P.U.D.
CHELAN COUNTY

Rock Island Dam

Powerhouse #2 – Draft Tube Gate Cylinder and Hydraulic Power Unit Upgrade

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

Application for Progressive D/B Project Delivery Approval

Submitted by

Chelan County
Public Utility District No. 1

April 20, 2020



PUBLIC UTILITY DISTRICT NO. 1 of CHELAN COUNTY
P.O. Box 1231, Wenatchee, WA 98807-1231 • 327 N. Wenatchee Ave., Wenatchee, WA 98801
(509) 663-8121 • Toll free 1-888-663-8121 • www.chelanpud.org

April 20, 2020

Project Review Committee
c/o State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476
Attention: Talia Baker, Administrative Support

Dear PRC members:

Please find attached our application for approval to utilize Progressive Design/Build (D/B) contracting for the Public Utility District – Rock Island Dam No. 1 of Chelan County's – Powerhouse No. 2 Draft Tube Gate Hydraulic Power Unit and Cylinder Upgrade Project. We believe that the highly technical and specialized nature of the work under this project lends itself perfectly to this delivery method.

This project will be the third project that the Public Utility District Chelan County (District) has elected to deliver using the D/B delivery method. Our experience with the (PH2) Rehabilitation has been very successful to date and is becoming our preferred procurement method for several District projects. Prior to our first D/B project our decision to request approval to use the D/B delivery method was based on significant internal discussion/evaluation and outreach to professionals and public agencies who have utilized this project delivery method. Feedback received during the (PH2) Rehabilitation project has been very encouraging with both internal and external stakeholders.

Although we are new to utilizing the D/B delivery method, the District engineering and maintenance staff who will be engaged in this project has been involved with the Rock Island Powerhouse No. 2 Unit Rehabilitation project which is utilizing the D/B delivery method as well. They also have extensive experience in successfully managing projects like this that are of a highly technical and specialized nature. To bolster our team, bring expertise in the D/B delivery method, and help guide us through the process, the District has retained the services of Parametrix as our D/B Procurement Manager and D/B Project Advisors (Jim Dugan and John Palewicz) for the duration of the project. In addition, the District will be contracting for external legal counsel with Perkins Coie (Graehm Wallace) to support our D/B team and counsel us in the statutory and contractual requirements for this delivery method. We will draw upon the experience, knowledge and mentorship of our D/B consultant team to guide us and help ensure the success of D/B delivery on this project.

We are excited about the potential to construct this project using the D/B delivery method. We look forward to your review of our application and the opportunity to present our project to the PRC. Should you have any questions, please feel free to contact me.

Sincerely,

Devin Myers
Project Manager II of RI Hydro Engineering & Project Management
Public Utility District No. 1 of Chelan County

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 CPARB 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) Address: 327 N. Wenatchee Ave, Wenatchee WA 98801
c) Contact Person Name: **Devin Myers** Title: **Project Manager II**
d) Phone Number: (509) 663-8121 E-mail: devin.myers@chelanpud.org

1. Brief Description of Proposed Project

a) Name of Project: **Rock Island Dam – Powerhouse #2 Draft Tube Gate Hydraulic Power Unit and Cylinder Upgrade**
b) County of Project Location: **Chelan and Douglas**
c) Please describe the project in no more than two short paragraphs. *(See Attachment A for an example.)*

This application being submitted by Public Utility District No. 1 of Chelan County (hereinafter District) is for a separate scope of work and contract to support our Rock Island Powerhouse Two (PH2) Turbine Rehabilitation project that was approved by the PRC to utilize Progressive Design/Build in September of 2018. This application is for approval to utilize a Progressive Design Build approach as the project delivery method to upgrade the draft tube gate cylinders and hydraulic power unit systems for the powerhouse generators. The selection process would include the following three phases: 1.) Design/Builder qualifications; 2.) Technical Proposal/Scheduling; and 3.) Cost factors.

The Rock Island Powerhouse Two (PH2) has eight sets of hydroelectric turbine/generator units with draft tube gates operated by cylinders and a hydraulic power unit (HPU) to control water flow through the unit. There are total of eight (8) HPUs and sixteen (16) cylinders for all eight draft tube gates. The cylinders and HPUs are approaching the end of their service life and are planned to be refurbished and/or replaced under this project to obtain an extended service life of 40 years. The scope of work is to refurbish and potentially replace draft tube gate cylinders, HPUs and auxiliary systems for all units. Draft tube gate cylinder and HPU refurbishment shall maintain the functionality of the current operating system.

Scheduling options being considered for conducting this work are:

- Option A: installation activities to be scheduled in conjunction with rehabilitation outages; or
- Option B: installation activities to be conducted during 2 month maintenance outages for each of the eight units during the next 4 years (See Section 3 - Anticipated Project Design and Construction Schedule).
- Option C: scheduling approach developed by District and selected Design Builder during the Preconstruction Phase.

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

   A. Project Budget

Costs for Professional Services (A/E, Legal, etc.)	$ 200,000
Cylinder Manufacturing/Refurbishment	$ 2,250,000
HPU Manufacturing/Refurbishment	$ 1,800,000
Auxiliary Systems and Piping	$ 1,250,000
Installation construction costs (Including Manufacturing and Installation)	$ 1,400,000
District Administration and Project Management	$ 145,000
Total	$ 7,045,000

(Note: All design and construction costs identified above include 8.2% sales tax and a combined 20% contingency for design, construction, escalation and inflation.)

B. Funding Status

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

The project scope, schedule, and budget was presented to the District's Board of Commissioners in November 2017 as part of the overall Powerhouse Two Rehabilitation Program. Their overall support and approval for the project was shown by approval of the 2018 capital funds associated with the project. The Board has continued to support this project in the current 2020 capital budgets. The District currently plans to fund the project with cash reserves. The District currently has a bond rating of AA+/Stable, which is in the top five public utilities in the US, so if required, the ability to fund the project using external debt is high.

