Washington State
Department of Transportation

Transportation Building
310 Maple Park Avenue S.E.
P.O. Box 47300
Olympia, WA 98504-7300
360-705-7000
TTY: 1-800-833-6388
www.wsdot.wa.gov

June 17, 2022

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 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers project. This will be WSDOT's second project to utilize Progressive Design Build (PDB) and the second request to the Project Review Committee seeking approval to use the PDB delivery method. WSDOT's alternative contracting authority is limited to "traditional" design build contracts under RCW 47.20.780 and RCW 47.20.785.

This project will remove 24 fish passage barriers in Kitsap County at an estimated project cost of $457 million. The project presents unique challenges due to stakeholder involvement and natural resource sensitivity. PDB will allow WSDOT to allocate risks and finalize stakeholder needs before determining contract price, which is not possible using either design-bid-build or "traditional" design-build contracting methods. WSDOT will apply lessons learned from its first PDB Project (US101/SR109 Grays Harbor/Clallam/Jefferson-Remove Fish Barriers Project) in the procurement, contract, and administration of this second PDB project.

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

Sincerely,

Robert E. Christopher III, P.E.

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

cc: Marshal Elizer, Assistant Secretary Multimodal Development and Delivery
Kevin Dayton, Assistant Secretary Regions/Chief Engineer
Steve Roark, Regional Administrator Olympic Region
MaryLou Nebergall, Assistant Regional Administrator Olympic Region

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

APPLICATION FOR PROJECT APPROVAL

To Use the Design-Build (DB)
Alternative Contracting Procedure

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

Identification of Applicant

a) Legal name of Public Body (your organization): Washington State Department of Transportation
b) Mailing Address: 7407 31st Ave NE, Lacy WA 98516; Mailing Address PO Box 47440 Olympia, WA 98504-7440
c) Contact Person Name: James (Jim) Sammet Title: Assistant Project Engineer – Contract Manager
d) Phone Number: 425-999-2953 E-mail: SammetJ@wsdot.wa.gov

1. Brief Description of Proposed Project

a) Name of Project: SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers
b) County of Project Location: Kitsap County
c) Please describe the project in no more than two short paragraphs. *(See Attachment A for an example.)*

In an effort to protect and restore salmon runs, WSDOT has been correcting barriers to fish created by WSDOT highways since 1991. A fish passage barrier hinders movement of fish through a waterway at any of its life stages preventing access to fish habitat. Culverts can impact the ability of fish to access their habitat if the stream flow through the culvert is too swift, too shallow, or creates a waterfall into or out of the culvert. Most barriers are culverts that were installed decades before scientists fully understood the impacts to fish. In March 2013, a federal court injunction required WSDOT to significantly increase the efforts to remove state owned culverts that block habitat for salmon and steelhead to restore the fishing rights of the Native American Tribes at their usual and accustomed places. The injunction requires that WSDOT correct approximately 413 fish barrier culverts to open 90% of the upstream fish habitat by the year 2030.

This project bundles 24 of the 413 injunction fish barriers into one Progressive Design-Build (PDB) contract and replaces them with fish passable structures that are generally bridges or large box culverts Other work as part of design permitting and constructing each fish passable structure will include right of way acquisition, streambed grading, restoration of fish habitat, roadway construction, drainage, traffic safety elements such as guardrail and barrier, landscaping, retaining walls, maintenance of traffic. See Appendix A for a map of the proposed 24 fish barrier removal sites for this project and Appendix B for examples of fish passable structures and projects completed by WSDOT.

Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	$**6,800,000**
Estimated project construction costs *(including construction contingencies)*:	$**358,000,000**
Equipment and furnishing costs	$**n/a**
Off-site costs	$**n/a**
Contract administration costs (owner, cm etc.)	$**34,000,000**
Contingencies (design & owner)	$**24,000,000**
Other related project costs (briefly describe)	$**n/a**
Sales Tax	$**34,200,00**
Total	$**457,000,000**

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 Washington State Legislature has fully funded the Fish Barrier Removal program.

2. Anticipated Project Design and Construction Schedule

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

The anticipated project design and construction schedule, including:

a) Procurement;
b) Hiring consultants if not already hired; and
c) Employing staff or hiring consultants to manage the project if not already employed or hired.

The following is the Preliminary Project Milestones schedule for the project

Project Review Committee Meeting/Approval	July 28 2022
Independent Cost Estimator Selection	September 2022
PDB – RFQ Advertisement	November 2022
PDB – SOQ Due (4-6 weeks)	January 2023
Shortlist Finalized / Issue RFP	February 2023
Proposals Due (6-8 weeks)	April 2023
PDB Team Interviews	May 2023
Select DB Team	May-June 2023
Phase One - Notice to Proceed	July 2023
PDB - Preliminary Services Phase One (~60%)	July 2023 – July 2026
Early Packages/GMP	Fall 2024
Final Design and Construction Phase Two	Fall 2024 – Summer 2029
Close Out	December 2029

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

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

PDB Contracting delivery is appropriate for the SR3/SR 104/ SR 303/SR 307/SR 308 Kitsap Co-Remove Fish Barrier 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?

  Highly Specialized Activities

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

  - Construction within Environmentally Sensitive Locations - Decisions on how to stage construction while, maintaining and routing live traffic through an environmentally sensitive work zone are highly specialized and are site-specific for each fish barrier replacement location. These activities 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 the project development, permitting 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.

- Constructing Stable Stream Habitat - The fish passage injunction requires fish passage structures to meet the stream simulation design criteria. This requires integrating specialized design criteria with a contractor 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. Lessons learned by trial and error over the history of many projects have resulted in the development of practical construction means and methods to meet agency design guidance for stream simulation elements. Examples of such features are: (1) Anchoring large woody material upstream or inside of a new culvert in a manner that is acceptable to the tribes and Washington Department of Fish and Wildlife (WDFW) prohibits the use of concrete, chains, or wire rope. Design requirements and construction means and methods are developed in manner that results habitat features that are stable during high flood events to prevent the material from getting swept downstream causing plugging of the culvert a downstream blockage or channel erosion. (2) Selecting streambed gravel that has a gradation suitable for fish yet will prevent the stream from disappearing and flowing subterranean within the gravel during periods of low stream flow. (3) Installing natural features inside new fish passage structures that allow the stream to meander but prevent it from getting “stuck” against a structure wall and staying there.

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

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

- Mitigation of Community Impacts - The close proximity of a significant number of fish barriers within the same stretch of a highway which do not have detour opportunities, makes maintaining traffic operations and community engagement critical to project success. Mitigating traffic delays, temporary road closures, and impacts to the adjacent local roads are key aspects to minimizing impacts to the local community. The PDB delivery method provides the community the opportunity to provide their input directly to the design-builder during the development and planning phase of the project allowing the design builder to incorporate means and methods that will best address the community needs. The greater opportunity for incorporating community input in project phasing allows the design-builder to group and coordinated work zones in close proximity resulting in reduced impacts on the neighboring communities.

