Haines Borough

Request for Proposals ("RFP")
Design-Builder

LUTAK DOCK REPLACEMENT

Date of Issue: June 17, 2022

Closing Date and Time: July 15, 2022, 3 pm Alaska Time

Single Point of Contact ("SPC"): Carolann Wooton, Contracts and Grants Administrator

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REQUEST FOR PROPOSALS
Haines Borough
Lutak Dock Replacement
Owner's Advisor

Haines Borough (the "Owner" or "Haines") requests Proposals from the Design-Build Team for the Lutak Dock Replacement Project (the "Project"). Proposers shall submit the DB Proposal and Price Proposal to the Single Point of Contact ("SPC") via Bid Express no later than 3:00 p.m. Alaska Time on the date set forth in the Project Solicitation Schedule.

I. DEFINITIONS

In addition to the definitions set forth in the RFQ and any addenda issued thereto and the definitions set forth in the Design-Build Agreement, the following supplemental definitions shall apply:

"Initial Basis of Design Documents" means the initial requirements set forth by the Owner and that are attached to the Design-Build Agreement.

"Project Goals" means the following:

1) **Design and Construct a Dock that Maximizes the Program Requirements within the Limited Budget.** The Design-Build Team will leverage the efficiencies of the progressive design-build process through innovative and lean design and construction techniques that provide an efficient and effective design with the most scope and programming within the Owner's established budget. The design will also optimize the efficiency of operations and reduce long term maintenance.
2) **Execute a successful, collaborative Progressive Design-Build (PDB) Process to produce the envisioned project:** The Design-Build team will develop and utilize a collaborative relationship between the Owner, its stakeholders, and the Design-Build Team to exceed the Project Goals within the Owner's budget and schedule and demonstrating exemplary design and project management.
3) **Efficient Pricing and Schedule**. The Design-Build Team will provide transparent pricing and scheduling that allows the Owner to track design and construction concurrently as well as fast track design and construction to maximize the Owner's budget within the Project Schedule.
4) **Comply with Legal Requirements.** The Design-Build Team will understand and comply with all applicable State and Federal Legal Requirements.
5) **Design for Safety**. The Design-Build Team will create a design that enhances the safety of the project. The design and construction process will reduce re-work and interference with operations with a goal of no recordable incidents.

"Projects of Similar Scope and Complexity" mean projects where one or more of the following characteristics are present. Owner determines at its sole discretion whether a project is of similar scope and complexity.

1) Projects of a similar size and budget that include design and construction of large dock facilities;
2) Projects that utilize an integrated delivery method that require strong coordination and integration of the design and construction professionals and early involvement of the construction professionals during design;
3) Projects where the Design-Builder was selected prior to the establishment of the scope, schedule and GMP where the Design-Builder collaborated with the Owner to develop the final scope, schedule GMP;
4) Projects with a limited budget where an owner 's goal is to maximize the available scope within the budget.

II. INITIAL BASIS OF DESIGN DOCUMENTS

The Initial Basis of Design Documents are set forth in Attachment B to this RFP. For the purposes of

establishing prices in the Price Proposal, Finalists may rely on the information set forth in the Initial Basis of Design Documents. However, the Design-Builder will be required to validate the information set forth in the Initial Basis of Design Documents as part of Phase 1 of the Project.

III. RFP PROJECT SOLICITATION SCHEDULE

The following is an estimated procurement schedule. Owner reserves the right to modify the schedule at any time.

Date	Activity
Issue RFP	June 17, 2022
Interactive Meetings with Finalists	Week of June 27, 2022
Last Date to Submit Questions and Proposed Changes to Contract	July 1, 2022
Last Date to Issue Addenda	July 8, 2022
Proposal Due Date	July 15, 2022
Intent to Award Notice	Week of July 25, 2022

IV. RFP PROCUREMENT PROCESS

To be responsive to the RFP, Finalists will participate in the following elements of the RFP Procurement Process:

A. Interactive Meeting with Finalists

The Owner will conduct a proprietary Interactive Meeting with each Finalist individually prior to the submission of the Proposals. The Interactive Meetings will provide an opportunity for direct interaction between the Finalist and the Evaluation Committee. The intent of the Interactive Meeting is to evaluate how well each Finalist and its Proposed Design-Build Team understood the project and demonstrate their ability to collaborate with the Owner regarding the Project and propose solutions to the Owner to address the Owner's concerns. Finalists should consider this meeting to be the initial project meeting with the Owner and be prepared to interact with the Owner as if they were selected on the Project. Finalists should be prepared to specifically address the Project Goals and the Design-Build Team's plan to exceed the Project Goals. Specifically, Finalists should discuss the following issues:

1) The three biggest risks that they foresee on the Project;
2) How they will incorporate the input of the Stakeholders into the Project; and
3) Possible innovations in the project, including but not limited to innovation in the design, the sequencing and constructability, or the schedule.

Finalists will be evaluated on their ability to explain their experience and knowledge in the delivery method, effectively communicate and collaborate with Owner Staff, and provide achievable and collaborative solutions to address the Owner concerns. Interactive Meetings are anticipated to last for 2 hours.

The Interactive Meetings will be scheduled with the Finalists. Two business days prior to the date of the scheduled Interactive Meeting, Finalists should provide to the Owner an agenda for the Interactive Meeting. The Interactive Meeting will take place on a virtual platform of the Finalists' choice. Finalists shall provide connection information for the Interactive Meeting with the agenda.

Only Key Team Members who are expected to perform substantial work on the Project should attend the Interactive Meeting, with a maximum number of 10 people, Other Key Team Members may be available by or consulted during the Interactive Meeting.

B. Management Proposals

Finalists shall submit Management Proposals pursuant to the documentation requirements set forth below. The Management Proposal should focus on the Project, the Project Goals set forth above, the concerns expressed by the Owner, and the management solutions proposed by the Finalist.

C. Requests for Clarification and Proposed Changes to Contract Documents

By the date set forth in the solicitation schedule, Finalists may submit a request for clarification to the RFP and/or suggest a list of any changes proposed in the insurance requirements, bonding requirements, Design-Build Agreement, or its attachments. With every request for clarification or proposed change, Finalists must include the following information:

a. The document and section number;

b. Proposed alternate language;

c. An explanation for the requested change; and

d. Any price implication of the requested change.

The Owner, at its sole discretion, may issue addenda with a clarification or reflecting any accepted changes. The Owner reserves the right to reject any and all proposed changes and to accept any proposed change to the Contract Documents via Addendum to the RFP. The Owner also reserves the right to negotiate such provisions with the selected Finalist.

D. Price Proposals

The Finalists will submit their Price Proposals pursuant to the Solicitation Schedule and according to the instructions in Attachment A. Price Proposals will include any addenda issued by the Owner. Finalists should be prepared to include the terms of the Final Price Proposals in the Design-Build Agreement if the Finalist is determined to be the highest scored Finalist by the Owner.

E. Substitution of Team Members.

Consultants, sub-consultants, subcontractors, and individual Key Team Members included by the Design-Builder in either the SOQ or the Management Proposal (collectively “Team Members”), will be used as a basis for selection. Substitution of Team Members at any time during the solicitation process and in the performance of the work will not be allowed without written authorization from the Owner, which shall not be unreasonably withheld. Proposers and Finalists must submit the qualifications information of all proposed substituted Team Members to the Owner. Even with written authorization from the Owner, a change to any submitted Team Member will result in re-evaluation and may result in a change to the evaluation and ranking of the Proposer. If a Finalist proposes to substitute a Team Member, the Finalist must provide notification and the substituted Team Member’s qualifications and resume and seek the Owner’s authorization as soon as practicable. The Owner will re-evaluate the Finalist with the new information. Resumes must not exceed 1 page.

F. Evaluation

Finalists’ Management and Price Proposals will be evaluated pursuant to the criteria and standards set forth below. In assigning points, Owner is not limited to the information in the Management Proposal and reserves the right to consider information from any source, including but not limited to

the Statements of Qualifications previously submitted, the Interactive Meetings, and references.

Response to RFP		
	Overall Management Approach	30 points
	Project Controls, Cost Tracking and GMP Development	20 points
	Design Development	15 points
	Construction Management, Sequencing and Scheduling	15 points
Price Components		20 points
Total Points		**100 points**

V. DOCUMENTATION REQUIREMENTS

A. Submission of Documents

1. Owner is requiring electronic submissions for this procurement. Hard copy submittals will not be accepted. Proposals must be submitted to Owner via Bid Express no later than 3 pm on the date set forth in the schedule.
2. Proposers shall follow the instructions and provide the submittals as set forth in Bid Express.
3. The Management Proposal shall be provided as an electronically searchable PDF with bookmarks for each section of the Management Proposal. File sizes shall be limited to 20MB.
4. Proposers are responsible for ensuring timely delivery of submittals. Owner is not responsible for technical difficulties in submitting electronically. Owner reserves the right not to consider late submittals.
5. All submissions must be made in compliance with the instructions provided to the prospective proposers. The Owner reserves the right to reject any submissions that are not in compliance with the RFP and/or redact those portions of the submissions that are not in compliance and not evaluate non-compliant sections.
6. Price Proposals must be submitted via Bid Express through the applicable upload.
7. Submissions must use a minimum of 10 pt type. A “page” shall be defined as (when printed in hard copy) one single-sided piece of 8.5 x 11-inch paper that has words, charts, tables, pictures, or graphics.
8. With the exception of the Identification of Projects Table, pages larger than 8 1/2 x 11 inches will not be accepted. Any materials received that do not comply with the required format will be removed from the Proposers proposal prior to being given to the evaluation committee for review.
9. The body of the Management Proposal shall be organized in accordance with the Evaluation Criteria set forth in the RFP. The Management Proposal shall be no longer than 25 pages. The only documentation that is not included in the page limit is the following:
    a. Cover letter;
    b. Identification of Projects Table; and
    c. Divider tabs and/or cover pages, provided that they contain no substantive content.

10. All materials submitted will become the property of the Owner.
11. Owner reserves the right to reject any or all submittals if the Owner deems it to be in its best interests, or to reject any or all proposers who fail to satisfy qualification requirements or fail to meet standards of responsibility, or submission dates and times.
12. No compensation will be made by the Owner for submission of Management Proposals.
13. All materials submitted will become the property of the Owner.
14. Materials submitted by Proposers may be subject to Alaska public records laws.

B. Reservation of Rights

The Owner reserves without limitation and may exercise at its sole discretion, the following rights and conditions with regard to this solicitation process:

1. To cancel the solicitation process and reject any and all SOQs and/or proposals;
2. To waive any immaterial informality or irregularity;
3. To revise the solicitation documents and schedule via an addendum;
4. To reject any Proposer that submits an incomplete or inadequate response or is not responsive to the requirements of the RFP;
5. To reduce the number of pages in the Proposals to the maximum allowed number of pages;
6. To provide clarifications or conduct discussions, at any time, with one or more Proposers;
7. To contact references that are not listed in the Proposer's SOQs and/or Proposals and investigate statements on the SOQs and Proposals and/or the qualifications of the Proposer or Finalists and any firms or individuals identified in the SOQ and/or Proposals;
8. To consider the claims history of any Proposer or Finalist as part of the evaluation of the Proposer or Finalist;
9. To negotiate the final Owner's Project Requirements and/or contract documents with the highest scored Finalist; and
10. To take any action affecting the RFQ process, the RFP process, or the Project that is determined to be in the Owner's best interests.

VI. RFP SUBMITTAL INFORMATION

A. Cover Page (Not scored)

The Proposal must include a cover letter that includes the following: (1) name, address, telephone number, and e-mail address for each Proposed Design-Build Team Member that has been added to the Proposed Design-Build Team, including but not limited to Key Team Members, since the submission of the SOQ and (2) any requested changes to the Proposed Design-Build Team. The cover letter shall be a maximum of two (2) pages.

B. Management Proposal Contents and Organization

The Management Proposal may not be longer than twenty (25) pages. Finalists should focus their discussions in the Management Proposal on their approach to the Project

1. Overall Management Approach

The Owner is seeking a Design-Build Team that will exceed Project Goal Number 2 in developing a collaborative Project Team, incorporating the Owner Staff and all Owner sub consultants, including but not limited to the Owner's Representative.

a. Describe the Finalist's overall management approach to the Project. In responding to this evaluation factor,

b. Keeping Project Goal Number 2 in mind:

i. Explain the Design-Build Team's approach to creating a collaborative environment for the Project and exceed Project Goal number 2. Include an explanation of where the design-build team will be located during the various phases of the Project.

ii. Describe the Design-Build Team's approach for outreach to project Stakeholders and incorporating their input into the project.

2. **Maximize Design Within Limited Budget**

The Owner is seeking a Design-Build Team that will exceed Project Goal Number 1 in developing an efficient and effective design within the Owner's established budget.

a. Describe the Design-Build Team's overall approach to exceeding Project Goal Number 1.

b. Describe specific strategies and design ideas for exceeding Project Goal Number 1. Include in the discussion the following topics:

i. Ideas for creating spaces that will have flexible use over time;

ii. Incorporating Stakeholder input into the design; and

ii. Innovative constructability solutions that could reduce the overall budget.

c. Identify the challenges in developing the design for the Project and explain how the Design-Build Team will address those challenges.

d. Explain how the Design-Build Team will communicate and collaborate with Owner Staff as well as the various stakeholders and ultimately integrate their input into the design of the Project.

3. Project Controls, Cost Tracking and GMP Development

The Owner is selecting the Design-Builder before the Scope of Work for the Project is finalized. The Owner expects a collaborative process with the Design-Build Team to develop the final project scope and the GMP. The Owner is seeking a Design-Build Team that will exceed Project Goal Number 3 and create transparent pricing that takes advantage of the efficiencies of progressive design-build. Explain the Design-Build Team's strategies to exceed Project Goal Number 3, including but not limited to the following

a. Describe three strategies for exceeding Project Goal Number 3.

b. Describe the Design-Builder's processes and tools for monitoring, reporting and managing cost, including but not limited to:

i. Design to budget control and reporting processes, including the software that the Design-Builder will use to monitor and communicate the project costs to the Owner.

ii. Scope, cost, and schedule baseline development and management/change control processes and the participation and interaction among the scheduling and estimating teams, project, design, construction and operations management teams to execute these processes.
iii. Incorporating input from design-build or other sub-contractors;
iv. The primary challenges in establishing the GMP; and
v. The differentiating resources of the Proposed Design-Build Team that will meet the challenges of establishing the GMP.

b. Phase 1 Level of Effort. Provide a proposed Level of Effort for the Phase 1 set forth in Section 6.6.1 of the Agreement("Phase 1 LOE"). The proposed Phase 1 LOE should provide the following detail:

i. Describe in detail the tasks the Design-Build Team intends to perform during the Phase 1 including the number of hours anticipated for each task;

ii. Identify the Key Team Members who will be performing the tasks

iii. The Phase 1 LOE should encompass the tasks required for the Phase 1 Scope of Work that are set forth in Section 6.6.1 and Exhibit C of the Agreement. Pursuant to the Agreement, the Design-Builder will be bound to the hourly rates proposed and submitted in its Price Proposal. The Phase 1 LOE will be scored as part of the Management Proposal.

c. Provide examples of deliverables the proposed Design-Build Team will use to communicate the development of the project costs and project schedule to the Owner.

4. **Construction Management, Sequencing, and Scheduling**

The Owner is seeking a Design-Build Team that will in developing a design and construction schedule that maximizes efficiency and minimizes Contract Time while maintaining a safe workplace and meet the project sustainability requirements. Explain the Design-Build Team's strategies to meeting these goals, including but not limited to the following:

a. Describe the Design-Build Team's specific plan with respect to using construction means and methods and the progressive design-build approach to achieve efficiencies in scheduling and construction sequencing for the Project. Provide a single page, high level, achievable proposed schedule for the Project that strives to achieve the goal of completing the project as quickly as possible.

b. Describe the Design-Build Team's approach achieving the performance requirements and optimizing the quality of the project. Include a discussion of a specific approach to quality assurance/quality control, including testing and commissioning of the Project.

c. Describe the Design-Build Team's approach exceeding Project Goal Number 5 to maximize safety during the Work.

d. Identify the challenges in the topics noted above and explain how the Design-Build Team will address those challenges.

d. Provide details regarding the tools used in this process and how those tools will assist the Design-Builder exceeding the Project Goals.

VII. IDENTIFICATION OF PROJECTS (NOT SCORED)

A. The Finalist must submit an Identification of Projects Table with the required information set forth herein for all projects cited or mentioned in the Management Proposal *that were not listed* in the Identification of Projects Table that was provided with the Finalists' SOQ. The Identification of Projects Table may be submitted on 8.5" x 14" paper and may be no more than two pages in length. The Finalist is responsible for ensuring that contact information contained in their Identification of Projects is correct. The inability to contact a reference may have a detrimental impact on the evaluating qualifications. The Owner reserves the right to contact any person listed in the Identification of Projects or any other person with knowledge regarding any Project in which any Design-Build Team Member or Key Team Member participated.

a. Name of project;

b. Owner/Customer;

c. Location of project (include address);

d. Description of the delivery method and integration of design and construction and identify the firm(s) role as a prime consultant, subconsultant, contractor, subcontractor or other;

e. Project description and applicability and relevance of the referenced project to the evaluation criteria Project.

f. Name of each Key Team Member who is proposed for this contract who played a significant role on the project example, including a description of their project responsibilities and functions;

g. The initial contract price, the final contract price, and an explanation for any difference between the two amounts;

h. The initial date scheduled for substantial completion, the actual date of completion, and an explanation for any difference between the two dates;

i. Number of recordable injuries; and

j. Project contact of the owner or customer (current address, e-mail, and phone number) who can verify the characteristics of the submitted project example.

2. The identification of projects will not be evaluated separately. Rather, the projects will be evaluated in the context of the criteria in which the project is cited.

VIII. PRICE PROPOSAL CONTENTS

A. Design-Builder's Fee Percentage

Finalists shall submit a Price Proposal that provides the proposed Design-Builder's Fee Percentage that will be included in Section 6.2.1 of the Progressive Design-Build Agreement between Owner and Designer, attached hereto as Attachment 2. For scoring purposes, the Design-Builder's Fee Percentage shall be multiplied by the estimated Cost of the Work for the Project ($_____). Note that the estimated Cost of the Work is provided for scoring purposes only and does not guarantee a minimum amount of Work.

B. Phase 1 Not to Exceed Amount

1. Provide the Proposed Phase 1 Not to Exceed Amount that will be inserted into Section 6.6.1.1 of the Design-Build Agreement and, if accepted by the Owner after negotiations, shall become binding on the successful Finalist, subject to the terms and conditions of the

Contract Documents.

a. The Proposed Phase 1 Not to Exceed Amount should include all compensation to the Design-Builder during the Phase 1 set forth in the Agreement as proposed in the Phase 1 Level of Effort described in the Management Proposal.

b. The Owner reserves the right to reconcile the various proposals received and also reserves the right to seek best and final proposals for the scope and the cost of the Phase 1 Services and the Phase 1 Not to Exceed Amount; however, by submitting the Phase 1 Not to Exceed Amount, the Finalist warrants the following:

   i. That the Phase 1 Level of Effort described in the Management Proposal is sufficient for the Design Build Team to perform the Work described in Exhibit C of the Agreement and provide the Owner with a Phase 2 Report.

   ii. That the Phase 1 Not to Exceed Amount set forth in the Management Proposal is sufficient to perform the Work described in the Phase 1 Level of Effort.

c. The Not to Exceed Amount will not be scored. The Owner reserves the right to negotiate both the Proposed Scope and Not to Exceed Amount with the apparent successful Finalist.

2. Provide the Key Team Members Hourly Rates. The Hourly Rates will not be scored. Rather, they will be in Exhibit D to the Agreement.

C. Scoring of Price Proposal

The Design-Builder's Fee Percentage shall be scored as follows:

Price Element	Estimated Cost of the Work of the Project.	Price Proposal
a. Design-Builder's Fee Percentage	X $20,000,000	$

The Finalist with the lowest Price Proposal will receive all fifteen points. The remaining Finalists will receive a proportionate share of the fifteen points, based on the proportion that the Price Proposal for their proposals exceeds the lowest Price Proposal. The points will be rounded to the next lowest whole number. No partial points will be awarded By way of example, if the second low Finalist proposes a Price Proposal that is fourteen percent higher than the lowest Price Proposal, the second low Finalist shall receive 17 of the 20 allotted points. Fourteen percent of 20 is 2.8. 20 minus 2.8 equals 17.2. 17 is the next lowest whole number.

IX. LIST OF ATTACHMENTS TO RFP

A. Price Proposal Form and Instructions

B. Design-Build Agreement and General Conditions of Contract

Exhibit A Design-Builder's Insurance

Exhibit B-1 Form of Payment Bond

Exhibit B-2 Form of Performance Bond

Exhibit C Phase 1 and 2 Scope of Services

Exhibit D Owner's Program/Initial Basis of Design Documents

Exhibit F-1 Phase 1 Change Order Form

Exhibit F-2 Phase 2 Change Order Form

Exhibit G Form Phase 2 Amendment

X. REQUESTS FOR CLARIFICATION AND CHANGES

A. Request for Clarification:

1. Owner will respond to each properly submitted written request for clarification.
2. All questions about the meaning or intent of the RFP Documents must be directed to the Owner through Bid Express.
3. Interpretations or clarifications of the RFP considered necessary by Owner in response to such questions will be issued by Addenda.
4. Questions received less than seven (7) calendar days prior to the Proposal due date may not be answered.

B. Request for Change:

1. Any Proposer may submit a request for changes to the RFP terms or contract. Owner will respond to each properly submitted written request for change of RFP terms. Where appropriate, Owner will issue revisions or clarifications via addenda posted on the Bid Express.
2. To be considered, requests for changes must include the reason for requested changes supported by factual documentation supporting the requested changes.
3. To be considered, the request must be in writing and received by Owner by July 1, 2022 at 2:00 pm.
4. The request for clarification or changes must be submitted through Bid Express.

Turnagain
Marine Construction

LUTAK DOCK REPLACEMENT

PROGRESSIVE **DESIGN-BUILD** PROPOSAL

ADDRESS

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Anchorage, AK
99507

PHONE

907-261-8960

CONTACT

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Table of Contents

1. Overall Management Approach

Collaboration & Risk Mitigation

Collaboration and Risk Mitigation requires that all the stakeholders understand the objectives of the project, are informed of the unique challenges and difficulties of the project, and are committed to a mutually successful project outcome. The Turnagain team has worked at this facility in the past and understands the significance of providing the Haines Borough and its vendors a durable, high-design life freight facility that provides flexibility to service a number of diverse operations.

As Turnagain performed work at this facility in 2020, the team understands the risks, challenges, and coordination associated with constructing a new facility at the current Lutak dock location. Turnagain employs a group of highly skilled employees trained and experienced in the installation of pile-supported structures throughout the inconsistent bedrock conditions southeast Alaska is known for.

As an Alaskan-based entity, the Turnagain team is available for in-person, on-site communications with the Haines Borough and its stakeholders.

Partnering Methods

In 2016 Turnagain Marine submitted a proposal to construct the Gary Paxton Multi Use Dock under a design-build contract. The Owner established a maximum project cost of $6.8m without additional contingency. In their response, Turnagain not only offered the most comprehensive, highest quality scope, but we also provided the lowest risk proposal to the Owner. The owner provided a geotechnical report but noted that the bedrock elevation was highly variable. The Owner had the contractor claim exposure if the anticipated bedrock elevation and the actual bedrock elevation were inconstant. Turnagain expressly accepted all risk for the differing site conditions and bedrock variability.

The Owner was skeptical that the contractor would take on such a significant project risk and follow through with their commitment if a major change occurred. After winning the project, Turnagain designed 3 foundation options: one for per plan bedrock elevation, one for shallower than anticipated bedrock elevation, and one for deeper than anticipated bedrock elevation. Through competent planning and preparation, Turnagain arrived on-site prepared to install any of the three foundation options.

At the first structure location, the bedrock was 100% deeper than expected. At the second structure location, the bedrock was 75% shallower than expected. Turnagain adapted their means and methods, installed the appropriate foundation option, and completed the project on time and for the pre-established lump sum amount without filing a request for additional compensation.

Turnagain, views alternative delivery construction projects as opportunities to provide progressive owners with the highest value attainable. Fundamentally, value is attained only when each aspect of the project; scope, schedule, cost, safety, risk, and quality are genuinely optimized across all phases and elements of the project. Alternative delivery methods, including Design-Build, allow Turnagain to utilize its extensive marine infrastructure development knowledge and experience to participate as a true partner with the Lutak Dock Replacement stakeholder team—collaboratively delivering the best solutions to meet the program goals.

Starting with the end objective in mind, Turnagain will establish and has in fact already begun to establish a balance between project objectives and the completed project requirements that results in the greatest tangible value to Haines Borough and its vendors. The team will systematically break down the project focusing development efforts on elements that have the greatest influence on scope, schedule, cost, safety, risk, and quality. This methodology focuses efforts where they will yield the greatest and ultimately the most value possible to the Haines Borough. Due to the accelerated project schedule, Turnagain's previous work on this facility and on similar dock and terminal similar site locations provides an opportunity to shift more effort towards project optimization and collaboration with the Haines Borough.

Turnagain has thoroughly reviewed the RFP documents including the proposed contract form and is prepared to furnish a fully compliant scope of service and a highly effective progressive design-build team. The scope requirements and deliverables outlined in the RFP are acknowledged and will be delivered as required. In addition to the mandated review points (35%, 65%, etc.) and the specific deliverables they trigger, Turnagain desires to work closely with the overall project team to provide real-time collaboration to minimize re-work and backtracking from changes identified at the formal review points. Collaborative development of the milestone design sets will increase the efficiency and effectiveness of the preconstruction team efforts.