3. **Anticipated Project Design and Construction Schedule**

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

The anticipated project design and construction schedule, including:

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

The District plans to conduct engineering services for this project with internal resources. The District also has an active master service agreement for engineering services related to rehabilitation work at Rock Island Powerhouse One and Two with Stantec Consulting Services, Inc. that may be used for this project if necessary. The District has also hired a project manager, two construction managers, and an electrical engineer in order to support the ongoing rehabilitation work at the Rock Island facility. Another project manager position is advertised and currently budgeted to provide additional support for the work at the Rock Island facility.

The following are anticipated schedule options for the procurement, preconstruction and construction related to this project. The dates presented below are preliminary and may be adjusted after the Design Builder has been selected and the Project team has evaluated project phasing/scheduling.

Task	Start	Finish
Procurement & Preconstruction Service Phase		
Outreach to Potential Contractors & Suppliers	February 26,2020	May 29, 2020
PRC Application	February 26, 2020	April 20, 2020
Publish Advanced Notice of D/B Project Intent		May 1, 2020
PRC Presentation/Approval		May 28,2020
Publication of RFQ and Draft RFP for Design/Build Services		June 2, 2020
Project Information Meeting (Date subject to change.)		**June 11, 2020 2:00 pm**
Deadline for Submittal of Questions/Comments regarding RFQ		**June 25, 2020,**

Final RFQ Addendum Issued		July 1, 2020
RFQ Submittal Deadline		**July 9, 2020**
Open and Review/Score Submittals Received	July 9, 2020	July 16, 2020
Notify Finalists		July 17, 2020
Request Feedback on (RFP) & Schedule Proprietary Meeting Notifications		July 22,2020
Issue RFP		July 30, 2020
Proprietary Meeting #1	August 26, 2020	September 2, 2020
Proprietary Meetings #2 (if required)	September 16, 2020	September 23, 2020
Final Deadline for Submittal of Questions/Comments regarding RFP		**September 30, 2020**
Final RFP Addendum Issued		October 7,2020
RFP Submittal Deadline (Proposals & Cost Factors)		**October 16, 2020**
Open & Review Proposals (Cost Factors not reviewed)	October 19, 2020	October 23, 2020
Open Cost Factors & Score Proposals		October 24, 2020
Design/Builder Interviews	**October 29, 2020**	**November 4, 2020**
Notify Design/Builders of Scoring and Most-Qualified Design/Builder		November 17, 2020
Design/Build Contract & Preconstruction Phase Negotiation	**November 25, 2020**	**December 23, 2020**
Board of Commissioners Approval of Design/Build Contract		December 2020
Execute Design/Build Agreement with Preconstruction Phase		December 2020
Preconstruction Phase		
Preconstruction Phase	November 2020	December 2020
GMP Negotiation - (Focus on Technical Proposal, Project Schedule and Budget)	November 2020	December 2020
Commissioner's Approval of GMP		February 2021
GMP Amendment Executed		February 2021
Construction Phase (Schedule Option A – During Rehabilitation Outages)		
Draft Tube Gate Upgrades -Unit #1 (U-5)		
Construction Mobilization	August 2021	August 2021
Construction	September 2021	January 2023
Commissioning & Operational Testing	January 2023	January 2023
Final Completion & Closeout	January 2023	February 2024
Draft Tube Gate Upgrades -Unit #2 (U-7)		
Construction Mobilization	December 2022	December 2022
Construction	January 2023	March 2024
Commissioning & Operational Testing	March 2024	March 2024
Final Completion & Closeout	February 2024	March 2025
Draft Tube Gate Upgrades -Unit #3 (U-2)		
Construction Mobilization	December 2023	December 2023
Construction	January 2024	January 2025
Commissioning & Operational Testing	January 2025	January 2025

Final Completion & Closeout	January 2025	February 2026
Draft Tube Gate Upgrades -Unit #4 (U-4)		
Construction Mobilization	September 2024	September 2024
Construction	October 2024	October 2025
Commissioning & Operational Testing	October 2025	October 2025
Final Completion & Closeout	October 2025	November 2026
Draft Tube Gate Upgrades -Unit #5 (U-8)		
Construction Mobilization	July 2025	July 2025
Construction	August 2025	August 2026
Commissioning & Operational Testing	August 2026	August 2026
Final Completion & Closeout	August 2026	September 2027
Draft Tube Gate Upgrades -Unit #6 (U-3)		
Construction Mobilization	May 2026	May 2026
Construction	June 2026	July 2027
Commissioning & Operational Testing	July 2027	July 2027
Final Completion & Closeout	July 2027	August 2028
Draft Tube Gate Upgrades -Unit #7 (U-1)		
Construction Mobilization	March 2027	March 2027
Construction	April 2027	April 2028
Commissioning & Operational Testing	April 2028	April 2028
Final Completion & Closeout	April 2028	May 2029
Draft Tube Gate Upgrades -Unit #8 (U-6)		
Construction Mobilization	December 2026	December 2026
Construction	January 2027	January 2028
Commissioning & Operational Testing	January 2028	January 2028
Final Completion & Closeout	January 2028	February 2029
Construction Phase (Schedule Option B – Combination of Rehabilitation and Maintenance Overhaul Outages)		
Draft Tube Gate Upgrades -Unit #1 (U-7)*		
Construction Mobilization	August 2021	August 2021
Construction	August 2021	October 2021
Commissioning & Operational Testing	October 2021	October 2021
Final Completion & Closeout	October 2021	March 2022
Draft Tube Gate Upgrades -Unit #2 (U-5)**		
Construction Mobilization	September 2021	September 2021
Construction	October 2021	December 2021
Commissioning & Operational Testing	January 2023	January 2023
Final Completion & Closeout	January 2023	June 2023
Draft Tube Gate Upgrades -Unit #3 (U-2)*		
Construction Mobilization	February 2022	February 2022
Construction	March 2022	May 2022
Commissioning & Operational Testing	May 2022	May 2022
Final Completion & Closeout	May 2022	October 2022
Draft Tube Gate Upgrades -Unit #4 (U-8)*		
Construction Mobilization	July 2024	July 2024
Construction	September 2022	November 2022

