



Rock Island and Rocky Reach Hydroelectric Dam Civil and Mechanical Improvements



State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

Application for Progressive DB Project Delivery Approval

Submitted by
Chelan County
Public Utility District No. 1

August 20, 2024

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): **Public Utility District No. 1 of Chelan County**
- b) Mailing Address: **203 Olds Station Road, Wenatchee, WA 98801**
- c) Contact Person Name: **Brett Bickford** Title: **Managing Director Generation & Transmission**
- d) Phone Number: **(509) 669-2308** E-mail: **brett.bickford@chelanpud.org**

1. Brief Description of Proposed Project

- a) Name of Project: **Rock Island and Rocky Reach Hydroelectric Dam - Civil and Mechanical Improvements**
- b) County of Project Location: **Chelan County**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

Chelan County PUD (CCPUD) requests Project Review Committee (PRC) approval to utilize Progressive Design Build (PDB) project delivery for planned improvement and upgrade work at the Rocky Reach and Rock Island Hydroelectric Dams. Both facilities will remain occupied and operational during the multi-year, multi-phased construction work. The program of work includes upgrading spillway gates at the Rocky Reach Dam, upgrading the Rock Island Dam fish ladder water supply structure, rehabilitating degraded concrete structural infrastructure, and upgrading the Rock Island Dam spillway. CCPUD seeks approval to solicit the work in a single progressive design build RFQ/RFP process, resulting in a contract with the most qualified design build team.

The Rocky Reach Dam spillway gates have been in service for more than 45 years. The existing gates and equipment have reached the end of their service life and show progressive decreased performance. The initial work of this contract will upgrade the five highest use spillway gates, their associated hoists and other related equipment to extend their service life. These five spillway gates are critical to reliable spill capacity, dam safety, and emergency response related to other possible dam malfunctions. It is estimated that the Rocky Reach Dam spillway gate improvement work will take approximately six years and cost approximately \$50M. Further inspection of the remaining gates will occur during retrofit of the initial five gates, which may identify the need to upgrade of the remaining seven gates.

The Rock Island Dam spillway is an aggregation of renovations, fish migration enhancements, and independent modifications completed over its 85-year history. Disparate equipment ranges from original crane operated gates to automated gates. Preliminary analysis indicates that the 31 spillways need new gates, multiple automated hoists, seismic improvements, mitigation of concrete growth caused by Alkali Silica Reaction (ASR) to meet current and future operational requirements and additional monitoring equipment. These spillway gates are critical to reliable spill capacity, dam safety, and emergency response related to other possible dam malfunctions. It is estimated that the Rock Island Dam spillway gate improvement work will take approximately seven years and have a total project cost of approximately \$98M.

Rock Island Dam's northeast fish ladder has a failing drop gate structure. Significant concrete repairs and fish exclusion screens will be necessary to continue fish ladder operations. Additionally, shorter-term contingency measures may need to be constructed to mitigate risk, while the design, permitting and licensing processes are underway. It is estimated that the work will take approximately four years and have a total project cost of approximately \$29M.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.) 12%	\$ 21,252,000
Estimated project construction costs (including const. contingencies @ 7%):	\$ 100,345,000
Equipment and furnishing costs	\$ N/A
Off-site costs	\$ N/A
Contract administration costs (owner, cm etc.) (13%)	\$ 23,023,000
Contingencies (design & owner) (10%)	\$ 17,710,000
Other related project costs (briefly describe)	\$ N/A
<u>Sales Tax (8.34%)</u>	<u>\$ 14,770,000</u>
Total	\$177,100,000

B. Funding Status

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

The CCPUD Board of Commissioners reviewed the PDB delivery method for this project and noted their support. The program work and budget has been included in the CCPUD 20-year and 5-year long term forecasts. The District has allocated funds for the full amount of the scheduled project value in our cash reserve accounts. CCPUD’s bond rating, AA+/stable, is one of the top five utility bond ratings in America. If cash reserves and contracted sales did not meet project required funding, then the District could issue bonds.

3. Anticipated Project Design and Construction Schedule

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

The anticipated project design and construction schedule, including:

- a) Procurement.
- b) Hiring consultants if not already hired; and
 N/A. Supporting consultants have already been contracted.
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

N/A. CCPUD will use existing staff to manage the project and supporting consultants have already been contracted.

Task	Start	Finish
<u>Procurement & Preconstruction Service Phase</u>		
Submit PRC Application		August 20, 2024
PRC Presentation/Approval		September 26, 2024
Outreach to Potential Design Build Teams	October 9, 2024	November 1, 2024
Publish Advanced Notice of PDB Project Intent		October 9, 2024
Board Approval to Advertise RFQ		October 21, 2024
Publish 1 st Advertisement of RFQ		November 4, 2024
Release of RFQ and Draft RFP for Design-Build Services		November 4, 2024
Publish 2 nd Advertisement of RFQ		November 11, 2024
Project Information Meeting (Date subject to change.)		November 18, 2024 (11:00am PST)
Deadline for Submittal of Questions/Comments regarding RFQ and Draft RFP.		November 20, 2024
Final RFQ Addendum Issued		November 22, 2024