Compromise

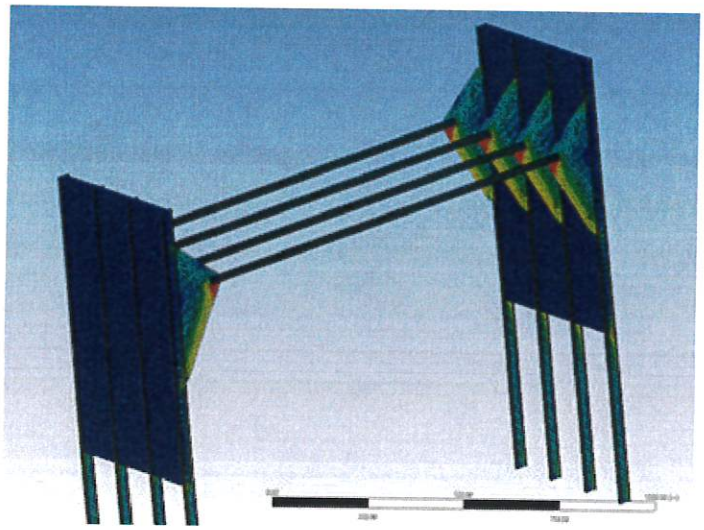
Turnagain's portfolio demonstrates the drive to uphold our client's best interest and provide mutually beneficial solutions to challenges encountered through the project lifecycle. Although TMC's proposed design checks all the boxes, we are open to comments that will increase the value of the result since ensuring exceptional project delivery is in everyone's best interest, including the Haines Borough team, its stakeholders, and TMC. Turnagain is committed to thoroughly vetting all design and construction comments regardless of their source. In the event of an impassable disagreement, Turnagain will defer to our own 3rd party design QC and the Borough's independent consultants to collaborate on an objective solution. Despite all the challenges marine construction poses, Turnagain has a proven record of successful project completion and return clients.

Turnagain is committed to providing fair and transparent pricing throughout the project life cycle. Haines Borough will be provided access to Fonn Construction Management Software, HCSS software, and native files in addition to scheduled PDF reporting updates. Upon Haines Borough's acceptance, Turnagain will be able to place firm cost estimates early on in the project cycle, alleviating financial uncertainty.

2. Maximize Design Within Limited Budget

A. Overall Approach

As a design-build firm, Turnagain performs all structural design, development, and construction in house. Our engineering and construction teams are completely integrated, and all design development is fully dissected and analyzed throughout the design and development process to ensure that design and construction meet the project budget and schedule. Turnagain is equipped to develop design and plan construction simultaneously, locking down material specs for early procurement.



Beyond our ability to adapt the site-specific design elements, Turnagain is adept at managing progressive design-build to achieve maximum efficiency and value.

- Turnagain will finalize a series of early work packages that allow for expedited procurement.
- Turnagain is prepared to concurrently advance the permitting process and procurement activities if Haines Borough funding allows. Turnagain has been successful at shortening project durations and mitigating escalation risk using this method on previous Alaska design-build projects.
- Turnagain has a fully onboarded team of subcontractors, sub-consultants, material suppliers, fabricators, and a design team ready to aid in the progressive design-build process.

In addition to Turnagain's management philosophy, the Turnagain team has developed a preliminary plan for this project that eliminates most of the demolition cost. In the process of determining the best value design solution, Turnagain thoroughly considered several structural retrofit options, multiple new pile-supported pier options utilizing different steel and precast concrete elements, and both cantilevered and cellular sheet pile bulkhead options. Turnagain's comprehensive alternatives analysis also considered the demolition effort, construction cost, timeline, and life cycle of many different concepts. After comparing all the design alternatives, Turnagain recommends replacing the existing structure with a pipe-pipe combi wall bulkhead with tiebacks to secure the best long-term solution. The new bulkhead will be driven three to four feet outside of the existing structure. The remaining structure will remain in place and be buried during new dock fill operations, eliminating nearly all demolition for this project. This recommended design will provide the Haines Borough with a world class multiuse facility for the next 50 plus years. The recommended facility will function well year-round as a freight/moorage dock. The proposed design also incorporates environmental sustainability elements, and provides in Turnagain's opinion, the best possible solution for meeting the goal of substantial completion by December of 2024 within or below budget.

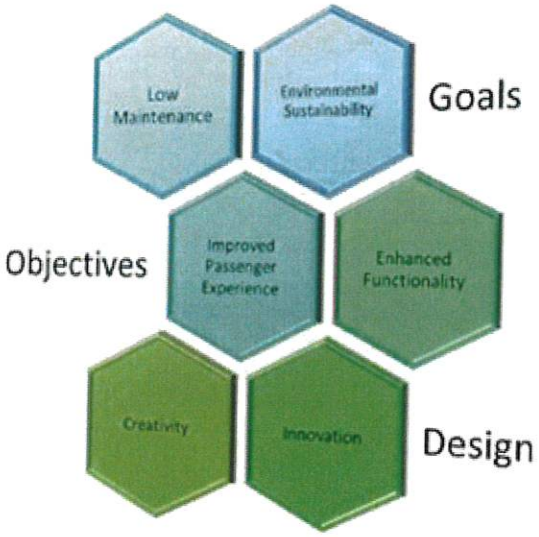
B. Strategies & Design Ideas

I . IDEAS FOR CREATING SPACES THAT WILL HAVE FLEXIBLE USE OVER TIME

As most ports in Alaska service many different types of vendors and vessels, large and small, it is understood that the new Lutak facility must provide flexibility to service a number of different vessel types and sizes. Turnagain assists in creating flexible spaces through the following features:

FENDERING

Turnagain will reach out to the Borough for a list of vessels that will utilize the facility. After review of the vessels, Turnagain will develop a fendering system that caters to all vessels at different locations along the face of the dock. The properly designed and spaced fender system will encourage use of the dock by a number of different vessels and industries.



MOORING DEVICES

To accompany the well-designed fender system, Turnagain will provide mooring bollards and cleats that provide safe mooring capability for a wide range of mooring lines and vessels. Devices will be spaced according to vessel requirements provided during stakeholder review.

BARGE RAMP ACCESS

Utilizing a full 700-foot bulkhead dock approach, Turnagain will have the ability to develop a docking face that has multiple barge access points in the form of notches, similar to what is provided at the Alaska Marine Lines facility in Seattle, WA. Utilizing a full 700-foot dock face with multiple ramp locations the facility would be set up to accept multiple barges at any given time. In addition to the multiple ramp locations, sections of bullrail along the face of the dock will be made removable to allow for additional flexibility for vessel transfers. In both instances vendor and stakeholder input will assist in determining prime locations for ramp and removable bullrail locations.

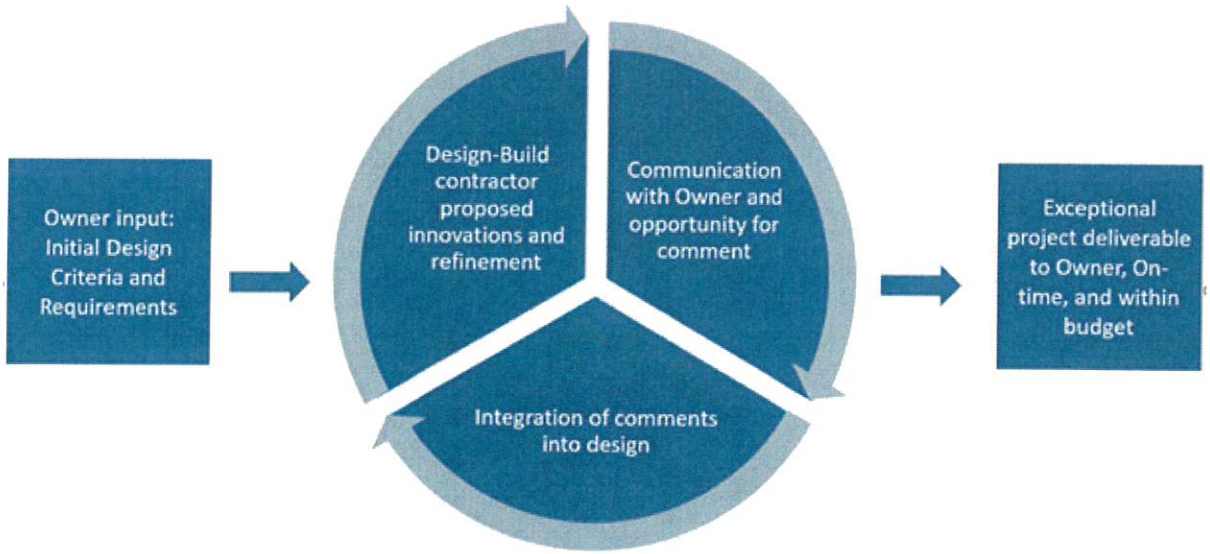
FULL UTILITY PACKAGE

As the type and size of vessels that utilize the facility will vary greatly, Turnagain will provide a utility suite at multiple points along the face of the dock to accommodate multiple vessels at once. Turnagain will work with the Borough and its stakeholders to determine what utilities are required and in what locations.

II . INCORPORATING STAKEHOLDER INPUT INTO THE DESIGN

Prior to and during design the Turnagain team will reach out to the Haines Borough and its stakeholders for design coordination in efforts to provide a facility that fits a variety of vessels and industries. A design development kick off meeting will be scheduled after the project has been awarded. During this meeting Turnagain will welcome initial thoughts and ideas from the Borough and stakeholders to assist in design development. During design development up to 65% design submittal, Turnagain will hold weekly meetings with the Borough and stakeholders of their choosing. Meetings will focus overall design progress and on the salient features, such as fender system layout, barge ramp access locations, bollard spacing, etc., that effect the end stakeholders.

In addition to weekly meetings, the Borough will be provided a two-week review period after 35% and 65% design package submissions to provide comments on the design development, overall layout and facility features. At the completion of these review periods a meeting will be held to discuss the comments provided. Having all the major comments addressed during 35% and 65% review allows Turnagain to develop 95% and IFC drawings very efficiently.

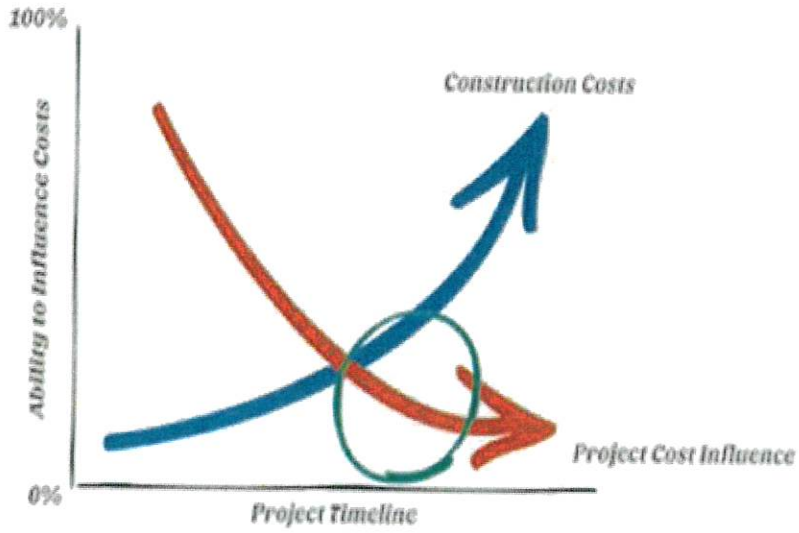


III . INNOVATIVE CONSTRUCTABILITY SOLUTIONS THAT COULD REDUCE OVERALL BUDGET

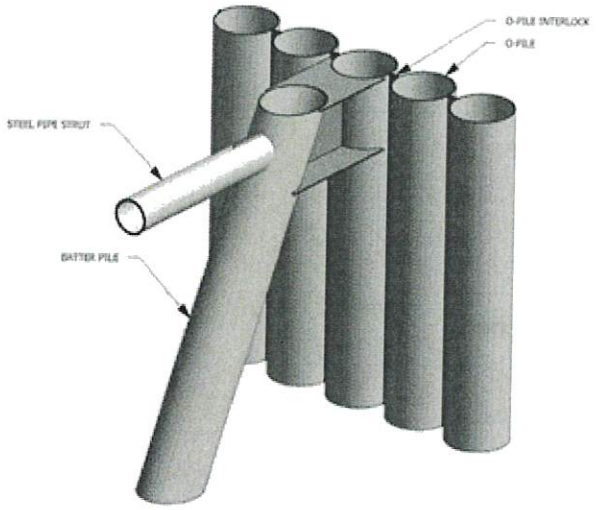
As Turnagain has assessed the project it has developed a design and construction plan that allows flexibility in construction means and methods and also eliminates the majority of the demolition requirements of the previously supplied concepts. Turnagain will build the new pipe-pipe bulkhead wall offshore of the existing bulkhead structure, encapsulating the existing structure. After the new pipe-pipe bulkhead is installed, the existing structure will be buried as is and not require removal. Burying the existing bulkhead structure reduces overall project budget and significantly reduces unforeseen environmental impact.

In addition to eliminating demolition of the existing dock structure, Turnagain's proposed means and methods afford the project much flexibility during construction of the new facility. Building outside of the existing facility provides Turnagain the option to construct the new facility from the waterside via barge or from a land-based operation on the existing facility. Schedule constraints are not expected, but if necessary, Turnagain will be prepared to construct the facility from uplands and waterside.

The elimination of demolition of the new facility and the installation of the new facility outboard allows for much of the existing facility to remain open and operational during construction. Turnagain has had great success on previous projects at active freight and cruise facilities, working with municipalities and port departments to allow for active use of the existing facilities during construction. For instance, Turnagain constructed a new bulkhead structure for the City of Unalaska from 2017 to 2018, during this period the International Port of Dutch Harbor did not miss a port call. Turnagain will work with the Haines Borough and stakeholders to limit the amount of strain the construction places on freight and other services in and out of Haines.



IV . TURNAGAIN LUMP SUM BULKHEAD OPTION

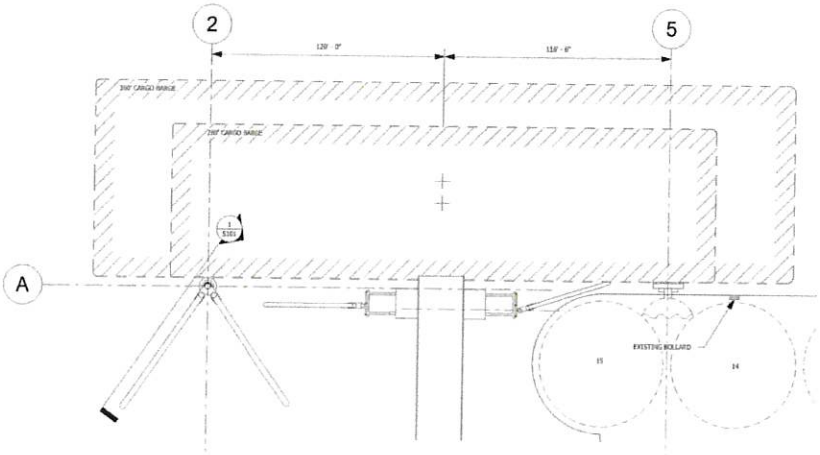


Turnagain has thoroughly reviewed the RFP and associated concepts and has developed a pipe-pipe bulkhead system that encapsulates the entire existing facility and Alaska Marine Lines barge ramp. The new facility will provide a longer dock face and an overall larger square footage than the existing facility. Turnagain will design and install this pipe-pipe bulkhead system for a Lump Sum Price of $25,000,000.00. The longer dock face and added footprint provides the Haines Borough and its stakeholder added capacity and flexibility to utilize the community's resources to its full potential.

C. Challenges

One of the substantial challenges with developing the new design for this facility is providing the Haines Borough a facility design that provides the public and community the resource they need to provide stability and commerce for years to come. Turnagain understands this challenge and is developing a design that fits a number of vessels and industries very well rather than one vessel and industry perfectly. As discussed in the above section, Turnagain has a formal plan in place to ensure all community and stakeholder input is incorporated into the design of the new facility.

A second challenge that comes with any marine construction facility design and installation in Alaska is the variability in geotechnical conditions. During design and construction Turnagain will assume all geotechnical risk associated with the facility location. The Turnagain team has worked on projects that require shallow bedrock foundations throughout Southeast Alaska and employs a fleet of specially trained employees and equipment to successfully install piling in these conditions. The team has also previously installed socketed and drilled shaft piling at this location while constructing the new AML ramp and dolphins. Turnagain understands the conditions at this particular site far better than any other contractor.

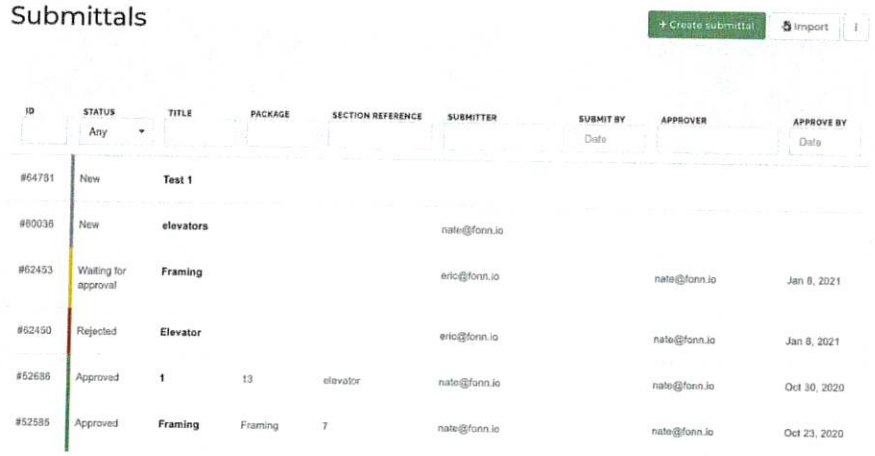


An additional challenge that the Turnagain team has discovered when developing design concepts was the incorporation of the north end existing structures into the new facility. The north existing structures are relatively new, being constructed in Fall of 2020. After developing concepts Turnagain has identified ways to incorporate the existing structures into the new design. The main structure of concern on the north end of the facility is the three-pile berthing dolphin. The dolphin, constructed in 2020, was installed utilizing a drilled shaft foundation, followed by concreting the piles to just below the cap. The installation technique of this dolphin makes it extremely difficult to remove from its current position. The dolphin in its current position is useless to the new proposed facility that includes a berthing line that is shifted four feet offshore. The Turnagain design team has developed a concept that adds additional pile and framing to the existing dolphin that will push the tire fendering out to align with the new berthing face. Utilizing the existing dolphin as well as expanding the berthing face to the north affords the new facility approximately 190-feet of additional berthing space, 100-feet of bulkhead and 90-feet of open space to the berthing dolphin.

D. Communication & Collaboration

To ensure proper involvement by the Haines Borough and its stakeholders, Turnagain will utilize Fonn project management software for the implementation of this project. Fonn will be utilized during design, construction and closeout to provide efficient design document, submittal and RFI review. Different users will be provided different access restrictions depending on relevance to the project. Design documents, construction work plans, product data, etc. will be submitted to multiple parties for final review and buy off prior to implementation into the project.

Additionally, as discussed in previous sections of this RFP response, the project team will utilize weekly design meetings. These weekly meetings will be continued into the construction and closeout of the project. Communication and collaboration will continue throughout the construction phase to address any field conflicts or changes in design that may be required.



3. Project Controls, Cost Tracking and GMP Development

A. Three Strategies for Exceeding Project Goal 3

Turnagain excels at delivering quality facilities under fast-paced timelines while maintaining the budget. The team at Turnagain benefits from the efficiency gain of having an in-house design team, allowing Turnagain to be nimble during the design and costing efforts, and to adapt and grow the design with the owners and stakeholders in each project. Some key strategies that Turnagain employs are listed below.

1 Early and continuous collaboration between design and construction teams—The design and construction teams at Turnagain are all located in the same office. Both teams are involved in the entire process creating an environment where concepts can be proposed, vetted, and estimated in almost real time. With stakeholder involvement, this means that Turnagain can quickly turn around conceptual drawings and packages to facilitate scope definition. Turnagain has leveraged this collaborative structure successfully on past projects with tight schedules and budgets.

2 Front-loaded design efforts and early permit submittal—Once contracted and with a defined scope reached through stakeholder collaboration, Turnagain immediately invests significant effort into a robust early design package through 35% drawings. The in-house engineering team can deliver high-confidence design packages quickly to release long-lead procurement packages and maintain project schedule ahead of the finishing design touches. The team also frequently looks to shift fabrication to controlled environments where possible including for weldments and pre-cast concrete. Not only do these front-end efforts reduce on-site construction time, but they increase the quality of the final product. Early release packages are key to allowing for prefabrication efforts to be planned and executed within the project timeline.

Additionally, as soon as a concept is locked down and agreed upon with the stakeholders, Turnagain will release permit drawings and apply for the construction and IHA permits. Through close collaboration and history with local permitting agencies and subcontractors Turnagain has developed a process where we are able to submit permit applications early with conservative but realistic information, fast-tracking the project timeline.

3 Risk tolerance and sharing—Turnagain is willing to take on reasonable risk to keep a project moving forward. In the past, Turnagain took on the risk of uncertain geotechnical conditions on a project with a fixed budget. The team arrived to the project for construction prepared to address 3 different field conditions. In the end, bedrock was 100% deeper than planned in one of three footings, and 75% shallower than planned in one of three footings. Turnagain completed the project even with the varying site conditions within budget and at the previously agreed upon GMP.

Through a project lifecycle, there are going to be risks that can not be completely mitigated for a reasonable cost. Turnagain recognizes this and is willing to work with the owner to share and/or completely assume the risk where it makes sense operationally, and where Turnagain is best suited to do so.

B. Monitoring, Reporting & Managing Costs

Turnagain leverages several supporting project management software systems for reporting and tracking progress and deliverables. These include Viewpoint Spectrum, Fonn, and Primavera P6.

I.

Turnagain will contractually commit to providing 4-each project concepts that can be constructed **within the available project funds**. Turnagain excels at Design-To-Budget project development. Too often, firms design projects that exceed the available funds jeopardizing the project schedule, wasting resources, and increasing design cost. For Turnagain, a project is only a success if it gets constructed and meets the Owner's expectations once in service.

Viewpoint Spectrum will be used to track all project related costs including subcontracts, Purchase Orders, and invoicing. Spectrum provides a real-time snapshot of the overall project finances. Periodic monthly reports will be made available to the owner, and more frequent reports can be pulled by request.

II.

Communication is key to maintaining a successful and high-quality project delivered within budget and on schedule. Turnagain is practiced at delivering early fixed price projects. With the tools and experience the team has, we will present a baseline schedule, concepts, and pricing early in the collaboration process as a starting point for discussions. The presented information will be open for refinement, comment, and negotiation, but will also be ink ready. Turnagain is willing and capable of progressing this project at the pace desired by stakeholders.

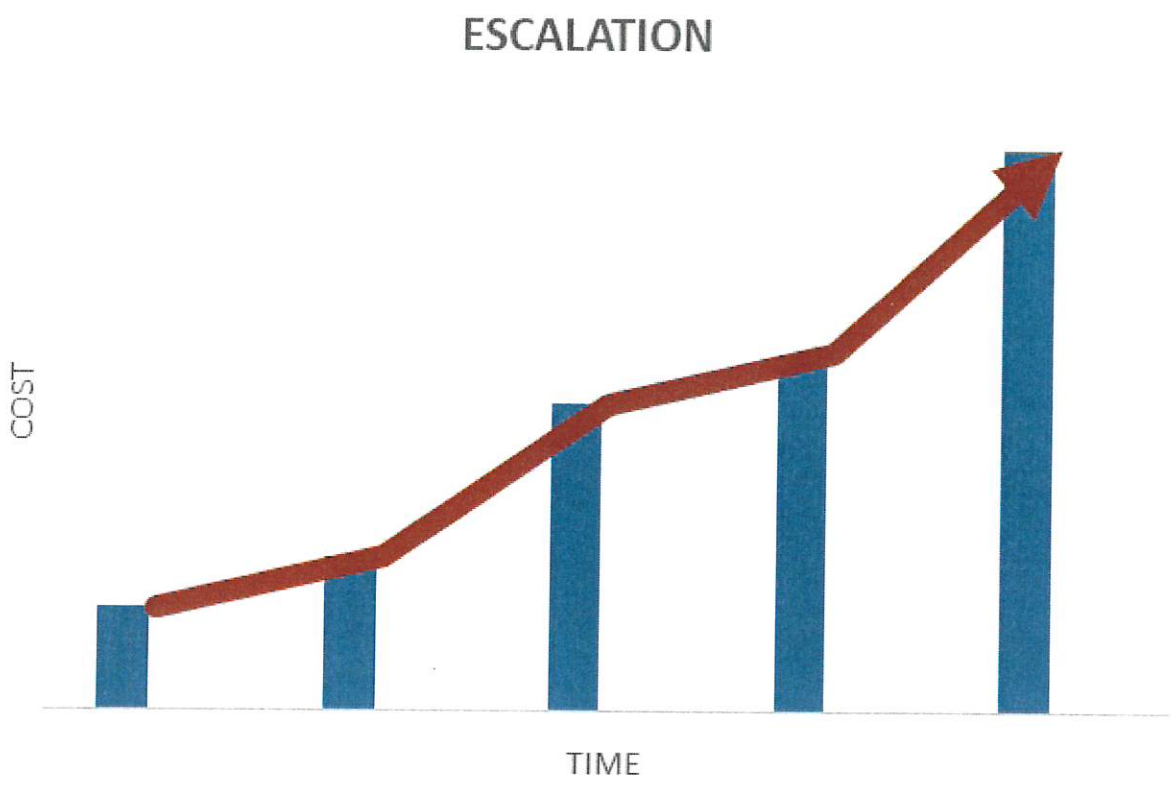
These baseline exhibits will be set and maintained for the duration of the project. Fonn, will be our communications platform for information and documentation sharing with all project stakeholders and involved parties. Leveraging Fonn in conjunction with Spectrum, all costs, submittals, contracting, and other documentation will be made readily available.

