridge South Package	\$700 Million	DB	Procurement Lead	Prepared procurement documents, supported procurement	N/A	N/A
		Phoenix-Casa Grande Highway (I-10) I-17 to SR 202L	\$650 Million	DB	Procurement Lead	Prepared procurement documents, supported procurement	N/A	Advise on claims and disputes
		Port of Long Beach Gerald Desmond Bridge	\$800 Million	DB	Sr. Contracts Manager	N/A	N/A	Advise design-builder change order requests

## 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
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 Wenatchee Confluence Parkway Project	\$180M	PDB	Consultant	Attorney/ Consultant	As needed	As needed
		Bonneville Power Administration Secondary Capacity Model	\$500M	PDB	Consultant	Consultant	As needed	As needed
		Bonneville Power Administration Ross Complex	\$700M	PDB	Consultant	Consultant	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
		Portland Building Historic Landmark Renovation, Portland	\$100 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

**ATTACHMENT E**

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%

**ATTACHMENT E**

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

**ATTACHMENT E**

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 1b*	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 & Widening	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%	

**ATTACHMENT E**

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 Steilacoom-DuPont Road	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%.	
<b>Notes:</b>														
* This project is part of a large program (I-405, SR520, AWW, 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.														