



3628 South 35th Street  
Tacoma, Washington 98409-3192

TACOMA PUBLIC UTILITIES

**TO: CAPITAL PROJECTS ADVISORY REVIEW BOARD  
PROJECT REVIEW COMMITTEE**

**FROM: TACOMA WATER – TACOMA PUBLIC UTILITIES**

**MEETING DATE: MARCH 28, 2024**

**RE: Response to questions City of Tacoma/Tacoma Water New Fennel Creek Pump Station Progressive Design Build**

**Question 1: There are multiple disclaimers in the application stating that the budget, schedule and scope can vary infinitely. Please provide a range for committee review. For example, an evaluation of the project team, experience and time allocated is much different for a \$10M project vs a \$100M project.**

Response: The New Fennel Creek Pump Station is one project out of over 20 projects that make up the overall \$250M Pipeline 1 Capital Improvements Program. Brown and Caldwell has been the Owner Advisor for the Pipeline 1 program since 2022 and helped develop the ~\$10M conceptual budget for this pump station project. There are many factors that can greatly impact this conceptual budget; however, those factors have been identified along with their potential budgetary impacts. The City anticipates the range of this budget to be between \$8M and \$15M. The City also anticipates that one of the benefits of PDB delivery will be an opportunity to refine project scope and budget based on early cost information, and to obtain early cost certainty through GMP agreement.

**Question 2: Does the Owner PM have any project delivery experience as a Project Manager of any delivery type at the Owner Agency (Tacoma Water) or other?**

Response: Alicia Flatt is a civil engineer and project manager that recently joined Tacoma Water. She has 12 years of PM, engineering, and construction experience, primarily working on site development projects. In the hiring process, the City selected Alicia specifically to serve as a PM on drinking water infrastructure projects under the P1 program, based on her qualifications as PM and project engineer on previous projects, including the \$30M Trove Apartments project. While the bulk of Alicia's PM experience is outside of drinking water, she will be supported by experienced program and project managers within Tacoma Water, Brown and Caldwell as owner advisor, and Robynne Thaxton as legal advisor that will help guide and familiarize her with how Tacoma Water delivers projects. The Tacoma Water management staff responsible for oversight of the P1 program have confidence in Alicia's ability to deliver this project.