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

Greater Innovation and Efficiencies

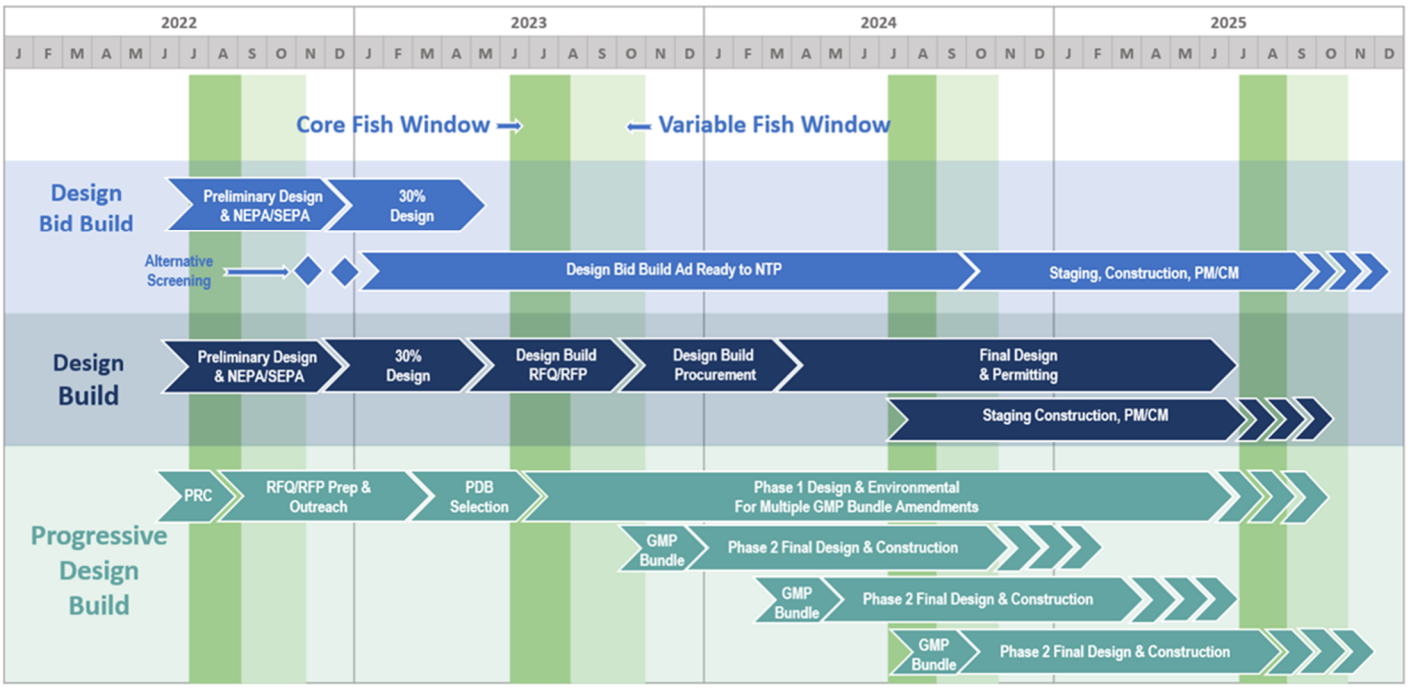
- Bundling Efficiencies – This project will bundle 24 fish barrier sites into one contract providing the design-builder greater opportunity to plan and coordinate work to fit within the limited fish windows and seasonal construction requirements. The bundling of the work sites into one contract provides an opportunity to realize economy of scale and streamlining of fabrication; for example, by grouping a number of similar sized culverts that require a 20' to 25' width into the larger 25' width size can provide improved economy of scale during offsite pre-fabrication and onsite construction because all of the elements of the structures would be nearly identical. Bundling also offers the opportunity to progress several work sites within one corridor simultaneously. Early work packages that establish construction staging, temporary structures for traffic detours around the work areas, and shifting traffic in preparation for in-stream work during the fish window can be accomplished for several sites at once within the same corridor.

- Greater Innovation Through Collaborative Approach - The PDB approach will provide an opportunity for the design-builder, tribes, resource agencies, utilities, and the community to communicate together early in the project development, permitting and design process, prior to the design-builder committing to a fixed price. This feature of PDB allows for a more collaborative project, resulting in greater innovation that will better meet stakeholder needs and expectations. The early agreement on project groupings or early work packages will allow streamlining of environmental permitting, utility relocation, fabrication, and allow for faster procurement and faster delivery of the overall project.

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

Significant Project Delivery Time Savings

The PDB delivery method offers a significant time savings advantage over tradition design-bid-build and DB delivery methods. Figure 1 on page 5 demonstrates the schedule advantages the PDB delivery approach provides as compared to traditional DB and Design-Bid-Build. Under Traditional DB and Design-Bid-Build delivery the required lead time for preliminary design and environmental documentation in missing multiple in-water construction fish windows. Use of the PDB delivery method will allow construction of early works packages to start during the first quarter of 2024 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 PDB delivery approach provides a number of significant time savings through efficiencies and streamlined processes including the following:

- ***Staffing Efficiencies*** - WSDOT does not have adequate in-house staff needed to develop design-bid-build or traditional design-build contracts fast enough to remedy all fish barriers in time to meet the injunction deadline of June 2030. This project, as a progressive design-build contract, will leverage industry resources and help fulfill that need.

- ***Bundling Efficiencies*** – Bundling of 24 culverts in one project allows the design-builder to phase construction efficiently with each completed design and permit package and provides for the most efficient removal of an individual culvert or grouping of culverts. Sequencing of design and construction of Guaranteed Maximum Price (GMP) bundles will allow a GMP bundle to begin construction to the completion of design on all culverts. This saves substantial time in the overall schedule.

- ***Construction Efficiencies*** - Early and extensive design-builder involvement during the design phase provides opportunities to enhance constructability for the project, which will provide opportunities for greater construction efficiencies leading to time savings realized for the overall project delivery.

- ***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 will result in time savings for both the environmental documentation process as well as permit acquisition. In a traditional design-build project, the Design-Builder acquires environmental permits after procurement and a lump sum proposal submittal and best value selection. Any changes to the proposed design resulting from tribal and agency coordination after procurement impacts both the schedule and the project cost because those changes require additional coordination with the tribes and agencies.

