

State of Washington  
PROJECT REVIEW COMMITTEE (PRC)  
**APPLICATION FOR RECERTIFICATION OF PUBLIC BODY**  
*RCW 39.10 Alternative Public Works Contracting*  
*General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)*

The PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process. **Incomplete applications may delay action on your application.**

**Identification of Applicant**

- a) Legal name of Public Body (your organization): **City of Tacoma**
- b) Mailing Address: **747 Market Street, Room 408, Tacoma, WA 98402**
- c) Contact Person Name: **Ramiro Chavez, P.E.** Title: **Public Works Director/City Engineer**
- d) Phone Number: **(253) 591-5067** E-mail: **rchavez@cityoftacoma.org**
- e) Expiration Date of current Certification: \_\_\_\_\_ GC/CM **7.23.24** DB
- f) Type of Certification Being Sought: \_\_\_\_\_ GC/CM  DB

**1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10**

*(RCW 39.10.270 (2)(a)) Limit response to two pages or less.*

Provide your agency's processes. If there have been any changes to your agency's processes since certification/recertification addressing items (a) and (b) below, please submit the revised process chart or list with the reasoning for the changes.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

There have been no changes to the City of Tacoma's process since the 2021 certification. Please see the process below and organizational steps in determining the appropriate delivery method.

The City of Tacoma has been Design Build (DB) certified for over 15 years. Historically, the City has utilized the certification for using the design build alternative delivery method for the Public Works Department, the Environmental Services Department, and the Tacoma Power Division.

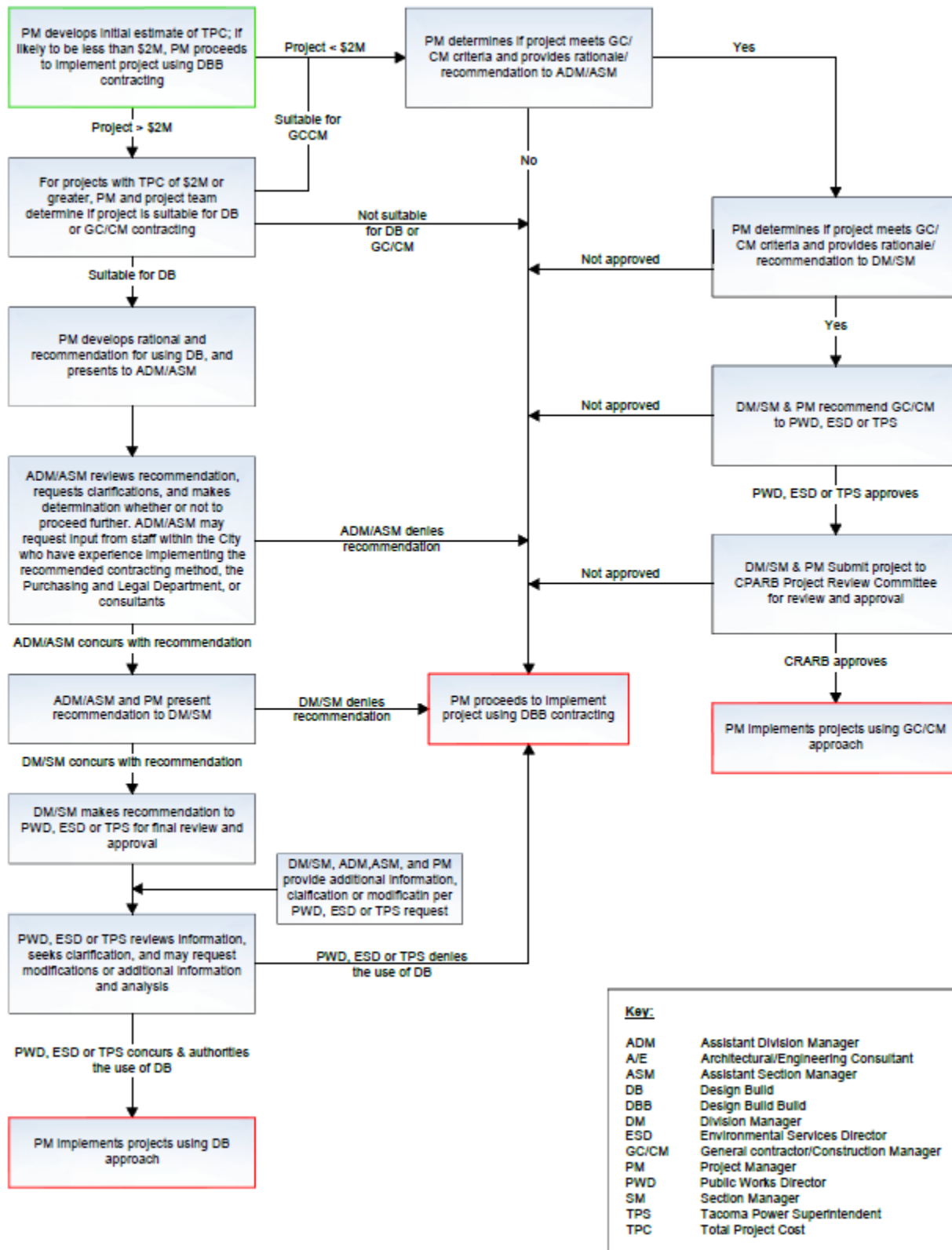
**City of Tacoma Guidelines for Determining if Design-Build is appropriate for projects:**