Commissioning & Operational Testing	November 2022	November 2022
Final Completion & Closeout	November 2022	April 2023
Draft Tube Gate Upgrades -Unit #5 (U-3)*		
Construction Mobilization	June 2025	June 2025
Construction	March 2023	May 2023
Commissioning & Operational Testing	May 2023	May 2023
Final Completion & Closeout	May 2023	October 2023
Draft Tube Gate Upgrades -Unit #6 (U-1)*		
Construction Mobilization	August 2023	August 2023
Construction	September 2023	November 2023
Commissioning & Operational Testing	November 2023	November 2023
Final Completion & Closeout	November 2023	April 2024
Draft Tube Gate Upgrades -Unit #7 (U-4)**		
Construction Mobilization	September 2024	September 2024
Construction	October 2024	December 2024
Commissioning & Operational Testing	October 2025	October 2025
Final Completion & Closeout	October 2025	March 2025
Draft Tube Gate Upgrades -Unit #8 (U-6)*		
Construction Mobilization	February 2025	February 2025
Construction	March 2025	May 2025
Commissioning & Operational Testing	May 2025	May 2025
Final Completion & Closeout	May 2025	August 2025

*Overhaul Outage
**Rehabilitation Outage

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?

  The work to refurbish draft tube gate cylinders and HPUs is highly labor intensive, specialized and technical in nature. Therefore, the contractor or partnership, performing the work must have the ability to design and manufacture as well as remove and reinstall the new components. The contractor must also have the ability to refurbish and reuse cylinder and HPU components for their suitability if chosen as the option for refurbishment.

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

  technical in nature. Therefore, the contractor or partnership, performing the work must have the ability to design and manufacture as well as remove and reinstall the new components. The contractor must also have the ability to refurbish and reuse cylinder and HPU components for their suitability if chosen as the option for refurbishment.

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

The cylinders and HPUs requirements for this project can be designed in numerous ways. Each contractor can propose its proprietary design solution to achieve the technical requirements for this project. The proposed refurbishment versus replacement of components is also dependent on the time allowed for installation and the labor required to install each system. To allow for the most suitable design, supply, and installation for the project components, each contractor can utilize its expertise to determine the best solution for this project.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.
  The refurbishment of the cylinders and HPUs will be done during unit outages where there is concurrent work activities being conducted in the plant. This is an opportunity for the contractor propose a design and scheduling options that can be installed efficiently to meet the outage schedules. This will save the District time and money by not affecting unit availability.

  In addition to the technical nature of the rehabilitation work, it will be imperative that the contractor is involved in scheduling and phasing of the work. Rock Island is an essential power generation facility, provides a substantial amount of power to the grid, and is an integral part of the District's habitat conservation plans. The power generation capacity of Rock Island Powerhouse No. 2 is approximately equal to the average power needs for all of Chelan County. It is crucial that disruptions of power generation capability be minimized during the rehabilitation process.

  The additional time spent in the early stages of the project prior to contract signing promotes collaboration, a complete understanding for all parties on system operation and outcome, and scope/schedule clarity.

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.
  The traditional method of specifying and bidding the equipment to be provided/installed will not take advantage of the various Design Builder's proprietary design solutions that can be installed in a more efficient manner to meet the schedules and provide a longer service life.

6. Public Body Qualifications

Please provide:

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

  The District has done a thorough job of assembling a team of full time District employees augmented with consultants that have significant DB experience to procure, implement and manage this project. The Project Director, PM/CM and Internal Legal Counsel are employees of the District. Parametrix is currently under contract with a Master PM/CM Agreement to augment District staff as needed and when needed. Jim Dugan of Parametrix has more than 20 years of DB project experience between 1978 and 1998 while employed by The Austin Company. Graehm Wallace of Perkins Coie LLP is our external DB legal counsel and will assist with the development of the procurement documents, the contract and to provide DB legal consultation throughout the project

  The District has a long and successful history of planning and executing large capital projects similar to this project, on time and within budget. Please refer to Section 7 of this application for a summary of recent District construction experience.

  The District is currently utilizing the DB delivery method for the Rock Island Powerhouse Two – Generating Unit Rehabilitation project. Several District project team members are involved in the project, and are highly knowledgeable in the technical and logistical requirements of planning, scheduling and ultimately upgrading the draft tube gate cylinders and HPU as required by this project. They are excited

about the opportunity to use Progressive DB, engage the companies in a collaborative design and construction process, and successfully deliver this very unique and technically challenging project.

- 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 B for project organizational chart.

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

  John Sagerser – Program Manager (CCPUD)

  John has 28 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 has also recently served as the engineering manager and project manager for the rehabilitation work at Rock Island Powerhouse One.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Construction Mgr.	2017-Current

Devin Myers – Project Manager (CCPUD)

Devin has over 17 years of experience in the hydroelectric generation industry. He has served the District as a journeyman hydro mechanic, maintenance planner/coordinator, facilities maintenance and construction lead and project manager. In his role as a project manager Devin has managed several projects of similar complexity and budget including: RI PH2 Oil Handling System Upgrade, RI PH2 Draft Tube Gate Refurbishment and RI PH2 Storage Building Crane Procurement. Devin holds a Bachelor's degree in Business Management from the University of Puget Sound and is a certified Project Management Professional through Project Management Institute. He has recently gained Design Build experience as the project manager on the Rock Island PH2 Rehabilitation Project and is presently studying for the PMI-SP (Scheduling Professional) certification along with the DBIA Associate Design-Build Professional later this year. Devin is currently serving as the project manager for the Rock Island Powerhouse Two Rehabilitation program.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Construction Mgr.	2017-Current

Jeff Erwin – Project Mechanical Engineer (Stantec)

Jeff earned his Bachelor's degree in Mechanical Engineering from Southern Illinois at Carbondale. He is a registered professional engineer in Illinois. He has over 12 years of experience in hydroelectric and large infrastructure projects with a focus on mechanical balance of plant systems. Jeff has recently gained Design Build experience as a team member on the Rock Island PH2 Rehabilitation Project.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Mechanical Engineer	2017-Current

Adam Couey – Project Electrical Engineer (CCPUD)

Adam earned his Bachelor's in Electrical Engineering from Eastern Washington University. He has been with the District for 3 years and has experience with equipment control schemes. He has engineered on projects of similar complexity such as RI PH2 Oil Handling System Upgrade. Adam has recently gained Design Build experience as a team member on the Rock Island PH2 Rehabilitation Project.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Electrical Engineer	2017-Current

Chuck Boss – Construction Manager (CCPUD)

Chuck earned his Bachelor's degree in Industrial Engineering from CWU. He has over 20 years of experience in heavy industrial construction, 12 of which he served in the Hydro industry. He has been a Construction Manager for three rehabilitation projects and numerous maintenance outages at the Rock Island Dam. Chuck is a Certified Welding Inspector through the American Welding Society, a CIP level 2 through the National Association of Corrosion Engineers, and holds a Certificate in Safety Management through the American Society of Safety Engineers. Chuck currently serves as a construction manager for the rehabilitation work at Rock Island Powerhouse One.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Construction Mgr.	2017-Current

Katie Yount – Internal Legal Counsel (CCPUD)

Katie has been a practicing attorney for 20 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. Prior to working for the District, Katie was in private practice focusing primarily on family and employment law.