  The PDB delivery process allows the design-builder to have early input and identify details regarding their specific design and construction means and methods will streamline the environmental process by incorporating tribal and agency requirements with the Design-Builder's GMP. 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 a guaranteed 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 must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
  - PDB will allow the development, design and permitting to be integrated with the builder's means and methods in a way that can minimize the overall cost as compared to traditional DB or design-bid-build. This can be a significant savings given the effect of short in-water work windows coupled with maintaining traffic flow during construction.
  - Early involvement by the design-builder will reduce the likelihood of change orders and claims. During negotiations of the GMP, PDB provides the owner an opportunity to renegotiate scope/risk in areas identified as being high cost or high risk. The risk sharing approach of the progressive design-build contract will lead to lower overall costs.
  - PDB best meets the needs of tribes, resource agencies, stakeholders, and the community by having their input incorporated in solutions that minimize environmental and community impacts, while allowing risk sharing discussions prior to establishing GMP.
  - PDB provides a single point of accountability with the design-builder and eliminates the design risk and potential added costs associated with design related errors and change orders, that would ordinarily be the responsibility of the owner being the owner.

- PDB enables the Design-Builder to identify and reach agreement on early construction packages allowing earlier material procurement and volume purchases (e.g., precast culverts, prestressed girders, etc.) resulting in reduced project and escalation costs.
- The PDB procurement process provides the ability to use qualifications and project goals in the selection process such as collaboration, progressive design-build experience, key personnel experience, and design-builders' approach to solving the technical challenges would result in greater value to the public by providing the most qualified and capable

- 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 meet similar quality standards as WSDOT's design-bid-build delivery but provides a quality advantage over traditional DB because PDB provides a better opportunity for reaching desired results on design requirements before pricing the construction. This ensures that quality standards are met within the GMP framework.

  Delivery Schedule

  - Delivery schedule is improved using progressive design-build by selecting the Design-Builder prior to completing the environmental documentation and permits for the bundled locations. In a design-bid-build or traditional DB process the environment documentation and permitting is completed prior to selecting a Contractor or Design-Builder. This timeframe under traditional delivery methods is significantly longer than the timeframe using PDB. With PDB the design builder can complete the environmental documentation and permitting in a manner that meets their delivery schedule.
  - Under conventional DB project delivery, the design-builder is not included earlier in the environmental documentation and permitting process during preliminary design prior to the design-build procurement. By not including the design-builder in the environmental process, assumptions are made during preliminary design regarding the final design and construction impacts. These assumptions are used as a framework for the environmental permit conditions and limit the ability for the design-builder to develop innovative and efficient solutions for their means and methods that often result in reduced project schedule and cost savings. By contrast, under the PDB delivery the contractor is responsible for developing the environmental permit conditions with WSDOT, the tribes and permit agencies and can collaborate with stakeholders to incorporate innovative and efficient solutions into the project.
  - Utilizing the existing delivery methods available to WSDOT will make it very challenging to meet the federal injunction deadline of 2030. 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, primarily involving DB delivery, but also GC/CM delivery and one PDB delivery that is currently under contract.

  Projects examples WSDOT has completed using traditional DB delivery include the following:
  - SR509/SR167 Gateway Program
  - SR99 Alaskan Way Viaduct Replacement Project
  - SR520 Floating Bridge Replacement and Rest of the West projects
  - SR 16/I-5 Pierce County HOV Program
  - I-405 Program segments

  Examples of Fish barrier removal projects WSDOT 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

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

- I-5 & SR 11, Padden Creek - Fish Passage,
- SR 20, Olson Creek and Unnamed Tributary to Skagit River Remove Fish Barriers Project
- SR 3, Chico Creek and Tributary - Remove Fish Barriers Project
- SR 108 & US 101, Mason and Thurston Co Fish Barriers - Remove Fish Barriers
- US 101, Jefferson & Clallam County - Remove Fish Barriers

Fish barrier removal projects WSDOT currently underway using PDB delivery include:

- US 101 & SR 109, Grays Harbor/Jefferson/Clallam - Remove Fish Barriers Project,

In addition to design-build contracting, WSDOT has also utilized the Heavy Civil GC/CM delivery method for Seattle Multimodal Terminal at Colman Dock project involving negotiation of self-performed construction for a substantial portion of the construction similar to PDB and is a project previously approved by PRC.

In the past 22 years, WSDOT has delivered *44* design-build projects under WSDOT's Design-Build authority (RCW 47.20.780 and RCW 47.20.785) and is in the process of procuring or under contract on another *23* design-build projects.

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 WSDOTs 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.

WSDOT is currently administering its first PDB Contract for the US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29). The Project involves the construction of 29 fish passage sites bundled into one contract. The progressive design builder intends to combine the 29 sites into 5 bundles over 4 construction seasons. The project is still in Phase 1 design and the GMP for the first bundle is anticipated this fall with construction starting in 2023. The project is on schedule to be completed by December 2026.

WSDOT will incorporate many of the lessons learned from the first PDB Contract in the second PDB Contract for the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers project including the following:

- Additional geotechnical evaluations to better define the cost risk during Phase 1
- Clearly defined lateral stream migration requirements and mitigation
- Clearly defined level of effort for resource co-manager coordination

- 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 Appendix 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

Art McCluskey, PE, DBIA – Design Build Program Manager

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

Robert Dyer, PE – Headquarters (HQ) Assistant State Construction Engineer

Bob Dyer 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, Bob will also be involved in contract changes that exceed $500,000. Thirty-eight years of Bob's career has been dedicated exclusively to construction contract procurement, administration, management, and leadership. He has been employed in this work by the public and private sector (30 and 8 years respectively), has worked on both sides of the contract (owners 36 years, design-builder 2 years), and has worked on both design-build and bid-build contracts (12 and 26 years respectively). Bob developed the first design-build template documents for WSDOT and Utah DOT and has responsibility on this project to oversee development of the progressive design-build documents. Bob was project director for three of WSDOT's $150 Million+ design-build contracts (SR 520 Eastside, SR520 Pontoons, and I-5 Everett HOV), and will be providing expert advice and guidance in the procurement and management of quality, cost, and schedule on this project.

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

Ricky Bhalla will provide oversight for both procurement and contract administration phases on this project. He was the procurement manager on US 101 & SR 109, Grays Harbor/Jefferson/Clallam - Remove Fish Barriers (Coastal 29) Progressive Design Build project and is responsible for the construction oversight of the project. He joined WSDOT in 1999 and has over twenty years of progressively responsible experience in project development and contract administration, and an extensive knowledge of WSDOT's highway engineering and contracting practices, technical procedures, and management processes. Ricky is a licensed engineer and has administered multiple construction contracts throughout his career including $120 million SR 16/I-5 Westbound Nalley Valley project in Tacoma. He is trained in WSDOT's traditional design-build procurement and is experienced in design and construction of fish passage projects.