Response to RFQ (SOQ) Submittal Deadline		December 13, 2024 (2:00pm)
Review SOQs Received	December 16, 2024	January 7, 2025
Score SOQs Received		January 7, 2025
Notify Proposers of Shortlisted Finalists, Issue Final RFP & Proprietary Meeting dates/times		January 10, 2025
Statutorily Required Protest Period (2 days)	January 13, 2025	January 14, 2025
DB-led Proprietary Meetings	January 21, 2025	January 22, 2025
Final Deadline for Submittal of Questions/Comments regarding RFP		January 27, 2025
Final RFP Addendum Issued		January 30, 2025
RFP Submittal Deadline (Proposals & Cost Factors)		February 14, 2025 (2:00pm PST)
Review Proposals Received (Cost Factors not reviewed)	February 17, 2025	February 28, 2025
Interviews with Finalists	February 27, 2025	February 28, 2025
Score Interviews and Proposals		February 28, 2025
Open Cost Factors & Score Proposals		March 3, 2025 (2:00pm)
Notify all Proposers of Scoring and Most-Qualified Design-Builder		March 7, 2025
Statutorily Required Protest Period (4 days)	March 10, 2025	March 13, 2025
Negotiate Design-Build Contract & Ph. 1 Design (Pre-GMP) Services Fees	March 17, 2025	April 4, 2025
Board of Commissioner Approval of Design Build Contract		April, 2025
Execute Design-build Contract with Preconstruction Phase		April 2025
Issue Notice to Proceed		May 2025
<u>Design and Construction</u>		
Rocky Reach Dam Large Spill-gates		
Rocky Reach Dam Large Spill-gates Design (0-100%)	September 2025	July 2026
Rocky Reach Dam Large Spill-gates Permitting/Approvals	July 2026	November 2026
Rocky Reach Dam Large Spill-gates Early Procurement	TBD	TBD
Rocky Reach Dam Large Spill-gates Phase 2 Services GMP Negotiations	August 2026	September 2026
Rocky Reach Dam Large Spill-gates Phased Construction	December 2026	April 2029
Rocky Reach Dam Small Spill-gates		
Rocky Reach Dam Small Spill-gates Design (0-100%)	January 2026	January 2027
Rocky Reach Dam Small Spill-gates Permitting/Approvals	January 2027	May 2027
Rocky Reach Dam Small Spill-gates Early Procurement	TBD	TBD
Rocky Reach Dam Small Spill-gates Phase 2 Services GMP Negotiations	February 2029	March 2029
Rocky Reach Dam Small Spill-gates Phased Construction	May 2029	November 2032
Rock Island Dam Prototype Spillway		
Rock Island Dam Prototype Spillway Renovation Design (0-100%)	August 2024	December 2025
Rock Island Dam Prototype Spillway Renovation Permitting/Approvals & FERC Reviews	December 2025	April 2026
Rock Island Dam Prototype Spillway Renovation Early	TBD	TBD

Procurement		
Rock Island Dam Prototype Spillway Renovation Phase 2 Services GMP Negotiations	October 2025	March 2026
Rock Island Dam Prototype Spillway Renovation Phased Construction	April 2026	July 2027
Rock Island Dam Over-Under Gates		
Rock Island Dam Over-Under Gates Renovation Design (0-100%)	July 2024	October 2025
Rock Island Dam Over-Under Gates Renovation Permitting/Approvals	October 2025	February 2026
Rock Island Dam Over-Under Gates Renovation Early Procurement	TBD	TBD
Rock Island Dam Over-Under Gates Renovation Phase 2 Services GMP Negotiations	October 2025	March 2026
Rock Island Dam Over-Under Gates Renovation Phased Construction	April 2026	June 2027
Rock Island Dam Drop-gate		
Rock Island Dam Drop-gate Repairs Design (0-90%)	May 2025	December 2025
Rock Island Dam Drop-gate Repairs Permitting/Approvals & Licensing	July 2025	January 2031
Rock Island Dam Drop-gate Repairs Early Procurement	TBD	TBD
Rock Island Dam Drop-gate Repairs Design (90%-100%)	January 2031	February 2031
Rock Island Dam Drop-gate Repairs Phase 2 Services GMP Negotiations	January 2031	February 2031
Rock Island Dam Drop-gate Repairs Phased Construction	February 2031	November 2032
Rock Island Dam Spillway		
Rock Island Dam Spillway Modernization Design (0-100%)	January 2026	January 2027
Rock Island Dam Spillway Modernization Permitting/Approvals	January 2027	May 2027
Rock Island Dam Spillway Modernization Early Procurement	TBD	TBD
Rock Island Dam Spillway Modernization Phase 2 Services GMP Negotiations	December 2026	March 2027
Rock Island Dam Spillway Modernization Phased Construction	July 2027	October 2030

Note that the design and construction phases/dates indicated above are preliminary and will be evaluated by CCPUD collaboratively with the selected Design-Build team.

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

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

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

Refer to the response below.

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

Refer to the response below.

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

Both facilities will be required to remain operational during the construction work, and the work will be required to take place over multiple phases and multiple years. It will be crucial for the Design Build (DB) team to work closely with CCPUD on critical phasing and logistics planning to minimize the impact on existing dam operations.