Project	Project Value	Role	Timeframe
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Legal Counsel	2017-Current

Jim Dugan – Design/Build Program Advisor (Parametrix)

Jim has 40 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 and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and 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. Jim's D/B experience with Austin took him to Korea, Malaysia, Australia, Mexico, Canada and all major cities within the USA.

Jim is highly experienced in alternative project delivery utilizing both GC/CM and Design/Build. He has served as a member of the Project Management team for a number of public agency Owners and projects. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time

to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Project	Project Value	Role	Timeframe
Hunt Middle School, Tacoma Public Schools	$48M	D/B Advisor	2018 - current
Boze Elementary School, Tacoma Public Schools	$32.5M	D/B Advisor	2018 - current
Willapa Elementary School New Gym, Willapa School District	$1.7M	D/B Advisor	2017 - current
Multiple large D/B projects worldwide as a contractor (The Austin Company).	Varies ($1M-300M)	Project Mgr.	1978-1998

Dan Cody – Design/Build Procurement Manager (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 32 years of experience in the design and construction industry. He has extensive experience in commercial and public-sector projects, providing design and construction services on projects for numerous clients and agencies in western Washington. In addition to his role in D/B procurement, Dan also provides project management and construction management services for Parametrix clients in the APD and Design/Bid/Build markets.

Dan is a staunch proponent of the alternative project delivery (GC/CM and Design/Build) and believes that it will soon become the preferred delivery method used by public agencies for projects that pose interesting challenges and opportunities. He is well versed in the guidelines of RCW 39.10 and the requirements related to APD and has successfully spearheaded and managed the Project Review Committee (PRC) application/approval process and the APD procurement process on numerous projects utilizing both GCCM and Design/Build delivery methods. Dan successfully completed the AGC GC/CM training seminar in January 2016, the AGC D/B training seminar in November 2017 and the DBIA, 3-day Design/Build workshop in January of 2018 and is certified as a DBIA Associate. Since 2012, Dan has been involved in eight D/B projects for clients including Tacoma Public Schools, Chelan County PUD, City of Snoqualmie, Willapa Valley School District and South Puget Sound Community College.

Project	Project Value	Role	Timeframe
Downing Elementary School, Tacoma Public Schools	$42.6M	D/B Advisor	2019-current
Skyline Elementary School, Tacoma Public Schools	$42.6M	D/B Advisor	2019-current
Hunt Middle School, Tacoma Public Schools	$48M	D/B Advisor	2018 - current
Boze Elementary School, Tacoma Public Schools	$32.5M	D/B Advisor	2018 - current
Chelan County Public Utility District #1 Rock Island Powerhouse Two Unit Rehabilitation	$350M	D/B Advisor	2018-Current
Willapa Elementary School New Gym, Willapa School District	$1.7M	D/B Advisor	2017 - 2018
Multiple large D/B projects worldwide as a contractor (The Austin Company).	Varies ($1M-300M)	Project Mgr.	1978-1998

John Palewicz, AIA, DBIA, LEED – Outside Design/Build Advisor

Mr. Palewicz was at the University of Washington Capital Planning and Development office for 21 years, primarily as a Director for Major Projects where he managed or directed 24 GC/CM and DB projects with a total project cost of over $1 Billion. Design-build projects include Husky Stadium, Husky Baseball Ballpark, West Campus Utility Plant and the Global Innovation Exchange (GIX).

A registered architect, John was with NBBJ Architects for fifteen years prior to the UW. He served for six years, including Chair, on the Project Review Committee appointed by CPARB to review and approve

alternative delivery for public projects and to certify public bodies to use GC/CM and Design-Build. He was a member of the CPARB Subcommittee developing Design-build Best Practices and is a presenter for the Associated General Contractors classes on Design-Build and GC/CM.

Project	Project Value	Role	Timeframe
Downing Elementary School, Tacoma Public Schools	**$42.6M**	**D/B Advisor**	**2019-current**
Skyline Elementary School, Tacoma Public Schools	**$42.6M**	**D/B Advisor**	**2019-current**
Hunt Middle School, Tacoma Public Schools	**$48M**	**D/B Advisor**	**2018 - current**
Boze Elementary School, Tacoma Public Schools	**$32.5M**	**D/B Advisor**	**2018 - current**
Chelan County Public Utility District #1 Rock Island Powerhouse Two Unit Rehabilitation	**$350M**	**D/B Advisor**	**2018-Current**
Willapa Elementary School New Gym, Willapa School District	**$1.7M**	**D/B Advisor**	**2017 - 2018**
Multiple large D/B projects worldwide as a contractor (The Austin Company).	**Varies ($1M-300M)**	**Project Mgr.**	**1978-1998**
Husky Baseball Park, University of WA	$19.5	Project Dir.	2010-2014
Husky Football Stadium, University of WA	$278M	Owners Rep	2008-2012

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

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided legal assistance for numerous school districts including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm prepares alternate delivery contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on alternate delivery projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiations. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

- 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 project DB experience table under the 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.

  As highlighted in the biographies above, Devin Myers (planned project manager) has been project manager and managed several projects of similar complexity while with the District. He is backed by the team from Parametrix for DB experience, and the team from Stantec for hydro rehabilitation experience. DB experience for the Parametrix team is highlighted in the biographies above as well. The District plans to utilize internal resources for most to the engineering on this project. The District has a Master Service Agreement with Stantec, a proven leader in the hydropower industry and consistently ranked by Engineer News Record (ENR) as a top firm.