Bill Elliot, PE, Project Manager – PDB Procurement Administration

Bill Elliott will serve as the Procurement Project Manager. He joined WSDOT in 1990 and has over thirty years of progressively responsible experience in project development and an extensive knowledge of WSDOT's highway engineering practices, technical procedures, and management processes. Bill Elliott graduated from Norwich University in 1980 and is a licensed engineer in Washington State. Bill has delivered multiple projects to advertisement throughout his career including managing the procurement phases for two Design-Build projects in the I-5, JBLM corridor, each over $200M contract cost, and two Design-Build projects for bundles of culvert replacements to provide fish passage. He is trained in WSDOT's traditional design-build procurement and is experienced in design of fish passage projects.

Kyler Kokenge, PE –Project Manager – PDB Construction Administration

Kyler Kokenge will be responsible for managing and providing engineering oversight of the field office delivering the PDB fish passage project. This will include design and inspection oversight, schedule management, contract payments, and quality verification on this project. Kyler will support the day-to-day administration of the progressive design-build contract. Kyler joined WSDOT in 2016 and has been the Project Manager for the Coastal 29 Progressive Design-Build project since August 2021. Kyler is currently managing the progression of all five bundles through Phase 1 Services with Kiewit. It is anticipated the first of five bundles will progress to Phase 2 in fall of 2022 after negotiations are complete. Prior to his current role, Kyler spent two years as WSDOT Olympic Region's floating design-build assistant project manager. During this time, he assisted with contract procurement and administration on several design-build projects and was also responsible for the day-to-day management of the SR 3 Chico Creek – Remove Fish Barriers ($57.6M) design-build project from contract execution through completion of NEPA and permitting. Kyler has over 10 years of progressively responsible experience in project development and contract administration of fish barrier removal projects. Prior to joining WSDOT in 2016, Kyler worked for the Washington State Department of Natural Resources for 5 years developing and administering design-bid-build fish barrier removal projects.

Nicholas Harvey, PE– Assistant Project Engineer

Nick will assist Kyler Kokenge in managing the field office and the day-to-day administration of the progressive design-build contract. Nick has over 5years 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. Nick Is currently supporting the day-to-day administration of the progressive design-build contract and has been a Design Team Lead for the Coastal 29 Progressive Design-Build project since July 2020. Prior to his current role, Nick spent 3 years in the WSDOT Olympic Region assisting with plan, specification, and estimates development of several fish passage projects including assisting in the RFQ and RFP development phase of SR 3 Chico Creek Fish Barrier Removal Project.

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

Progressive Design-Build Consultant & Advisor Support:

Jacobs Olympic Region General Engineer Contract (GEC)

WSDOT will utilize the Jacobs GEC contract to provide subject matter expert support to WSDOT for PDB project management, engineering, and contract development.

Jim Sammet, PE, Assistant Project Engineer – Procurement Contracts Manager

Jim will assist Bill Elliot in managing the procurement phase of the PDB Contract. Jim has 30 years of experience as a licensed professional engineer, and he has been involved in the delivery of design-build projects since 2004 in the transportation and renewable energy sectors. Jim has worked on DB projects both as the design project manager for the deign-builder and as the project manager for the owner. He has experience with PDB delivery in the wind energy and hydroelectric energy sectors. On past projects Jim has managed DB contract development with outside council. Jim's most recent experience on WSDOT design-build project was as a segment design manger for the design-builder team on the I-405 Renton to Bellevue Express Toll Lane project.

Robynne Thaxton, JD , PDB Contract Advisor:

Robynne will assist with the development of the contract for preliminary design and independent cost estimating, advise on the allocation of risk between WSDOT and the progressive design-builder, and contract management; particularly, the integration development of the of PDB contract. Robynne performed this role for WSDOT's first PDB contract for US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers and will perform this role again for the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers contract. Robynne is a practicing attorney and consultant industry leading expertise in DB contracts, procurement, and delivery. She was appointed to the Washington State Capital Projects Advisory Review Board in 2019. She served on the National Design Build Institute of America Board of Directors from 2010 - 2016. Robynne is an instructor for the DBIA Contracts and Risk Management course as well as the Best Practices in Progressive Design-Build course. Robynne has assisted many public owners with their design-build projects. Recent representative projects include the City of Bothell's Fire Stations 42 and 45, City of Tacoma's Alder station re-wind, Seattle City Light's Boundary Dam re-wind and Cedar Falls substation projects, Western Washington University New Residence Hall and Consolidated Academic Support Services building, University of California San Diego Triton Pavilion, Los Angeles County Consolidated Correctional Facility project, Port of Seattle's AUF Facility and Concourse D Hardstand projects. Robynne has also assisted both the Washington State Department of Enterprise Services and the University of California System in developing their form progressive design-build procurement documents and contracts.

Progressive Design-Build Consultant Legal Support

Attorney General's Office

Guy Bowman, Esq. 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 14 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 on the first PDB procurement for the US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers (Coastal 29) Project. He was responsible for managing the contract with 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 contact for the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers project under their existing contract. 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 a guaranteed maximum price.

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

Through the AG's office WSDOT will use the services of Hawkins to develop the PDB contract. Hawkins provided these same services to WSDOT through the AG's office for WSDOT's first PDB Project.

Eric S. Petersen (Partner).

Eric is an infrastructure procurement, contract and finance lawyer concentrating in the field of alternative project delivery and P3 construction contracting on behalf of public agency clients. He was instrumental in building the firm's P3 and alternative delivery practice upon a strong foundation of public finance and project finance expertise, and since 1984 has practiced full time and is nationally recognized as a leader in this field. Eric has, on behalf of state and local governments, been the chief contract draftsman and lead negotiator on more than 100 major public works contract procurements in

25 states. These have resulted in design-build, design-build-operate-maintain, design-build-finance-operate, asset management, CMAR, franchise and concession contracts with private service providers nationally and internationally valued at over $20 billion, including contracts for projects in the water, wastewater, solid waste, social infrastructure, transportation, and power and renewable energy sectors. Eric has served as special counsel on groundbreaking projects for or serving the State of California; the State of Oregon; the State of New York; the State of New Jersey; the State of Rhode Island; the Commonwealth of Puerto Rico; Seattle; Phoenix; New York City; Washington, D.C. (DC Water); San Diego; Los Angeles; Orange County (CA); Houston; San Antonio (SAWS); Dallas (TRA); Charlotte; Hialeah-Miami Dade; Fulton County; Pima County; Boston (MWRA and MBTA); Nashville; Newport; San Juan; Santa Fe; Spokane County; and Victoria, BC, among many others. His professional experience encompasses all forms of public-private contracting arrangements under which public works facilities are designed, built, financed, owned and operated.

Christopher M. Taylor (Partner).

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

Andrew D. Ligon (Associate).