PDB delivery will provide the least risk for continued emergency spillway operation and spillway capacity and reliability while work is executed. The spillways of both dams are critical emergency water release systems that are utilized to mitigate many types of process upsets or failures. The DB team will be accountable to determine and implement the lowest risk methods to construct the improvements while allowing CCPUD to maintain continuously operating critical infrastructure. The collaboration of specialized design and building experience will reduce risk and create the best mitigation plans to ensure continuously available emergency spillway operation. Specialized DB team collaboration is more practical and responsive to this type of work than any other project delivery method.

It is anticipated that CCPUD will benefit from the DB team's experience and lessons learned by repeating multiple, similar upgrade cycles, leading to greater quality, lower operational impacts, progressively faster installation times, and lower total project costs. Spillway gate upgrade work is anticipated to be repeated each year for four to six consecutive years at each dam. As the work progresses from initial gate upgrades to later gate upgrades it's anticipated that the DB team will learn to work more efficiently and improve designs and construction methodology through repetition, refinement, and optimization. The result will be efficiencies not otherwise available through conventional design-bid-build contracting. The standardization of materials and equipment supplied in each phase will also create value for the District in the performance of system maintenance and the stocking of common spare parts and materials.

The Rock Island Dam fish ladder upgrade work is well-suited to collaborative and innovative solutions that can improve function and reduce costs. The overall parameters of rebuilding the dam's ladder structure to provide safe, efficient, fish passage lends itself to the consideration of many viable solutions. By working collaboratively with CCPUD, the DB team will have the opportunity to consider solutions that might not otherwise be considered by independent design teams who do not have the benefit of collaborating with the builder. The CCPUD is seeking the inherent value that the PDB project delivery method affords in crafting unique solutions to challenging projects like ours.

5. Public Benefit

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

- How this contracting method provides a substantial fiscal benefit; or
- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.
 - Utilizing PDB project delivery, the collaboration between CCPUD, and the DB team (contractor & design team) during design will result in efficiencies of design, constructability, scheduling/phasing, and materials/equipment selection that will result in construction cost savings that might not otherwise be realized in a D/B/B project.
 - Utilizing PDB project delivery, affords CCPUD the ability to have collaborative discussions that include CCPUD, the builder and the design team, allowing the entire team to make impactful, informed decisions during the design process that might not otherwise be afforded in a D/B/B project.
 - Having the DB contractor as a collaborative member of the team during design allows the builder to inform CCPUD and the design team of forecasted market, materials, and labor conditions and allows the team to plan and design accordingly to avoid potential cost and schedule impacts.
 - In PDB delivery, the design team is hired by the builder rather than CCPUD. This translates to a reduced risk of change order costs resulting from errors and omissions in the bidding and construction documents, over what might be encountered in a D/B/B project.

- PDB delivery allows for CCPUD to hire both the builder and the design team under one contract and involve both entities, along with CCPUD, as collaborators during project scoping, scheduling, design, bidding, and construction.
- Utilizing the combined strength of highly qualified construction and design professionals, who have a contractual relationship, will provide for better communication and collaboration, and will allow the DB team to more efficiently design to the desired scope, budget and schedule requirements than might be afforded by a D/B/B project.
- The projects anticipated under this program will require procurement of long lead-time materials and equipment. By planning for and utilizing “early procurement packages” for long lead time materials and/or equipment, CCPUD can ensure that those items will be onsite at the appropriate times and ready for incorporation into the project, avoiding the potential of added costs and schedule delay due to untimely acquisition/delivery of critical materials and/or equipment that might not otherwise be experienced in a D/B/B project.
- PDB project delivery affords CCPUD the ability to establish the certainty of total project cost (Guaranteed Maximum Price) significantly earlier in the project schedule than either GC/CM or D/B/B project delivery.

6. Public Body Qualifications

Please provide:

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

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

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

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

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

Refer to Exhibit A for project organizational chart.

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

Sam Dilly – P.E. PMP, Principal Project Manager (CCPUD)

Sam has 30 years of experience as a Civil Engineer and has performed project management at CCPUD for 18 years. Sam leads diverse teams to plan, design and build civil projects from roads and bridges, drinking water reservoirs and pipelines, wastewater treatment, fish hatcheries, boat launches, switchyard transformers to buildings. Sam has managed projects from initiation and planning to design, construction and close-out. Sam has experience managing large programs of projects that span 5-10

years and require phasing of multi-million dollars spending annually.

Sam initiated the CCPUD’s Strategic Facility Planning project in 2014 and completed a condition assessment of over 100 buildings during the first year. The following two years Sam led the team to complete a 50-year Strategic Facility Plan and gain budget approval to spend \$76 million. Sam will continue to manage the project work through pre-design, design, construction, and project closeout. The following table lists recent and relevant projects for Sam.