  Their experienced engineers are able to provide support for all elements of hydropower project development and refurbishment including:

  • Conceptual project design

  • Preparing cost estimates

- Sizing and selecting power-generating equipment
- Evaluating transmission and interconnection requirements
- Calculating expected energy
- Developing conceptual powerhouse configurations
- Preparation final designs for construction
- Construction management services

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

  The District began rehabilitation of its hydro generation equipment at Rocky Reach in the mid 1990's. As an organization, it has been actively involved in rehabilitation projects since. The District's engineering and project management team is well versed in hydro rehabilitation projects, with its Program Manager, Project Manager, and Construction Manager all serving in similar roles on hydro rehabilitation projects at Lake Chelan and Rock Island. Further, the District's support staff including Accounting, Finance, Procurement, and Legal are all versed in the specifics of managing large hydro rehabilitation projects.

  Devin Myers Construction Experience

Project	Project Value	Delivery Method	Role	Timeframe
Chelan County Public Utility District #1 RI PH2 Oil Handling System	$650K	Bid	Project Mgr.	2016-2018
Chelan County Public Utility District #1 RI PH2 Storage Building (Initiation through Bidding)	$3.4M	Bid	Project Mgr.	2016-2017
Chelan County Public Utility District #1 RI PH2 Draft Tube Gate Refurbishment	$4.4M	Bid	Project Mgr.	2016-2019
Chelan County Public Utility District #1 Rock Island Power House Two Unit Rehabilitation	$350M	Design-Build	Project Mgr.	2017-Current

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

  This project will be managed through the District's Engineering and Project Management Department in coordination with Hydro Engineering, Permitting, Procurement, and Legal department support. The District performs over 300 projects annually and has built business processes to manage capital projects of this size and scope.

  The District's overall organizational format will be overseen by the Director of Engineering and Project Management (DoEPM) who is responsible for execution of generation capital projects within the utility. From Pre-Construction through Construction, the DoEPM will ensure project support by necessary District departments. The District's Design/Build Advisor, Parametrix, will monitor procedure/process from DB procurement through construction and will advise the District's internal PM/CM staff. During construction the DoEPM will have signature authority for necessary changes in the project scope through the use of Change Order Proposals (COPs). The COPs will be packaged into Change Orders in a timely manner. These Change Orders will require approval by District's management with various levels of financial authority.

  The District's internal Project Manager will directly represent the District through Pre-Construction/Design and during Construction. The Project Manager will manage the contractual obligations of the Design/Build Team and will oversee/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 needed.

The District's staff will be supplemented by consultants, Parametrix Inc., who specialize and excel in Project Management/Construction Management and DB processes and procedures. Parametrix will provide DB Advisory and PM/CM support roles from DB procurement, preconstruction and construction. Parametrix will report directly to the DoEPM, 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/direct any of the parties and has no signature authority on this project without the District's authorization.

We believe that the roles and controls explained above will ensure the District'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 Design/Builder 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 Total Contract Cost. Once the final GMP/MACC is negotiated, the Design/Builder 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/MACC. If deviations arise, changes will be made by the Design/Builder to bring the project back into alignment with the budget and the established GMP/MACC.

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

This project takes place completely inside of District owned facility. After an internal review it was determined this project will not require any permitting from regulatory agencies, permitting agencies, and other authorities having jurisdiction.

- A brief description of your planned DB procurement process.

  Our DB procurement process will be based on a best value approach of qualitative factors, pricing factor, and the Progressive Design Build delivery model. As a Progressive DB model, the project will be primarily weighted on qualifications (RFQ). The qualifications process will be followed by a limited design process, conceptual cost estimating, and a minor price factor element (RFP).

  Our procurement process will include the following:

  - Market the project to highly qualified, technologically knowledgeable and experienced potential DB candidates.
  - Solicit and review/score/rank initial Statements of Qualifications and shortlist to between two and four of the most highly qualified DB teams.
  - Solicit Proposals, (written information, conceptual design solutions, and conceptual cost estimating and price factors) from the shortlisted DB candidates.
  - Proprietary meeting(s) with shortlisted DB candidates.
  - Receive and review Proposals (written information and conceptual design information only).
  - Review conceptual cost estimates and price factors and score/rank Proposals.
  - Recommend award to the highest ranked DB candidate.

  The first phase will be to issue a Request for Qualifications (RFQ) with a project description, scoring criteria, weighting of scoring, proposed project budget, proposed project schedule and project technical requirements/information. The RFQ will also ask for specific qualifications, technical expertise and experience of the DB team firms and the key, individual DB team members within those firms. Submittals will be reviewed and scored by the Selection Committee with facilitation and input on DB technical and

process questions being provided by Parametrix and Perkins Coie as needed. The District would like to shortlist up to no more than four Finalists to move to the RFP phase.

The second phase will be to provide the Request for Proposal (RFP) documents to the Finalists. The RFP will include:

- Request for the D/B's approach to project specific criteria
- Preliminary design concepts and performance criteria
- Listing of engineering/design deliverables
- Price Factor Proposal Form
- Draft of proposed DB Contract documents

A Design/Builder led proprietary meeting (or series of meetings) will be held with each contractor during the Proposal development phase to allow the DB teams to solicit feedback and input on their ideas and thoughts on project approach and concepts with the District's Selection Committee. Following the proprietary meetings, the Proposals will be submitted for evaluation. Proposal information related to cost estimating and price factors will be submitted separately from the project approach and design concept information. The Selection Committee will review the project approach and design concept information portion of each of the submitted Proposals and score them based on predefined criteria. The cost information and Price Factor Proposal Forms will be reviewed and scored separately by the Selection Committee. The Selection Committee will use the combination of these scores to rank the Proposals received and determine the most highly qualified Design/Builder. Parametrix and Perkins-Coie, will facilitate and provide technical consultation, as required, during this phase.

The most highly qualified Design/Builder will be invited to enter into negotiations for a Design/Build Agreement. Per RCW 39.10.330, unsuccessful Finalists, who are not awarded a Design/Build Agreement will be paid a modest honorarium.