III.

Turnagain has a full spectrum of design-build subcontractors that we have successfully worked with in the past and who are ready to take on sub scopes within the project. The estimating, construction, and structural-civil design professionals who will be working on this project are co-located in Anchorage Alaska, specifically for the purpose of effectively planning and executing Alaskan design-build projects. Sub-consultants for mechanical and electrical have been vetted by Turnagain on previous successful projects. The project team will be available to meet with the Haines Borough and other stakeholders virtually or in person at their Haines facility headquarters throughout all stages of the contract. Previous work has fostered valuable working relationships with these subcontractors and subconsultants. Their input is valued and acknowledged. Turnagain knows areas where we provide the best value and recognizes where to lean on outside expertise.

IV.

With the current market, escalation is the primary risk to a GMP contract.



V.

Turnagain has developed similar concepts to 65% design and has priced a similar project within the last 6 months. We know the market and have a current feel for costs. We keep tabs on and maintain good working relationships with our supply network. Through these connections Turnagain is often able to identify materials of opportunity or surplus materials and lock down prices that may not otherwise be achievable. With our previous experience and network, Turnagain remains confident that we can provide and perform to a GMP within the Borough's budget despite market conditions. Highlighted contributors to our success include:

- Extensive vendor network
- Recent experience pricing similar concepts
- Strong relationships with permitting agencies and subcontractors
- Past history of repeat clients speaks to our capacity to deliver best value and highest quality facilities

C. Phase 1 Level of Effort

Lutak Dock Replacement Phase 1 Deliverables			
Exhibit C 1.03 Scope Item	**Scope Item**	**Key Team Members**	**Hours**
A	Review analyze and validate the initial BOD	Josh Zellmer, PE	20
A	Review analyze and validate initial budget	Chris Nielsen Jason Davis	20
A	Review analyze and validate initial schedule	Chris Nielsen	16
A	Review analyze and validate Commercial terms	Chris Nielsen Jason Davis	24
A	Review analyze and validate other "Owner Provided Information"	Josh Zellmer, PE Chris Nielsen	80
B	Perform Site investigations	Chris Nielsen Jason Davis	48
B	Perform environmental assessments	Solstice AK	80
B	Review regulatory and legal authority and restrictions	Solstice AK	80
C	Collaborate with owner to develop new concepts	Josh Zellmer, PE Jason Davis	80
D	Study Sustainability objectives in BOD	Josh Zellmer, PE Jason Davis	32
E	Collaborate with owner on design and functionality to develop final BOD	Josh Zellmer, PE Chris Nielsen	40
F	Develop Collaboratively the Final BOD	Josh Zellmer, PE Chris Nielsen	40
F	Develop collaboratively final schedule	Chris Nielsen	40
F	Develop collaboratively final GMP	Jason Davis	48
G	Phase 1 Schedule	Chris Nielsen	32
G	Prelim SOV	Chris Nielsen	16
G	Prelim cost model	Chris Nielsen	16
G	Subcontractor Procurement Procedure	Chris Nielsen	16
G	Project Safety and Job Hazard Analysis	Chris Nielsen	40
G	BIM Protocol	Josh Zellmer, PE	32
G	Prelim Project Schedule	Chris Nielsen	32
G	Monthly Schedule Updates	Chris Nielsen	16
G	Monthly SOV updates	Chris Nielsen	16
H	GMP Proposal	Jason Davis	32

D. Communication Deliverables

Turnagain will provide the following to aid in communications and transparency through the Design-Build process.

FONN

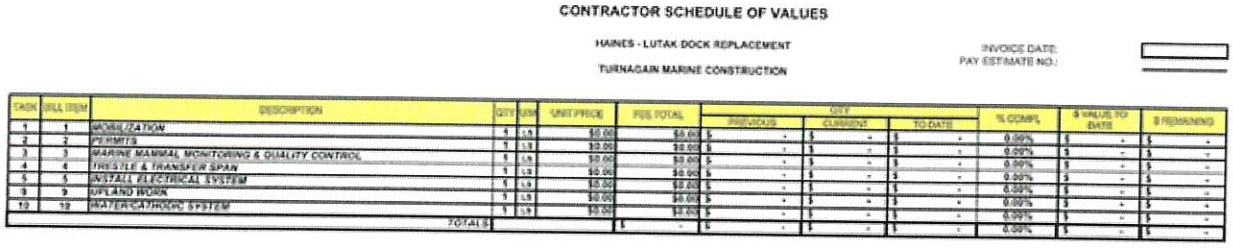
- Fonn access for real time status visibility and file share between all stakeholders and the Design-Build team.

P6 SCHEDULE PDF DOCUMENTS

- Updated schedules during development at two-week intervals through the Phase 1 process

SCHEDULE OF VALUE PDF DOCUMENTS

- Updated SOV at two-week intervals through the Phase 1 process. Example below.



CONTRACTOR SCHEDULE OF VALUES

HAINES - LUTAK DOCK REPLACEMENT

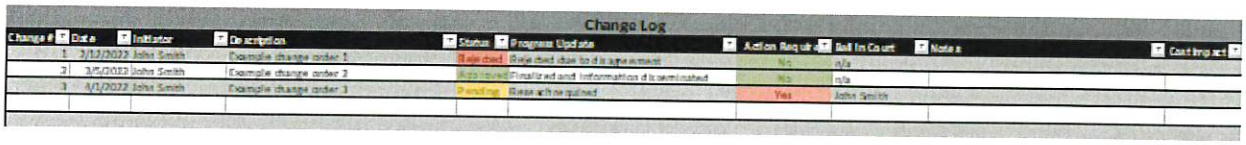
TURNAGAIN MARINE CONSTRUCTION

INVOICE DATE:
PAY ESTIMATE NO.:

CSI DIV	BID ITEM	DESCRIPTION	QTY	UNIT	UNIT PRICE	FIXED TOTAL	QTY PREVIOUS	QTY CURRENT	QTY TO DATE	% COMPL	$ VALUE TO DATE	$ REMAINING
1	1	MOBILIZATION	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
2	2	PERMITS	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
3	3	MARINE MAMMAL MONITORING & QUALITY CONTROL	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
4	4	TRESTLE & TRANSFER SPAN	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
5	5	INSTALL ELECTRICAL SYSTEM	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
9	9	UPLAND WORK	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
10	10	WATER/CATHODIC SYSTEM	1	LS	$0.00	$0.00	$ -	$ -	$ -	0.00%	$ -	$ -
		TOTALS				$ -	$ -	$ -	$ -	0.00%	$ -	$ -

MANAGEMENT OF CHANGE LOG

- Updated and maintained in real time and uploaded to Fonn



Change Log

Change #	Date	Initiator	Description	Status	Progress Update	Action Required	Roll In Count	Notes	Cost Impact
1	2/12/2022	John Smith	Example change order 1	Rejected	Rejected due to it is a pre-existing	No	n/a		
2	3/5/2022	John Smith	Example change order 2	Approved	Finalized and information is terminated	No	n/a		
3	4/1/2022	John Smith	Example change order 3	Pending	Please advise required	Yes	John Smith		

RISK MATRIX

- To be developed and reviewed with the Borough through Phase 1
- Maintained and referenced through project execution

Risk Register		Consequence				
		Negligible	Minor	Moderate	Significant	Major
Likelihood	Almost Certain					
	Likely					
	Possible					
	Unlikely					
	Rare					

Risk Legend:
Low
Medium
High
Very High
Extreme

4. Construction Management, Sequencing & Scheduling

A. Plan

Turnagain has the capability of delivering this project on or ahead of schedule.

EFFICIENCIES IN SCHEDULING

> Turnagain excels at designing to a budget and providing early cost certainty. By identifying accurate construction cost early in the design phase, solutions and optimization can occur without impacting the schedule or the quality and scope of the development.

Working the design simultaneously with the construction team and stakeholder input creates an environment where Turnagain maximizes productive planning for the project and eliminates disputes between the design and construction teams. Our design team continually communicates and refines design with the management team and stakeholders to optimize constructability and minimize project cost impact and duration. This eliminates the backtracking that often happens even under design-build contracts where the design and construction teams are not all under one roof. The result is a refined design that often is almost shop-drawing ready by the 65% drawing package or even sooner. An added benefit to this is the speed with which our team can develop the design and release work packages.

Turnagain plans to execute this project in the same manner. Upon award, we will focus effort to work towards a cohesive concept with the stakeholders and get permitting packages submitted. From there, we will detail the design with focus on long lead procurement packages that can be released individually. With the permitting in the works and long leads on order, Turnagain will shift gears to detailed construction planning and optimization of our on-site construction efforts. Turnagain has successfully implemented this process in delivering projects on-time or early for clients in the past.

EFFICIENCIES IN CONSTRUCTION SEQUENCING

Our team is currently in the planning stage of design and construction a 1400' long O-pile bulkhead structure. Many of the construction methods will carry over to the owner's concept for the Lutak dock replacement project. Together with the owner, Turnagain will develop the concept into a design that best satisfies all owner and functional goals of the project. Once defined, Turnagain will apply our past knowledge of varying construction techniques to select the most efficient means of construction with the best chance for success at the location. Turnagain is committed to maintaining schedule and budget, and regardless of whether the best method is the most economical or least economical, Turnagain will not let that dictate the direction we proceed and will not pass on unexpected cost to the owner once under contract at an agreed upon GMP.

Optimizing CONSTRUCTABILITY - Our proven methodology

Constructability and value integration are best achieved when our specific project development process is followed.

UNDERSTAND

Do whatever it takes to understand the end users' needs inside and out. Know what is important to them, know their priorities, understand where they are flexible, and respect what operational conditions cannot be compromised.

EVALUATE

Evaluate all potential concepts to select the structural solution that best achieves the project objectives. Consider how environmental elements, contractor capabilities, project risks, and lifecycle costs effect overall value.

DEVELOP

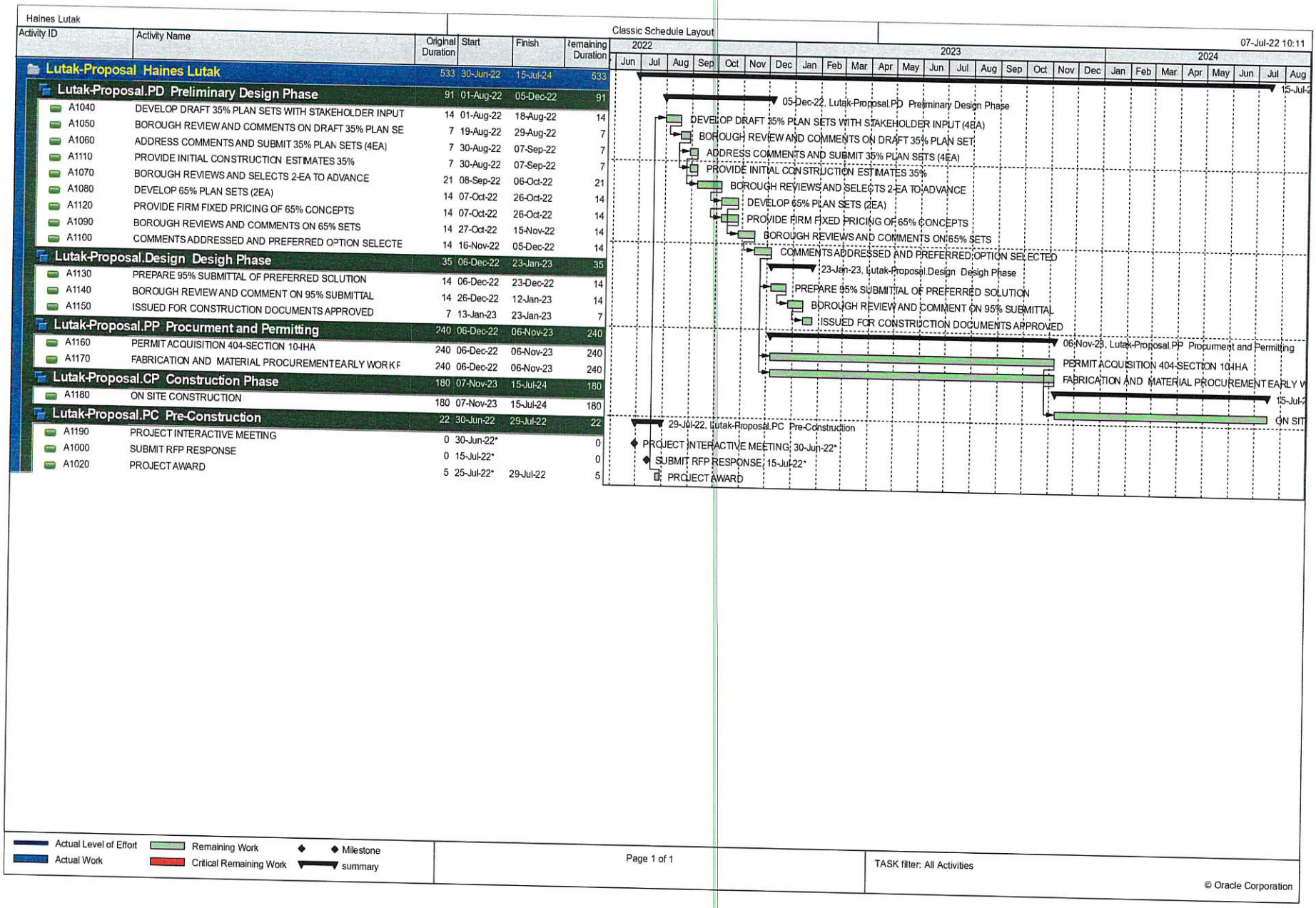
Progress the design sufficiently to identify primary element materials, sizes and styles. Initiate outreach to vendors and fabricators to optimize the high-level characteristics of the primary elements

REFINE

After primary elements are selected engage our company resources and industry partners to collaboratively optimize every detail and element that effect value.

OPTIMIZE

Leave no stone unturned- create value


Haines Lutak
Classic Schedule Layout
07-Jul-22 10:11
2022
2023
2024
Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec Jan Feb Mar Apr May Jun Jul Aug
Activity ID
Activity Name
Original Duration
Start
Finish
Remaining Duration
Lutak-Proposal Haines Lutak 533 30-Jun-22 15-Jul-24 533
Lutak-Proposal.PD Preliminary Design Phase 91 01-Aug-22 05-Dec-22 91
A1040 DEVELOP DRAFT 35% PLAN SETS WITH STAKEHOLDER INPUT 14 01-Aug-22 18-Aug-22 14
A1050 BOROUGH REVIEW AND COMMENTS ON DRAFT 35% PLAN SE 7 19-Aug-22 29-Aug-22 7
A1060 ADDRESS COMMENTS AND SUBMIT 35% PLAN SETS (4EA) 7 30-Aug-22 07-Sep-22 7
A1110 PROVIDE INITIAL CONSTRUCTION ESTIMATES 35% 7 30-Aug-22 07-Sep-22 7
A1070 BOROUGH REVIEWS AND SELECTS 2-EA TO ADVANCE 21 08-Sep-22 06-Oct-22 21
A1080 DEVELOP 65% PLAN SETS (2EA) 14 07-Oct-22 26-Oct-22 14
A1120 PROVIDE FIRM FIXED PRICING OF 65% CONCEPTS 14 07-Oct-22 26-Oct-22 14
A1090 BOROUGH REVIEWS AND COMMENTS ON 65% SETS 14 27-Oct-22 15-Nov-22 14
A1100 COMMENTS ADDRESSED AND PREFERRED OPTION SELECTE 14 16-Nov-22 05-Dec-22 14
Lutak-Proposal.Design Desigh Phase 35 06-Dec-22 23-Jan-23 35
A1130 PREPARE 95% SUBMITTAL OF PREFERRED SOLUTION 14 06-Dec-22 23-Dec-22 14
A1140 BOROUGH REVIEW AND COMMENT ON 95% SUBMITTAL 14 26-Dec-22 12-Jan-23 14
A1150 ISSUED FOR CONSTRUCTION DOCUMENTS APPROVED 7 13-Jan-23 23-Jan-23 7
Lutak-Proposal.PP Procurment and Permitting 240 06-Dec-22 06-Nov-23 240
A1160 PERMIT ACQUISITION 404-SECTION 10-HA 240 06-Dec-22 06-Nov-23 240
A1170 FABRICATION AND MATERIAL PROCUREMENT EARLY WORK F 240 06-Dec-22 06-Nov-23 240
Lutak-Proposal.CP Construction Phase 180 07-Nov-23 15-Jul-24 180
A1180 ON SITE CONSTRUCTION 180 07-Nov-23 15-Jul-24 180
Lutak-Proposal.PC Pre-Construction 22 30-Jun-22 29-Jul-22 22
A1190 PROJECT INTERACTIVE MEETING 0 30-Jun-22* 0
A1000 SUBMIT RFP RESPONSE 0 15-Jul-22* 0
A1020 PROJECT AWARD 5 25-Jul-22* 29-Jul-22 5
05-Dec-22, Lutak-Proposal.PD Preliminary Design Phase
DEVELOP DRAFT 35% PLAN SETS WITH STAKEHOLDER INPUT (4EA)
BOROUGH REVIEW AND COMMENTS ON DRAFT 35% PLAN SET
ADDRESS COMMENTS AND SUBMIT 35% PLAN SETS (4EA)
PROVIDE INITIAL CONSTRUCTION ESTIMATES 35%
BOROUGH REVIEWS AND SELECTS 2-EA TO ADVANCE
DEVELOP 65% PLAN SETS (2EA)
PROVIDE FIRM FIXED PRICING OF 65% CONCEPTS
BOROUGH REVIEWS AND COMMENTS ON 65% SETS
COMMENTS ADDRESSED AND PREFERRED OPTION SELECTED
23-Jan-23, Lutak-Proposal.Design Desigh Phase
PREPARE 95% SUBMITTAL OF PREFERRED SOLUTION
BOROUGH REVIEW AND COMMENT ON 95% SUBMITTAL
ISSUED FOR CONSTRUCTION DOCUMENTS APPROVED
06-Nov-23, Lutak-Proposal.PP Procurment and Permitting
PERMIT ACQUISITION 404-SECTION 10-HA
FABRICATION AND MATERIAL PROCUREMENT EARLY W
ON SIT
29-Jul-22, Lutak-Proposal.PC Pre-Construction
PROJECT INTERACTIVE MEETING, 30-Jun-22*
SUBMIT RFP RESPONSE, 15-Jul-22*
PROJECT AWARD
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
summary
Page 1 of 1
TASK filter: All Activities
© Oracle Corporation

B. Performance Requirements & Optimization

Though the project goals are well-defined in the RFP, Turnagain will place initial focus on working with stakeholders and through them, the local community to clarify and incorporate any additional objectives and features into the design of the dock. Turnagain, at the request of the owner, will attend in-person meetings with the stakeholders and/or town hall style meetings with the local community to field and address any questions or comments that arise. Turnagain is confident that we can work towards a solution that achieves or exceeds all goals and which is also accepted by the community. These initial efforts are recognized as paramount to delivering a high quality and high value facility to not only the owner, but the community as well.

Meeting the project goals with design is only the first step. The project must be executed to the standards set by the both the stakeholders and Turnagain ourselves. On the Lutak Dock Replacement project, Turnagain's construction staff and design team will implement a system of checks and balances, audit practices, deficiency logs, management of change, and quality management processes that ensure the design is properly implemented in the field.

Through the design process, Turnagain will coordinate peer review for submitted packages and calculations. Peer review will include review of calculations, design, package compilations, constructability, risk, and cost impact. Findings will be documented and communicated with appropriate parties. Turnagain takes pride in having a history of successful lowest cost bids and project completion with zero contractor-initiated change orders. A major contributor to this successful record is the readily available design team, their attention to detail, and the teamwork of the entire Turnagain crew in delivering projects that meet or exceed Owner spec. With our design team in the home office, review during all project phases occurs naturally and expeditiously to create the highest value deliverable project.

During construction, although Turnagain maintains a dedicated quality manager to oversee and lead quality review efforts, our drive to provide top quality results is a culture within our crews. Turnagain fosters a "see it, own it" mentality that filters down to each and every crew member. Any member of the team, subcontractor, or direct hire is encouraged to ask questions and raise a question if something looks out of place. Turnagain recognizes that delivery of a high quality final product that meets all specifications is a whole team effort from the lead Project Manager, all the way through to the laborers performing the installation.

C. Maximizing Safety

Turnagain is committed to maintaining a safe work environment for employees. There is significant inherent risk to the work that Turnagain performs. However, with training, engineering controls, pre-work reviews, hazard identification workshops, incident reviews, and team communication, accidents can be prevented before they occur, and near misses can be learned from before they become an accident in the future.

Key principles in Turnagain's safety program include:

TRAINING

- Behavior and situational based on policy and relevant experience
- Effective initial hire foundational training
- Lessons learned from internal experience

CONTROLS

- Policy that is all inclusive based on EM-385, regional and federal standards
- Directives, memo's, instructions, and alerts used as immediate place holders for policy
- Enforced through clear and consistently enforced accountability standards

INCIDENT MANAGEMENT

- Immediate reporting of incidents to enable management of claims and obtain root cause as soon as possible
- Share, through effective messaging, lessons learned post incident
- Follow up with injured employees to ensure they understand the return-to-work process

SAFETY MANAGEMENT SYSTEM

Turnagain Marine has a developed comprehensive corporate safety program based on the OHSA 18001-2007 Safety Systems which is compatible with quality and environmental standards to facilitate future integration of new hazards. This program currently has 21 policies and represents Turnagain Marine's full commitment to the health and safety of all employees and subcontractors. Our site-specific plan will address the specifics for each work activity as well as identify local support resources and facilities while being nested within the corporate safety policy. Training related to competent person level certifications is identified and planned at the supervisor level, based on the employees' title and risk profile. Below you will see the current list of safety policies of Turnagain Marine.

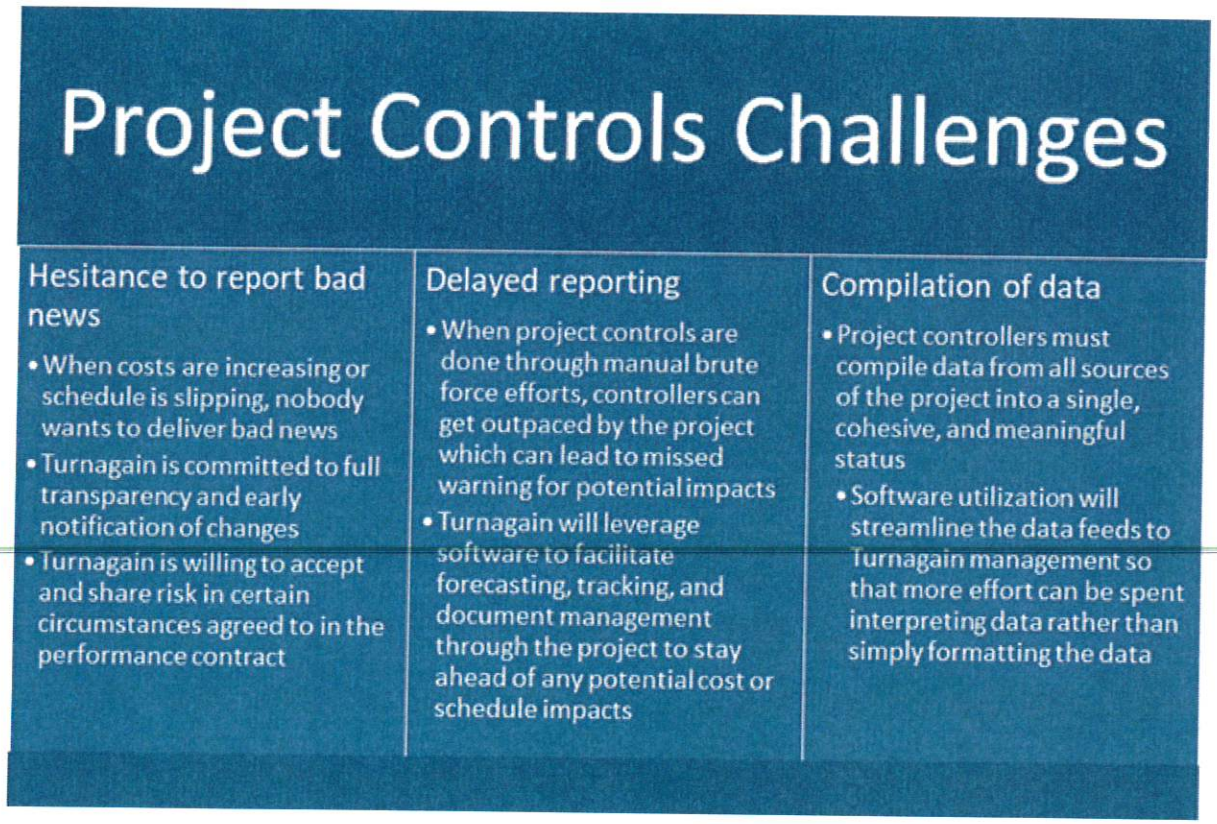
S-01	INCIDENT REPORTING	S-12	PPE
S-02	SILICA	S-13	RESPIRATORY PROTECTION
S-03	SAFETY ACCOUNTABILITY	S-14	ERGONOMICS AND LIFTING
S-04	HAZCOM	S-15	OCCUPATIONAL ILLNESS
S-05	FALL PROTECTION	S-16	FORKLIFTS AND AERIAL LIFTS
S-06	TRENCHING AND SHORING	S-17	CRANES
S-07	LO/TO	S-18	SCAFFOLDING
S-08	TRANSPORTATION SAFETY	S-19	HOUSEKEEPING 5-S
S-09	INCLEMENT WEATHER	S-20	COVID-19
S-10	EMERGENCY SITUATIONS	S-21	RETURN TO WORK
S-11	CONFINED SPACE		

INNOVATIVE APPROACH

Our SSHO will closely monitor all subcontractor work taking place on the jobsite. The SSHO has the authority to rectify any safety related issues on the spot to include stopping work if necessary. All subcontractors will hold weekly internal safety meetings for definable features of work and provide evidence of these meetings to our managing staff. Additionally, all subcontractors working with Turnagain Marine will be evaluated using a comprehensive Safety Checklist. All checklist items requiring action will be corrected immediately. All subcontractor incidents are investigated in accordance with our site-specific safety plan and contract requirements. In addition to regular safety inspections conducted by the Site Safety and Health Officer, a third party Safety and Health Officer will conduct independent and random safety inspections and/or audits to discover, assess and correct unsafe working conditions or at-risk behaviors. The third party SSHO is not utilized for every Turnagain project, but findings and lessons learned from audits often apply to all jobsites and are incorporated into site specific policies.