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD #1 Rock Island Dam Spillway Crack Repair	\$25M	Negotiated	Project Manager	2024-Current
CCPUD #1 Tumwater Dam Maintenance	\$6.5M	D/B/B	Project Manager	2022-Current
CCPUD #1 Fish Hatchery Program Management	\$20M	D/B/B	Program & Project Manager	2021-2023
CCPUD #1 Parks Shoreline Restoration Program	\$15M	D/B/B	Program and Project Management	2020-2022
CCPUD #1 Rock Island Dam Facilities	\$45M	GC/CM	Program and Project Manager	2018-2021
CCPUD #1 RI and RR Dam Facilities Program	\$90M	GC/CM	Program Manager	2017-2019
CCPUD #1 Facilities Program Manager	\$300M	GC/CM	Program Manager	2015-2019

George Velazquez PMP, MBA – Project Manager (CCPUD)

George is the Manager for Rocky Reach – Lake Chelan Project Delivery Department with over 22 years of experience in public power and 5 years in the private contracting industry. His technical skills and leadership style has led to the successful execution of programs varying from stakeholder outreach, strategic planning, turbine/generator rehabilitations, distribution, and transmission program development, among many others. He has a deep background in PUD business, Project Management & Engineering, finance and budgeting, risk management, QA/QC execution, procurement/contracting, asset management, safety, and change management. Coupled with operations knowledge of Generation & Transmission, Parks, Water/Wastewater, Fish & Wildlife/Hatcheries, Fiber systems, and Finance, he has successfully executed on many District initiatives.

George’s skills in project management and business administration have positioned him to deliver value and balance competing budgets and priorities, all while paying attention to the District’s strategic initiatives, people, and financial bottom line. With a reputation for turning difficult programs into successes, he has an inherent interest in successful and efficient delivery of strategic priorities as well as improve asset and service reliability.

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD #1 Rocky Reach C11 & C10 Water Filled Hub Refurbishment	\$25M	D/B/B	Manager	2023-Current
CCPUD #1 Rocky Reach RR Trash Rack Replacement	\$20M	D/B/B	Program & Project Manager	2022-Current
CCPUD #1 Rocky Reach RR Juvenile Fish Bypass Surface Collector Pumps	\$13M	D/B/B	Program & Project Manager	2022-Current
CCPUD #1 Rocky Reach Digital Electrical Governor Controls Replacement	\$7M	D/B/B	Program & Project Manager	2014-Current
CCPUD #1 Rocky Reach C1-C7 Turbine Hub Refurbishment	\$11M	D/B/B	Manager	2020-2022
CCPUD #1 Rocky Reach C8 & C9 Hub Refurbishment	\$24M	D/B/B	Program and Project Manager	2014-2018

Salim Qazi, P.E., PMP, DBIA Associate – Project Manager (CCPUD)

Salim is a registered professional mechanical engineer and has 30 years of diversified experience in heavy industrial design, construction, maintenance, and project management. Salim has served for 25 years in the primary metal industry prior to joining Chelan County Public Utility District (CCPUD) in April 2018. Salim has served in various capacities of project engineer, project manager, and engineering supervisor in either the primary metal industry or the hydro generating facility at Rock Island (RI) Dam at CCPUD. At CCPUD, Salim is currently managing the RI Spillway Gate Handling Prototype Implementation and RI Drop Gate Structure Remediation projects. He has also managed several power plant projects at RI Dam including PH1 & PH2 Unwatering Pumps, PH2 Dirty & Station Sump Pumps, PH1 & PH2 HVAC Upgrade, and PH1 Trash Racks Repairs. Salim also holds certifications for PMP and Associate DBIA.

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD #1 Rock Island PH2 HVAC Upgrade	\$2.8M	D/B/B	Project Manager	2023-Current
CCPUD #1 Rock Island Spillway Gate Handling Prototype	\$20M	D/B/B	Project Manager	2022-Current
CCPUD #1 Rock Island Drop Gate Structure Remediation	\$30M	D/B/B	Project Manager	2022-Current
CCPUD #1 Rock Island PH2 Station Drainage Mod	\$2M	D/B/B	Program and Project Manager	2022-Current
CCPUD #1 Rock Island PH1 HVAC Upgrade	\$2.4M	D/B/B	Project Manager	2020-2022

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

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

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD Rock Island Dam Powerhouse #2 HVAC Upgrade	\$2.8M	DBB	Program Mgr.	2022-Current
CCPUD Rock Island Dam Powerhouse #2 Unit U5 Unit Service Water Upgrade	\$2.0M	DBB	Program Mgr.	2022-Current
CCPUD Rock Island Dam Powerhouse #2 Motor Control Center Replacement	\$9.0M	PDB	Program Mgr.	2021-Current
CCPUD Rock Island Dam Powerhouse #2 - Draft Tube Gate Refurbishment	\$7.0M	PDB	Program Mgr.	2020-Current
CCPUD Rock Island Dam Powerhouse Generator Leads Replacement	\$6.5M	PDB	Program Mgr.	2020-Current
CCPUD Rock Island Dam Powerhouse #2 – Turbine/Generator Unit Rehabilitation	\$350M	PDB	Program Mgr.	2017-Current

Katie Yount – Internal Legal Counsel (CCPUD)

Katie has been a practicing attorney for 23 years. Katie has been with the District since 2015 and is currently working on the District’s Rock Island and Rocky Reach Hydroelectric Support Facility

Improvements Project using GC/CM as well as the Design-Build Rock Island Dam Powerhouse #2 Generator Unit Rehabilitation, Draft Tube Gate Refurbishment and Generator Leads Replacement projects. Prior to working for the District, Katie was in private practice focusing primarily on family and employment law. The following table lists recent and relevant projects for Katie.