Andrew has focused on the procurement and implementation of public infrastructure on alternative project delivery bases in the social infrastructure, power and renewable energy, transportation, water treatment, and solid waste sectors. Projects in which Andrew has served as special counsel include a public-private partnership (P3) courthouse project for Howard County, Maryland; a P3 fiber optic network for San Francisco, California; a solar power purchase agreement for DC Water and Sewer Authority; the development and management of a landfill gas cogeneration project for the City of San Diego; a wastewater facility DBO in Springfield, MA, and the demolition of certain dams in the Klamath River Basin.

Eric, Chris and Andrew's progressive design-build project experience include Washington State Department of Transportation's first culver bundle PDB project, and numerous water sector PDB's for the City of San Jose, San Jose Water Company, City of Houston, and many other public agencies nationally.

- 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 Appendix 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.

Bill Elliot will serve as the PDB project manager for the PDB procurement phase and Bill will be supported by Jim Sammet as the procurement phase contract manager. Kyler Kokenge will serve as the project manager for the Phase 1 design service and Phase 2 construction administration. and will be supported be assisted Nick Harvey, Assistant Project Engineer during the Phase 1 design services and Phase 2 contract administration. Their short biographies and experience are included in Section 6.3 and their experience is included in Appendix D.

- 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.

  N/A

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

  See Appendix D – Staff Experience

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

  WSDOT has well-established and well-defined design and construction oversight procedures for managing quality, cost, and schedule for design-build (as well as bid-build) projects, all of which will be used in managing this project. These are standardized in WSDOT manuals (which include WSDOT's Construction Manual, Design Build Manual, and Design Manual), allocated between WSDOT and the design-builder in the contract documents, reinforced through dozens of training classes. WSDOT controls are supported by legacy and proprietary computer programs (addressing materials quality, construction quality, submittals, documentation, correspondence, non-conformances, schedule, payments, environmental commitments, etc.) WSDOT controls will be implemented by an experienced WSDOT project office staff, audited by two different audit groups (both external to the project), and overseen by a WSDOT executive oversight committee.

  In addition to the preceding standard WSDOT procedures, for this PDB procurement and contract WSDOT will (1) supplement cost negotiations with at least one independent cost estimator, (2) continue to the use the services of Hawkins as outside legal counsel and author of the PDB contract. Hawkins authored WSDOT's first PDB contract for the US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project and WSDOT will continue to use Hawkins' expertise in progressive design-build contracts and will incorporate lessons learned from the first PDB contraction into SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers PDB contract, and (3) obtain outside consultant expertise from the Jacobs Olympic Region General Engineering Consultant Contract to assist in managing progressive design-build contracts.

- A brief description of your planned DB procurement process.

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

  WSDOT advertises its projects through its Contract Ad and Award site and in the Daily Journal of Commerce. WSDOT also sends advertisement notices of its construction contract opportunities and contractor bulletins through GovDelivery notification system. WSDOT's Design-Build projects also include a pre-advertisement notice with important project information through its Contract Ad and Award website.

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

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

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

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

The PDB pricing component will likely include Design-Builder's overhead and profit fee percentages. Project delivery approach will be more important and weighted more than price factors in the RFP evaluation criteria. WSDOT will work with the Jacobs GEC team and AG's office in developing the selection process and criteria. The PDB contract will be formulated using WSDOT's first PDB contract for the Coastal 29 project as the basis the terms and conditions for both PDB Phase One and Phase Two contracts. WSDOT will work collaboratively with the design-builder to develop a Guaranteed Maximum Price after the award of the Project, once the scoped GMP Bundle Amendments for the fish barrier removals have been developed.

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

  WSDOT has developed design-build template contract language for General Provisions and Technical Requirements, parts of which have been reviewed by Washington State AG's office and Federal Highway Administration. The design-build template contract language has been used successfully to administer multiple WSDOT design-build projects.

  WSDOT has previously developed the PDB contract for the Coastal 29 Fish Barrier PDB project based on DBIA and other states and entities' experience with progressive design-build. The Coastal 29 Project contract was developed by outside council (Hawkins) for WSDOT under contract with the Attorney General's Office.

  WSDOT will utilize the AG's office and the existing contract with outside council, Hawkins to develop the PDP contract language for the SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers project. Additional support will be provided by the Jacobs GEC PDB subject matter experts for the development of the Phase 1 scope of work along with Robynne Thaxton, who will provide review and feedback on WSDOT's contract language for the PDB contract.

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

See Appendix 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)*
- 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 Appendix A and B

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.

N/A – There have been no findings.

10. Subcontractor Outreach

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

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

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

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

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

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

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

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

do business with Washington State in an effort to increase their capacity and participation on WSDOT projects.

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

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

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

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

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

Signature: William M. Elliott

Name: *(please print)* Bill Elliott, PE *(public body personnel)*

Title: Project Engineer, Tumwater Design Office.

Date: 6/15/2022

Appendices

Appendix A: Project Map: SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers

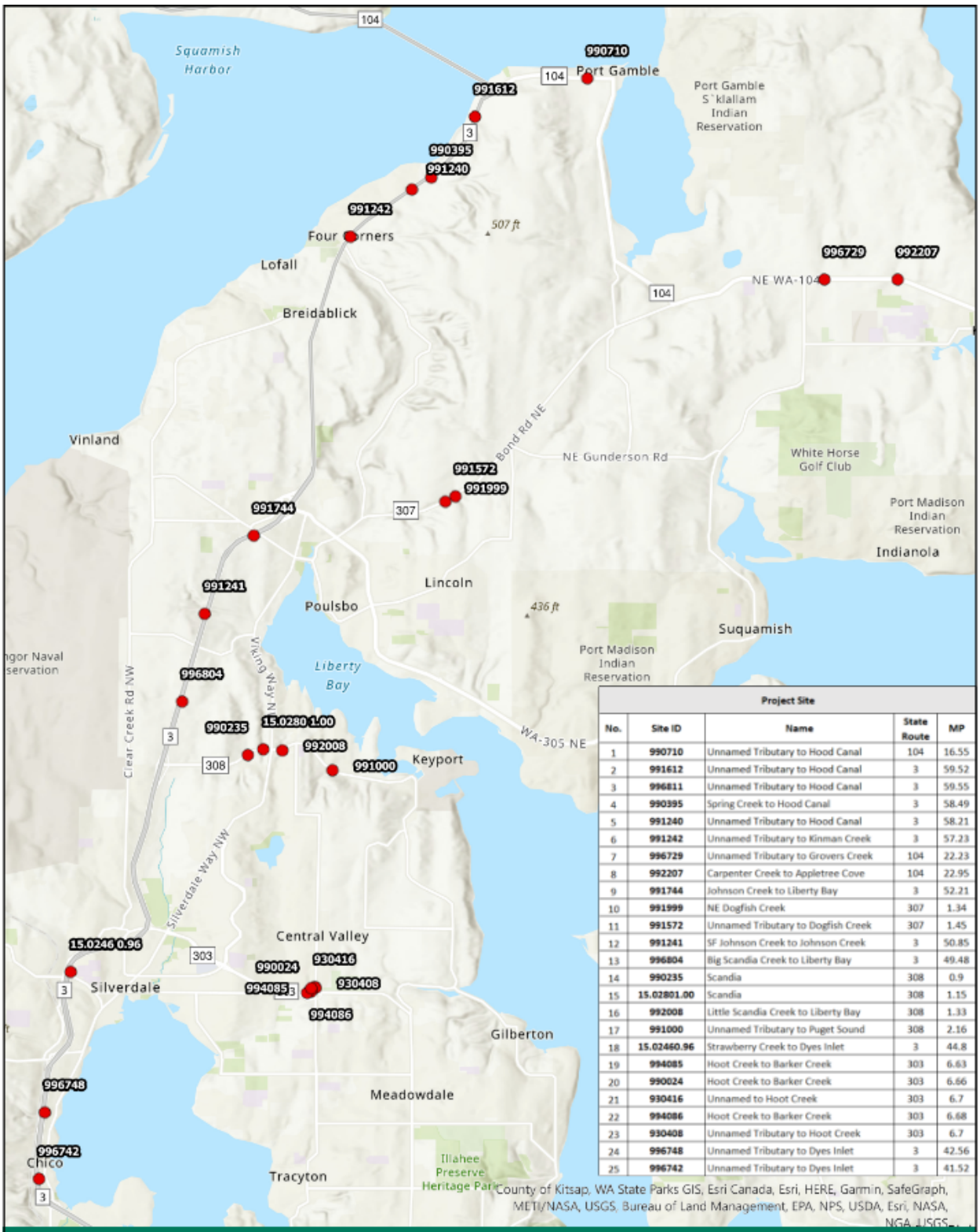
Appendix B: Examples Fish Passage Barrier projects