The City of Tacoma (City) developed the process illustrated in the following flow chart to determine the appropriate contracting method for a proposed project and to outline the project approval process. The process begins with the Project Manager and is reviewed by both the Assistant Division Manager/ Assistant Section Manager and Division Manager/ Section Manager before final approval by the Public Works Director, Environmental Services Director, or Tacoma Power Superintendent.

Criteria used to determine if DB is appropriate for a project will vary somewhat depending on division and project-specific objectives. The base criteria, including those listed in RCW 39.10.300, are as follows:

- The project requires or would benefit from an accelerated delivery schedule.
- The project would benefit from and has the potential for innovation in design and/or construction.
- Design and/or construction innovation and/or accelerated delivery are likely to result in cost savings.
- The project is highly specialized, and a DB approach is critical in developing the construction methodology or implementing the proposed technology.

- The project involves complicated risks where these risks can be better characterized through the collaborative development of a risk register and individual risks can be assigned to or shared with the most appropriate party to manage the particular risk.
- The project is potentially attractive to firms with demonstrated DB experience.



Flowchart – Contracting strategy determination

## 2. Project Delivery Knowledge and Experience

*(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.*

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

(a) Include the status of each alternative delivery project *[planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost]*. Describe cost overruns or schedule delay, and any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification/recertification. **Please refer to Attachment B.**

(b) List lessons learned from your experience. **Please refer to Attachment B.**

### Knowledge and Experience

The City of Tacoma Public Works Department, Environmental Services Department, and Tacoma Power Division manage a diverse capital program with an average annual budget of over \$200 million. In years where significant projects are undertaken, this amount increases by 25 to 50 percent. The types of projects managed include public use facilities, transportation facilities, storm drainage and wastewater conveyance systems, wastewater treatment facilities, solid waste management, environmental protection and remediation, and power utility infrastructure construction and upgrades including hydro unit rehabilitation, fish facility construction, substations, and others. Although the projects are managed in each department/division, the City has centralized processes and personnel for legal review, equity and contracting, and procurement. Projects range in size and complexity from simple curb replacements costing a few thousand dollars to major construction projects costing over \$100 million. The City's capital project responsibilities are summarized below:

- **Storm Water, Wastewater, and Solid Waste Utilities.** The City serves as the storm water, wastewater, and solid waste utility for residents and businesses within the City. The City is responsible for maintaining, upgrading, and expanding, when necessary, wastewater conveyance and treatment facilities, storm water conveyance and storage/treatment facilities, and solid waste collection, transfer, recycling, and household hazardous waste.
- **Environmental Protection and Remediation.** The City provides environmental protection for sensitive environments and conducts remediation for areas previously contaminated. Example projects are the remediation of the Thea Foss Waterway and the Tacoma Landfill.
- **City and Public Use Facilities.** The City is responsible for building, maintaining, and operating a wide range of government facilities including parking garages, police and fire stations, maintenance facilities, office buildings, and public use facilities such as the Tacoma Dome and the Tacoma Convention Center.
- **Transportation.** The City is responsible for maintaining, upgrading, and replacing the City's system of streets, sidewalks, bridges, non-motorized trails, and traffic control devices.
- **Power/ Electric Utility.** The City operates and maintains multiple hydro power generation facilities, and transmission and distribution infrastructure and delivers power.
- **Fish Facilities.** The City is responsible for building, operating, and maintaining fish facilities at multiple hydro sites, which are required to attain and maintain a Federal Energy Regulatory Commission (FERC) license for power utility operations.

Over the past 15 years the City of Tacoma has embraced the design build delivery method on our larger more complex projects. To date we have completed 9 alternative delivery project and currently have 8 underway. Please reference Attachment B for details on the last 3 years of alternative delivery projects.

The City provides opportunities to our teams of engineers, project and construction managers, and inspectors to be involved in our alternative delivery projects and has a culture of being an engaged owner and partner. These project team members are highly encouraged to become DBIA certified and take advantage of all continuing education training available, including the newly launched DBIA Collaborative Delivery Leadership Academy. We recognize the need for leaders within our organization who can navigate the unique landscape of collaborative project delivery and that they possess the leadership skills and mindset needed to successfully make the mental shift from a segregated services approach to an integrated one. We also participate in the Northwest Chapter of DBIA to keep up to date on new developments and issues with alternative contracting method in our region. And finally, City staff consistently attend the DBIA national conferences each year which serve as a highly valuable education and networking experience.