Project	Project Value	Delivery Method	Role	Time Involved
CCPUD Rock Island Dam Powerhouse #2 HVAC Upgrade	\$2.8M	DBB	Legal Counsel	2022-Current
CCPUD Rock Island Dam Powerhouse #2 Unit U5 Unit Service Water Upgrade	\$2.0M	DBB	Legal Counsel	2022-Current
CCPUD Rock Island Dam Powerhouse #2 Motor Control Center Replacement	\$9.0M	PDB	Legal Counsel	2021-Current
CCPUD Rock Island Dam Powerhouse #2 - Draft Tube Gate Refurbishment	\$7.0M	PDB	Legal Counsel	2020-Current
CCPUD Rock Island Dam Powerhouse Generator Leads Replacement	\$6.5M	PDB	Legal Counsel	2020-Current
CCPUD Rock Island Dam Powerhouse #2 – Turbine/Generator Unit Rehabilitation	\$350M	PDB	Legal Counsel.	2017-Current
CCPUD Rock Island Dam Powerhouse #2 Motor Control Center Replacement	\$9.0M	PDB	Legal Counsel.	2021-Current
CCPUD Power Transmission Lines and Substations Phase 1	40.0M	PDB	Legal Counsel	2024

Jim Dugan – PDB Advisor (Parametrix)

Jim will provide a PDB advisory support role to the CCPUD team on this project. Jim has 44 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery, long-range strategic planning, scheduling, budget forecasting, public speaking/presentations, collaboration with stakeholders, and conflict resolution and claims mitigation.

While working for The Austin Company (1978-1998), Jim had significant Design-Build experience managing the design, engineering, and construction of commercial and industrial projects ranging from 23,000 to 3 million square feet, and from \$1 million to \$300 million in value. Jim’s DB experience with The Austin Company took him to Korea, Malaysia, Australia, Mexico, Canada, and a number of major cities within the USA. Jim is highly experienced in APD, utilizing both GC/CM and Design-Build delivery methods and has served as a member of the Project Management team for numerous public agency Owners and projects.

Since 2016, Jim has served as a member of the State’s Project Review Committee (PRC) where, along with colleagues from the construction industry and public agencies, he volunteers his time to review applications, hear presentations and make recommendations on public agencies wishing to utilize alternative project delivery methods on publicly funded projects. In 2019 and 2020, Jim filled the consecutive roles of PRC Vice Chair and Chair and in 2021 and 2023 was appointed to three-year additional terms as a PRC Member. Jim has served the Tacoma Public Schools team as their Program Manager and APD (GC/CM & DB) Advisor since 2013, in addition to serving as a Board of Director for Tacoma Public Schools between 2005 and 2011. The following table lists recent and relevant PDB projects for Jim.

Project	Project Value	Delivery Method	Role	Time Involved
Tacoma Water – New Warehouse and	\$22M	PDB	PDB Advisor	2023-current

Project	Project Value	Delivery Method	Role	Time Involved
Shop Facility				
Chelan County PUD – Transmission Lines Program – Ph. 1 Bundle	\$44.6M	PDB	PDB Advisor	2023-current
Chelan County PUD – Substations Program – Ph. 1 Bundle	\$61.9M	PDB	PDB Advisor	2023-current
TPS Maritime Skills Center	\$38.0M	PDB	Program Mgr., PDB Advisor	2023-current
TPS Lowell Elementary School Replacement	\$33.7M	PDB	Program Mgr., PDB Advisor	2023-current
TPS Bryant Montessori School Replacement	\$37.7M	PDB	Program Mgr., PDB Advisor	2022-current
City of Shoreline Parks Bundle	\$29M	PDB	PDB Advisor	2022-current
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Safety and Security Upgrades Bundle – Phases 1 & 2	28.5M	PDB	Program Mgr., PDB Advisor	2021-current
TPS 9 th & Broadway Bldg. – Willie Stewart Academy Tenant Improvements	\$4.5M	PDB	Program Mgr., PDB Advisor	2021-2024
TPS 9 th & Broadway Bldg. – Tacoma Online Learning Tenant Improvements	\$7.5M	PDB	Program Mgr., PDB Advisor	2021-2022
Mt. Vernon School District Laventure Middle School Adds/Mods	\$9.6M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Synthetic Fields Bundle	\$26.3M	PDB	Program Mgr., PDB Advisor	2021-current
TPS Fawcett Elementary School Replacement	\$35.9M	PDB	Program Mgr., PDB Advisor	2021-2023
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	Program Mgr., PDB Advisor	2021-current
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7M	PDB	PDB Advisor	2020-current
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PDB Advisor	2020-current
Chelan County PUD Rock Island Dam Powerhouse #2 Turbine Rehabilitation	\$352M	PDB	PDB Advisor	2017-current

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

Dan will provide support to the CCPUD team during PDB procurement and the development of the PDB RFQ and RFP documents as well as during the ensuing review, scoring, and selection process. Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 35 years of experience in the design and construction industry. He has extensive experience in the K-12 educational market and public-sector projects, providing design and construction services on projects for numerous school districts throughout western Washington. In addition to his role in APD procurement, Dan also provides project management and construction management services for Parametrix clients in on projects that utilize PDB, GC/CM and D/B/B delivery methods.