Appendix C: Project Table of Organization

Appendix D: Project Staff Experience

Appendix E: WSDOT Construction History

Appendix A



Project Site				
No.	Site ID	Name	State Route	MP
1	990710	Unnamed Tributary to Hood Canal	104	16.55
2	991612	Unnamed Tributary to Hood Canal	3	59.52
3	996811	Unnamed Tributary to Hood Canal	3	59.55
4	990395	Spring Creek to Hood Canal	3	58.49
5	991240	Unnamed Tributary to Hood Canal	3	58.21
6	991242	Unnamed Tributary to Kinman Creek	3	57.23
7	996729	Unnamed Tributary to Grovers Creek	104	22.23
8	992207	Carpenter Creek to Appletree Cove	104	22.95
9	991744	Johnson Creek to Liberty Bay	3	52.21
10	991999	NE Dogfish Creek	307	1.34
11	991572	Unnamed Tributary to Dogfish Creek	307	1.45
12	991241	SF Johnson Creek to Johnson Creek	3	50.85
13	996804	Big Scandia Creek to Liberty Bay	3	49.48
14	990235	Scandia	308	0.9
15	15.02801.00	Scandia	308	1.15
16	992008	Little Scandia Creek to Liberty Bay	308	1.33
17	991000	Unnamed Tributary to Puget Sound	308	2.16
18	15.02460.96	Strawberry Creek to Dyes Inlet	3	44.8
19	994085	Hoot Creek to Barker Creek	303	6.63
20	990024	Hoot Creek to Barker Creek	303	6.66
21	930416	Unnamed to Hoot Creek	303	6.7
22	994086	Hoot Creek to Barker Creek	303	6.68
23	930408	Unnamed Tributary to Hoot Creek	303	6.7
24	996748	Unnamed Tributary to Dyes Inlet	3	42.56
25	996742	Unnamed Tributary to Dyes Inlet	3	41.52

SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers

991999 .....Fish Barrier Location and Site Number

N

1.0 mi 2.0 mi

Washington State Department of Transportation

Appendix B

(Examples of Unique Fish Passage Barrier Projects)

Gribble Creek

Before Construction

After Construction

Little Pilchuck Creek

Before Construction

After Construction

Olsen Creek

Before Construction

After Construction

Middle Fork Wildcat Creek

Before Construction

After Construction

Langlois Creek

Before Construction

After Construction

Swauk Creek

Before Construction

After Construction

Appendix C – Table of Organization

SR 3/SR 104/SR 303/SR 307/SR 308 Kitsap Co – Remove Fish Barriers

WSDOT Executive Management

Assistant Secretary Regions/Mega Programs
Kevin Dayton

WSDOT HQ Construction Support (DB Subject Matter Experts)

Asst. State CN Engineer
Bob Dyer – Fish Passage (25%/25%/25%)

Design Build Program Manager
Art McCluskey* –(as needed)

Olympic Region (OR) Executive Management

Region Administrator
Steve Roark

Asst. Regional Administrator Construction
MaryLou Nebergall*

WSDOT Executive Oversight

Director Development
Mark Gaines

Director Construction
Chris Christopher

Design Build Procurement

Project Manager
Bill Elliot– (25%/10%?0%)

Assistant Project Engineer (GEC) Procurement Manager
Jim Sammet- (50%,10%,0%)

Procurement & Administration Contract Oversight

Asst. Region CN Engineer-Contract Oversight
Ricky Bhalla – (10%/25%/25%)

Design Build Contract Adnimistraion

DN/CN Project Manager
Kyler Kokenge– (10%/50%/50%)

Asst. Project Engineer -WSDOT
Nicholas Harvey– (10%/50%/50%)

Asst. Project Engineer –(GEC)
TBD– (10%/75%/25%)

Design Build Site Manager-WSDOT
TBD– (0%/25%/100%)

Inspection Staff/Project Controls/Payments/ Cost Estimates
(12 Staff)

PDB Advisors & Consultants

Legal

Assistant Attorney General
Guy Bowman (AAG)

Hawkins Delafield & Wood LLP - Contract Author
Eric S. Petersen (Partner)
Christopher M. Taylor (Partner)
Andrew D. Ligon (Associate)

PDB Contract Advisor (GEC)
Robyne Thaxton – Contract Review (5%/as needed)

Subject Matter Experts (GEC)
TBD- (as needed)

Independent Cost Estimator

Consultant – TBD

Progressive Design Builder

TBD

Washington State Department of Transportation

Legend:

*DBIA Professional
% - (Procurement/Design/Construction)
DN = Design
CN = Construction
GEC = General Engineering Consultant contract staff
Reporting
Coordination