Due to a combination of project complexity/specialization, time constraints, budget constraints and the desire to foster a highly collaborative yet innovative designer and builder relationship, we have found the design-build and the progressive design-build delivery approach as the most successful methodology to use on our complex/high-risk projects.

Utilizing RCW 39.10.330 as our guide, the City will award a contract through a public solicitation of proposals for design-build services utilizing the following steps:

- Determination of Alternative Project Delivery methodology.
- Create an evaluation committee for review and selection of the DB Team. The committee will participate throughout the RFQ & RFP phases.
- Post an advertisement in the Tacoma Daily Index, Seattle Times, and distribution to regional plan centers (including Small Business Incubator-William Factory).
- Submit a Bid Post on the OMWBE “Bids & Contracting Opportunities” website.
- Hold an open house prior to issuance of RFQ to introduce the project.
- Issue a Request for Qualifications (RFQ) including, but not limited to project description including DB contract value, required qualifications of proposer, evaluation process/factors (including the proposer’s past performance in utilization of business enterprises certified with the office of minority and women’s business enterprises), draft contract, honorarium to be paid to finalists, and schedule for the procurement process and project.
- Evaluation committee will evaluate and score the SOQs based solely on the factors, weighting, and process identified in the RFQ and any addenda issued by the City. The committee shall select not more than five responsive and responsible finalists.
- Issue a Request for Proposals (RFP) to the finalists.
- Communicate clarifications to all DB teams via addenda.
- Hold confidential meeting(s) with each team to engage users and provide project clarity to team.
- Receive final proposals from each DB team.
- Evaluation committee will evaluate and score the Proposals based solely on the factors, weighting, and process identified in the RFQ, the RFP, and in any addenda issued by the City. Evaluation factors must include a proposer’s inclusion plan.
- Initiate negotiations with the finalist submitting the highest scored proposal. If the City is unable to execute a contract with the highest-scoring finalist, the City may proceed to negotiate with the next highest scored finalist and continue with this procedure until a contract agreement is reached or the selection process is terminated.
- Notify all finalists of the selection decision and allow for appropriate protest time.
- Provide appropriate honorarium payments to finalists submitting responsive proposals that are not awarded a DB contract.
- Award and enter the first phase of a multi-phased contract (which varies based upon D-B Delivery model).
- Culminate in award of GMP for final design and construction.

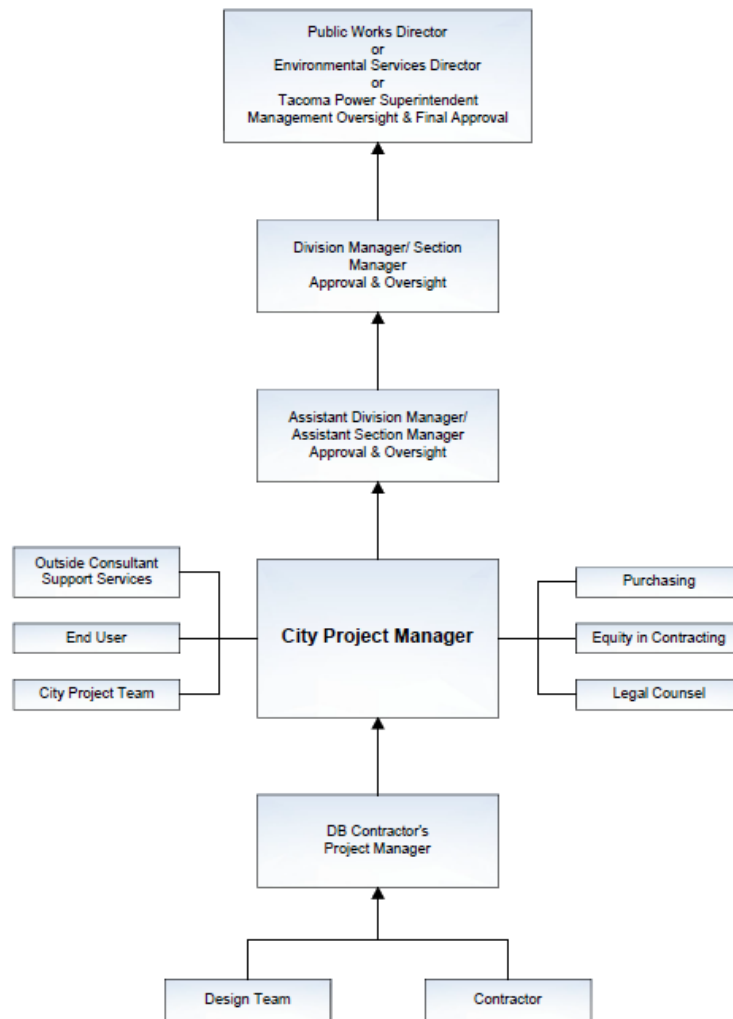
### 3. Personnel with Construction Experience Using the Contracting Procedure

(RCW 39.10.270 (3)(b)(ii) Limit response to two pages or less.

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous certification. Provide a current organizational chart and highlight changes since previous certification/recertification. Do not include outside consultants.