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

Project	Project Value	Delivery Method	Role	Time Involved
Tacoma Water – New Warehouse and Shop Facility	\$22M	PDB	PDB Procurement	2023-2024
Chelan County PUD – Transmission Lines Program – Ph. 1 Bundle	\$44.6M	PDB	PDB Procurement	2023-current
Chelan County PUD – Substations Program – Ph. 1 Bundle	\$61.9M	PDB	PDB Procurement	2023-current
TPS Maritime Skills Center	\$38.0M	PDB	PDB Procurement, Project Manager	2023-current
TPS Lowell Elementary School Replacement	\$33.7M	PDB	PDB Procurement	2023
TPS Bryant Montessori School Replacement	\$37.7M	PDB	PDB Procurement	2022
City of Shoreline Parks Bundle	\$29M	PDB	PDB Procurement	2022
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	PDB Procurement	2021
TPS Safety and Security Upgrades Bundle – Phases 1 & 2	\$28.5M	PDB	PDB Procurement	2021
TPS 9 th & Broadway Bldg. – Willie Stewart Academy Tenant Improvements	\$4.5M	PDB	PDB Procurement, PM/CM Support	2021-2024
TPS 9 th & Broadway Bldg. – Tacoma Online Learning Tenant Improvements	\$7.5M	PDB	PDB Procurement, PM/CM Support	2021-2022
Mt. Vernon School District Laventure Middle School Adds/Mods	\$9.6M	PDB	PDB Procurement	2021
TPS Synthetic Fields Bundle	\$26.3M	PDB	PDB Procurement	2021
TPS Fawcett Elementary School Replacement	\$35.9M	PDB	PDB Procurement	2021
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	PDB Procurement	2021
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7M	PDB	PDB Procurement, PDB Advisory	2020-current
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PDB Procurement, PDB Advisory	2020-current
Chelan County PUD Rock Island Dam Powerhouse #2 Turbine Rehabilitation	\$352M	PDB	PDB Procurement, PDB Advisory	2017-current
TPS Hunt Middle School Replacement	\$48M	PDB	PDB Procurement	2018

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

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

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

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

- The qualifications of the existing or planned project manager and consultants.

Note: For Design-Build projects, you must have personnel who are independent of the Design-Build team, knowledgeable in the Design-Build process, and able to oversee and administer the contract.

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

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not applicable. Project Management will be provided by District staff with support from Parametrix.

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

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

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

The projects under this program will be managed through the District's Project Delivery Department in coordination with the Generation Operations, Permitting, Procurement, and Legal departments who will provide project support. CCPUD performs over 100 projects with an annual capital budget of about \$200M annually and has built business processes to manage capital programs of this size and scope.

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

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

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

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

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Project engineering, design documents and construction cost estimates produced by the DB team will be reviewed and confirmed against the project specifications, performance criteria and available project construction budget at the end of each design phase. Value

analyses and constructability reviews will be ongoing and an established agenda item in the regularly scheduled project coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established GMP. Once the final GMP is negotiated, the DB team and the District Project Manager will regularly evaluate the construction documents to determine if there are any scope changes or market conditions that impact the agreed upon GMP. If deviations arise, changes will be made by the DB team to bring the project back into alignment with the budget and the established GMP.

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

- A brief description of your planned DB procurement process.

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

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

- Prior to release of the RFQ, we will conduct outreach to potential PDB teams to make them aware that the project is being planned and the anticipated timing of the RFQ release.
- Publish an advanced notice advertisement to notify potential PDB teams that the project is being planned and so that they can begin to form their teams in anticipation of the RFQ.
- Publicly advertise and issue the RFQ to solicit Statements of Qualifications (SOQ) from potential PDB teams. The RFQ will identify scoring criteria and weighting that will be used in evaluating the SOQs that are received.
- Review and score SOQs received from Proposers to arrive at a shortlist up to 3 or 4 of the most qualified Proposers who will be identified as Finalists.
- Issue the final RFP to Finalists that will solicit their written Proposal which will include project specific approach information and pricing factors. The RFP will identify scoring criteria and weighting that will be used in evaluating the Proposals that are received.
- Conduct PDB team led Proprietary Meetings with each Finalist to answer questions that will help them complete their Proposals.
- Receive and review Proposals. (With the exception of Price Factor Proposals which will be held confidential until after scoring of other proposal information.)
- Conduct CCPUD led Interviews of PDB Finalists to help the District's Selection Committee to better understand the qualifications, proposal and intended approach of each PDB Finalist.
- Score Final Proposals.
- Publicly open and score Price Factor Proposals.
- Notify all Proposers with a written summary of the scores from the procurement process and the selected PDB team.
- Recommend the intent to award to the highest ranked PDB Finalist to the CCPUD Commission and request permission to negotiate Preconstruction Fees and the terms and conditions of the PDB Contract.
- Negotiate Preconstruction Fees and terms and conditions of the PDB Contract with highest ranked PDB Finalist.
- Obtain approval of the selected PDB team, the Preconstruction Fees and the terms and conditions of the PDB Contract from the CCPUD Commission.
- Execute PDB Agreement and issue NTP.