WSDOT
Consultant
Design Builder

APPENDIX D - Project Staff Experience

						Role during Project Phases		
Name	**Summary of Experience**	**Project Names**	**Project Size**	**Project Type**	**Title**	**Procurement**	**Design**	**Construction**
Bill Elliot, PE	Over 30 years of progressively responsible experience in design and contract administration	I-5, Mounts Rd. to Steilacoom-DuPont Rd. - Corridor Improvements	$200 Million	DB	Project Engineer	PM	PM	N/A
		SR 108/US 101, Mason & Thurston Co. - Remove Fish Barriers	$40 Million	DB	Project Engineer	PM	PM	N/A
		US 101, Jefferson & Clallam County - Remove Fish Barriers	$75 Million	DB	Project Engineer	PM	PM	N/A
		SR 162, Spiketon Bridge - Temporary Bridge	$10 Million	DBB	Project Engineer	N/A	PM	N/A
		I-5, Steilacoom-DuPont Rd. to Thorne Lane - Corridor Improvements	$200 Million	DB	Project Engineer	PM	PM	N/A
		I-5, Mounts Rd. to Center Dr. - Corridor Improvements	$15 Million	DBB	Project Engineer	N/A	PM	N/A
		I-5, SR 510 to SR 512, ITS - Stages 1, 2, 3 and 4	$25 Million	DBB	Project Engineer	N/A	PM	N/A
		SR 303, Manette Bridge - Replace Bridge	$55 Million	DBB	Project Engineer	N/A	PM	N/A
		SR 161, 24th St. to Milton Way - Corridor Improvements	$20 Million	DBB	Project Engineer	N/A	PM	N/A
		I-5, Grand Mound Interchange	$30 Million	DBB	Project Engineer	N/A	PM	N/A
		SR 16, Tacoma Narrows Bridge	$650 Million	DB	Civil Design Review Manager	N/A	N/A	Civil Design Review Manager
Kyler Kokenge, PE	Over 10 years of progressively responsible experience in design and contract administration	US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	$150-190 Million	PDB	Project Engineer	N/A	Project Manager	Project Manager
		SR 3 - Chico Creek and Tributary - Remove Fish Barriers	$57 Million	DB	Assistant Project Engineer/Subject Matter Expert	Supported RFQ/RFP development	Assistant Project Manager	Assistant Project Manager
		SR 108 & US 101, Mason and Thurston Co Fish Barriers - Remove Fish Barriers	$40 Million	DB	Assistant Project Engineer	Supported RFQ/RFP development	N/A	N/A
		US 101, Jefferson & Clallam County - Remove Fish Barriers	$75 Million	DB	Assistant Project Engineer	Supported RFQ/RFP development	N/A	N/A
		SR 167, I-5 to SR 509 - New Expressway	$376 Million	DB	Assistant Project Engineer	Supported RFP Development	N/A	N/A
		I-5, Steilacoom-DuPont Rd. to Thorne Lane Corridor Improvements	$181 Million	DB	Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		I-5 - Portland Avenue to Port of Tacoma Road - Southbound HOV	$325 Million	DB	Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		I-5, SR 16 Interchange - Construct HOV Connections	$121 Million	DB	Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		SR 167, 70th Avenue E. Vicinity Bridge Replacement Project	$41 Million	DB	Assistant Project Engineer/Subject Matter Expert	Supported RFP Development	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration
		US 101, Coffee Creek Remove Fish Barrier	$14 Million	DB	Project Engineer/Assistant Project Engineer/Subject Matter Expert	N/A	Supported Contract Administration and Hydraulics Design Oversight	Supported Contract Administration and Managing Project Closeout

APPENDIX D - Project Staff Experience

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Bob Dyre, PE		Olson Creek Fish Passage	**$20 million**	DB	Assistant State Construction Engr	support drafting the contract	N/A	N/A
		Sunset-Hylebos Fish Passage	**$130 million**	DB	Assistant State Construction Engr	support drafting the contract	N/A	N/A
		Mason-Thurston Fish Passage	**$50 million**	DB	Assistant State Construction Engr	support drafting the contract	N/A	N/A
		Jefferson-Clallam Fish Passage	**$80 million**	DB	Assistant State Construction Engr	support drafting the contract	N/A	N/A
		US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	**$150 million**	PDB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	N/A
		Padden Creek Fish Passage	$25 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		Evans/Patterson Creek Fish Pasage	$12 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		California Creek Tribs Fish Passage	$8 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		Trafton/Schoolyard Fish Passage	$13 million	DB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Contract Administration
		Coffee Creek Fish Passage	$14 million	DB	Assistant State Construction Engr	support drafting the contract	N/A	N/A
		SR520 Eastside	$310 million	DB	Project Director	support drafting the contract	Project Director	Project Director
		SR520 Pontoons	$380 million	DB	Project Director	none	Project Director	Project Director
		I-5: Everett HOV	$ 190 million	DB	Project Director	Develop contract docs and procurement process	N/A	N/A
		I-15 Reconstruction, Salt Lake City, Utah	$1.5 Billion	DB	UDOT Construction Oversight Manager	N/A	N/A	Acceptance of all construction
		I-15 Reconstruction, Salt Lake City, Utah	$1.5 Billion	DB	Jorden Segment QA Manager	N/A	N/A	Manage DBer's acceptance of construction
Ricky Bhalla, PE	Over 20 years of progressively responsible experience in design and contract administration	US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	$150-190 Million	PDB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Design Oversight
		SR 520 Montlake Phase	$500 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		I-82 South Union Gap I/C Construct Ramps	$15 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		I-5 Chamber Way Bridge - Repair and Replacement	$13 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Approval	N/A
		US12 Wildcat Creek Bridge Replacement	$10 Million	DB	Assistant State Design Engineer	Technical Requirements Oversight	Design Oversight	N/A
		US 101 Simpson Ave. Bridge Painting	$5 Million	DBB	Project Engineer	PM	PM	PM
		US 101 N. of Salmon Ck. - Slope Stabilization	$7 Million	DBB	Project Engineer	PM	PM	PM
		US101 Hoh River Erosion Site #2	$6 Million	DBB	Project Engineer	PM	PM	PM
		US 101 MP316.5 Emergency Slope Stabilization	$3 Million	DBB	Project Engineer	PM	PM	PM
		SR16/I-5 Westbound Nalley Valley	$120 Million	DBB	Assistant Project Engineer	N/A	N/A	APM