D. Challenges

Often it is easy to get tunnel vision and chase a single concept without contemplating outside input. Turnagain's portfolio demonstrates the drive to uphold our client's best interest and provide mutually beneficial solutions to challenges encountered through the project lifecycle. Although TMC's proposed design checks all the boxes, we are open to comments that will increase the value of the result since ensuring exceptional project delivery is in all stakeholder's and Turnagain's best interest. Turnagain is committed to thoroughly vetting all design and construction comments regardless of their source. In the event of an impassable disagreement, Turnagain will defer to our own 3rd party design QC as well as any stakeholder independent consultants to collaborate on an objective solution.



Pricing often presents a sticking point in the project development process. Turnagain is committed to providing fair and transparent pricing throughout the project life cycle. The Haines Borough project team will be provided access to Fonn data sharing and project management platform along with P6 native files and scheduled PDF reporting updates. Further, Turnagain is confident in their proposed design to the point that our estimates will not lean on contingent sums to cover risk. Upon acceptance, Turnagain will be able to place firm cost estimates early in the project cycle, alleviating financial uncertainty.

Turnagain understands that the Haines Borough has never utilized Progressive-Design-Build project delivery method and looks forward to assisting in navigating the new challenges. Turnagain has successfully teamed up with Kodiak and Sitka to deliver their first PDB projects. All three projects were a great success for the community and led to additional design-build utilization.

E. Tools

Turnagain has already performed due diligence for this project based on the data made available in the RFP documentation. Turnagain will facilitate frequent open communication between all stakeholders, contractors, consultants, and subs involved in the successful completion of this dock replacement to deliver a final facility in alignment with all project goals.

Project Goals:

1 Design and construct a dock that maximizes the program requirements within the limited budget

Turnagain's ERP software, Spectrum along with our estimating software HCSS, will be utilized to first establish an accurate baseline budget, and then to track the spend progress and forecast any potential overruns prior to realizing them. Once under GMP contract, Turnagain will not pass on additional unforeseen cost to the owner unless previously agreed upon in the contract terms. With the financial tracking well in-hand Turnagain's primary efforts can be focused on refining the design and maximizing delivered value.

2 Execute a successful, collaborative PDB process to produce the envisioned process

Information will be shared through Fonn, keeping all stakeholders up to date on submittals, and project status. P6 will be utilized in conjunction to track the schedule and compare with financials to ensure that the project is on track. The open data sharing ensures that no time is lost to missed emails or delays in file sharing. With these tools and transparency, collaboration becomes an organic process. Milestones will be tracked, and comments vetted, addressed, and recorded. Turnagain will maintain updated versions to accurately project completion costs and dates.

3 Efficient pricing and scheduleSubmit sealed drawings to local authorities and assist with expediting the approval process.

Turnagain is prepared to work with the owner to develop a PDB process suitable for the scope of the Lutak dock replacement. However, Turnagain Marine is also prepared to present a firm fixed price lump sum contract for a replace-in-kind dock design which meets performance and budgetary goals. This approach would ensure the highest value and quickest delivery of the dock replacement.

4 Comply with legal requirements

Turnagain has developed a strong collaborative relationship with local permitting contractors. In 2020, Turnagain installed mooring and breasting dolphins for AML in the location where this work will be performed. We have also completed numerous marine construction projects in the state and are familiar with permitting and regulatory requirements local to the work site.

5 Design for safety

Turnagain will develop a site-specific safety plan for the work to be completed in Haines. All employees and subcontractors working on site will receive training and orientation on site relevant to construction. Additionally, utilizing prefabricated structures, we minimize laborer exposure to hazardous conditions during construction. These efforts also shorten the total on-site duration and allow for us to plan around scheduled operations to mitigate potential simultaneous construction and operation interference.

5. Identification of Projects

All relevant past projects referenced in Turnagain's Proposal were previously listed in the RFQ response. No additional projects have been referenced in this document.

ATTACHMENT A TO REQUEST FOR PROPOSALS
HAINES BOROUGH
LUTAK DOCK REPLACEMENT
PRICE PROPOSAL FORM AND INSTRUCTIONS

I. INSTRUCTIONS

A. Design-Builder's Phase 1 Lump Sum for Overhead and Profit

The Design-Builder's Phase 1 Lump Sum for Overhead and Profit will, if agreed upon by the Owner, be inserted in Section 6.2.1 of the Progressive Design-Build Agreement between Owner and Design-Builder and should be based on the Phase 1 Not to Exceed Amount proposed in Section B below as well as the Phase 1 Level of Effort proposed pursuant to Section VI.B.3.c of the RFP. The parties will negotiate the Phase 1 Level of Effort, the Lump Sum for Overhead and Profit, and the Phase 1 Not to Exceed Amount after award.

B. Phase 1 Not to Exceed Amount

The proposed Phase 1 Not to Exceed Amount will be inserted into Section 6.6.1.2 of the Agreement. The Phase 1 Not to Exceed Amount will not be scored. However, if accepted by the Owner after negotiations, shall become binding on the successful Finalist, subject to the terms and conditions of the Contract Documents.

a. The Proposed Phase 1 Not to Exceed Amount should include all compensation to the Design-Builder during the Phase 1 set forth in the Contract Documents, including but not limited to Exhibit C of the Agreement and proposed in the Phase 1 Level of Effort described in the Management Proposal.

b. The Owner reserves the right to reconcile the various proposals received and also reserves the right to seek best and final proposals for the scope and the cost of the Phase 1 Services and the Phase 1 Not to Exceed Amount; however, by submitting the Phase 1 Not to Exceed Amount, the Finalist warrants the following:

   i. That the Phase 1 Level of Effort described in the Management Proposal is sufficient for the Design Build Team to perform the Work described for Phase 1 in the Contract Documents and provide the Owner with the Phase 1 deliverables as set forth in the revised Exhibit C proposed by the Finalist.

   ii. That the Phase 1 Not to Exceed Amount is sufficient to perform the Work described in the Phase 1 Level of Effort in the Management Proposal.

C. Hourly Rates

Finalists will provide the hourly rates for Key Team Members. The Hourly Rates are not scored but will be incorporated into the Design-Build Agreement as Exhibit D. Separate rates shall be submitted for preconstruction and construction services should they differ.

D. Scoring of Price Proposal

The Design-Builder's Price Proposal shall be scored as follows:

The Finalist with the lowest Price Proposal will receive all fifteen points. The remaining Finalists will receive a proportionate share of the fifteen points, based on the proportion that the Price Proposal for their proposals exceeds the lowest Price Proposal. The points will be rounded to the next lowest whole number. No partial points will be awarded By way of example, if the second low Finalist proposes a Price Proposal that is fourteen percent higher than the lowest Price Proposal, the second low Finalist

II. PRICE PROPOSAL FORM

Turnagain Marine Construction Corporation
Finalist Name

Having carefully examined the Request for Proposal (RFP) for Design-Build Services for the Haines Borough, Alaska Lutak Dock Replacement Project, issued June 17th, 2022 and Addenda numbers 1 through 2, and the Agreement, the undersigned Design-Builder proposes the following Commercial Terms for the Project:

A. Design-Builder Lump Sum for Overhead and Profit that will is proposed to be inserted into Section 6.2.1 of the Agreement: Ten Thousand dollars ($ 10,000.00)

B. Phase 1 Not To Exceed Amount (not scored)

The proposed Phase 1 Not to Exceed Amount is $ Three Hundred Thousand dollars ($ 300,000.00)

C. Key Team Member Hourly Rates (not scored)

The Hourly Rates for Key Team Members are as follows:

Name	Position	Hourly Rate Preconstruction	Hourly Rate Construction
Any	All	$200.00	$200.00

PROPOSAL GUARANTEE

The undersigned hereby agrees that this Proposal may be accepted by Haines Borough anytime within ninety (90) calendar days immediately following the date indicated herein below, and the undersigned further agrees to submit a fully executed Agreement prior to the issuance of the Notice to Proceed that includes the Commercial Terms proposed in this Price Proposal Form.

PROPOSAL FROM:

Turnagain Marine Construction Corporation
(Finalist Firm Name)

Jason Davis 07 / 15 / 2022
(Authorized Representative Signature and Date)

Jason Davis, President
(Representative's Printed Name and Title)

CONE39620
(State of Alaska Contractor's License No.)

Alaska Business License # **1007444**

Alaska Department of Commerce, Community, and Economic Development

Division of Corporations, Business, and Professional Licensing
PO Box 110806, Juneau, AK 99811-0806

This is to certify that

TURNAGAIN MARINE CONSTRUCTION CORPORATION

8241 DIMOND HOOK DR UNIT A, ANCHORAGE, AK 99507

owned by

TURNAGAIN MARINE CONSTRUCTION CORPORATION

is licensed by the department to conduct business for the period

November 17, 2020 to December 31, 2022
for the following line(s) of business:

23 - Construction

This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.
It is not transferable or assignable.

Julie Anderson
Commissioner

TURNAGAIN MARINE CONSTRUCTION CORPORATION
8241 DIMOND HOOK DR UNIT A
ANCHORAGE, AK 99507

July 15, 2022

Haines Borough
PO Box 1209
Haines, AK 99827

Re: Lutak Dock Replacement Progressive Design-Build Management Proposal

Dear Selection Committee Members,

Thank you for advancing the Western Marine Construction team to this phase of your selection process for the Lutak Dock Replacement project. We remain confident in our ability to fully support the Haines Borough in designing, permitting, and constructing a high-quality, cost-effective facility that serves local and regional interests for decades to come.

Our commitment to the Lutak Dock Replacement project will reflect the overarching philosophy of our firm: to cultivate trust and provide value at every step of the Progressive Design-Build (PDB) process. Relying heavily on insights gained during our work on the 2016 Haines Ferry Terminal Improvements (as well as our decades of other marine project experience), we will partner with the Haines Borough to develop a design and construct a facility the community is proud of.

Through implementation of our Public Involvement Plan (a draft of which we have included in the attached Management Proposal), our team will facilitate clear, continuous communication with user groups and other stakeholders to ensure the community understands not only what this project involves and accomplishes, but what it does not.

During our June 30 interactive interview, we asked what you see as the biggest risks and obstacles to this project's success. We heard your concerns, held a team meeting, and developed proactive strategies for addressing them, which we have detailed in this Management Proposal. If selected as your Design-Build Team, we will:

- ☑ Foster a collaborative, transparent partnership with the Haines Borough and other stakeholders to not only yield the best end product possible, but to avoid claims, contract disputes, and other disagreements.
- ☑ Maintain full functionality of dock facilities for its primary users (Alaska Marine Lines and Delta Western) during construction.
- ☑ Involve and inform the public to avoid misunderstanding of the project intent.
- ☑ Mitigate the cost and schedule impacts of structure/site unknowns.
- ☑ Evaluate how elements of this project intersect with other Borough goals and capture efficiencies where possible (for example, using the dock demolition disposal barge to remove junked cars or other local debris).

Western Marine Construction is adopting a partnership-based approach to this project, teaming with key technical service firms who bring specialized expertise and knowledge to the table. With its local office, Haines-based staff, and experience serving the Borough, our partner proHNS will be a valuable resource and fundamental to ensuring this project's success.

As requested in the RFP, the following is a list of all our proposed Design-Build Team Members, including contact information.

Kriss Hart - Project Executive/Contract Manager
Western Marine Construction
2775 Harbor Avenue SW Suite A
Seattle, WA 98126
kriss@wmc2775.com

Julian Koerner, PE - Project Manager
Western Marine Construction
2775 Harbor Avenue SW Suite A
Seattle, WA 98126
julian@wmc2775.com

Patrick McHugh - Superintendent
Western Marine Construction
2775 Harbor Avenue SW Suite A
Seattle, WA 98126
patrick@wmc2775.com

Garret Gladsjo, PE - Design Manager
proHNS LLC
1945 Alex Holden Way #101
Juneau, AK 99801
garret@proHNS.com

Ryan Bare - Environmental Manager
Rugged Coast Environmental
16200 Point Lena Loop Road
Juneau, AK 99801
ruggedcoast.ev@gmail.com

Keith Mobley, PE, GE - Geotechnical Manager
Northern Geotechnical Engineering
11301 Olive Lane
Anchorage, AK 99515
kmobley@nge-tft.com

Brad Ginn, PE - Marine Structures Design Lead
Art Anderson Associates
830 Pacific Avenue
Bremerton, WA 98337
rginn@artanderson.com

Shane Hooten, PE - Fuel Systems Design Lead
Modern Mechanical
11001 Black Bear Road
Juneau, AK 99801
shane@modern-mechanical.com

Pat Gorman, PE - Electrical Design Lead
Gorman Engineers
10761 Horizon Drive
Juneau, AK 99801
pgorman@gci.net

Kelly O'Neill, PLS - Surveyor
North 57 Land Surveying
8800 Glacier Hwy Suite 224 1/2
Juneau, AK 99801
north57landsurveying@yahoo.com

WMC and our team members have successfully worked together in various iterations. For example, on the Haines Ferry Terminal Improvements, WMC called on Northern Geotechnical Engineering to provide guidance when challenging pile driving conditions were encountered at the project site. With NGE's expertise, WMC was able to successfully install the piling without incurring significant damage to the piling or compiling significant cost overruns due to the unexpected driving conditions. As the Contractor on the Tenakee Ferry Terminal Improvements, WMC worked cooperatively with the proHNS Construction Administration and Inspection team to not only construct a quality facility, but to close the project out in record time.

Per the RFP, we have not included an Identification of Projects Table as we do not reference or cite any projects in this Management Proposal that were not listed in our previously submitted Statement of Qualifications.

Again, we appreciate being advanced to this stage in the selection process and you taking the time to review our Management Proposal. We strongly believe our team is the best fit for the Lutak Dock Replacement project and are confident we can successfully design, permit, and construct all three phases by December 2024 within the existing budget.

Sincerely,

kriss Hart
Kriss Hart, President
Western Marine Construction

Table of Contents

1. Overall Management Approach

1a. Overall Management Approach to the Lutak Dock Replacement PDB Project

Collaboration and **value creation** are the guiding principles of our management approach to projects like the Lutak Dock Replacement. As evidenced by the success of our past projects including the Haines Ferry Terminal Improvements and the Tenakee Ferry Terminal Improvements, keeping these principles at the forefront of our decision-making earns the Owner's trust and ultimately yields a cost-effective facility that meets the needs of multiple users. It is worth noting that WMC's decades of project history boast a track record free of claims or litigation, a testament to the effectiveness of our implementation of these core philosophies.

A proactive and thoughtful approach to the design, permitting, construction, and operations of the Lutak Dock are essential to the success of this project. Building upon the conceptual work that has been done, we will collaborate with the Haines Borough, R&M Consultants (the Owner's Advisor), dock users (primarily Alaska Marine Lines and Delta Western), and the public at large to ensure the new Lutak Dock meets existing needs and is capable of meeting future ones.

All of our team members are tuned in to the details that will make this a successful project. At the Project Kickoff, we will make sure everyone is on the same page regarding expectations, deliverables, and milestones. This will set the stage for the entire project, allowing us to manage available resources, limit costly delays, and align our goals.

Setting the project up for success also involves anticipating its potential pitfalls and planning accordingly. Our approaches to dispute mitigation and risk management, detailed in the following pages, have been refined over the course of decades of experience and hundreds of projects. They have been integral to our management approach and maintaining a record of claim and litigation-free projects.

== Approach to Dispute Mitigation and Resolution ==

Building a challenging project such as Lutak Dock does not have to be confrontational, but potentially will be at some point due to limited budgets, differing site conditions that may be encountered, misunderstanding of project scope, or emotions that can arise as a result of the personal investment we make to seeing a project through to completion. However, we will manage confrontational situations and prevent them from becoming disputes (or at worst, a claim) by:

- ***Identifying the potential for conflict or dispute early.*** followed by immediate and open discussion amongst the parties regarding the confrontational subject matter. Too often parties will immediately go on the defensive when a confrontational matter arises, wasting valuable time that should be used for reaching resolution, and instead focusing on bolstering their respective positions on the matter. Instead, our team will tackle the issue head-on, laying out the risks, costs, and/or impacts of the subject matter to the Owner so that we can jointly focus on finding solutions.

- ***Recognizing, understanding, and respecting the position of the other party.*** For example, all parties will be concerned with cost, but for different reasons. An Owner is typically concerned about cost overruns and overall budget limitations, whereas a Contractor is concerned about cost control and lost profits. By recognizing these concerns, we can focus on finding middle ground that both parties can agree is fair.

- ***Prioritize finding solutions over assigning blame.*** Assigning blame to another party is the quickest way for a project challenge to move from confrontation to dispute. It puts the party on the defensive and turns their focus to counter arguments and blame assignment. This mindset wastes time and resources that can be much more productive if focused on finding solutions to the problem at hand.

= = Approach to Risk Management ==

The identification and management of project risks through open communication is a paramount portion of the collaborative work between our team and the Haines Borough. Our general approach to risk management involves three steps:

Step 1) Identify Potential Risk Factors and Sources: Sources of risk might include unanticipated Owner-directed scope or design changes, unforeseen existing site conditions, lack of specialized equipment, uncharacteristic weather conditions, global health pandemics, unachievable permit compliance, and more. For example, if a project were to require specialized, but not yet mobilized, equipment to complete out-of-scope work, we would identify potential schedule impacts as a risk.

Step 2) Analyze Risk Factors: After identifying the risk, we classify the risk as controllable (i.e. Owner-directed scope or design changes) or non-controllable (i.e. global health pandemics), and typically assign higher risk to a non-controllable factor. We then enumerate the potential impacts of that risk, such as change in cost, time, workmanship, and quality, or some combination of the four. Finally, we assign estimated quantities, durations, or reductions in design life to those potential impacts. We can then use this information to guide decision-making and response.

Step 3) Respond to the Risk: Following our analysis, our team will recommend a risk response to the Haines Borough. This might include: manage the risk, minimize the risk, share the risk, transfer the risk, or accept the risk as-is. Depending on the risk, the recommended response may require a change order, unit price reduction, liquidated damages withholding, or the removal/correction of non-conforming work or materials.

The project team will develop a running list of risks and work together to manage and mitigate the consequences associated with each risk through design, communication, coordination, and innovation. Below is a preliminary list of noted risks (several voiced by Selection Committee members during our June 30 interview) with corresponding potential mitigation measures.

Risk to Project Success	Mitigation Strategies
Public Perception and Misunderstanding of Goals	• Clear, consistent messaging from the Project Team • Implement a robust Public Involvement Plan (PIP) to ensure public understanding of project scope and intent • Initiate PIP as early as possible to foster community ownership of the project
Interruption of Facility Operations	• Work closely with Michael Ganey (AML) and Jack Eckhardt (Delta Western) to understand their respective needs and priorities • Sequence construction to maintain partial facility footprint for continued essential operations
Unknown Geotech and Site Conditions	• Perform strategic geotechnical investigation at critical locations to avoid an overly conservative design • Tap knowledge from our previous work within the Lutak Dock structure • Prepare for variable soil quality within existing sheet pile cells
Permitting Delays	• Experienced, Juneau-based Environmental Manager with curated EndNote library of over 30,000 peer-reviewed scientific articles to draw from for drafting applications • Ensure completeness of permit applications and reports on first submission • Maintain regular communication with Agency partners to expedite the process

Lack of Collaboration and Teamwork

- Work to develop and earn mutual trust and respect
- Maintain open, honest lines of communication (formal and informal)
- Deliver regular, transparent, and realistic updates regarding public process, schedule, cost, and other project details

Instability in Management Team

- Western Marine Construction and subcontractor teams all led by long-standing personnel, including firm founders
- Track record of sustained boots-on-the-ground, project-level involvement from company principals

Schedule Delays

- Consistent, realistic schedule update deliverables using Primavera P6
- Proactive regulatory agency engagement for permitting acquisition
- Prompt confirmation of design concepts to maintain project progression

Price Escalation and Market Conditions

- Identify material restrictions and requirements in funding sources
- Promptly confirm design concepts to maximize time windows for evaluating cost-effective supply options
- Communicate with vendors and purchase materials early to lock in price

Non-Compliance with Funding Sources

- Thoroughly review federal and state funding source requirements at project outset
- Establish productive working relationship with each funding source Point of Contact
- Review materials and contracts for compliance prior to purchase
- Maintain highly organized project files for smooth grant closeout

Budget Overruns

- Promptly develop preliminary estimates with risks identified and contingencies noted
- Design and budget for alternate scope items which may be added to the contract pending availability of funds once riskier portions of the project (ex. demolition) are complete
- Fast-track procurement of material with high cost volatility (ex. structural steel, sheet piling)

1b(i). Creating a Collaborative Environment and Exceeding Project Goal #2

Our approach to creating a collaborative environment for the duration of the project begins with establishment of a team-centric, partnering mindset for all design-build team members, Haines Borough representatives, and key stakeholders. From WMC President Kriss Hart to the field technician performing geotechnical investigation and data collection, our entire team will be working with the Borough to reach their goals for the Lutak Dock project. We will work to establish a cohesive Lutak Dock Project Team using strategies detailed in Section 1A, including honest communication, regular status meetings, clearly defined expectations from the outset, and deliverable requirements.

During design, WMC will manage the contract from their offices in Seattle and Juneau, while our engineering team members will work from their respective offices in Bremerton, Sitka, Juneau, Anchorage, and Haines. Most notably, we will lean heavily on the presence of proHNS in Haines to help coordinate field investigation and data collection activities, as well as public outreach and stakeholder engagement. Once notice to proceed with construction is issued, WMC will provide direct oversight and management of the project from field offices in Haines with the support of proHNS. While our team is spread throughout the State of Alaska and the greater Seattle area, technologies that allow file sharing and virtual team meetings will be employed extensively to ensure we are working as a single design-build team.

1b(ii). Approach to Stakeholder Outreach and Incorporation of Input

= = Public Involvement Plan ==

We have followed the local response to this project thus far, and virtually attended the April meeting where the Haines Borough Assembly approved conceptual plans for Phases I-III of the project. We understand there is some community confusion and misunderstanding about the project's scope and intentions – particularly surrounding Phase III – largely due to a presentation at a March Ports and Harbors Advisory Committee meeting.

proHNS Design Manager Garret Gladsjo, PE (right) listens to a Juneau resident's concerns about a CBJ road reconstruction project.

Having familiarized ourselves with the current situation and the concerns voiced thus far, we have developed a **Draft Public Involvement Plan (included as Attachment A)** to educate the public about the project's true scope and intent and ensure residents have a forum to offer their input. While Borough Code provides ample opportunity for public comment on design (the Planning Commission and Assembly will review plans at the 35%, 65%, and 95% stages), we believe a public process external to code-mandated meetings will help bring the community along on this process and quell some of the anxiety surrounding the project.

Our strategy is relatively straight-forward: 1) Engage the public early in the process, 2) Clarify the project's purpose, and 3) Open the door for all comments and make sure that the community understands what the project is and what it is not. A robust public involvement campaign will prevent further controversy to the greatest extent possible and foster community ownership of the project.

Upon project award, we will work with the Borough to develop a finalized Public Involvement Plan that includes particulars for meetings, notices, and other details.

A Note on Public Involvement Roles and Responsibilities

At the Project Kickoff meeting, we will discuss and define what role the Haines Borough would like the Design-Build Consultant to play in relation to the Owner's Advisor (R&M Consultants) when it comes to stakeholder involvement. The Owner's Advisor RFP also asked respondents to address stakeholder outreach, so it will be important to determine from the project outset who is taking the lead on outreach, who will play a more supporting role, how outreach tasks will be divided, etc. Our team is prepared to take on whatever level of involvement the Borough and R&M deem appropriate.