Qualitative factors will be the primary criteria for evaluation and selection, and may include but are not limited to: technical expertise, DB expertise, past project experience/performance, project management plan, DB team capacity, technical factors and other published criteria. Quantitative factors will be the secondary criteria for evaluation and selection, and may include but are not limited to: conceptual cost information, Design/Builders fee and other published cost factors..

We anticipate requesting permission to advertise the DB Request for Qualifications from the District's Board of Commissioners on May 11, 2020, and advertising no later than June 2, 2020. We intend to review/score submittals, develop a shortlist of Finalists, and issue the Request for Proposals no later than July 01, 2020. We anticipate receipt of Proposals in September 2020, followed by evaluation and scoring of Proposals and identification of the most qualified Design Builder in October 2020.

We will then go to the District's Board of Commissioners for permission to negotiate the DB Agreement terms with the most qualified Design Builder. The intent will be to take the DB contract to our Board for approval in December 2020. The District intends to utilize Parametrix as external industry experts to participate with us in the DB selection and contracting process. We will also use the services and advice of Graehm Wallace of 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.

  Graehm C. Wallace, JD, Perkins-Coie, will assist the District with preparation of the contract and terms and conditions. District Hydro Engineering, Engineering and Project Management and internal Legal staff members, 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

Project Name	Contract Method	Plan Const. Start	Plan Const. Finish	Act. Const. Finish	Original Const. Budget	Actual Cost of Const.	Reasons for Budget or Schedule Overruns
Rock Island Powerhouse Two Generation Unit Rehabilitation	D/B	Sept. 2021	April 2029	Current	$350M	$350M	
Rock Island B1-B4 Generating Unit Modernization	D/B/B	Dec. 2014	Feb 2020	2017	$41.8 M	$46.3 M	Increase Project value
Lake Wenatchee Wastewater Treatment Facility Improvements	Bid	Aug. 2016	July 2017	2017	$722K	$763K	Increase Project Value
Headquarters Building Re-roof	Bid	Oct. 2016	July 2017	2017	$268K	$270K	Increase Project Value
Rocky Reach Dam Powerhouse Bridge Cranes Refurbishment	Bid	May 2016	Feb 2018	Current	$4.4 M	$5.4 M	Increase Project Value
Rocky Reach Dam Intake Gantry Crane Refurbishment	Bid	Oct 2015	Dec 2017	2017	$4.5M	$4.7M	Increase Project Value
Lincoln Rock State Park Cabin Loop and Group Camp	Bid	Feb 2015	Jan 2016	2016	$2.5 M	$2.5 M	
Entiat Park Revitalization	Bid	July 2013	May 2016	2016	$6.1 M	$6.2 M	Increase Project Value

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

There are no preliminary concepts, sketches or plans of the project developed at this point. The Owner anticipates delivering this project utilizing Progressive D/B, with the primary design being collaboratively developed collaboratively by the Owner and the selected D/B team during the Preconstruction phase. We have provided site aerials in Appendix Exhibit C and a project scope Exhibit D.

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.

The District has not had a finding related to a project from the State Auditor's Office in their annual accountability audit in the last six years.

10. Subcontractor Outreach

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

The District has not adopted specific inclusion and outreach requirements, but 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 dollars back into the community, as well as help build a strong business community able to tackle the increased construction project load that is being experienced in Washington State.

The selected D/B will be expected to demonstrate due diligence to encourage and include participation of these local, and socially/economically disadvantaged businesses to bid and be successful at winning work

on the project. Our RFQ/RFP documents will require the contractor to provide their approach for outreach and encouraging such participation and 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 the 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.

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 understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

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

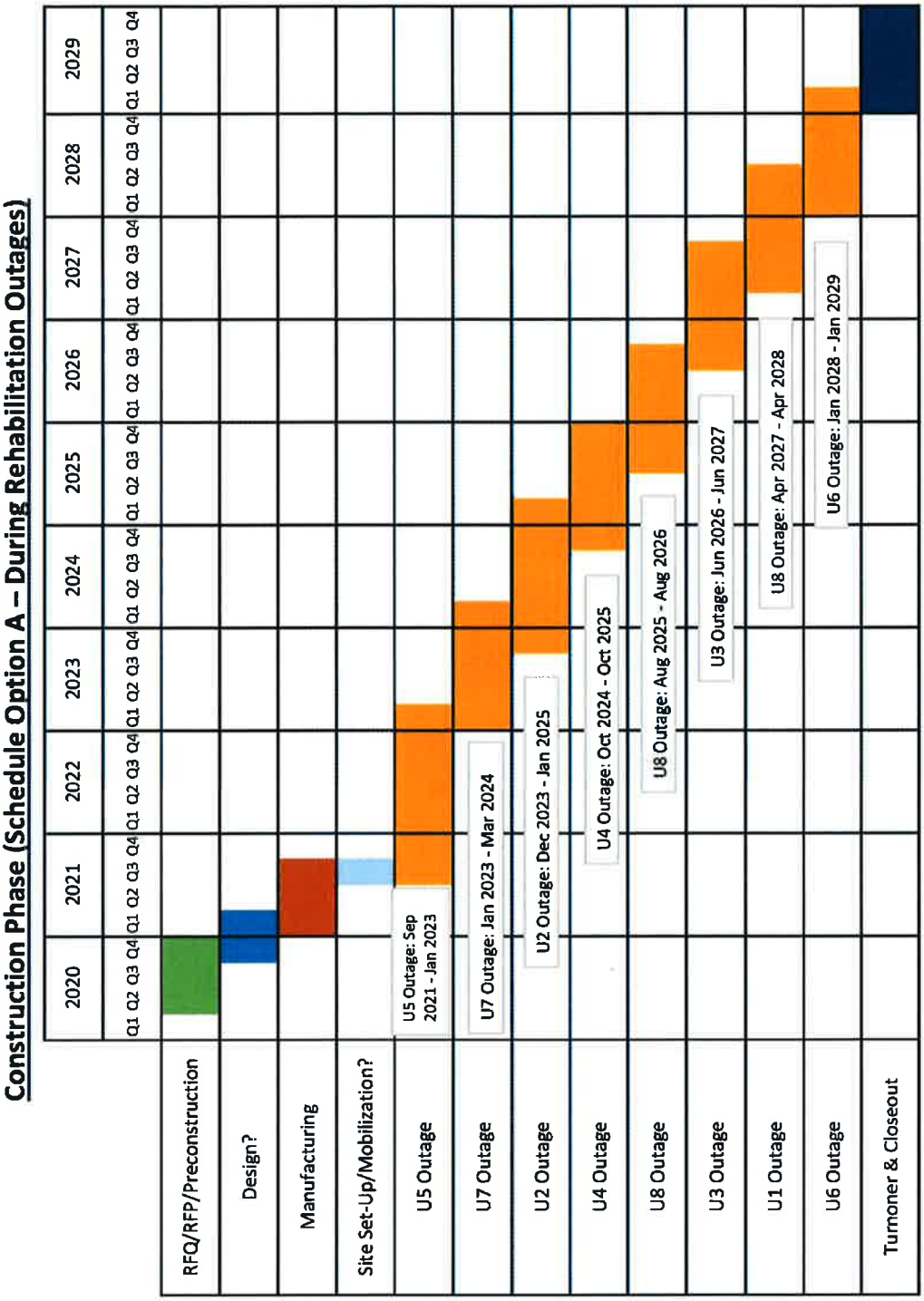
Sign Signature:

Name: Devin Myers

Title: Manager – Rock Island Dam Engineering & Project Management
Public Utility District No. 1 of Chelan County

Date: April 17, 2020

Exhibit A – Anticipated Construction Schedule



Construction Phase (Schedule Option B – Combination of Rehabilitation and Maintenance Overhaul Outages)

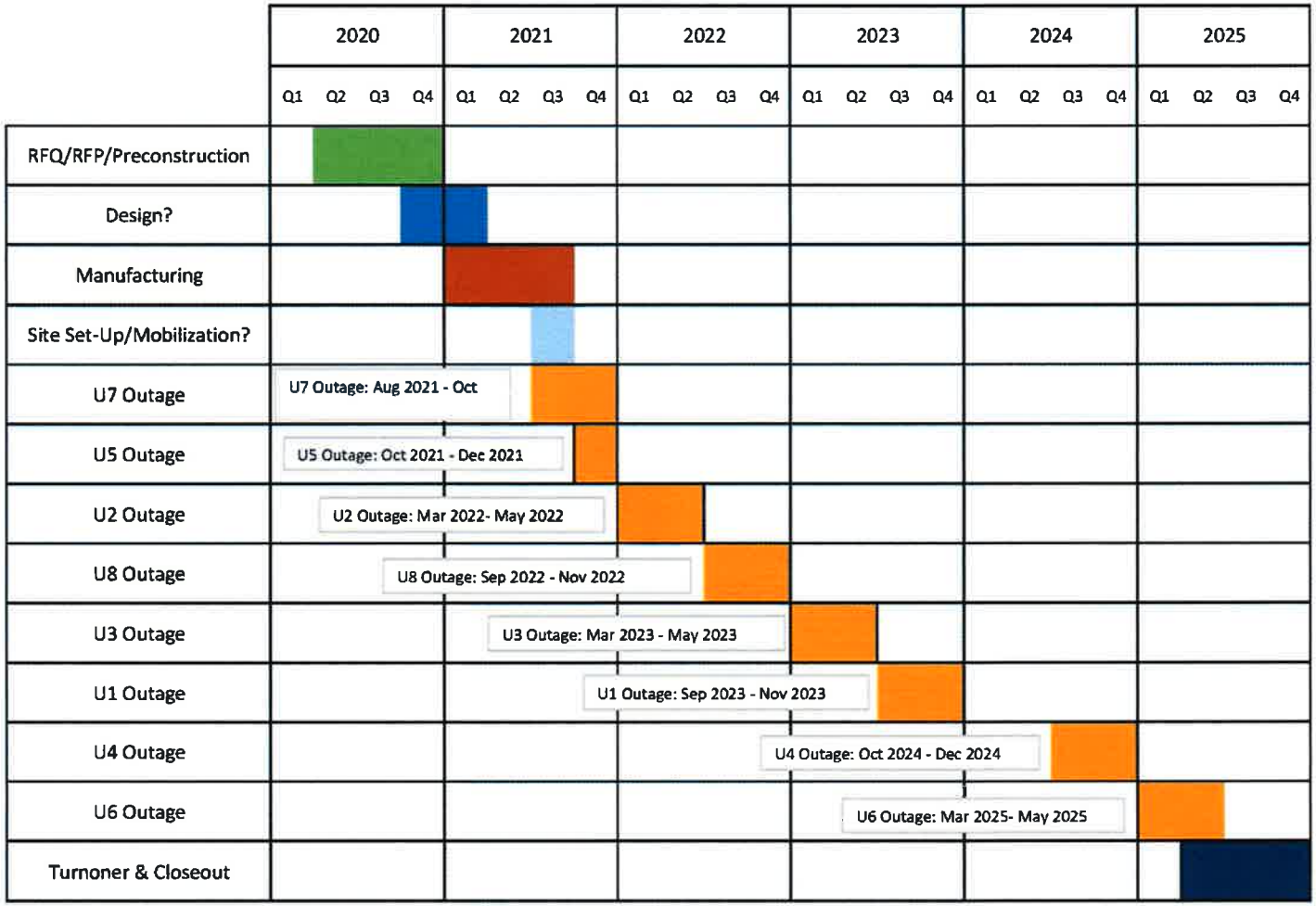
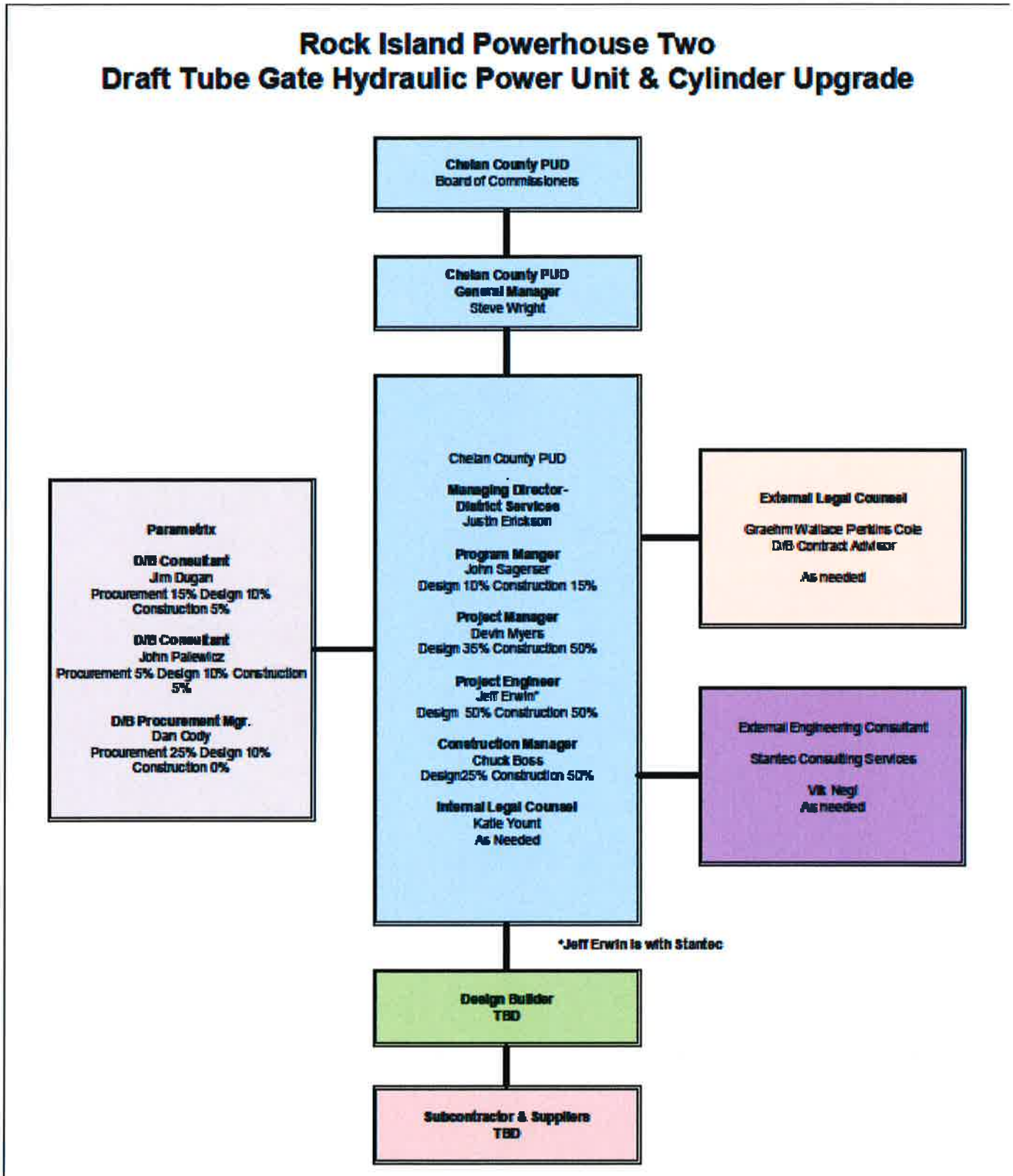