APPENDIX D - Project Staff Experience

Name	Summary of Experience	Project Names	Project Size	Project Type	Title	Role during Project Phases		
						Procurement	Design	Construction
Art McCluskey, PE, DBIA	Over 40 years of experience in construction and design management, including over 30 years of experience in the use of design-build project delivery	WSDOT Design-Build Program - Various Projects	$8 Million to $700 Million	DB	Design-Build Program Manager	Policy and procedure development, procurement support	N/A	Project support
		Sound Transit, South Link 200th Street Extension (S440, S446, S447)	$160 Million	DB	Sr. Project Manager	RFQ, RFP Development	Project Manager	Construction Support
		Sound Transit, Operation and Maintenance Facility East	$219 Million	DB	Sr. Project Manager	RFP Technical Author	N/A	N/A
		I-405, 112th Ave. to SE 8th Street	$125 Million	DB	Sr. Project Manager	Proposal Support	Design Manager	Construction Support
		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
Nicholas Harvey, PE		US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	$150-190 Million	PDB	Design Team Lead/ Assistant Project Engineer	Design Team Lead/ Assistant Project Engineer	Design Oversight	Assistant Project Engineer
		SR 3, Chico Creek and Tributary - Remove Fish Barriers Project	$57 Million	DB	Design Engineer	Support RFQ, RFP Development	N/A	N/A
		US 101 Bagley and Siebert Creeks - Remove Fish Barriers	$22 Million	DBB	Design Engineer	N/A	Design & Estimating	N/A
Jim Sammet, PE	30- years of progressive responsible experience managing, designing and leading projects through scoping, environmental, final design, construction and project closeout. He has been involved with Design build for over 18 years and also has successfully delivered DBB projects for almost 20 years as a consultant and owner representative.	SR3/SR16/SR166 - Gorst Bundle Remove Fish Passage, WSDOT	Program TBD	DB	Design Build Contract Manager	Design Build Contract Manager	N/A	N?A
		I-405 Renton to Bellevue Express Toll Lanes, WSDOT	$715 Million	DB	Segment Design Manager	Design Segment Manager	Design Segment Manager	Design Segment Manager
		SR 2022 Evans/Patterson/Tribs Fish Passage, WSDOT	$8 Million	DB	Design Quality Assurance Manager	NA	Design Quality Assurance Manager	Design Quality Assurance Manager
		Federal Way Link Extension Light Rail Expansion, Sound Transit	$2.5 Billion	DB	Segment Design Manager	Segment Design Manager	NA	NA
		Upper Baker Dam Instrumentation Project	$12 Million	PDB	Project Manager	Project Manager	Project Manager	Project Manager
		Lower Baker Dam Geotechnical and Instrumemntation Project, Puget Sound Energy	$9 Million	PDB	Project Manager	Project Manager	Project Manager	Project Manager
		Lower Baker Dam Flood Walls, Puget Sound Energy	$25 Million	DB	Construction Manager	NA	NA	Construction Manager
		Snoqualmie Falls Hydro-Electric Redevelopment, Puget Sound Energy	$385 Million	PDB/GMP	Chief Project Engineer	NA	Chief Project Engineer	Chief Project Engineer
		Lower Snake River Wind Project, Puget Sound Energy	$875 Million	PDB/GMP	Development Manager	Development Manager	Development Manager	Development Manager
		Pine Tree Project, Los Angeles Department of Power & Water	$175 Million	DB	Project Manager	Project Manager	Project Manager	Project Manager
		Seattle Monorail Project	$1.75 Billion	DB	Civil Utilities and Roadway Design Manager	Civil Utilities and Roadway Design Manager	winnging DB team - project cancelted : n/a	NA

APPENDIX D - Project Staff Experience

						Role during Project Phases		
Name	**Summary of Experience**	**Project Names**	**Project Size**	**Project Type**	**Title**	**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.	US 101/SR 109 Grays Harbor/Jefferson/Clallam - Remove Fish Barriers project (Coastal 29)	$150-190 Million	PDB	Assistant State Construction Engr	support drafting the contract	Support Design Oversight	Support Design Oversight
		City of West Richland Police Station	$12 Million	PDB	Consultant	Advisor	As needed	As Needed
		City of Richland Fire Station/Public Safety 73 and 75	$9 Million	PDB	Consultant	Advisor	As needed	As Needed
		City of Tacoma Alder Re-Wind	$4 Million	DB	Consultant	Advisor	As needed	As Needed
		City of Bothell Fire stations 42 and 45	$35 Million	PDB	Consultant	Advisor	As needed	As Needed
		Seattle City Light Cedar Falls project	$13 Million	DB	Consultant	Advisor	As needed	As Needed
		Seattle City Light Boundary Dam Re-wind project	$40 Million	DB	Consultant	Advisor	As needed	As Needed
		Grant County PUD Load Growth Program	$46 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Sea-Tac Airport Int'l Arrivals Facility	$780 Million	PDB	Consultant	Advisor	As Needed	As Needed
		U of California/UCSD Triton Project	$250 Million	PDB	Consultant	Advisor	As Needed	As Needed
		East County Advanced Water Purification project, San Diego	$400 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Los Angeles County Correctional Treatment Facility	$1.2B	DB	Consultant	Advisor	As needed	As Needed
		Spokane Riverfront Park Pavilion	$18 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Portland Building Historic Landmark Renovation, Portland	$100 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Okanagan County PUD Enloe Dam Powerhouse	$40 Million	PDB	Consultant	Advisor	As Needed	As Needed
		Morrow County Admin Building	$12 million	PDB	Consultant	Advisor	As Needed	As Needed
		Western Washington Univ Residence Hall and Admin Building	$70 Million	PDB	Consultant	Advisor	As Needed	As Needed

APPENDIX E

WSDOT Design Build Construction History (Last Six Years)

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
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
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
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
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
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
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
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
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.

APPENDIX E

WSDOT Design Build Construction History (Last Six Years)

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
9	Contract 9127 - SR 99 Demolition, Decommissioning and Surface Street Project*	Demo Alaskan Way Viaduct	DB	Jun-18	Feb-20	Jul-18	Ongoing	$106,000,000	Ongoing	Winning proposal 12% above engineer's estimate. Project is tracking behind schedule and additional 30% - 40% cost growth due to owner and stakeholder initiated changes resulting in project delays.
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
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	Ongoing	$209,500,000	Ongoing	Tracking on schedule and on budget.
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
13	Contract 9242 - I-405/Renton to Bellevue - Corridor Widening and ETL (Stage 2)*	Construction of 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.
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

APPENDIX E

WSDOT Design Build Construction History (Last Six Years)

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
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 budger reflects scope reduction
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 initialte changes and COVID-19 suspension
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
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 contro four lane divided highway, including 14 bridges	DB	May-20	Sep-23	May-20	Ongoing	$121,750,000	Ongoing	Tracking on schedule and on budget.
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.
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.
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	Ongoing	$24,500,000	Ongoing	Tracking on schedule and on budget.
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.
23	Contract 9551 - 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.

APPENDIX E

WSDOT Design Build Construction History (Last Six Years)

Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
24	Contract 9552 - NSC Spokane River to Columbia - Shared Use Path	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.
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	GMP determination in progress
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.
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.
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.

Notes:

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

Note - In addition to Design Build projects identified above, WSDOT has a successfully delivered over 750 design bid build projects totaling $3.2B in the last six years.

Design Bid Build delivery history is available upon request.