**See Attachment A for updated matrix/chart with changes to the City of Tacoma's personnel with experience utilizing alternative contracting project delivery.**

The City has a multi-disciplined staff with the experience in design, project management, inspection, and construction management necessary to successfully execute an alternative delivery project within our diverse capital projects program. While the City has experienced some staffing changes due to retirement since our previous certification, the overall organizational structure has remained the same. With succession planning in mind, the City continues to educate and involve new staff into our alternative delivery projects.



#### 4. Resolution of Audit Findings on Previous Public Works Projects

*(RCW 39.10.270 (3)(c)) Limit response to one page or less.*

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification/recertification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

The Public Works Department, Environmental Services Department, and the Tacoma Power Division have had no audit findings since the City's previous certification in 2021.

#### 5. Project Data Collection

Please provide a matrix listing all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body's capital plan projected to start within the next three (3) years.

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method [DB, or GC/CM – either actual or as-planned]
- Small-, minority-, women-, and veteran-owned business participation planned goals (%) and actual utilization (\$)
- Alternative Subcontractor Selection Procurement utilization, type and costs *(if applicable)*
- Is the project complete [Yes or No]

**Please refer to Attachment C**

#### 6. GC/CM Self Performance *(complete only if requesting GC/CM recertification)*

Please provide GC/CM project information on subcontract awards and payments, and if completed, a final project report. As prepared for each GC/CM project, please provide documentation supporting compliance with the limitations on the GC/CM self-performed work. This information may include but is not limited to a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

Not applicable. (This recertification is for DB, not GC/CM.)

#### 7. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization (\$).

As part of the City of Tacoma's ongoing work to advance broader strategic goals relating to equity and accessibility, as well as economic growth, it has expanded its efforts to achieve equity in contracting and support of small, minority, and women-owned businesses.

The Equity in Contracting Program offers access to contracting and procurement opportunities, as well as guidance and technical assistance, to historically underutilized businesses interested in providing supplies, services, and public works support to the City of Tacoma.

Beginning in March 2020, the City of Tacoma's Equity in Contracting (EIC) Program places three separate requirements on public work and improvement contracts related to utilization of certified firms. Certified firm categories include Minority Business Enterprise or MBE, Women's Business Enterprise or WBE, and Small Business Enterprise (SBE) (which includes DBE).

Specific to Design-Build projects, our documents include:

- Equity in Contracting Requirement Memo
  - Specifically state the MBE, WBE, and SBE requirements
  - We no longer have aspirational goals, but requirements
- Equity in Contracting Utilization Form
  - Notes how and which certified firms the contractors will utilize throughout the project to meet the stated Equity in Contracting requirements
- Equity in Contracting Special Instructions
- Equity in Contracting Program Regulations
- Tacoma Municipal Code Chapter 1.07 related to Equity in Contracting
- For public work and improvement projects with no Equity in Contracting requirements, we are still committed to equality in contracting for underutilized small, minority, and women-owned businesses, and encourage firms to locate certified businesses through the WA State Office of Women's Business Enterprises list of certified businesses

To monitor contractor compliance throughout the life of the project, staff attend pre-bid, pre-construction, and progress meetings to communicate EIC requirements, as well as review current utilization rates of certified firms on projects. Staff utilize a system called B2Gnow; this web-based software system is similar or currently used by other Puget Sound area government agencies such as King County, Sound Transit, Tacoma Public Schools, and the City of Seattle. It is accessible to all prime contractors and subcontractors, and includes the following key features:

- Automated communication with contractors via email regarding compliance issues. Submission of contractor's monthly utilization reports online, and automated tracking of their progress (or lack of thereof) towards meeting the MWBE participation goals
- Automatic verification and concurrence of subcontractor payments
- Elimination of paper-based reporting

This tool is used for monitoring MBE, WBE, and SBE/DBE utilization on a contract-by-contract basis. It also provides a link to the current Directory of Minority, Women and Veteran-Owned Business Enterprises certified by Washington State and the City of Tacoma. As projects progress, staff can address potential issues or lack of utilization in a timely manner to provide contractors time to explain their performance against EIC requirements.

## **DESIGN BUILD PROCESS**

The City of Tacoma is committed to diverse business practices. As an element to be scored in the SOQ, the Design-Builder will be asked to describe their approach to ensuring MWBE subconsultant and subcontractor participation as well as their past performance with such participation. During the early planning phases of the project, the selected Design Builder will be asked to provide a project specific outreach and inclusion plan with special attention to providing opportunities to MWBE firms. Outreach efforts will include, at minimum:

- Owner outreach: A pre-proposal meeting will be held in advance of issuing the Design-Build RFQ and during subconsultant and subcontractor procurement post Design-Build award.
- Contractor outreach: The Design-Builder will be required to consider MWBE participation in the organization of their bid packages, including proving an inclusion plan indicating procurement approach for each bid package and an identified participation target for the utilization of MWBE firms. This plan will require City of Tacoma approval prior to implementation.
- On-going engagement with community: This will be further refined once the Design-Builder is on board and may include organizations such as: City of Tacoma Equity in Contracting Advisory Committee, Tabor 100; National Association of Minority Contractors; Black Collective; National Association of Women in Construction; Korean Women's Association, Asia-Pacific Cultural Center, Latinx Unidos of South Sound (LUSS), WA State African American Chamber of Commerce,