Exhibit B – Project Organization Chart



Project Team Member	Draft Tube Gate HPU and Cylinder Upgrade Project		Generator Main Lead Project		Other Duties
	Procurement & Design	Construction	Procurement & Design	Construction	
District Project Team					
John Sagerser – Program Manager	10%	10%	10%	10%	80%
Devin Myers – Project Manager	15%	20%	15%	20%	60%
Jeff Erwin (Stantec) – Project Engineer	50%	50%	0%	0%	50%
Chuck Boss – Construction Manager	15%	35%	15%	35%	30%
Katie Yount – Internal Legal Counsel	As Needed	As Needed	As Needed	As Needed	
Consultant Project Team					
Jim Dugan – D/B Consultant	15%	5%	15%	5%	
John Paliwecz – D/B Consultant	10%	5%	10%	5%	
Dan Cody – D/B Procurement Mgr.	25%	0%	25%	0%	
Graham Wallace – External Legal Counsel	As Needed	As Needed	As Needed	As Needed	
Vik Negi (Stantec) – External Engineering Consultant	As Needed	As Needed	As Needed	As Needed	

Chelan PUD Organizational Structure:

The District is currently in the process of rehabilitating powerhouse two at Rock Island Dam. This project is a balance of plant project that will be executed as part of the full powerhouse rehabilitation project. Several of the project team members are participating in two DB projects being presented today. Through the DB procurement process, we will secure contracts with experienced teams of Contractors that will need limited support and oversight from the project team during the execution phase of this project. The District does, however have a deep bench including internal personnel in addition to Service Agreements for engineering and project administrative personnel if needed.

Exhibit C – Project Site Aerial

The draft tube gate cylinder and hydraulic power unit (HPU) refurbishment project scope and design requirements include:

- Removal of existing cylinders (16 total) and HPUs (8 total) including interconnecting piping (including field piping) and auxiliary systems.
- Inspect, analyze and refurbish and/or replace cylinders and HPUs. A Damage Evaluation and Remedial Action Report (DERAR Report) will be submitted after disassembly at Contractor's shop.
- If replaced, design and supply new cylinder and HPU with similar operating capabilities of existing system, per new specifications.
- Shop testing of hydraulic cylinders and HPU.
- Provide all electrical power & controls and interfacing with District PLC
- Provide new environmentally friendly hydraulic fluid.
- Replace interconnecting piping (including field piping) and auxiliary systems.
- Transport components to and from Manufacturer's shop.
- Installation of cylinders, HPUs including piping and auxiliary systems.
- Complete system flushing, pressure testing.
- Provide labor, supervision, tooling, cranes and scaffolding for removal and installation
- Assist in startup and commissioning of refurbished system.
- Provide complete O&M manuals for refurbished system.
- Provide detailed drawings (shop Drawings) of hydraulic cylinders, HPU and electrical systems.
- Scheduling to be coordinated with District generator outages
- Warranty