- Make honorarium payment to PDB Finalists who were not awarded a contract.

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

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

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

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

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

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

CCPUD intends to utilize Parametrix as external industry experts to participate with us in the PDB selection and contracting process. We will also use the services and advice of Graehm Wallace and the staff at Perkins Coie for legal issues, during procurement, contract negotiations and the course of the project.

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

This is CCPUD's sixth DB project, and we have assembled and continue to refine a DB contract template that we will utilize for this project. Graehm Wallace and the staff at Perkins-Coie will assist CCPUD's internal Legal Counsel with preparation of the Contract Documents for this project. District Project Management and internal Legal Counsel staff, Parametrix and Perkins Coie, will work together to prepare and tailor the RFQ and RFP documents to meet the needs of this project.

7. Public Body (your organization) Construction History:

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

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

Refer to Exhibit B for CCPUD Construction History table.

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:

- An overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

Owner's Project requirements have been developed for the work. No preliminary design is available at the time of this application. Concept designs will be developed collaboratively by CCPUD and selected DB team.

9. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

CCPUD has not had a project related finding from the State Auditor's Office in their annual accountability audit on any of the projects identified in our Construction History table that has been provided in response to Question 7.

10. Subcontractor Outreach

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

CCPUD is committed to supporting the local community and economy by encouraging their contractors to include participation of local businesses, small business enterprises, women, and minority business, and socially and economically disadvantaged business enterprises on their projects. This is intended to invest tax-payer dollars back into the community, as well as help build a strong professional community central Washington.