## **OUTREACH + EVENTS WE ATTEND**

In support of increasing engagement with the community, and offering technical assistance, training and workshops, City staff participate in the following:

- Alliance Northwest
  - Alliance Northwest is the largest business-to-government conference in the Pacific Northwest. This event features high-quality workshops and one-to-one meetings between small businesses, government agencies, and prime contractors. The event is in its 38th year. Hosted by Thurston Economic Development Council, home of APEX Accelerator, Alliance Northwest has a strong history of federal agency support. It is widely known as the place where business and government learn and make connections with small and disadvantaged businesses.
- Pierce and Thurston County “Meet the Agencies”
  - An opportunity for local contractors to sit down with government agencies to learn about their public work needs.
- Regional Contracting Forum
  - The Washington Regional Contracting Forum is an annual networking event that connects Washington businesses with public agencies that buy goods and services, including architecture and engineering services.
  - This forum is an opportunity for Washington small, diverse, and veteran-owned businesses to meet purchasers at all levels of state and local government, including school districts, transportation agencies, Tribal governments, and other organizations.
- Reverse Vendor Trade Show
  - The Reverse Vendor Trade Show is an annual event hosted by the City of Seattle to allow vendors the opportunity to introduce themselves to a variety of City departments and other public agency representatives. Vendors can learn about upcoming solicitations, procurement opportunities, and sustainable purchasing while networking with other local vendors. Women-owned and minority-owned businesses are especially encouraged to attend.
- City of Tacoma hosted workshops and trainings
  - How to Do Business with the City of Tacoma
  - How to Find Contracting Opportunities with the City of Tacoma
  - Equity in Contracting 101 & Small Business Technical Assistance
  - How to Apply for OMWBE Certification 101 Workshop with the WA State Office of Minority and Women’s Business Enterprises
  - How to Apply for OMWBE Certification 201 Workshop with the WA State Office of Minority and Women’s Business Enterprises

## **OVERALL PAST PERFORMANCE (all delivery methods including DBB)**

- Environmental Services: Since 2020, Environmental Services has had 28 public work and improvement contracts with EIC requirements. With an overall requirement of 11.35%, and 9.88% utilization.
- Public Works: Since 2020, Public Works has had 36 public work and improvement contracts with EIC requirements. With an overall requirement of 33.3%, and 22.8% utilization.
- Tacoma Power: Since 2020, Tacoma Power has had 2 public work and improvement contracts with EIC requirements. With an overall requirement of 31%, and 21.8% utilization.



**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit information in a timely manner and understand that failure to do so may delay action on your application.

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.

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 for recertification, you also agree to provide additional information if requested. Public Bodies may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

DocuSigned by:

Signature: Ramiro Chavez

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Name: *(please print)* Ramiro Chavez, P.E.

Title: City of Tacoma Public Works Director

Date: April 27, 2024

**City of Tacoma - Personnel with Construction Experience Using Alternative Contracting  
Attachment A**

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Jody Bratton, P.E.	Professional Engineer, 30 years project design and management experience.	Central Wastewater Treatment Plant Design-Build Upgrade	\$102M	DB	PE	PE	PE	2005-2009
		Stage I & II Landfill Closure	\$10M	DBB	PE	PE	PE	1990-1993
Joshua Clarke, PMP	31 years of facility capital project experience.	South Park Plaza Garage Redevelopment	\$12.8M	PPP		PM	PM	2008-2011
		Center for Urban Waters - Office & Laboratory Facility	\$40M	PPP	PM	PM	PM	2007-2010
		Greater Tacoma Convention Center	\$108M	GC/CM	PC	PC	PC	2000 - 2005
		People's Community Center Pool Improvements	\$4.0M	DBB	PM	PM		2013 - 2016
Mark Henry	31 years construction experience in commercial construction (14 years as a Project Manager) and 17 years in Public Works construction management.	Pedestrian Crossing Improvements Project	\$4.9M	DB		CM	CM	2014-2016
		Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	\$42M	DB	CM	CM	CM	2017 - 2020
Chris Storey, P.E., PMP, DBIA	26 years of experience in project management and design of environmental, infrastructure, and railroad projects.	Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	\$42M	DB	PM	PM	PM	2017 - 2020
		Fishing Wars Memorial Bridge (Puyallup River Segments B-E)	\$281M	DB	PM	PM	PM	2023-Present
Kurtis D. Kingsolver, P.E. Deputy City Manager	33 years of experience in Public Works transportation projects, 13 years as the City Traffic Engineer and 8 years as the City Engineer and Public Works Director.	Murray Morgan Bridge Rehabilitation	\$50M	DB	DM	PD	PD	2008-2013
		Pedestrian Crossing Improvements Project	\$4.9M	DB	PD	PD	PD	2014-Present
		Fishing Wars Memorial Bridge (Puyallup River Bridge F16A & F16B)	\$42M	DB	PD	PD	PD	2017 – Present
Christa Lee, P.E., DBIA	25 years of experience in project design and project management of utility related projects	Jefferson & Hood Street Surface Water Interceptor Project	\$30M	PDB	PM	PM	PM	2017-2023
		Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	Principal	Principal	Principal	2022-Present