= = Method for Incorporation of Stakeholder Input ==

At the Project Kickoff meeting, we will define all stakeholders and their roles/tiered levels of involvement. For example, Delta Western and AML representatives would be classified as high-tier stakeholders with sustained involvement throughout the design process. Alaska Power & Telephone (AP&T) might be a mid-tier stakeholder with as-needed consultation, given their infrastructure is present at and services portions of the dock. A lower-tier stakeholder might be a tour operator who uses Lutak Road to bus visitors out to Chilkoot Lake; they may be slightly impacted by construction for short periods during equipment mobilization.

Over the course of the public meetings outlined in the Draft PIP and individual meetings with the tiered stakeholder groups, we will inevitably receive a deluge of comments. These comments will likely range from useful feedback about existing operations and future anticipated needs to vehement protests about the incorporation of any Phase III elements. It is unrealistic to assume the Design Team can incorporate every single suggested addition, deletion, or alteration; however, we have developed a useful method to organize comments, address their relative merit, and justify their incorporation or omission.

Our team will use a **Decision and Design Alternatives Study Matrix (example included as Attachment B)** to address ideas contributed throughout the stakeholder and public engagement process. Comments are organized into similar categories of concern, with descriptions of each item, potential solutions, advantages, disadvantages, rough order of magnitude costs, and a graphic, if applicable.

Along with the matrix, our team will draft a technical memo outlining design alternative recommendations and supporting justifications. In addition, an Area Map will be included to indicate the location within the project limits where each recommendation would be implemented. Items are categorized as "Recommended" "Conditionally Recommended" or "Not Recommended." The Haines Borough would make the final decision on which recommendations they would like to accept and incorporate, if any.

2. Maximize Design within the Limited Budget

2a. Overall Approach to Exceeding Project Goal #1

Our overall approach to designing and constructing a dock that maximizes program requirements within the limited budget mirrors our overarching company philosophy: **provide value at every step of the process**. Having designed and constructed numerous facilities involving the scoped components of the Lutak Dock Replacement, our team of professionals knows the means and methods for delivering the most service without sacrificing operational efficiency or blowing the budget.

For example, on the AK DOT&PF Tenakee Ferry Terminal Improvements (2020), we led a value-engineering change proposal (VECP) effort to redesign the staging dock, utility building, fueling system, and electrical systems providing cost savings, schedule savings, and a more functional facility. We also led the design and environmental permitting effort to proceed with the VECP concurrent with ongoing procurement and construction, eliminating possible project delays. Our team's efforts ultimately earned an Associated General Contractors of Alaska Excellence in Construction award for this project.

Our team has a long history of successful value engineering, including on AK DOT&PF's Tenakee Ferry Terminal Improvements (2020).

On AK DOT&PF's Haines Ferry Terminal Improvements, the State initially intended to salvage and transform one of the cells on the Borough's side of the structure; however, we pointed out that due to the Lutak Dock's condition, the facility would likely be replaced in the near future, at which point the cell would need to be removed anyway. Instead of salvaging the cell that would soon need to be demolished, WMC worked with AK DOT&PF to modify the design, armor the slope area, and save the State nearly $1 million in construction costs.

From the time we receive Notice to Proceed to when we sign off on the last project closeout document, our team will be brainstorming and presenting ideas to save you money, time, and effort without compromising the integrity of the end product.

2b. Strategies and Design Ideas for Exceeding Project Goal #1

With more than half a century of experience successfully completing Southeast Alaska marine construction projects using various delivery methods, our Design-Build Team will use their knowledge from previous projects (including the Haines Ferry Terminal Improvements) and understanding of the existing facility to develop creative, efficient, and cost-saving design solutions. A combination of the following strategies and techniques (detailed on Page 6) will yield a robust structure that meets all identified needs without exceeding funding limits.

Sequencing Work to Maximize Fill Reuse

Our team will develop a phasing plan to maximize the reuse of existing bulkhead backfill material during construction. Suitable existing material will be strategically stockpiled for use within the new bulkhead and uplands area, including the new boat ramp.

In general, it is anticipated that construction can begin from where the Haines Ferry Terminal project ended and proceed toward the AML facility, allowing for placement and stockpiling of fill materials without impacting existing operations. Fuel and barge operations can then shift to the newly constructed portions of the project, allowing for completion of the northwestern portion of the site. This will result in the least amount of imported and exported general fill, saving project funds while still maintaining operational continuity for barge and fuel service.

Using Various Drilling/Pile Driving Techniques

Our team is experienced with a vast array of pile driving and drilling techniques and equipment, including vibratory driving, impact driving, and down-the-hole hammer drilling for rock anchors, socketing, and drilled shafts. Detailed design analyses will be performed to verify the expected capacity requirements for each component of each structure allowing flexibility the maximum timely flexibility to adapt to conditions encountered in the field.

As various conditions (such as buried debris or variations in bedrock elevation) are identified in design development, our team will evaluate a variety of systems to achieve the required design load capacities. For example, we anticipate the presence of weak rock seams, and will include a sleeve to contain grout for all drilled tension anchors.

Capitalizing on Local Resources

We have established relationships with subcontractors and material suppliers who will provide the resources to construct the project in the most cost-effective manner. With rock supply, for example, with a variety of transportation options at our disposal, we will evaluate each scenario including WMC-owned barges, rock supplier furnished barging, WMC-chartered barge, or truck delivered as applicable from the source location within northern Southeast Alaska.

Tapping Site-Specific Knowledge

Because of our experience demolishing and constructing new structures within the original footprint of the Lutak Dock (*shown above*), we know the many potential issues that exist in the removal of the existing dock. From being unable to completely extract existing sheet pile to unstable soils to buried debris and handling the large concrete cap structures, we will size equipment accordingly for each potential condition to be encountered. This will allow us to quickly adjust in the field minimizing downtime and the need for additional contingencies reducing the risk for unplanned cost overruns. For example, if unstable materials are encountered, placement of riprap slope protection will be prioritized to prevent slope erosion.

Strategically Positioning the New Structure

Our design team will focus on strategic placement of each new structure component to minimize potential conflicts with the existing structure. For example, dolphin structures will be placed so pilings can avoid the existing sheet pile alignments. Bulkhead piles will be configured so non-critical piles are located at any existing sheet pile cell interfaces to allow for field adjustments without impacting cost or the integrity of the structure.

Self-Performing All Construction Activities

With the in-house experience and resources to self-perform all of the primary construction aspects of the project, we can exercise maximum control of the project cost and schedule. This includes demolition, placement of slope protection, excavation, pile installation, and structure assembly.

By internally rebalancing resources, we can continue working productively even when issues like buried debris are encountered, whereas other contractors may be forced into incurring standby and remobilization costs of other potential subcontractors.

2c. Challenges in Developing the Design and How to Address Them

Our team has identified what we believe are the two biggest design challenges with the Lutak Dock Replacement project: unknowns with the existing structure and maximizing the facility for multi-purpose use with a vast array of stakeholders.

Challenge: Navigating Unknowns within the Existing Structure

From our experience working on Haines Ferry Terminal, we are well-aware of the wide-ranging challenges associated with the demolition of the deteriorated Lutak Dock structure. However, with this knowledge in-hand, our design-build team is the best equipped to manage, plan, and execute this work.

To address the challenges of the existing structure, our team will begin with a strategic approach to design. Design of the new structure will encompass adjusting alignments and structure configurations to minimize conflicts with any known aspects of the existing structure which may only allow for partial removal in spots. Components, such as dolphin structures, will also be designed with flexibility in mind, to allow for easier field realignment and reorientation of components if field conflicts are encountered.

We are prepared to effectively and quickly manage the unknowns within the existing structure and adapt to challenges as they are encountered. Our initial mobilization will include an array of equipment to ensure we have the necessary tools on hand to address issues and maintain progress. Our contingency plans will also allow us to quickly pivot and adjust structure locations to avoid obstructions when possible.

Finally, having encountered a variety of debris, intact structures, and deteriorated components during the past project, our team can accurately quantify the level of effort required to execute this work without excess contingencies that would place the project budget at risk.

Challenge: Maximizing Multi-Purpose Use of the Facility

We understand the Lutak Dock must accommodate a variety of existing functions, with the desire to incorporate additional functionality as the budget allows. Each function – from unloading bulk fuel barges and shipping bulk cargo to launching fishing boats – has unique operational and spatial requirements that need to be met within a limited footprint.

Prompt vetting of these priorities with the Haines Borough and other appropriate stakeholders will avoid impacts to the permitting schedule and design schedule. Immediately after contract award, we will open communication with the Borough's established Lutak Dock Project Group, which includes a convenient cross-section of user group representatives who are already up to speed on the project's status. We will discuss each desired function and its context in the facility as a whole to quickly develop the concepts required for environmental permitting.

2d. Communicating and Collaborating with the Haines Borough and other Stakeholders

At the Project Kickoff meeting, we will discuss and define what role the Haines Borough would like the Design-Build Consultant to play in relation to the Owner's Advisor (R&M Consultants) when it comes to stakeholder involvement. The RFP issued by the Haines Borough for an Owner's Advisor also asked the respondents to describe their approach regarding stakeholder engagement for this project (including but not limited to Delta Western, the Haines Borough Planning Commission, applicable Advisory Boards, the Borough Assembly, and the public), so it will be important to define who is responsible for what as soon as possible.

From our experience working with the Haines Borough, we are cognizant of the code-required reviews and meetings that design projects must navigate with the Assembly and Planning Commission. We know that the Planning Commission only

meets once a month (the first Thursday) and the Assembly usually meets twice (the second and fourth Tuesdays, with only one meeting in November and December due to the holidays). These meetings need to be taken into account when planning contract approvals, design schedules, and other project elements that require Assembly or Planning Commission sign-off. We will build these dates into our initial schedule to avoid schedule delays or the need for emergency meetings.

We will request that all Owner Staff, their representatives, and key stakeholders provide their project input and review comments in writing, whether in the form of emails or plan sheet redlines. All Owner input and stakeholder will be evaluated for feasibility, both from a constructability and budgetary standpoint. If Owner and stakeholder input cannot be economically or physically incorporated into the project, our team will provide a written response to the input outlining our evaluation, findings, and any alternative recommendations.

Many of our other strategies for communicating and collaborating with the Haines Borough, stakeholders, and the general public are outlined in Section 1b of this Management Proposal and in our Draft Public Involvement Plan (included as Attachment A).

Success Example: Collaboration on the Tenakee Ferry Terminal Improvements

Our work on the Tenakee Ferry Terminal Improvements provides a prime example of how we communicated and collaborated with both the Owner (AK DOT&PF) and Tenakee residents to brainstorm a creative design solution that worked for everyone. When community members expressed concern that planned drilled rock anchors would compromise the town's famous hot springs, our team worked with community representatives and AK DOT&PF to devise an alternative design that replaced the concrete pier structure with a permanent fill dock that did not require anchor drilling.

The benefits to this solution were two-fold: 1) the hot springs were undamaged, much to the community's relief, and 2) the new structure not only remained within budget, it was large enough to accommodate a storage building and laydown area twice the size of the original plans.

3. Project Controls, Cost Tracking, and GMP Development

3a. Strategies for Exceeding Project Goal #3

Strategy 1: Quickly Identify Functional Requirements of the Facility

With the desire for the Lutak Dock to be a multi-purpose facility, it is critical for the Design-Build Team to quickly understand the functional and operational requirements versus the "wish list" aspects of the facility. This thorough understanding will allow the team to tailor its efforts accordingly as we initiate the design and permitting processes so that we can fast track the project. Furthermore, to obtain this information promptly, our team requests we schedule a design kickoff meeting as soon as possible with the Haines Borough team and key project stakeholders like AML and Delta Western.

Strategy 2: Mutually Agree Upon a Cost Breakdown with Contingencies

A key to providing transparent pricing for the Haines Borough's use is agreeing upon the format and level of detail associated with the cost breakdown. While some details will be negotiated and identified in the contract, the actual estimating layout for the various work activities will be agreed upon amongst the Design-Build Team and the Haines Borough to provide an efficient tool for review and discussion. Additionally, cost breakdown for project contingencies and optional scope items provide flexibility and transparency in decision making.

Strategy 3: Hold Regular Progress Meetings and Provide Schedule Updates

Schedule transparency is best accomplished through a combination of regular project schedule updates and progress meeting discussions. While an invaluable tool, CPM schedules do not always present the entire picture, nor are they easy for all team members and stakeholders to understand. Therefore, during progress meetings, a discussion will be held regarding the project schedule at both a micro-level in the near term and a macro-level as it relates to the overall project. Additionally, 3-week look-ahead schedules will be utilized with during the progress meeting to provide additional detail and insight to the team. As a unit, these tools shall provide the Owner with the desired schedule transparency for the project. **See Attachment D for examples of what these schedule deliverables will look like.**

3b. Processes and Tools for Monitoring, Reporting, and Managing Cost

3b(i). Budget Control and Reporting Processes

We will use a combination of reports from our ComputerEase accounting system and customizable spreadsheets to relay current cost data at the agreed upon intervals. Cost tracking will be broken down in a mutually agreeable Schedule of Values format as noted in the contract. For establishment of the GMP, customizable spreadsheets will be used to construct estimates and forecasts with the appropriate work breakdown structures requested and agreed upon with the Haines Borough. This will provide flexibility for formatting presentation data to the Haines Borough for evaluation. During Phase II, we will utilize a combination of tools similar to Phase I for tracking costs through project completion.

3b(iii). Incorporating Input from Other Subcontractors

Our design-build team has a long history of successfully working with specialty trade industry partners who we can quickly engage for this project if necessary. These team members will be asked to participate in stakeholder discussions as applicable to their specific scopes and to collaborate on the best approaches in meeting the needs of the stakeholders. Furthermore, these specialty trade subcontractors (such as electricians) will participate in regular design discussions and provide review comments as design development progresses.

3b(iv). WMC's Differentiating Resources

Our differentiating resources that will allow us to establish the GMP more accurately than our competitors is our collective years of experience and familiarity with the conditions at the project site. Our marine design and construction experience will enable us to develop cost-effective and constructable project needs which are definable, understandable, and mutually agreed upon. This agreement is essential to finalizing the GMP to proceed with Phase II, as well as management of the budget for the remainder of the project. Our familiarity with the site will also allow us to present the required level of effort and associated contingencies for various tasks in a logical manner, ensuring project partners can come to a consensus.

3b(ii). Scope, Cost, and Schedule Baseline Development

The development and evolution of scope, cost, and schedule are fundamental aspects to the preconstruction process on any project. In progressive design-build, these elements extend beyond the designer and encompass the construction team as well, requiring the establishment of solid lines of communication and protocols. Our protocols will include:

- **Conduct Regular Design Review Meetings.** The entire design-build team will participate in design review meetings to collaborate on and resolve identified comments associated with scope, cost, and schedule related to each design milestone.
- **Provide Schedule and Estimate Narratives.** Many projects require a schedule narrative outlining changes to a project schedule at each update interval. For the Lutak Dock Replacement, we will develop a narrative for each schedule and estimate update. The schedule narrative will outline progress to date, logic changes, and anticipated delays; the estimate narrative will portray major production and scope changes, differences in quantities, and adjustments to unit pricing.
- **Utilize Tracking and Action Item Logs.** These tools will provide a means of addressing and documenting input from each team members' perspective in regard to the scope, cost, and budget. They will also provide a record for tracking changes throughout the process.

3b(v). Primary Challenges in Establishing the GMP

The primary challenge in establishing the GMP for this project will be the identification and management of project contingencies. We will make sure to present a breakdown of the contingencies within each updated cost estimate. However, the level of effort to be carried within the GMP for specific tasks and the associated contingencies necessary for requirements above and beyond this level of effort will need to be negotiated and agreed upon.

3c. Phase 1 Level of Effort

Per the RFP, our team has developed a detailed breakdown outlining the tasks necessary to progress the design of the Lutak Dock Replacement through Phase I. **See Attachment C for our Phase I Level of Effort breakdown.**

3d. Deliverable Examples for Communication/Development of Cost and Schedule

Clear, consistent deliverables are the key to avoiding cost or schedule surprises. In the attachments, we have included examples deliverables we will rely on to communicate cost and schedule development though the design-build process.

Attachment D: Example of CPM Schedule and Three-Week Look-Ahead Schedule Deliverables: The CPM schedule and three-week look ahead schedules provide insight into the schedule status of the project. The CPM schedule tracks the overall project while the three-week look-ahead schedule provides a more detailed look at the upcoming pertinent activities. This information when regularly updated (monthly for the CPM schedule and weekly for the three-week look-ahead) provides a means of tracking progress while presenting providing discussion points for coordination amongst the interested parties. This coordination will prevent unanticipated delays to the project.

Attachment E: Example of Cost Estimating Deliverable: Our team will develop and submit Engineer's Cost Estimates, along with backup quantity take-off calculations, with each 35%, 65%, and 95% project milestone. This information is useful to show changes in project quantities as the design develops and will be used to ensure the project as designed is aligned with the project budget. They also reflect variations in industry unit prices, methods employed for calculating quantities, and assumptions made in developing Engineer's unit price estimates. These documents will also provide an opportunity for our team to evaluate project costs and provide value engineering proposals throughout the entire design process.

4. Construction Management, Sequencing, and Scheduling

4a. Achieving Efficiencies in Scheduling and Construction Sequencing

Our Design-Build Team will implement a multi-faceted plan to optimize scheduling and construction sequencing for the project. First, the project will be planned and designed to perform multiple activities concurrently including the use of both landside and waterside operations. This will result in a decrease to the overall project schedule. Next, the team will work closely with stakeholders to understand both scheduling and operational requirements during construction. With the anticipation of constructing Phases I-III, this effort may be eased allowing the dock face portions of the project to be completed in two pieces.

As reflected in the **Attachment F High-Level, Achievable Proposed Project Schedule**, we envision breaking Project Phases II and III into two parts. Shown in the Lutak Dock Study drawings Sheet C4.0 (Phase III Site Plan), the project construction can be split between the two cargo barges depicted. Constructing the eastern portion first will allow for construction to progress reusing suitable fill on Phase I and progressing Phase II and III without interrupting freight and fuel barges which service the Haines community. Then, once the eastern portion is complete, the western portion of the Lutak Dock can be reconstructed with the eastern piece available for use by stakeholders. See **Attachment G: Construction Phasing - Part 1 and 2** for a visual depiction of this strategy.

4b. Achieving Performance Requirements and Optimizing Quality

Our team believes the best approach to ensuring a high-quality project begins with a commitment to quality assurance/quality control at the onset of the design process through the completion of on-site construction. Prior to submission of deliverables for each project milestone, our team members will perform internal quality assurance reviews of documents prepared under their respective oversight to ensure conformance with project goals and design standards. Collectively, our team members will also perform peer reviews of each other's deliverables to identify and resolve any potential conflicts between disciplines. This holistic approach to quality assurance and control of design deliverables will ensure cohesion between the disciplines and overall project approach.

In conjunction with submission of the final design, our team will prepare and submit a Contractor Quality Control Plan outlining the testing and commissioning that will be performed. The Plan will include such details as material source requirements to be met, frequency of construction materials (concrete, aggregates, etc.) sampling and testing, the type of testing to be performing (including welding inspections), and the methods employed during testing. The Plan will outline commissioning of electrical and fuel systems, as well as provide the baseline requirements for the Operations & Maintenance Manual that will be provided upon project completion. Deliverables that will be provided during construction, such as material test reports and product submittals, and the timing of these deliverables to the Owner will be described in the Plan. Most importantly, we will seek the Owner's approval of the Contractor Quality Control Plan prior to beginning on-site construction, and once approved, will follow the Plan diligently until the completion of construction.

4c. Exceeding Project Goal #5 and Maximizing Safety

The goal of every WMC job is complete the work with zero injuries or incidents; we pride ourselves on our safety track record and strive to foster a safe environment on each and every project. Our Safety Program is built upon training, communication, and teamwork. Employees are equipped with the task-specific training and retrained regularly to ensure work is executed in a safe manner. Safety expectations are communicated during daily startup meetings, weekly safety meetings, and task preparatory meetings with Activity Hazard Analyses. We emphasize teamwork as an essential aspect of construction safety: every action has consequences, and not just for the individual responsible for the initiating action.

Western Marine proudly demonstrates an impressive safety record and has been repeatedly recognized by the United States Army Corps of Engineers for safety and achievement. This includes being nominated for the USACE Pacific Ocean Division Construction Management Award and awarded the USACE Alaska District Contractor of the Year Award multiple times. Our Safety Program is adaptable and applicable for implementing a safe working environment on any size project.

4d. Construction Management, Sequencing, and Scheduling Challenges

Scheduling and sequencing, quality, and safety will each present tests of the Design-Build Team ability to effectively manage and adapt to the site conditions.

- ***Challenge #1 Sequencing and Scheduling with Stakeholder Operations.*** Our design-build team acknowledges there will be challenges working with and around stakeholders providing essential services to the Haines community. We will work with the Haines Borough and the stakeholders to develop a mutually agreeable plan with the understanding adjustments may be necessary as construction progresses.
- ***Challenge #2 Quality.*** In addition to adhering to the testing and commissioning aspects of the quality control program for construction, WMC implements a USACE three-phase quality management approach. Through the preparatory, initial, and follow-up phases, quality requirements will be relayed to the team, reviewed during the execution of the work, and documented accordingly.
- ***Challenge #3 Safety during Dock Demolition.*** From deteriorated structural components to unstable soils to large equipment operating in tight spaces, we understand the compounding potential for safety incidents to occur on this site. To avoid incidents, a hazard analysis will be performed, risks will be assessed, and mitigation measures will be defined. A detailed approach will be developed and clearly vetted with the crew performing the work to confirm there is an understanding of the risks and appropriate steps to take throughout the demolition process. .

4e. Construction Management, Sequencing, and Scheduling Tools

Our primary tool is a defined Work Plan that addresses the work to be accomplished, the individual tasks required, the operational aspects that must be protected, and equipment/workforce requirements, all within a defined sequence. The regularly-updated Plan will have layout drawings and schedules; it also anticipates weather, tides, third-party users needs, etc.

Bar-chart look-ahead schedules will be used to further detail activities portrayed in the Primavera P6 CPM schedule. Project-specific tracking logs and spreadsheets will be customized to track project requirements including quality inspections and testing, submittals, RFIs, design review comments, certified payrolls, grant funding requirements, and progress payments.

Draft Public Involvement Plan for the Lutak Dock Replacement Project

The following is a DRAFT and example of what the Lutak Dock PIP might look like; the Haines Borough will have ultimate authority as to what tasks are included in the Final Public Involvement Plan, and who is responsible for what level of outreach.

Task 1 –Meet with Lutak Dock Project Group

- The Lutak Dock Project Group currently consists of:
  - Mayor Doug Olerud and Public Facilities Director Ed Coffland
  - Harbormaster Shawn Bell
  - Representatives from the Planning Commission and Ports and Harbors Advisory Committee
  - Representatives from Alaska Marine Lines and Delta Western
  - Two Haines residents
- Identify stakeholders (internal and external to the group) and their tiered levels of involvement in the design process. Ex. Who will be involved in weekly design progress meetings, who will only require monthly updates, etc.
- Look ahead to Assembly, Planning Commission, and Ports and Harbors meetings schedules to identify appropriate dates for updates outside of the code-required 35/65/95 review process (These groups can also request an update presentation at any time).
- Review Public Involvement Plan and make revisions as necessary.

Task 2 – Distribute Public Notice for Initial Public Meeting

- Occurs within one month of project kickoff meeting with Haines Borough.
- Posted on Project website, in the Chilkat Valley News, in KHNS PSAs, and on the KHNS Community Calendar.

Task 3 – Hold Initial Public Meeting

- Meeting should be held in person if possible (likely at the Chilkat Center, Assembly Chambers, or Library) with a virtual component, similar to how Haines Borough Assembly meetings are current conducted. Reasonable accommodations should be made to be inclusive of people with access issues and hearing/visual impairment.
- Meeting will begin with simple presentation of conceptual designs and schematics. Attendees will then be given the floor to ask questions and/or offer feedback.
- Attendees will also receive comment cards to fill out if they don't want to speak publicly and given information for submitting comments electronically, with a deadline for submission.
- Goal is to nail down the concerns and feedback from different groups. All comments will be documented and kept in the project record.

Task 4 – Design Team Comment Analysis and Recommendations

- Design Team holistically analyzes all comments to determine themes and identify primary needs, suggestions, concerns, and priorities.
- Design Team develops drafts Decision and Design Alternatives Study Matrix **(see Attachment B for example)** outlining potential solutions with corresponding advantages, disadvantages, and rough cost estimates.
- Design Team meets with Lutak Dock Project Group to discuss draft Matrix.

- Design Team composes Recommendation Memo categorizing Matrix solutions as Recommended, Conditionally Recommended, or Not Recommended, with justifications for each designation.
- Design Team meets with Haines Borough and Owner's Advisor to discuss Matrix and Memo. Borough issues written response identifying whether they concur with Design Team recommendations; Design Team adjusts design plans accordingly.

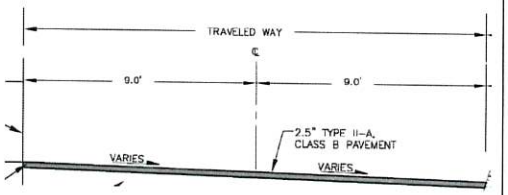
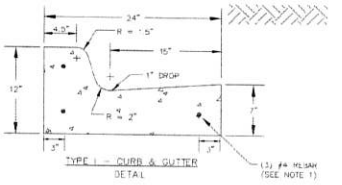
Task 5 – Meet with Lutak Dock Project Group and Owner's Advisor

- Present current plans.
- Give overview of how PIP has unfolded and discuss whether additional public outreach is necessary.