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

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

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

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

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

Brett Bickford

Signature: _____

Name: *(please print)* Brett Bickford *(public body personnel)*

Title: Managing Director G&T

Date: 8/15/2024

EXHIBIT A—PROJECT ORG CHART



CHELAN COUNTY

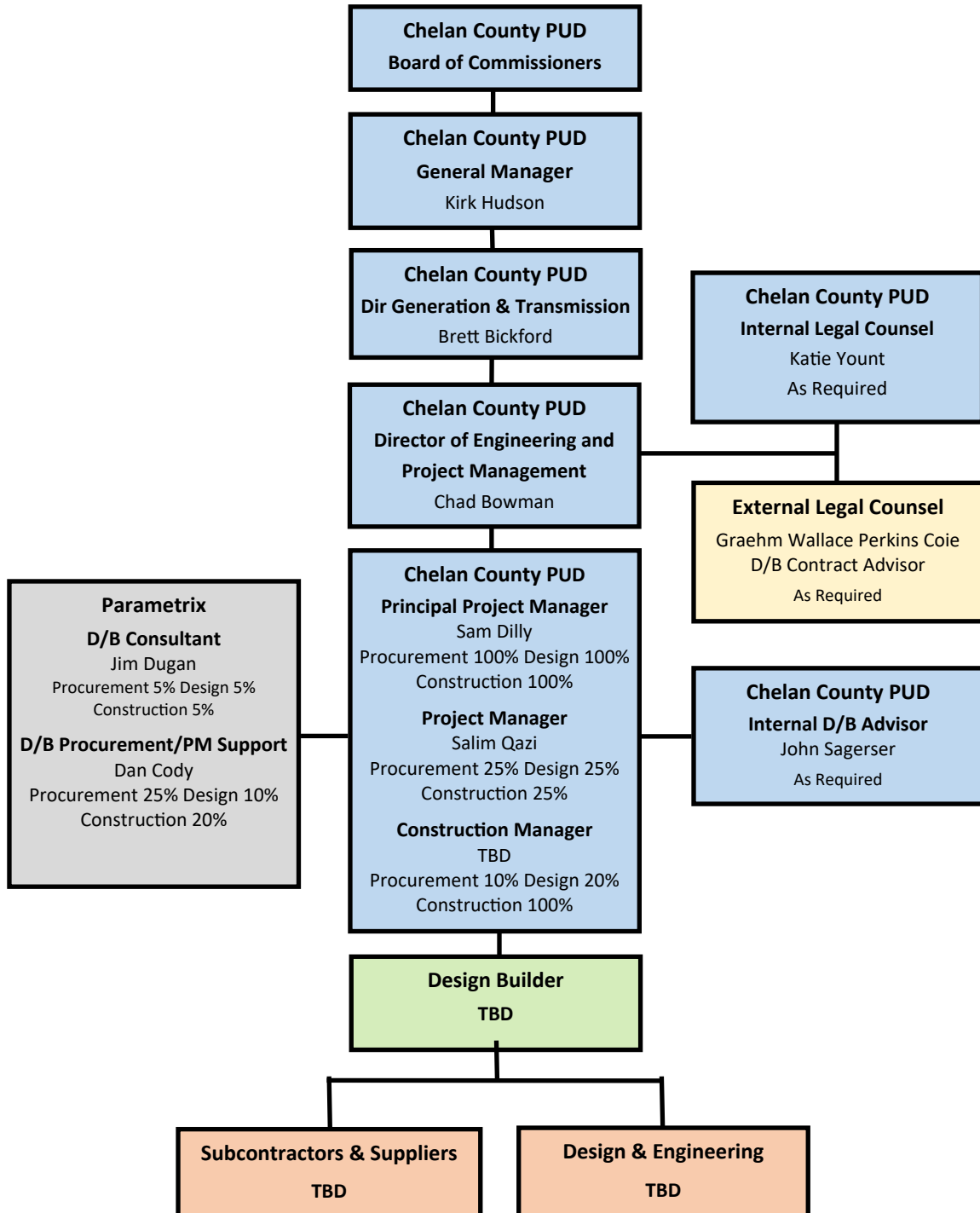


Exhibit B – CCPUD Construction History

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	SBE Utiliz.	MBE Utiliz.	WBE Utiliz.	VBE Utiliz.	Reasons for Budget or Schedule Overruns
Power Transmission Lines Program – Phase 1 Bundle	PDB	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD (Project still in DB Procurement)
Substations Program – Phase 1 Bundle	PDB	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD (Project still in DB Procurement)
Rock Island Dam Powerhouse #2 Unit Motor Control Centers Replacement	PDB	Nov 2022	Feb 2029	TBD	\$3.5M	TBD	TBD	TBD	TBD	TBD	TBD (Project still in DB Procurement)
Rock Island Dam Powerhouse #2 Draft Tube Gate Refurbishment	PDB	Aug 2021	Feb 2029	TBD	\$7.0M	TBD	N/A***	N/A***	N/A***	N/A***	TBD (Project still in Construction)
Rock Island Dam Powerhouse #2 Generator Leads Replacement	PDB	Aug 2021	Feb 2029	TBD	\$6.5M	TBD	N/A***	N/A***	N/A***	N/A***	TBD (Project still in Construction)
Rock Island Dam Powerhouse #2 Generation Unit Rehabilitation	PDB	Sept 2021	April 2029	TBD	\$350M	TBD	N/A***	N/A***	N/A***	N/A***	TBD (Project still in Construction)
York Anderson Canyon 1&2 Line Relocation – Pinnacles State Park	D/B/B	May 2021	Oct 2021	2021	\$1.2 M	\$1.2 M	N/A*	N/A*	N/A*	N/A*	On Schedule on Budget
Chelan Manson Transmission Line Reconstruction	D/B/B	May 2021	May 2022	2022	\$2.3 M	\$2.3 M	N/A*	N/A*	N/A*	N/A*	On Schedule on Budget
CCPUD Consolidated Service Center	GC/CM	Aug 2020	Nov 2022	Mar 2024	\$104.1M	\$124.8M	N/A**	N/A**	N/A**	N/A**	Discovery of cultural resources
Goodwin Bridge Transmission Line and Power Distribution Relocation	D/B/B	May 2020	Aug 2020	2020	\$3.2 M	\$3.2M	N/A*	N/A*	N/A*	N/A*	On schedule on Budget
Rocky Reach Dam Central Maintenance Facility Program & Discovery Center	GC/CM	Sept 2019	Nov 2022	2023	\$36 M	\$39M	N/A**	N/A**	N/A**	N/A**	Increase in Project Duration
Rock Island Dam Central Maintenance Facility Program	GC/CM	July 2018	Dec 2020	April 2021	\$37M	\$37M	N/A**	N/A**	N/A**	N/A**	Covid-19 Pandemic Delays
Rocky Reach Dam Powerhouse Bridge Cranes Refurbishment	D/B/B	May 2016	Feb 2018	Current	\$4.4 M	\$5.4 M	N/A*	N/A*	N/A*	N/A*	Increase Project Value
Rocky Reach Dam Intake Gantry Crane Refurbishment	D/B/B	Oct 2015	Dec 2017	2017	\$4.5M	\$4.7M	N/A*	N/A*	N/A*	N/A*	Increase Project Value
Lincoln Rock State Park Cabin Loop and Group Camp	D/B/B	Feb 2015	Jan 2016	2016	\$2.5 M	\$2.5 M	N/A*	N/A*	N/A*	N/A*	

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	SBE Utiliz.	MBE Utiliz.	WBE Utiliz.	VBE Utiliz.	Reasons for Budget or Schedule Overruns
Rock Island B1-B4 Generating Unit Modernization	D/B/B	Dec. 2014	Feb 2020	2017	\$41.8 M	\$46.3 M	N/A*	N/A*	N/A*	N/A*	Increase Project value
Entiat Park Revitalization	D/B/B	July 2013	May 2016	2016	\$6.1 M	\$6.2 M	N/A*	N/A*	N/A*	N/A*	Increase Project Value
Entiat 115kV transmission Line	D/B/B	March 2013	Sept 2013	2013	\$3.2 M	\$3.2M	N/A*	N/A*	N/A*	N/A*	On Schedule on Budget

N/A* = This project was delivered D/B/B and there was no requirement for utilization of disadvantaged business enterprises.

N/A** = This project was delivered utilizing APD but was prior to RCW 39.10 requiring the tracking/reporting of utilization of disadvantaged business enterprises.

N/A*** = This project is being delivered PDB but the contract was executed prior to May 10, 2021 when revisions to RCW 39.10.330 required the tracking/reporting of utilization of disadvantaged business enterprises.