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Veronica Munyao, AIA, LEED AP (Joined City in 2022)	Engineering Project Manager with 13 years of experience in architecture, engineering, and construction.	UCSD Pepper Canyon West Student Housing	\$310M	DB	LEED AP	LEED AP	-	2019-2020
		Green Park Gated Community Estate (Kenya)	\$150M	DB	PA/PM	PA/PM	PM	2011-2014
		Kitui County Assembly Chambers Refurbishment (Kenya)	\$3.6M	CM	PA/PM	PA/PM	PM	2015-2017
Ramiro A. Chavez, P.E. PMP (Joined City in 2023)	Over 30 years of experience of public service in public work project management, and public administration. The bulk of his experience is managing complex capital improvement projects.	Fishing Wars Memorial Bridge (Puyallup River Segments B-E)	\$310M	DB	PD	PD	PD	2023-Present
Kristy Beardemphl, P.E., DBIA	25 years of experience in project design and project management of utility related projects	Jefferson & Hood Street Surface Water Interceptor Project	\$30M	PDB	PM	PM	PM	2017-2023
		Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	Eng. Manager	Eng. Manager	Eng. Manager	2022-Present
Jordan Ennis, P.E., DBIA	12 years of experience in project design and project management of utility and facility related projects	Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	Asst. PM	Assist. PM	Assist. PM	2022-Present
David Wagner P.E.	13 plus years of design and project manager experience in utility projects including fish hatcheries, hydro powerhouse system upgrades.	Alder Unit 11 Rebuild	\$11.9M	DB	PM	PM	CM	2019 - Present
Ram Veeraraghavan P.E.	15 plus years in project engineering of which 10 years as group manager overseeing project design and project execution.	Alder Unit 11 Rebuild	\$11.9M	DB	GM	GM	GM	2019 - Present
Anthony White, CI	25 years of experience in the construction field. 20 in the Laborers Union/Grade Checker Engineers. 5 years with the City as a Construction Inspector.	Jefferson & Hood Street Surface Water Interceptor Project	\$30M	PDB	CI	CI	CI	2017-2023
		Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	CI	CI	CI	2022-Present
Sean Olson, CM	Over 21 years in PW Construction Inspection and 5 years of PW Construction Management.	Jefferson & Hood Street Surface Water Interceptor Project	\$30M	PDB	CM	CM	CM	2017-2023
		Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	CM	CM	CM	2022-Present

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Craig May, ADM	26 years of experience in utilities/public works construction projects both on the contractor side of PW projects as well and the City side as an inspector/supervisor.	Jefferson & Hood Street Surface Water Interceptor Project	\$30M	PDB	ADM	ADM	ADM	2017-2023
		Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	ADM	ADM	ADM	2022-Present
Tony Daniels, Senior Engineering PM	19 years' experience in power utility design/engineering and project management. 15 years' experience in overhead and underground line design projects for municipal, commercial, industrial, and residential projects. 4 years' experience in design build projects focusing on turbine and generator unit modernization projects.	Alder U11 Rebuild	\$9.5M	DB	APM	APM	APM	2020-2024
		Cushman Units 31 & 32 Rebuild	\$23.8M	DB	APM	PM	PM	2022-Present
Donna Ebi	16 years' experience in civil engineering, and 20 years' experience as an Engineering Construction Coordinator at Tacoma Power. 22 years' working on design build projects.	Alder Unit 11 & Cushman Units 31 & 32 Rebuild Projects	33.3M	DB	CM	CM	CM	2020 - Present
Logan O'Grady, CM (Joined City in 2023)	3 years of experience on utilities/public works construction projects. 2 years as a Superintendent on the private side. 1 year as a PW Associate Construction Manager	Puyallup Avenue Trunk Main Sewer Replacement Project	\$60M	PDB	CM	CM	CM	2022-Present
Jack Niehuser, P.E. (Joined City in 2023)	26 years of engineering experience. Including 13 years of delivering Transportation Projects and 7 years of Wastewater Utility Projects (including the design, construction, and commissioning of a County's major plant expansion GCCM project). Currently overseeing a team to apply alternative design methods for a bridge replacement effort.	Fishing Wars Memorial Bridge (Puyallup River Segments B-E)	\$310M	DB	DM	DM	DM	2023-Present
		Pierce County Chambers Creek Wastewater Treatment Plant expansion	\$353M	GC/CM	PE	PE	PE	2013-2016

**City of Tacoma - Alternative Delivery Project History (Past 3 years)**

**Attachment B**

\* Total Project Cost includes Public Outreach, Project Management, Construction Management & Inspection, Administrative Costs, Finance and Grant Mgmt. Costs. and design for DB projects.