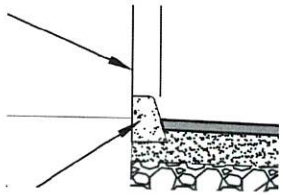
Attachment B: Example Decision and Design Alternative Study Matrix

Decision and Design Alternatives Study Matrix– Calhoun Avenue Reconstruction

Pages 3-5 removed for brevity

#	Categories	Method	Description	Advantages	Disadvantages	Cost Increase	Graphic
1	Traffic Calming Geometric Constraint Pedestrian Safety	Consistent and narrow traffic lanes	Reduced lane width between Capitol Avenue and W. 7th Street to 9' lanes.	•Provides consistency through the corridor. •Narrowing traffic lanes is an identified method of traffic calming. •Reduced vehicle speeds and increased safety. •Additional space for pedestrian facilities (except at locations of limited ROW/geometric constraint).	•Areas with limited ROW/geometric constraint force narrow sidewalks. •Not compatible with the use of curb and gutter due to geometric constraint.		
2	Traffic Calming Pedestrian Safety	Raising sidewalk elevation above road	Install standard 6" curb and gutter on Calhoun Ave, north of Goldbelt Avenue and south of W. 8th Street.	•Provides 6" high barrier between vehicles and pedestrians. •Provides visual barrier that roadway is narrower	•Doesn't allow local neighbors to park on the lower existing sidewalk of roadway when off street parking is full.		
3	Traffic Calming Pedestrian Safety	Raising sidewalk elevation above road	Raise sidewalks to 9" above road grade along entire Calhoun project corridor	•Provides 9" high barrier between vehicles and pedestrians. •Provides visual barrier that roadway is narrower	•Doesn't allow local neighbors to park on the lower existing sidewalk of roadway when off street parking is full. •Non-standard curb height increases tripping hazard •Vehicle strike could redirect it into oncoming traffic.	$$	
4	Traffic Calming Pedestrian Safety	Raised Crosswalks	Install raised crosswalks across Calhoun Avenue	•Raised crosswalks are an identified method of traffic calming. •Enhances crosswalk visibility. •Makes crossing easier for pedestrians.	•Creates a maintenance issue for snow removal. •Requires additional consideration to ensure roadway drainage. •Reduces comfort of ride for vehicles and bicycles. •Potential traffic risk for low clearance/long wheelbase vehicles. •Increased construction and maintenance cost compared to standard crosswalks. •Not standard for use in collector streets.	$$	
5	Traffic Calming Pedestrian Safety	Colored Crosswalks	Install colored sidewalks at Cope Park Rd, Capital Avenue, 825 Calhoun Avenue, W. 8th Street and Governors House	•Colored traffic crossings are an identified method of traffic calming. •enhance crosswalk visibility.	•Reduced effectiveness in winter conditions. •Increased construction cost compared to standard crosswalks.	$$	

Decision and Design Alternatives Study Matrix– Calhoun Avenue Reconstruction

#	Categories	Method	Description	Advantages	Disadvantages	Cost Increase	Graphic
6	Traffic Calming Pedestrian Safety	Concrete Curb at Wall	Install concrete curb along existing stone retaining walls	•Visually narrows the road reducing traffic speed. • Protects existing stone walls. •Reduces wall maintenance.	•Requires additional horizontal space which is limited in areas.	$$	
7	Traffic Calming	Traffic Striping	Maintain double yellow traffic striping through corridor, no centerline striping at intersections	•Painted traffic markings are an identified method of traffic calming. •Delineates lanes for vehicular safety. •Enhance crosswalk visibility. •Provides visuals for vehicles, pedestrians and bicyclists increasing safety.	•Reduced effectiveness in winter conditions. •Increased construction and maintenance cost.	$	
8	Traffic Calming	Stop Controlled Intersection	Three way stop controlled intersection at Calhoun Avenue and W. 8th Street	•Would require vehicles to stop at intersection slowing traffic and limiting speeds around the existing blind corner.	•Potential conflicts with sidewalk locations due to limited ROW. •If perceived as unwarranted, may not be followed by vehicles. •Not warranted by MUTCD. •Unwarranted stop signs create liability for accidents.	Installing a traffic control device contrary to industry standards exposes CBJ to increased liability for any accidents or injury caused by the traffic control device.	
9	Geometric Constraint	Easements/ROW acquisition	Use easements or acquire ROW at geometric constraint location at 230 W. 8th Street and 826 Calhoun to relocate a section of the existing stone wall	•Increased pedestrian safety. •Increased vehicular safety. •Allows for 5' wide sidewalks at choke point with accommodation of 9' AASHTO travel lanes with or without curb and gutter.	•Requires acquisition of private property. •Significantly increased construction cost. •Increase in project timeline. •Requires all property owners to agree to ROW widening in order to be effective.	$$$$$	
10	Geometric Constraint	Wall removal and replacement – Easements/ROW acquisition	Remove existing stone retaining wall below 825 Calhoun avenue and 214 W 8th Street and replace with new wall that is set back from road	•Increased pedestrian safety. •Increased vehicular safety.	•Requires acquisition of private property. •Increased design cost. •Significantly increased construction cost. •Increase in project timeline. •Access required to 825 Calhoun Avenue. •Construction may not be possible due to location of existing home foundations. •Moving walls back far enough to achieve desired corridor width would likely require acquisition of homes above retaining walls.	$$$$$$	

Decision and Design Alternatives Study Matrix– Calhoun Avenue Reconstruction

#	Categories	Method	Description	Advantages	Disadvantages	Cost Increase	Graphic
26	Pedestrian Safety	Flashing Traffic Signage	Flashing crosswalk/pedestrian crossing/road narrows signs	•Traffic signage is an identified method of traffic calming. •Provides visuals for vehicles, pedestrians and bicyclists increasing safety.	•Potential conflicts with sidewalk locations due to limited ROW. Sing posts limit walk ability. •Potential bedrock trenching for electrical components.	$$$	

Assumptions/exclusions:

One-way option not included per direction from CBJ assembly.

Realignment of existing concrete retaining wall across from W. 8th Street (STA 17+00 to 19+00) not considered, cost exceeds project budget and construction may not be possible given existing homes above the wall.

Cost Increase Key:

$	<$1,000
$$	$1,000 -$10,000
$$$	$10,000 -$50,000
$$$$	$50,000 -$100,000
$$$$$	>$100,000

Recommendation Key:

Recommended

Conditionally Recommended

Not Recommended

Resources:

FHWA Course on Bicycle and Pedestrian Transportation - Traffic Calming

Portland Bicycle Plan - Bikeway Design - Best Practices

NACTO - Urban Bikeway Design Guide - Shared Lane Markings

NACTO - Urban Bikeway Design Guide - Bike Route Wayfinding Signage and Markings System

Multi-way Stops – The Research Shows the MUTCD is Correct

ALTA – Advisory Bike Lanes in North America

Attachment C: Level of Effort

Lutak Dock Replacement - Phase I Level of Effort

Task	Design-Build Team Task Descriptions	WMC	proHNS	NGE	RCE	AAA	MM	GE	N57	Hours per Task
A	***Project Delivery & Coordination***	***280***	***528***	***0***	***0***	***70***	***22***	***20***	***28***	***948***
A.1	Contract/Project Management	100	192			48	4	4	12	*360*
A.2	Prepare and Submit Baseline Project Schedule	40				8	2	2		*52*
A.3	Coordination w/ Owner & Owner's Rep. (Includes Monthly Status Review Meetings)	60	144			14	6	6		*230*
A.4	Coordination w/ Key Stake Holders, e.g. Docks & Harbors, State of Alaska, etc.	40	120				4	4	16	*184*
A.5	Coordination w/ Facility Users, e.g. AML, Delta Western, Commercial Operators	40	72				6	4		*122*
B	***Site Investigations and Data Collection***	***0***	***80***	***130***	***0***	***24***	***17***	***14***	***186***	***451***
B.1	Research As-built Records, Master Plans, Similar Permits, & Historical Project Site Info		20	15		16	4	2	48	*105*
B.2	Review and Incorporate R&M Consultants Conceptual Design Data/Information		28	15		8	1		24	*76*
B.3	Site Visits by DB Team Members to Review Plans, Gather Data, & Obtain Field Notes		32				12	12	10	*66*
B.4	Site Surveying (Including Hydrographic) and Establishment of Uplands Survey Controls								104	*104*
B.5	Geotechnical Field Investigation & Reporting			100						*100*
C	***Permitting***	***0***	***0***	***0***	***550***	***0***	***0***	***0***	***0***	***550***
C.1	Prepare Draft Permit Documents				250					*250*
C.2	Prepare and Submit Final, 100% Permits on Behalf of Owner				200					*200*
C.3	Agency Coordination through Permit Acquisition				100					*100*
D	***35% Draft Plans, Cost Estimate, Permitting, and Schedule***	***60***	***148***	***80***	***0***	***198***	***50***	***26***	***50***	***612***
D.1	35% Civil Site Design for Phases 1, 2, and 3		88						50	*138*
D.2	35% Geotechnical Design for Phases 1, 2, and 3			80						*80*
D.3	35% Marine Structures Design for Phases 2 and 3, Including Approach Dock					198	2			*200*
D.4	35% Fuel System Design for Phase 2						24	2		*26*
D.5	35% Electrical Design for Phases 2 and 3						2	12		*14*
D.6	Prepare Preliminary Construction Phasing & Temporary Access Plan for Site		32				8	2		*42*
D.7	Prepare and Submit 35% Construction Cost Estimate to Owner	50	20				6	4		*80*
D.8	Prepare and Submit 35% Progress Schedule to Owner	10					2	2		*14*
D.9	Prepare and Submit 35% Plans for Haines Borough Planning Commission Review		8				6	4		*18*
E	***65% Draft Plans, Cost Estimate, Permitting, and Schedule***	***30***	***252***	***40***	***0***	***226***	***68***	***32***	***10***	***658***
E.1	65% Civil Site Design for Phases 1, 2, and 3		208						10	*218*
E.2	65% Geotechnical Design for Phases 1, 2, and 3			40						*40*
E.3	65% Marine Structures Design for Phases 2 and 3, Including Approach Dock					226				*226*
E.4	65% Fuel System Design for Phase 2, Including Temporary Access Plan						48	4		*52*
E.5	65% Electrical Design for Phases 2 and 3						4	16		*20*
E.6	Submit Draft Construction Phasing & Temporary Access Plan for Site to Owner		20				2	2		*24*
E.7	Prepare and Submit 65% Construction Cost Estimate to Owner	20	16				6	4		*46*
E.8	Prepare and Submit 65% Progress Schedule to Owner	10					2	2		*14*
E.9	Prepare and Submit 65% Plans for Haines Borough Planning Commission Review		8				6	4		*18*
F	***95% Draft Plans, Cost Estimate, Specifications, and Schedule***	***10***	***340***	***56***	***0***	***218***	***95***	***56***	***25***	***800***
F.1	95% Civil Site Design for Phases 1, 2, and 3		168						25	*193*
F.2	95% Geotechnical Design for Phases 1, 2, and 3			32						*32*
F.3	95% Marine Structures Design for Phases 2 and 3, Including Approach Dock					218				*218*
F.4	95% Fuel System Design for Phase 2, Including Temporary Access Plan						30	4		*34*
F.5	95% Electrical Design for Phases 2 and 3						3	16		*19*
F.6	Finalize Construction Phasing & Temporary Access Plan		32				2	2		*36*
F.7	Prepare and Submit Draft Construction QA/QC Plan to Owner		56				4	4		*64*
F.8	Prepare and Submit 95% Technical Specifications to Owner		76	24			48	24		*172*
F.9	Prepare and Submit 95% Progress Schedule to Owner	10	8				2	2		*22*
F.10	Prepare and Submit 95% Plans for Haines Borough Planning Commission Review						6	4		*10*
G	***GMP Development (Following Approval of 65% Design)***	***100***	***0***	***0***	***0***	***0***	***10***	***4***	***0***	***114***
G.1	Prepare and Submit GMP Cost Estimate to Owner	100					10	4		*114*
G.2										*0*
	Totals for All Tasks	***480***	***1348***	***306***	***550***	***736***	***262***	***152***	***299***	***4133***

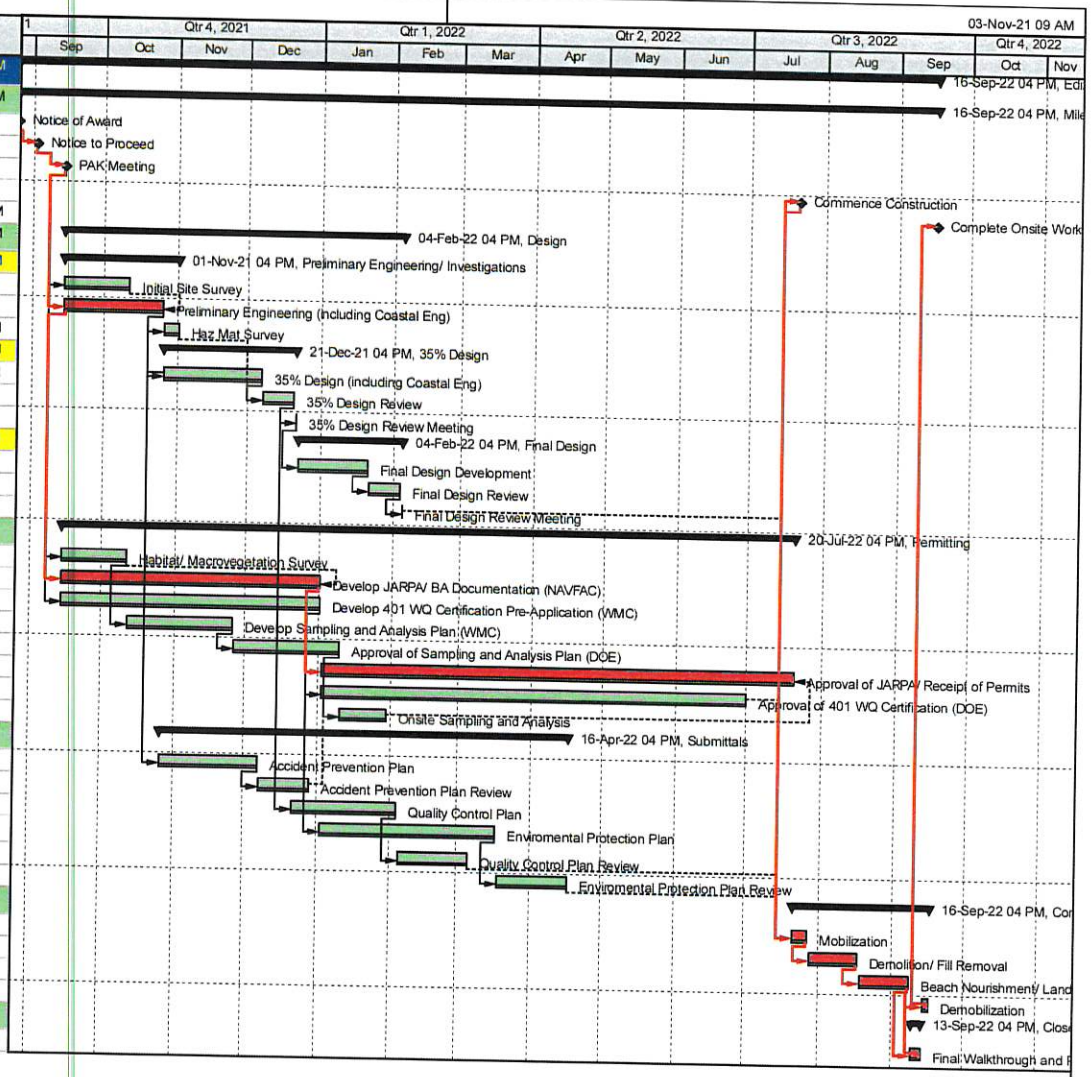
Design-Build Team Member

WMC	Western Marine Construction - Led by Kriss Hart, Project Executive and Julian Koerner, PE, Project Manager
proHNS	proHNS - Led by Garret Gladsjo, PE, Design Manager
NGE	Northern Geotechnical Engineering - Led by Keith Mobley, PE, GE, Geotechnical Manager
RCE	Rugged Coast Environmental - Led by Ryan Bare, Environmental Manager
AAA	Art Anderson Associates - Led by Brad Ginn, PE, Marine Structures Design Lead
MM	Modern Mechanical - Led by Shane Hooten, PE, Fuel System Design Lead

Attachment D: Example CPM Schedule and Three-Week Look-Ahead Schedule Deliverables

Ediz Hook Shoreline Restoration

Activity ID	Activity Name	Original Duration	Start	Finish
Ediz Hook Shoreline Restoration		388d	25-Aug-21 08 AM	16-Sep-22 04 PM
Milestones		388d	25-Aug-21 08 AM	16-Sep-22 04 PM
M1000	Notice of Award	0d	25-Aug-21 08 AM	
M1010	Notice to Proceed	0d	02-Sep-21 08 AM	
M1020	PAK Meeting	0d	14-Sep-21 08 AM	
M1040	Commence Construction	0d	21-Jul-22 08 AM*	
M1060	Complete Onsite Work	0d		16-Sep-22 04 PM
Design		144d	14-Sep-21 08 AM	04-Feb-22 04 PM
Preliminary Engineering/ Investigations		35d	14-Sep-21 08 AM	01-Nov-21 04 PM
PE1000	Initial Site Survey	20d	14-Sep-21 08 AM	11-Oct-21 04 PM
PE1010	Preliminary Engineering (including Coastal Eng)	30d	14-Sep-21 08 AM	25-Oct-21 04 PM
PE1020	Haz Mat Survey	5d	26-Oct-21 08 AM	01-Nov-21 04 PM
35% Design		57d	26-Oct-21 08 AM	21-Dec-21 04 PM
D1000	35% Design (including Coastal Eng)	30d	26-Oct-21 08 AM	06-Dec-21 04 PM
D1010	35% Design Review	14d	07-Dec-21 08 AM	20-Dec-21 04 PM
D1020	35% Design Review Meeting	1d	21-Dec-21 08 AM	21-Dec-21 04 PM
Final Design		45d	22-Dec-21 08 AM	04-Feb-22 04 PM
FD1000	Final Design Development	20d	22-Dec-21 08 AM	20-Jan-22 04 PM
FD1010	Final Design Review	14d	21-Jan-22 08 AM	03-Feb-22 04 PM
FD1020	Final Design Review Meeting	1d	04-Feb-22 08 AM	04-Feb-22 04 PM
Permitting		310d	14-Sep-21 08 AM	20-Jul-22 04 PM
P1000	Habitat/ Macrovegetation Survey	20d	14-Sep-21 08 AM	11-Oct-21 04 PM
P1030	Develop JARPA/ BA Documentation (NAVFAC)	110d	14-Sep-21 08 AM	01-Jan-22 04 PM
P1070	Develop 401 WQ Certification Pre-Application (WMC)	110d	14-Sep-21 08 AM	01-Jan-22 04 PM
P1010	Develop Sampling and Analysis Plan (WMC)	45d	12-Oct-21 08 AM	25-Nov-21 04 PM
P1020	Approval of Sampling and Analysis Plan (DOE)	45d	26-Nov-21 08 AM	09-Jan-22 04 PM
P1040	Approval of JARPA/ Receipt of Permits	200d	02-Jan-22 08 AM	20-Jul-22 04 PM
P1080	Approval of 401 WQ Certification (DOE)	180d	02-Jan-22 08 AM	30-Jun-22 04 PM
P1090	Onsite Sampling and Analysis	20d	10-Jan-22 08 AM	29-Jan-22 04 PM
Submittals		173d	26-Oct-21 08 AM	16-Apr-22 04 PM
S1000	Accident Prevention Plan	30d	26-Oct-21 08 AM	06-Dec-21 04 PM
S1010	Accident Prevention Plan Review	15d	07-Dec-21 08 AM	28-Dec-21 04 PM
S1040	Quality Control Plan	45d	21-Dec-21 08 AM	03-Feb-22 04 PM
S1020	Enviromental Protection Plan	75d	02-Jan-22 08 AM	17-Mar-22 04 PM
S1050	Quality Control Plan Review	30d	04-Feb-22 08 AM	05-Mar-22 04 PM
S1030	Enviromental Protection Plan Review	30d	18-Mar-22 08 AM	16-Apr-22 04 PM
Construction		41d	21-Jul-22 08 AM	16-Sep-22 04 PM
C1000	Mobilization	5d	21-Jul-22 08 AM	27-Jul-22 04 PM
C1010	Demolition/ Fill Removal	15d	28-Jul-22 08 AM	17-Aug-22 04 PM
C1020	Beach Nourishment/ Landscaping	15d	18-Aug-22 08 AM	08-Sep-22 04 PM
C1030	Demobilization	3d	14-Sep-22 08 AM	16-Sep-22 04 PM
Closeout		5d	09-Sep-22 08 AM	13-Sep-22 04 PM
CO1000	Final Walkthrough and Punchlist	5d	09-Sep-22 08 AM	13-Sep-22 04 PM



Project Baseline Bar | Actual Work | Remaining Work | Critical Remaining Work | Milestone | Summary

Western Marine Construction, Inc.

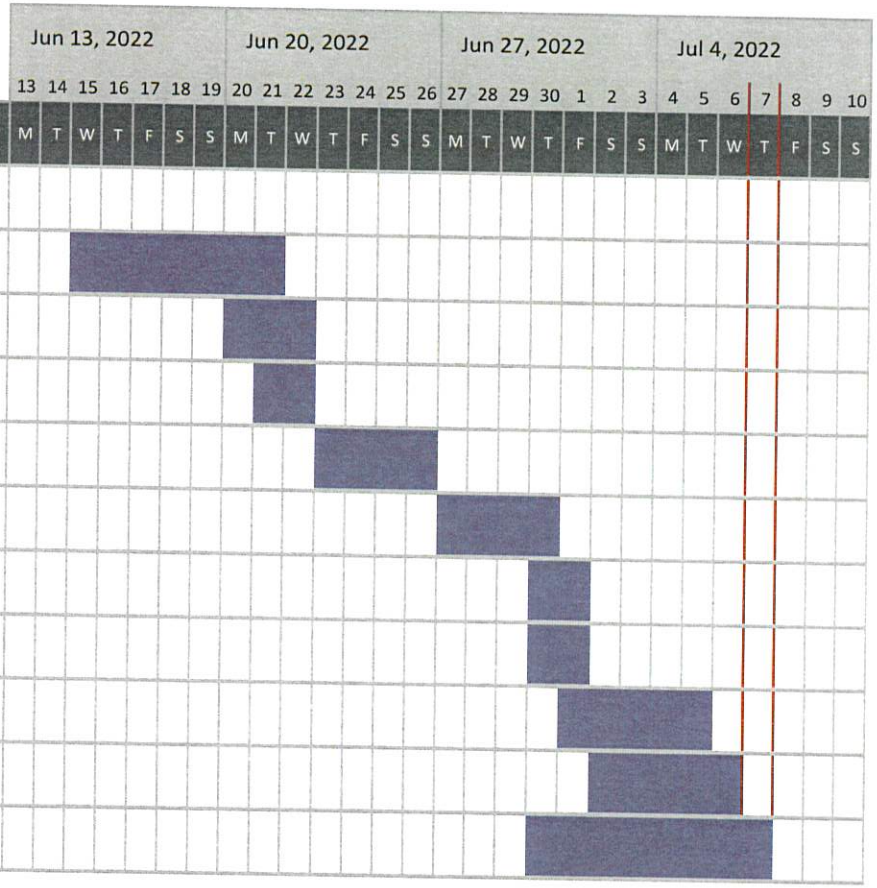
NOAA HOMEPORT

WMC

Project Start: Wed, 6/15/2022

Display Week: 1

TASK	ASSIGNED TO	PROGRESS	START	END
Phase 1 Title				
Pile Driving		0%	6/15/22	6/21/22
Barge		0%	6/20/22	6/22/22
Set Bridge		0%	6/21/22	6/22/22
Float Assembly		0%	6/23/22	6/26/22
Pile Driving (remaining)		0%	6/27/22	6/30/22
Position Float & Secure		0%	6/30/22	7/1/22
Camel Mods		0%	6/30/22	7/1/22
Install Mooring Frames		0%	7/1/22	7/5/22
Camel Installation		0%	7/2/22	7/6/22
Ahtna utility work on Float		0%	6/30/22	7/7/22



Attachment E: Example Cost Estimating Deliverable

Baseline Engineer's Estimate

Project:	Chilkoot Loop Retating Wall
Owner:	Haines Borough
Date:	11/16/2021
Prepared By:	E. Roemeling
Checked By:	G. Gladsjo

proHNS LLC

Pay Item	Pay Item Description	Pay Unit	Quantity	Unit Price	Amount
1505.1	Mobilization	Lump Sum	All Req'd	$4,000.00	$4,000.00
1550.1	Traffic Maintenance	Lump Sum	All Req'd	$2,000.00	$2,000.00
1570.1	Erosion & Sediment Control	Lump Sum	All Req'd	$4,000.00	$4,000.00
2202.1	Unclassified Excavation	CY	152	$20.00	$3,040.00
2702.1	Construction Surveying	Lump Sum	All Req'd	$2,000.00	$2,000.00
2801.1	A.C. Pavement, Type II-A, Class B	TON	10	$340.00	$3,400.00
2806.1	Remove Existing Asphalt Surfacing	SY	63	$10.00	$630.00
3201.1	Block Wall	SF	168	$100.00	$16,800.00
3303.1	Concrete Sidewalk	SY	200	$10.00	$2,000.00
3303.2	Rolled Curb	LF	40	$100.00	$4,000.00
3304.1	Removal of Concrete Sidewalk	SY	200	$10.00	$2,000.00
3304.2	Removal of Rolled Curb	LF	40	$10.00	$400.00
				Sub Total =	$41,870.00
				20% Cont. =	$8,374.00
				Total =	$50,244.00