No.	Project Name	Project Description	Total Project Cost*	Delivery Method	Lead Design Firm	General Contractor or DB	Planned Start	Actual Start	Planned Finish	Actual Finish	Construction or DB Planned Budget	Construction or DB Actual Budget	Cost Overruns, Schedule Delays, Litigation/Disputes
1	Jefferson & Hood Storm Water Interceptor	Construction of new surface water 60" diameter interceptor and marine outfall	\$38M	PDB	Kennedy Jenks	JW Fowler	3/2017	3/2018	10/2022	12/2022	\$29M	\$30M	Project permitting caused delays in construction start date. At end of project GC submitted a claim thus resulting in litigation that has been settled. See notes #1 and #5
2	Central Wastewater Treatment Plant Energy Management Improvements	Digester Gas to Energy improvements including energy improvements to lighting, boiler operation, and digester mixing	\$13M	ESCO (Quals Based Award)	Kennedy Jenks	McKinstry	12/2015	12/2016	2/2022	5/2022	\$13M	13.4M	Additional scope added during design and extended negotiations with Puget Sound Energy. See note #4
3	Puyallup Avenue Trunk Main Sewer Replacement Project	Construction of new stormwater & wastewater trunk mains, rehabilitation of a 60" stormwater main, and bridge removal	\$74M	PDB	TBD	TBD	1/2024	1/2024	12/2027	TBD	\$60M	TBD	N/A
4	Fishing Wars Memorial Bridge (Puyallup River Bridge F16 A&B Replacement)	Replacing the western spans of the Puyallup River Bridge over the BNSF and Union Pacific RR tracks.	\$41M	DB	Jacobs	Atkinson	5/2017	5/2017	9/2019	9/2020	\$32M	\$32M	Delays due to right of way negotiations and access agreements with BNSF and Union Pacific. See note #3
5	Fishing Wars Memorial Bridge Phase II	Replace the remaining spans from the west side of the Puyallup River eastward towards Fife. Will relocate associated utilities including power lines and sewer force main.	\$310M	DB	TBD	TBD	1/2028	TBD	1/2031	TBD	\$300M	TBD	N/A

No.	Project Name	Project Description	Total Project Cost*	Delivery Method	Lead Design Firm	General Contractor or DB	Planned Start	Actual Start	Planned Finish	Actual Finish	Construction or DB Planned Budget	Construction or DB Actual Budget	Cost Overruns, Schedule Delays, Litigation/Disputes
6	Alder U11 Rebuild	Refurbish and Rebuild existing hydro turbine and generator to add a 30 year life extension.	\$12M	DB	Tacoma Power	Andritz Hydro	3/2022	4/2023	5/2024	TBD	\$8.3M	TBD	Global supply chain issues due to the pandemic delayed construction start for a year. Scheduling delays continued throughout the project. See note # 2
7	Cushman Units 31 & 32 Rebuild	Refurbish and Rebuild existing hydro turbine and generator to add a 30 year life extension.	\$29M	DB	Tacoma Power	GE Vernova	11/2021	12/2022	10/2026	TBD	\$23M	TBD	N/A
8	TPU Admin Complex Improvement Project	A series of additions, new buildings, and covered storage on the main TPU Power campus.	\$25M	PDB	TBD	TBD	3/2024	TBD	11/2026	TBD	\$21.5M	TBD	N/A
9	TPU South Service Center	Improvements that include a High Bay vehicle maintenance space, equipment storage, and office space expansion	\$11M	PDB	TBD	TBD	6/2024	TBD	9/2026	TBD	\$8M	TBD	N/A

**Lessons Learned:**

- #1 We believe it is important that members on the team have prior experience in alternative delivery projects. Begin the permit acquisition and coordination with agencies, i.e. WSDOT, FHWA, NMFS, BNSF, Sound Transit as soon as possible. Allow adequate time for development of the Risk Register, geotechnical baseline report, and GMP. A good GC Project Manager doesn't always make for a good design-build project manager.
- #2 During the proposal phase use proprietary meetings to have open, honest and tough conversations about project scope, schedule, constraints, risks, and critical success factors. The single largest issue on the project has been schedule delay. The City has learned from peers in the industry that the original planned construction schedule was overly optimistic, yet all three finalists, both during the proprietary meetings and the finalist interviews, reported they could meet it and provided proposals showing the same. Hold both parties accountable for meeting milestones and making progress in accordance with the baseline schedule.
- #3 On design-build projects with federal funds, the Right of Way process should be started earlier to prevent project delays and schedule impacts must be clearly spoken to in the contract documents. The Mainline Railroads agreements do not contemplate design build and this should be accounted for clearly in the contract agreement. A good team and an open environment can overcome very difficult circumstances to create a successful project.
- #4 The detailed gas quality requirements got included too late in the process, it should have been part of the construction requirements. Something else to include in the contract would have been to provide training when equipment was in operation for more than 90 days.