65% DRAFT Engineer's Estimate

Project:	Chilkoot Loop Retating Wall
Owner:	Haines Borough
Date:	11/2/2021
Prepared By:	E. Roemeling
Checked By:	G. Gladsjo

proHNS LLC

Pay Item	Pay Item Description	Pay Unit	Quantity	Unit Price	Amount
1505.1	Mobilization	Lump Sum	All Req'd	$4,000.00	$4,000.00
1550.1	Traffic Maintenance	Lump Sum	All Req'd	$2,000.00	$2,000.00
1570.1	Erosion & Sediment Control	Lump Sum	All Req'd	$4,000.00	$4,000.00
2202.1	Unclassified Excavation	CY	152	$20.00	$3,040.00
2702.1	Construction Surveying	Lump Sum	All Req'd	$2,000.00	$2,000.00
2801.1	A.C. Pavement, Type II-A, Class B	TON	10	$340.00	$3,400.00
2806.1	Remove Existing Asphalt Surfacing	SY	63	$10.00	$630.00
3201.1	Precast Block MSE Retaining Wall	SF	320	$125.00	$40,000.00
3303.1	Concrete Sidewalk	SY	200	$10.00	$2,000.00
3303.2	Rolled Curb	LF	40	$100.00	$4,000.00
3304.1	Removal of Concrete Sidewalk	SY	200	$10.00	$2,000.00
3304.2	Removal of Rolled Curb	LF	40	$10.00	$400.00
				Sub Total =	$65,070.00
				10% Cont. =	$6,507.00
				Total =	$71,577.00

95% Engineer's Estimate

Project:	Chilkoot Loop Retaining Wall Repairs - 437599
Owner:	Haines Borough
Date:	2/18/2022
Prepared By:	E. Roemeling
Checked By:	G. Gladsjo

proHNS LLC

Pay Item	Pay Item Description	Pay Unit	Quantity	Unit Price	Amount
202.0002.000A	Removal of Pavement, Asphalt	SY	45	$7.00	$315.00
202.0003.0000	Removal of Sidewalk	SY	34	$10.00	$340.00
202.0009.0000	Removal of Curb and Gutter	LF	56	$20.00	$1,120.00
401.0001.002B	HMA Type II; Class B	TON	11	$350.00	$3,850.00
401.0004.5834	Asphalt Binder, Grade PG 58-34	TON	1	$950.00	$950.00
530.0000.0000	MSE Block Wall	SF	320	$125.00	$40,000.00
608.0001.0006	Concrete Sidewalk, 6 inches thick	SY	34	$600.00	$20,400.00
609.0002.0001	Curb and Gutter, Type 1	LF	56	$225.00	$12,600.00
640.0001.0000	Mobilization and Demobilization	Lump Sum	All Req'd	$14,000.00	$14,000.00
641.0001.0000	Erosion, Sediment and Pollution Control Administrati	Lump Sum	All Req'd	$5,000.00	$5,000.00
641.0003.0000	Temporary Erosion, Sediment and Pollution Control	Lump Sum	All Req'd	$7,000.00	$7,000.00
642.0001.0000	Construction Surveying	Lump Sum	All Req'd	$3,000.00	$3,000.00
643.0002.0000	Traffic Maintenance	Lump Sum	All Req'd	$5,000.00	$5,000.00
671.2005.0000	Stream Diversion and Dewatering	Lump Sum	All Req'd	$20,000.00	$20,000.00
				Sub Total =	$133,575.00

Final Engineer's Estimate

Project:	Chilkoot Loop Retaining Wall Repairs - 437599
Owner:	Haines Borough
Date:	3/11/2022
Prepared By:	E. Roemeling
Checked By:	G. Gladsjo

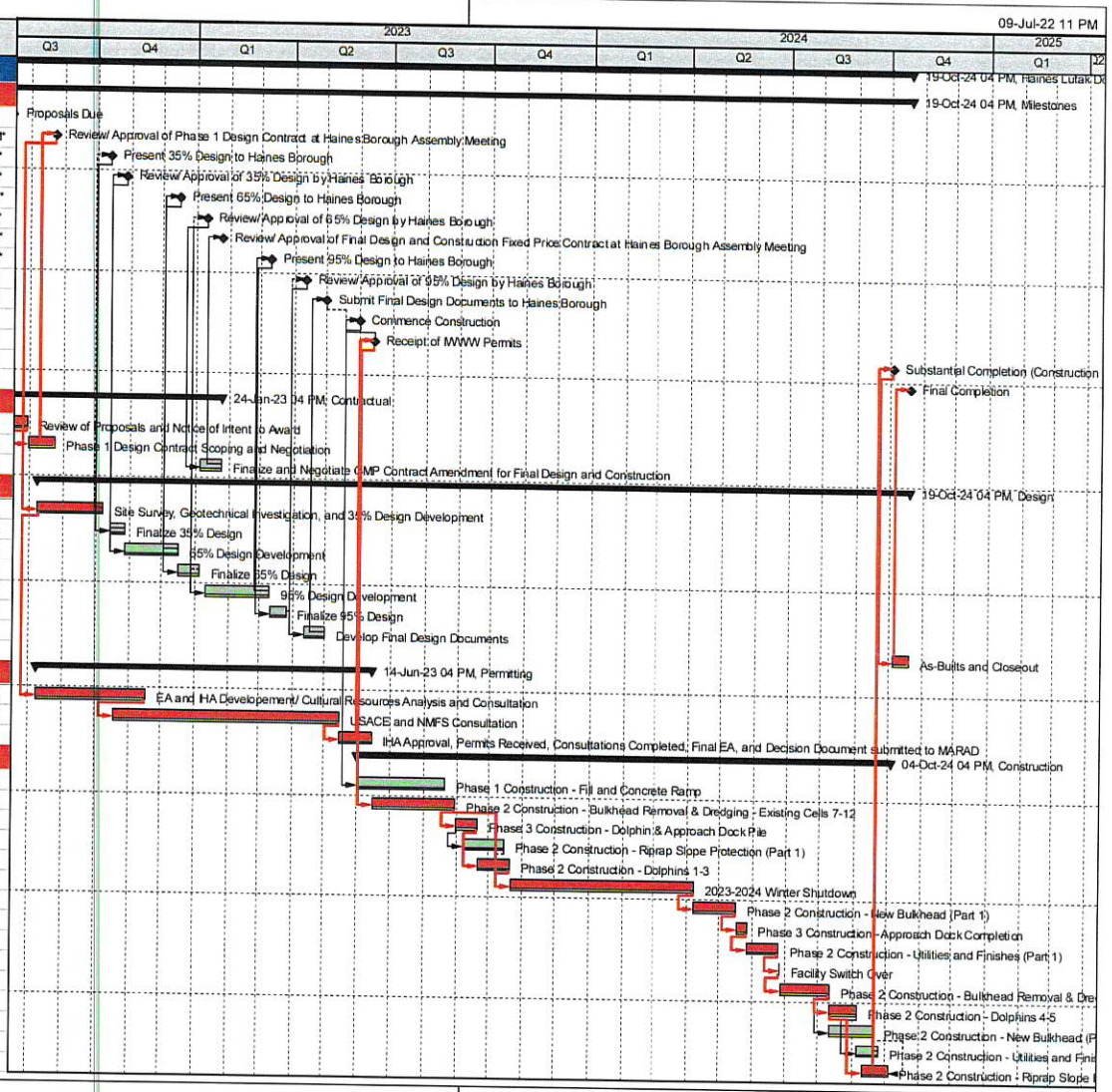
proHNS LLC

Pay Item	Pay Item Description	Pay Unit	Quantity	Unit Price	Amount
202.0002.000A	Removal of Pavement, Asphalt	SY	45	$7.00	$315.00
202.0003.0000	Removal of Sidewalk	SY	34	$10.00	$340.00
202.0009.0000	Removal of Curb and Gutter	LF	56	$20.00	$1,120.00
401.0001.002B	HMA Type II; Class B	TON	10	$600.00	$6,000.00
401.0004.5834	Asphalt Binder, Grade PG 58-34	TON	1	$950.00	$950.00
530.0000.0000	MSE Block Wall	SF	320	$125.00	$40,000.00
608.0001.0006	Concrete Sidewalk, 6 inches thick	SY	34	$600.00	$20,400.00
609.0002.0001	Curb and Gutter, Type 1	LF	56	$225.00	$12,600.00
640.0001.0000	Mobilization and Demobilization	Lump Sum	All Req'd	$13,000.00	$13,000.00
641.0003.0000	Temporary Erosion, Sediment and Pollution Control	Lump Sum	All Req'd	$7,000.00	$7,000.00
642.0001.0000	Construction Surveying	Lump Sum	All Req'd	$3,000.00	$3,000.00
643.0002.0000	Traffic Maintenance	Lump Sum	All Req'd	$5,000.00	$5,000.00
671.2005.0000	Stream Diversion and Dewatering	Lump Sum	All Req'd	$20,000.00	$20,000.00
				Sub Total =	$129,725.00

Attachment F: High-Level, Achievable Proposed Project Schedule

Haines Lutak Dock Replacement Proposal

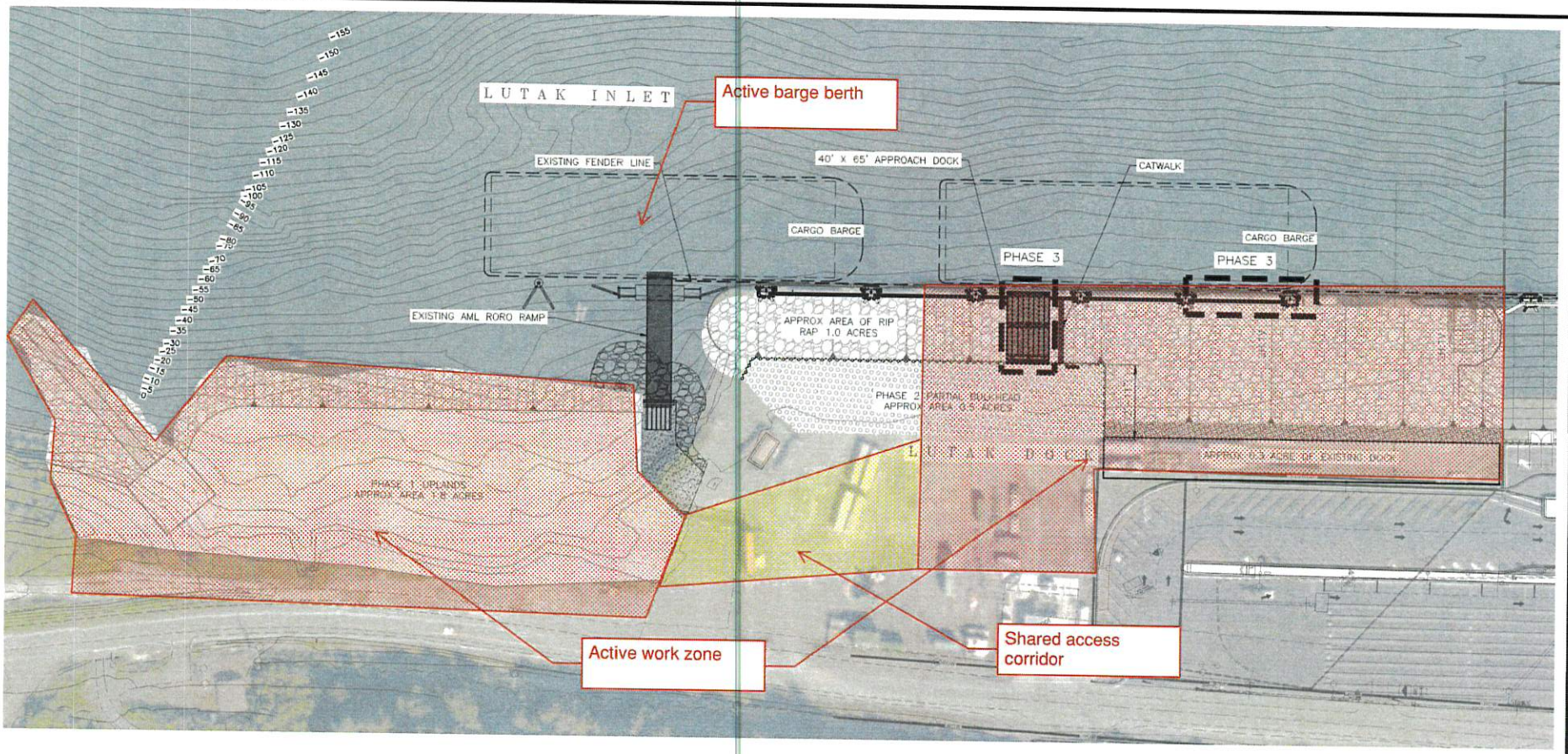
Activity ID	Activity Name	Original Duration	Start	Finish
Haines Lutak Dock Replacement Proposal		795d	15-Jul-22 08 AM	19-Oct-24 04 PM
Milestones		795d	15-Jul-22 08 AM	19-Oct-24 04 PM
M1000	Proposals Due	0d	15-Jul-22 08 AM	
M1010	Review/ Approval of Phase 1 Design Contract at Haines Borough As	0d		23-Aug-22 04 PM*
M1020	Present 35% Design to Haines Borough	0d		13-Oct-22 04 PM*
M1030	Review/ Approval of 35% Design by Haines Borough	0d		28-Oct-22 04 PM*
M1050	Present 65% Design to Haines Borough	0d		15-Dec-22 04 PM*
M1060	Review/ Approval of 65% Design by Haines Borough	0d		10-Jan-23 08 AM*
M1040	Review/ Approval of Final Design and Construction Fixed Price Contr	0d		24-Jan-23 04 PM*
M1070	Present 95% Design to Haines Borough	0d		10-Mar-23 04 PM*
M1090	Review/ Approval of 95% Design by Haines Borough	0d		11-Apr-23 08 AM*
M1100	Submit Final Design Documents to Haines Borough	0d		30-Apr-23 04 PM
M1120	Commence Construction	0d	31-May-23 08 AM	
M1110	Receipt of MWW Permits	0d		14-Jun-23 04 PM
M1135	Substantial Completion (Construction Phases 1-3)	0d		04-Oct-24 04 PM
M1140	Final Completion	0d		19-Oct-24 04 PM
Contractual		184d	15-Jul-22 08 AM	24-Jan-23 04 PM
C1000	Review of Proposals and Notice of Intent to Award	15d	15-Jul-22 08 AM	29-Jul-22 04 PM
C1010	Phase 1 Design Contract Scoping and Negotiation	25d	30-Jul-22 08 AM	23-Aug-22 04 PM
C1020	Finalize and Negotiate GMP Contract Amendment for Final Design a	20d	05-Jan-23 08 AM	24-Jan-23 04 PM
Design		771d	08-Aug-22 08 AM	19-Oct-24 04 PM
D1000	Site Survey, Geotechnical Investigation, and 35% Design Developm	60d	08-Aug-22 08 AM	07-Oct-22 04 PM
D1010	Finalize 35% Design	15d	14-Oct-22 08 AM	28-Oct-22 04 PM
D1020	65% Design Development	45d	28-Oct-22 08 AM	15-Dec-22 04 PM
D1030	Finalize 65% Design	15d	16-Dec-22 08 AM	04-Jan-23 04 PM
D1040	95% Design Development	60d	10-Jan-23 08 AM	10-Mar-23 04 PM
D1050	Finalize 95% Design	15d	11-Mar-23 08 AM	25-Mar-23 04 PM
D1060	Develop Final Design Documents	20d	11-Apr-23 08 AM	30-Apr-23 04 PM
D1070	As-Builts and Closeout	15d	05-Oct-24 08 AM	19-Oct-24 04 PM
Permitting		300d	08-Aug-22 08 AM	14-Jun-23 04 PM
P1000	EA and IHA Developement/ Cultural Resources Analysis and Consult	100d	08-Aug-22 08 AM	16-Nov-22 04 PM
P1010	USACE and NMFS Consultation	200d	18-Oct-22 08 AM	14-May-23 04 PM
P1020	IHA Approval, Permits Received, Consultations Completed, Final EA,	30d	15-May-23 08 AM	14-Jun-23 04 PM
Construction		471d	31-May-23 08 AM	04-Oct-24 04 PM
CON1000	Phase 1 Construction - Fill and Concrete Ramp	80d	31-May-23 08 AM	20-Aug-23 04 PM
CON1010	Phase 2 Construction - Bulkhead Removal & Dredging - Existing Cel	75d	15-Jun-23 08 AM	30-Aug-23 04 PM
CON1020	Phase 3 Construction - Dolphin & Approach Dock Pile	20d	31-Aug-23 08 AM	20-Sep-23 04 PM
CON1030	Phase 2 Construction - Riprap Slope Protection (Part 1)	40d	06-Sep-23 08 AM	15-Oct-23 04 PM
CON1040	Phase 2 Construction - Dolphins 1-3	30d	21-Sep-23 08 AM	20-Oct-23 04 PM
CON1050	2023-2024 Winter Shutdown	150d	21-Oct-23 08 AM	06-Apr-24 04 PM
CON1060	Phase 2 Construction - New Bulkhead (Part 1)	40d	07-Apr-24 08 AM	16-May-24 04 PM
CON1070	Phase 3 Construction - Approach Dock Completion	10d	17-May-24 08 AM	26-May-24 04 PM
CON1080	Phase 2 Construction - Utilities and Finishes (Part 1)	30d	27-May-24 08 AM	25-Jun-24 04 PM
CON1090	Facility Switch Over	1d	26-Jun-24 08 AM	26-Jun-24 04 PM
CON1100	Phase 2 Construction - Bulkhead Removal & Dredging - Existing Cel	45d	27-Jun-24 08 AM	10-Aug-24 04 PM
CON1110	Phase 2 Construction - Dolphins 4-5	25d	11-Aug-24 08 AM	04-Sep-24 04 PM
CON1120	Phase 2 Construction - New Bulkhead (Part 2)	40d	11-Aug-24 08 AM	19-Sep-24 04 PM
CON1130	Phase 2 Construction - Utilities and Finishes (Part 2)	20d	05-Sep-24 08 AM	24-Sep-24 04 PM
CON1140	Phase 2 Construction - Riprap Slope Protection (Part 2)	25d	10-Sep-24 08 AM	04-Oct-24 04 PM



Project Baseline Bar
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary

WESTERN MARINE CONSTRUCTION, INC.

Attachment G: Construction Phasing Parts 1 and 2



Construction Phasing - Part 1

0 50 100
FEET

PROGRESS SET NOT FOR CONSTRUCTION

R&M CONSULTANTS, INC.
9101 Vanguard Drive
Anchorage, Alaska 99507
rmconsult.com• email@rmconsult.com
phone: 907.522.1707 • fax: 907.522.3403
CORPORATE AUTHORIZATION NUMBER AECC111

Haines Borough
LUTAK DOCK STUDY

No.	Description	Date

Drawn by	JVC
Checked by	JCD
Date	FEBRUARY 2022
Project No.	PRELIMINARY
Sheet Title	2898.01
	PHASE 3 SITE PLAN
SHEET NO.	C4.0

Plotted: 2/7/2022 12:34 PM by Jean Cumlat
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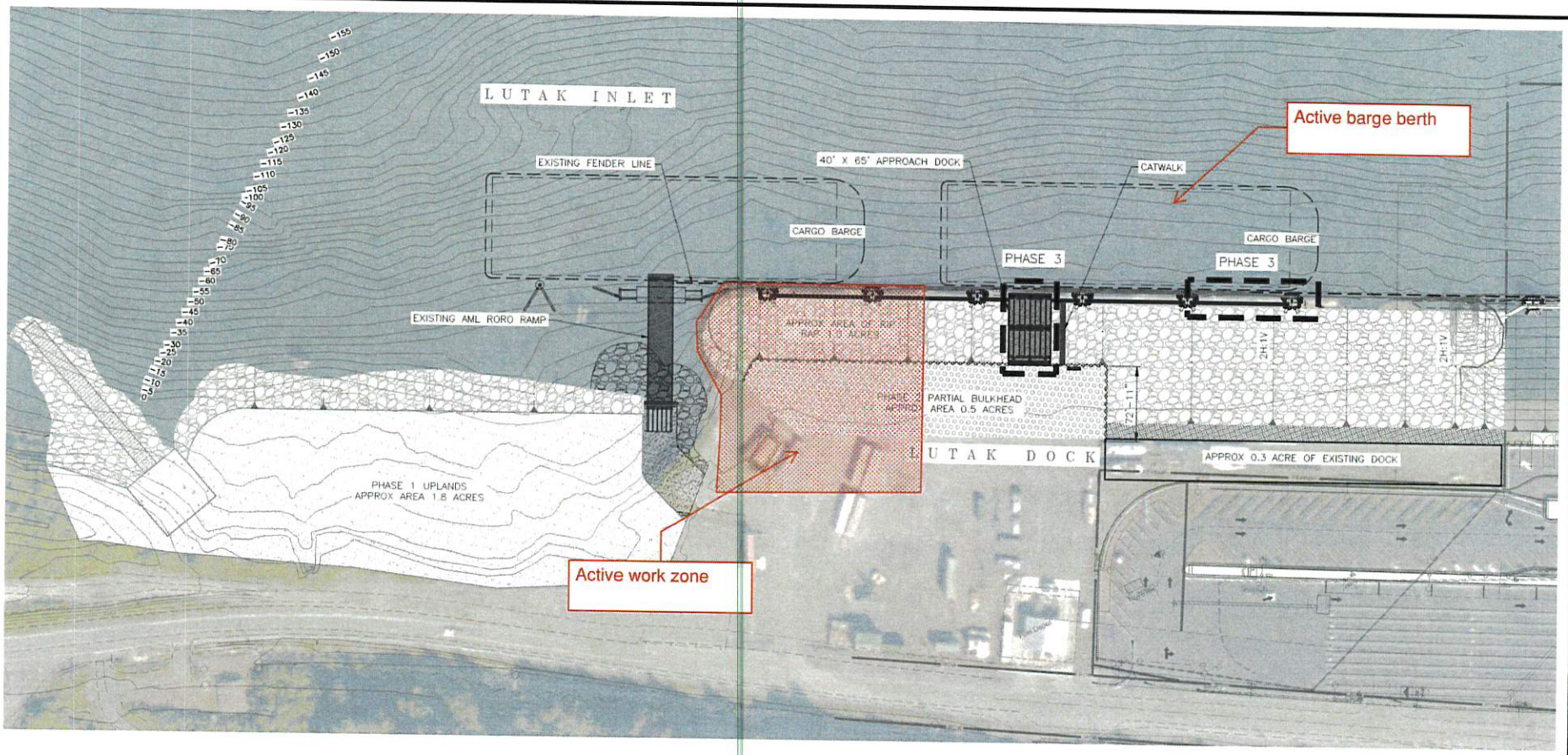

Construction Phasing - Part 2

0 50 100
FEET

PROGRESS SET
NOT FOR CONSTRUCTION

R&M CONSULTANTS, INC.
9101 Vanguard Drive
Anchorage, Alaska 99507
rmconsult.com• email@rmconsult.com
phone: 907.522.1707 • fax: 907.522.3403
CORPORATE AUTHORIZATION NUMBER AECC111

Haines Borough
LUTAK DOCK STUDY

No.	Description	Date

Drawn by: JVC
Checked by: JCD
Date: FEBRUARY 2022
Phase: PRELIMINARY
Project No: 2898.01
SHEET TITLE: PHASE 3 SITE PLAN
SHEET NO: C4.0

Plotted: 2/7/2022 12:34 PM by Jean Cumiat
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II. PRICE PROPOSAL FORM

Western Marine Construction, Inc.

Finalist Name

Having carefully examined the Request for Proposal (RFP) for Design-Build Services for the Haines Borough, Alaska Lutak Dock Replacement Project, issued June 17, 2022, and Addenda numbers 1 through 2, and the Agreement, the undersigned Design-Builder proposes the following Commercial Terms for the Project:

A. Design-Builder Lump Sum for Overhead and Profit that will is proposed to be inserted into Section 6.2.1 of the Agreement: Twenty thousand dollars ($ 20,000)

B. Phase 1 Not To Exceed Amount (not scored)

The proposed Phase 1 Not to Exceed Amount is $ Six hundred eighty five thousand dollars ($ 685,000)

C. Key Team Member Hourly Rates (not scored)

The Hourly Rates for Key Team Members are as follows:

Key Team Member Hourly Rates

Name	Position	Hourly Rate Preconstruction	Hourly Rate Construction
Kriss Hart	Project Executive	$75	$75
Julian Koerner, PE	Project Manager	$75	$75
Patrick McHugh	Superintendent	$75	$75
Garret Gladsjo, PE	Design Manager	$156	$156
Keith Mobley, PE	Geotechnical Manager	$225	$225
Ryan Bare	Environmental Manager	$115	$115
Brad Ginn, PE	Marine Structures Lead	$185	$185
Shane Hooten, PE	Fuel System Design Lead	$200	$200
Pat Gorman, PE	Electrical Design Lead	$200	$200
Kelly O'Neill, PLS	Survey Lead	$150	$150

PROPOSAL GUARANTEE

The undersigned hereby agrees that this Proposal may be accepted by Haines Borough anytime within ninety (90) calendar days immediately following the date indicated herein below, and the undersigned further agrees to submit a fully executed Agreement prior to the issuance of the Notice to Proceed that includes the Commercial Terms proposed in this Price Proposal Form.