**Significant Litigation/Disputes:**

- #5 After successfully completing a complex and difficult utility construction project, the Contractor submitted a cumulative impact claim which was subsequently denied by the City. The Contractor then filed a lawsuit against the City which was ultimately settled out of court.

**City of Tacoma - Project Data (Past 3 Years - Future 3 Years)**  
**Attachment C**

No.	Project	Project Description	Project Number	Project Value	Delivery Method	Planned Utilization Goal (%)	Actual Utilization (%)	Alt. Subcontractor Selection Procurement Utilization	Complete?
1	Jefferson & Hood Storm Water Interceptor	Construction of new surface water 60" diameter interceptor and marine outfall	ES17-0269F	\$38M	PDB	WBE-3% SBE/DBE-10% MBE-8%	WBE-11% SBE/DBE-12% MBE-0% <span style="color:red">see note 1</span>	N/A	Yes
2	Central Wastewater Treatment Plant Energy Management Improvements	Digester Gas to Energy improvements including energy improvements to lighting, boiler operation, and digester mixing	PW10-0224F	\$13M	ESCO (Quals based Award)	0% <span style="color:red">see note 2</span>	N/A	N/A	Yes
3	Puyallup Avenue Trunk Main Sewer Replacement Project	Construction of new stormwater & wastewater trunk mains, rehabilitation of a 60" stormwater main, and bridge removal	ES24-0035F	\$74M	PDB	TBD	TBD	N/A	No
4	Fishing Wars Memorial Bridge - Puyallup River Bridge F16 A&B Replacement	Replacing the western spans of the Puyallup River Bridgeover the BNSF and Union Pacific RR tracks.	PW22-0323F	\$41M	DB	Federally Funded DBE Engineering-1% Construction-11%	Federally Funded DBE Engineering>1% Construction>11%	N/A	Yes
5	Fishing Wars Memorial Bridge Phase II	Replace the remaining spans from the west side of the Puyallup River eastward towards Fife. Will relocate associated utilities including power lines and sewer force main.	TBD	\$310M	DB	TBD	TBD	N/A	No
6	Alder U11 Rebuild	Refurbish and Rebuild existing hydro turbine and generator to add a 30 year life extension.	PG19-0215F	\$12M	DB	0% <span style="color:red">see note 2</span>	N/A	N/A	No
7	Cushman Units 31 & 32 Rebuild	Refurbish and Rebuild existing hydro turbine and generator to add a 30 year life extension.	PG21-0454F	\$29M	DB	1.37% <span style="color:red">see note 3</span>	TBD	TBD	No
8	Cushman LaGrande Unit 5 & Alder Unit 12 Rebuild	Refurbish and Rebuild existing hydro turbine and generator to add a 30 year life extension.	TBD	\$30M	DB	TBD	TBD	N/A	No
9	TPU Admin Complex Improvement Project	A series of additions, new buildings, and covered storage on the main TPU Power campus.	TBD	\$25M	PDB	TBD	TBD	N/A	No

No.	Project	Project Description	Project Number	Project Value	Delivery Method	Planned Utilization Goal (%)	Actual Utilization (%)	Alt. Subcontractor Selection Procurement Utilization	Complete?
10	TPU South Service Center	Improvements that include a High Bay vehicle maintenance space, equipment storage, and office space expansion	TBD	\$11M	PDB	TBD	TBD	N/A	No
11	TPU T&D Training Center	Training facility expansion, and updated site security	TBD	\$15M	PDB	TBD	TBD	N/A	No

**Notes:**

#1-Throughout the course of Stage 1 and Stage 2, the DB had difficulty locating MBE businesses to bid on the solicited scope of work. While performing well in WBE and SBE participation, they could not find an MWE to put a proposal together. The contractor did bring a single MBE subcontractor, Daramola Inc. on to perform landscaping and irrigation services. Unfortunately they ultimately failed to perform and had to be replaced.

#2-The City's EIC office determined no requirements for this project. Due to the specialized nature of the project, the scope of work available for participation had a low dollar value, therefore no reasonable opportunity for subcontracting existed. The project was granted an exemption.

#3-The lower than typical goal was set by the City's Equity in Contracting office as a result of the very specialized scope of work.



<u>TYPE</u>	<u>ROLE</u>	
DBB - Design Bid Build	ADM - Assistant Division Manager	PC - Project Coordinator
GC/CM - General Contractor/Construction Manager	PgMP - Program Mgmt Professional	PD - Project Director
PDB - Progressive Design Build	CM - Construction Manager	PE - Project Engineer
	DM - Division Manager	PM - Project Manager
	GM - Group Manager	AIA - American Inst. of Architects
	PMP - Project Mgmt Professional	LEED AP - Green Building Certified
	APM - Assistant Project Manager	EOC - Engineering Office Coordinator
	CI - Construction Inspector	