PROPOSAL FROM:

Western Marine Construction, Inc.
(Finalist Firm Name)

Kriss Hart 7 / 15 / 2022
(Authorized Representative Signature and Date)

Kriss Hart, President
(Representative's Printed Name and Title)

CONE15
(State of Alaska Contractor's License No.)

Alaska Business License # **14457**

Alaska Department of Commerce, Community, and Economic Development

Division of Corporations, Business, and Professional Licensing
PO Box 110806, Juneau, AK 99811-0806

This is to certify that

WESTERN MARINE CONSTRUCTION INC

2775 HARBOR AVE. S.W., SUITE A, SEATTLE, WA 98126-2138

owned by

WESTERN MARINE CONSTRUCTION INC

is licensed by the department to conduct business for the period

December 21, 2020 to December 31, 2022
for the following line(s) of business:

23 - Construction

This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.
It is not transferable or assignable.

Julie Anderson
Commissioner

Lutak Dock Replacement

Request for Proposals ("RFP")
Design-Builder

Pacific Pile & Marine

P | N | D ENGINEERS, INC.

HAINES BOROUGH ALASKA

Pacific Pile & Marine, LP
4753 West 80th Ave
Anchorage, AK 99502

Chris Willis
P 206.331.3873
chrisw@pacificpile.com

Management Proposal

Technical Submission - July 15, 2022

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Pacific Pile & Marine, LP
4753 West 80th Ave
Anchorage, AK 99502

T: 907 276-3873
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www.pacificpile.com

COVER LETTER

July 15, 2022

Haines Borough
Public Facilities Office
PO Box 1209

Subject: Lutak Dock Replacement - RFP Design-Builder Management Proposal

Attention: Carolann Wooton
Contracts & Grants Administrator

Ms. Wooton and the Haines Borough Review Team:

Pacific Pile & Marine (PPM) and our design partner, PND Engineers (PND) are thrilled to submit our response for the Haines Borough's Lutak Dock Replacement Project. PPM and PND, referred to herein collectively as the PPM/PND Progressive Design-Build Team (Team), have closely collaborated on numerous projects over the past **25 years** and bring a deep understanding of the Progressive Design-Build process that will allow us to execute this project safely and efficiently. Our Team is intimately familiar with the project and site and have successfully delivered critical waterfront infrastructure projects similar in nature throughout Alaska over the **past 30 years**.

PPM has decades of experience installing and removing sheet pile circular cells and bulkheads and pile-supported piers in remote areas of Alaska. PPM has successfully delivered **more than $300M in alternate delivery projects over the past 10 years** as well as delivered more than $400M of Alaska marine and highway infrastructure projects during that period. PND brings more than 40 years of expertise and experience successfully designing thousands of marine projects, including several projects in Haines.

The Progressive Design-Build delivery model will allow our Team to leverage our extensive experience to provide innovative solutions and collaborate closely with all stakeholders to meet the Project's goals. Our Team understands the importance of producing an effective design within budget while meeting the permit and schedule restraints. We believe in a "Project-First" approach and are committed to open and honest communication. Our Team is committed to designing and constructing a dock that maximizes safety, reduces interference with on-going operations, creates value for all stakeholders involved, and meets or exceeds the Project's goals:

- Design and Construct a Dock that maximizes the Program Requirements within the Limited Budget
- Execute a successful, collaborative Progressive Design-Build process to produce the envisioned project
- Provide efficient pricing and schedule
- Comply with Legal Requirements
- Design and Construct for Safety

Our Pre-Construction Team will be led by Chris Willis supported by Chris Lundfeldt, John Demuth and Dick Somerville. Chris Willis was heavily involved in estimating and pre-construction services for the recently completed $30M CM/GC Palmer Pier Replacement in Antarctica as well as the $150M CM/GC Seattle Multimodal Terminal at Colman Dock, an on-going marine heavy civil marine project involving the replacement of the existing structure with a pile-supported, concrete pier. Both projects required extensive front-end pre-construction services including constructability reviews and producing 35%, 65% and 95% open book estimates as well as the final cost proposal.

Chris Lundfelt was directly involved in both the pre-construction and construction phases of the Palmer Station Pier Replacement. With over 30 years of experience constructing similar projects, Chris was instrumental in providing value engineering and constructability

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input at each stage. John DeMuth also brings significant expertise with over 33 years of experience in engineering development, design, and construction management of waterfront facilities in Alaska. Dick Somerville further bolsters John's expertise with over 40 years of civil engineering and project management experience in with an emphasis on planning, permitting, site investigations, design, construction inspection and contract administration in Alaska.

PPM requests two changes to the proposed Team for this project. Aaron Athanas will replace Randy Downing as the Mechanical Design Lead. Aaron has over 20 years of experience in mechanical engineering experience in the Alaska region and extensive knowledge of the arctic environment. Aaron will be responsible for mechanical engineering providing demolition plans, fuel system design, and coordination with civil and electrical designers as necessary. Aaron's resume is included in this proposal.

- Name: Aaron Athanas, P.E.
- Address: Great Northern Engineering – 137 E. Artic Ave, Palmer, Alaska 99645
- Telephone: (907) 306-0449
- Email: aathanas@gne-ak.com

Torsten Mayrberger will be added to the Team as the Geotechnical Lead. Torsten has been working in Alaska for more than 35 years, translating to a deep knowledge of the conditions and challenges presented throughout the state. Mr. Mayrberger has 18 years of geotechnical engineering experience involving large, remote, arctic, and marine geotechnical investigations, as well as deep foundation design in non-permafrost and permafrost soils, marine environments, and rock mass structures. Torsten will oversee the project's geotechnical investigations, analysis, and reporting for the design team. Torsten's resume is included in this proposal.

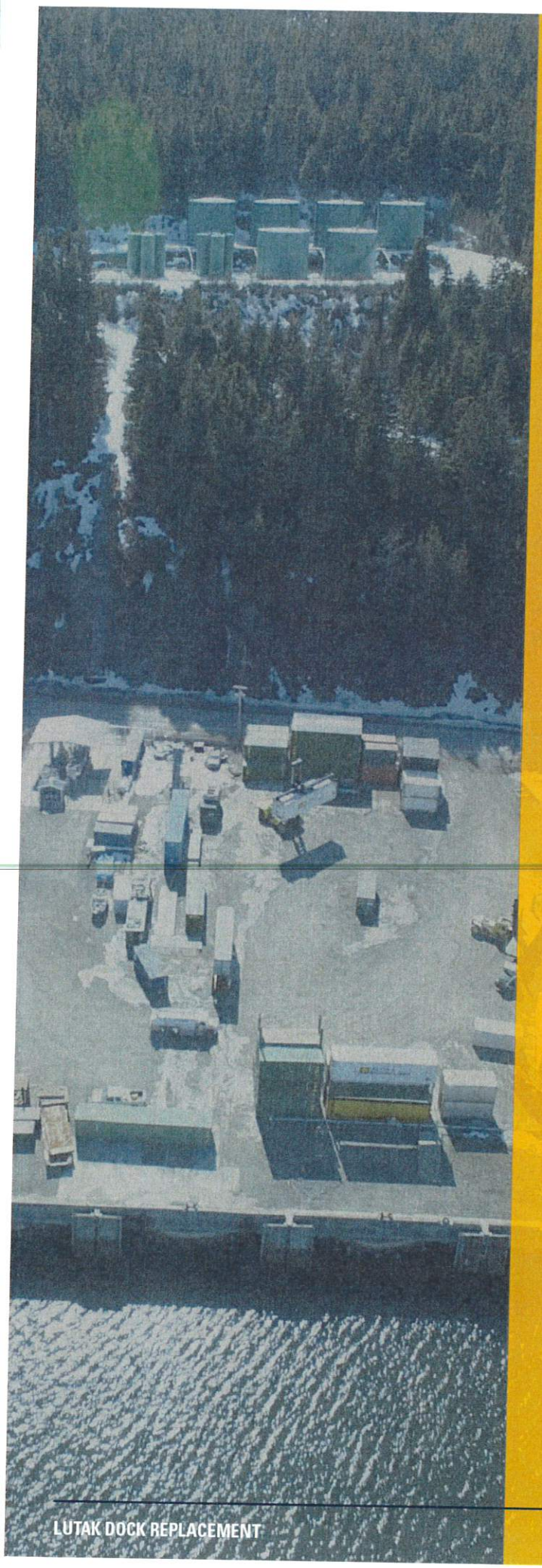
- Name: Torsten Mayrberger
- Address: PND Engineers – 1506 W 36th Ave, Anchorage, Alaska 99503
- Telephone: (907) 561-1011
- Email: torsten@pndengineers.com

Our Team has the expertise and experience necessary to exceed the Project's goals and will bring exceptional value to both the design and execution of this work. Utilizing our Team's knowledge of the work and experience with the Progressive Design-Build process, we will be able to readily identify, mitigate, and manage risk at every phase of this project.

Should you have any questions or concerns, please contact the undersigned below at (206) 331-3873.

Respectfully,

Chris Willis
206.331.3873
chrisw@pacificpile.com



Contents

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1 OVERALL MANAGEMENT APPROACH

1.a Management Approach to the Project

Our Team will work collaboratively with the Haines Borough (Borough) and Project Stakeholders to progress the design and develop the Final Basis of Design (BOD) documents, Project Schedule, and Guaranteed Maximum Price (GMP) within the Project Budget.

To accomplish this, we will proceed as follows:

- **Start Up Meeting**: Following award, our Team will ask the Borough to set up a Start Up meeting at Site. Despite the capabilities of teleconferencing and other technologies that make successful interfacing remotely possible, it is important for the Project Team (inclusive of the Borough, Stakeholders and PD/B Team) to meet in-person in Haines and discuss the tasks ahead. This is expected to be a two-day meeting. The meeting agenda will include items to discuss the design concepts currently envisaged, the schedule, listen to Borough and Stakeholder input and agree on the timetable for key elements of the Phase 1 Schedule.

- **Weekly Meetings**: The Project Team will establish a time for a weekly meeting and establish an initial agenda for the recurring weekly meeting. This weekly meeting will be where the Project Team collaborates on the progress to date, any challenges and issues that have been identified, and make decision to progress the work to achieve the Project Milestones agree upon.

- **35%, 65%, 95% Design/Cost Milestone Review Meetings**: The Project Team will review the initial Phase 1 design schedule and agree upon the post milestone review meetings. These one to two day meetings are usually conducted at Site and review the design progress (drawings and specification development), the estimated cost of the work to date (D/B cost estimate and risk analysis), and the main challenges and issues that have been identified.

- **Working Sessions**: During the Phase 1 design and cost development, there will be items that require more input than can usually be accomplished during the weekly meetings. For instance, permitting issues will be crucial to this project and our Team will set up working sessions with the necessary members of the Borough and Project Stakeholders to more fully discuss and troubleshoot these tasks.

- **Clearly Defined Roles and Responsibilities**: Within the PPM/PND Team, specific responsibilities have been established for the Phase 1 goals.

Chris Willis shall act as the Team's Project Director. The design and construction team will report to him. He will be responsible for directing the Team to produce the Final BOD documents, Project Schedule, and GMP within the Project Budget. He will also manage the estimating team for producing the milestone estimates and be the contract authority for negotiation and finalizing the GMP.

Dick Somerville shall act as the Team's Engineering Quality Control Manager and is tasked with ensuring the design and construction elements will be done to the highest quality to meet the Project's goals.

John DeMuth shall act as the Design Manger and will manage the production of the drawings and specifications through the initial conceptual phase leading to the Final BOD. The PND structural, geotechnical, and permitting engineers will report to John.

Stewart Willis will be the Project Manager for the Construction Team working with the Superintendent, Chris Lundfelt, to develop the means and methods for constructing the project and developing the Project Schedule with the design, estimating, and scheduling team.

All of the Management team listed above will attend the Start Up meeting, the weekly meetings, the milestone reviews, and participate in working sessions as needed.

- **Collaboration**: Effective collaboration requires a dedicated, intentional approach and needs to be managed. During the Phase 1 development period, many challenges may be identified that will require problem solving by the entire Project Team. Our Team will be instrumental in identifying these challenges and providing professional, clear, and accurate information throughout the process so that decision-makers have the necessary information to make the best fiscal and operational decisions for the Project. We are confident that our extensive experience on previous progressive design-build projects and the quality of the team we have assembled will enable us to excel at accomplishing this task.

1.b.i Approach to Creating a Collaborative Environment and Exceed Project Goal #2

The delivery of quality and value to the Haines Borough is our Team's guiding principle. To achieve that goal, it is paramount that we develop and utilize a collaborative relationship with the Borough and Stakeholders in an effort to exceed the Project goals.

Our Team has extensive experience working hand-in-hand with communities throughout Alaska and are very aware of the inherent desire for community members to roll-up their sleeves and get involved in the development of a local project. For this project in particular, our Team recognizes the importance of having a safe, functional, cost-effective port facility to accommodate a variety of vessel operations to support consumers and industrial activities throughout the region for decades to come.

The process to accomplish this begins by building on the successful relationship our Team has already established over the past 30-40 years with the community of Haines. We believe early, open and honest communication is essential for overall Project success. We will work diligently to facilitate a teaming approach for identifying potential risks, discussing options to mitigate them, and resolving any hurdles that may arise during the project design and construction. Our Team's preference will be to launch this project by collaborating in an in-person Start Up meeting with the Borough and Stakeholders, complemented with a thorough Site visit. Alternatively, at the Borough's discretion, we can facilitate this initial step as a video conferencing and select alternative means to capture the necessary data points. The objective will be to introduce individual members of our Team, foster an open dialogue about the Project goals and challenges and the Project Team's abilities to meet those goals and challenges. We intend to wrap-up the meeting by discussing immediate and short-term goals in an effort to expedite the development of this essential, long-awaited project.

The RFP specifically requires that our Team validate the "Initial Basis of Design" which primarily consists of the concept drawings included in the RFP documents developed from Stakeholder and community input thus far. Our Team has already spent considerable time reviewing the documents and identifying key elements critical to the success of the project. Our Team will coordinate with the Borough to identify and discuss potential risks, regulatory and funding requirements, existing site information and the potential for obtaining additional site information in an effort to mitigate the risks so we can provide the Borough with a solid, vetted design and accurate pricing for project costs and early procurement of materials.

1.b.ii Approach for Outreach to Stakeholders and Incorporating their Input

As part of this process, we will further engage Stakeholders and the community by establishing a Project-specific website that is regularly updated to serve as an avenue for Stakeholders and the public to be kept informed with regard to meetings, schedule, design, and progress.

We will also coordinate with the Borough to schedule and conduct workshops that will serve to engage the interests of participants and maximize opportunities for discussion through an efficient, interactive format – either in person or with video conferencing. As part of this process, we will collaborate with the Borough to develop detailed questionnaires that solicit the specific information necessary to confirm user group operations, operational constraints and/or requirements during construction and additionally serve to assist in developing the Final BOD documents for a successful project that will function and be constructed as the community expects.

Input from the workshops and responses to the questionnaires will be summarized, and our Team will work with the Borough to review and prioritize the results to maximize the Project goals and determine what will be incorporated into the final design scope of work. This strategic interaction with the community will serve to expedite the design development as necessary to facilitate the permitting process.

The teamwork employed to expedite the design development will function well to engage the Federal Agencies as early as possible through preliminary consultation where informed discussions can be initiated regarding design and construction of the project. This is critical to advance the project as quickly as possible as the agencies will acquire familiarity with the project and the permitting process will be accelerated due to many typical questions and concerns being addressed during the preliminary consultation.

The public process and stakeholder engagement are crucial to the construction of public infrastructure and should simultaneously advance and even improve the project. However, should there be undue opposition from private interests or regulatory agencies, our Team can consider engaging a lobbyist at the direction of the Borough.

Design submittals at 35%, 65%, 95% and 100% will benefit from comprehensive working sessions with the Borough to collectively discuss and make key decisions regarding design, construction, costs, schedule, quality, durability, operability, functionality, and service life.

Personnel for PND's design team are located primarily in Juneau with assistance from the Anchorage office. Personnel for PPM's construction team are located primarily in Seattle with assistance from their Anchorage office.

2 MAXIMIZE DESIGN WITHIN LIMITED BUDGET

2.a Approach to Exceeding Project Goal #1

- **Verification of the Existing R&M Project Concept, Phasing and Project Budget**: Task one is to review the existing design concept produced by R&M issued in Addendum #2. This review needs to occur with the Project Team at the Start Up meeting. The verification will involve agreeing to the initial project concept, design phasing, and schedule as outlined and then revising the concept, if required, and producing a 35% set of drawings and specifications. Our Team will then produce a 35% cost estimate based upon this information. This 35% stage is to provide the Borough with the information to make decisions necessary for the next stage of the process to progress. The 35% milestone usually produces a "menu" of concepts and associated costs that the Owner and Stakeholders can refine and focus in on the concept that meets their ultimate operational and fiscal goals.

- **Productions of 65% Design and Cost Package**: From The 35% conceptual package, the Borough will direct our Team to progress design development upon an agreed upon 35% concept. This is a very important stage as permitting usually begins with an agreed-upon 35% design and often relies upon 65% design to provide critical details for final agency agreement. This requires sufficient accuracy at the 65% design that no major changes will occur to upset the receipt of final permits. At this stage, the cost estimate is becoming more accurate and concentrating on the main cost elements of the project. A risk matrix has been developed identifying the major risks and initially specifying ownership (the Borough, our Team, or shared) and jointly discussing and problem solving to reduce and mitigate. The cost estimate is produced open book and the means and methods, project materials, productivities, subcontract costs and phasing will be discussed in detail with the Project Team. At the 65% review meeting, the Project Team will collaborate on solving any operational or design issues, discuss any further innovations to reduce project costs, and make any decision necessary to keep the project within the established Budget. Following the 65% review meeting, the 65% design package will be amended as necessary and the Borough will instruct the Team to proceed to the 95% design development stage.

- **Production of the 95% Design and Cost Package**: By this stage, the Project design, planning and cost estimation is nearing completion and the Project Team will collaborate on a final full understanding of the Project plan to enable the Team to proceed to the GMP stage of the process. At this milestone, the main design elements are finalized and the risk matrix has been sufficiently discussed in detail with the allocation of risk agreed to. Any project contingencies have been identified and agreed upon and the terms and conditions of the eventual Phase 2 contract have been initially negotiated between the parties. The Borough will have been given accurate cost information and cash flow forecasts and any final challenges or uncertainties are presumed to have been collaboratively solved by the Project Team.

- **Production of the Final Basin of Design, Project Schedule and GMP**: This is the final stage where the design is developed to 100% Issued for Construction (IFC) and the Team has negotiated a GMP for the work identifying a mutually agreed upon GMP, project contingency, and schedule for the Work.

- **Open, Accurate Cost Development**: Fully optimizing the opportunities inherent to the Progressive Design-Build process requires open and honest communication combined with competency and experience. Our approach is to provide that level of service from the start. In line with that level of transparency, we have included the full estimate recap within in the Price Proposal submission.

2.b Strategies and Design Ideas for Exceeding Project Goal #1

a. Cost-benefit analysis for a variety of bulkhead wall types.

   i. MSE Wall

   ii. Combi-Wall

   iii. Open Cell Wall

b. Cost-effective and efficient Dolphin Design

   i. Pile Cap Design

      - Minimize bending moment in piles- reduced pile size required.
      - Incorporate batter pile guides for ease of construction.

ii. Spin-Fin Pile Tips reduce pile driving time and therefore underwater sound impacts.

iii. Fender System Design

- High energy capacity
- Minimal maintenance and ease of maintenance

c. Cost-effective and Efficient Launch Ramp Design

i. Precast Concrete Planks

ii. Sleeper Design - anchor planks and maintain spacing

d. Permitting Innovations

i. Efficiencies in permitting timeline resulting from early coordination with agencies regarding potential project impacts and proposed mitigation measures.

ii. Utilization of a lobbyist if stakeholder engagement and early agency coordination do not fully remove undue roadblocks to project approvals.

e. Reuse of Materials

i. Recovery of existing armor rock and fill materials from the existing dock for beneficial reuse on the project.

f. Materials Procurement

i. Early identification of permanent materials will allow for the pre-ordering of the raw materials needed for the project, locking in pricing before the design is finalized.

ii. Strategic Partnerships with local materials providers.

- Colaska (Southeast Road Builders)

The collective experience of our Team with designing and constructing marine and waterfront projects in Alaska and our background of successfully working with the Haines community over several decades will provide the Borough with a proven avenue to make this long-awaited project a successful reality.

Specific design strategies and ideas include the following:

- Utilize our design team's extensive experience in evaluating site conditions and performing efficient, effective stability analyses of large waterfront fill areas and conducting the met-ocean analysis required for correctly sizing armor rock. Design will be efficient and effective. Our Team has more waterfront and marine experience in Northern Lynn Canal and specifically Haines than any other team. Our combined knowledge of geologic and wind/wave conditions in Haines will ensure the Borough receives the best design in terms of suitable use of local materials, seismic stability, durability for operations and wind/wave environment, and ease of construction.

- Apply our design team's acquired experience in design of boat launch ramps with efficient, effective ramp design elements. Our design team has worked with ADFG for many years to develop cost-effective boat launch designs that have been constructed throughout the State. Our design team has more experience with boat launch facilities in Alaska than any other firm in Alaska. The Borough will benefit greatly from this experience.

- Employ our design team's unparalleled knowledge and experience in the design of mooring/breasting dolphins and fendering systems. Our team has designed and constructed dolphins for a wide variety of applications including the cruise industry, oil and gas industry, cargo industry and the logging industry. We understand how best to configure the dolphin piles to minimize imposed loads and incorporate prefabricated elements into the dolphin cap that facilitate construction. PND also sees potential for their proprietary Spin-Fin technology to provide an efficient, cost-effective design that reduces the pile lengths required to potentially eliminate the need for rock anchors when shallow bedrock conditions exist. Additionally, a reduction in pile lengths and minimizing pile loads will ultimately reduce the total amount of sound transmission which the Federal agencies look upon favorably when reviewing the IHA permit application.

  » We have a catalog of fendering designs that have the capacity, durability, and low maintenance characteristics necessary to provide the Borough with an effective, sustainable system for safely berthing vessels at the facility.

- Effectively use our design team's wealth of experience in design and construction of various bulkhead wall types. Our Team will work with the Borough to conduct cost-benefit analysis and evaluate the best option. Criteria will include load capacity, material cost and availability, lowest maintenance costs, durability, service life, permitting considerations and ease of construction.

2.c Challenges in Developing the Design

Primarily due to financial limitations, the current concept drawings included in the RFP represent a facility layout that is significantly simplified compared to past concepts and more closely aligns with the Borough's financial parameters. Given these constraints, our Team considers the following as challenges to developing the final design for this project.

- Finalizing the BOD and establishing a scope of work that incorporates all Stakeholder and public input while also meeting the needs of all user groups within the established budget. Addressing this challenge will require the level of experience and leadership our Team processes to closely collaborate with the Borough to evaluate, prioritize, and incorporate input to the maximum extent possible after careful consideration of costs and budget constraints.

- Obtaining current, accurate site information that includes topographic survey, bathymetry survey, geophysical survey, and strategic bore holes within the established design budget. Our Team will address this challenge through development of an efficient, effective field investigations plan designed to maximize information collection efforts (personnel, equipment, work plan, scheduling, etc.) and minimize costs.

- Impacts of global supply, supply chain, inflation, and fuel prices influences the cost of materials and the costs associated with fabrication, delivery, and construction costs for the project. We will address this challenge by maximizing efficiencies in the design of key, costly project elements so that strategic, significant cost savings can be accomplished. For example, there are many options for design of the dolphins. The load capacity, size, and number of piles required to achieve that load requirement, how to address shallow bedrock in a cost-effective manner, the type of fender system and its construction will all play a role in being able to design for maximum cost savings. Our Team's design-build collaboration capabilities enable us to prioritize specific project elements such as dolphin and approach dock piles and advance the preliminary design of those elements to enable the procurement of steel coils that will eventually be used to fabricate the piles. Finally, our Team will leverage long-standing relationships with steel suppliers, fabricators, and local shot rock and armor stone suppliers in order to further minimize costs and yield the best value for the Borough.

2.d Communication and Collaboration with Owner Staff and Stakeholders

As previously noted, Borough and Stakeholder communication and collaboration will in part be conducted through a series of project meetings and workshops held in-person and/or via an agreed upon telecommunication platform such as Microsoft Teams or Zoom. There will also be a public-facing Project information site for interested parties to remain apprised of approved updates. Stakeholder workshops including questionnaires to compile input will be utilized to capture design and operational feedback to be incorporated as agreed by the Project Team.

Effective communication is inextricably linked to proactively setting expectations and identifying approved channels and preferred mediums to ensure a consistent, transparent flow of information. This is further aided by fostering a shared approach to Partnering and Risk Management. Appropriate Project controls will provide a framework to facilitate the level of communication and collaboration needed to exceed the Project goals. Several of these tools will include:

- Risk Register - used to identify and develop potential areas of concern or cost items with less certainty to focus on during pre-construction
- HCSS HeavyBid - estimating software used to generate detailed estimates and associated cost reports
- Viewpoint Team - project management platform for tracking and progressing items as well as document control
- Microsoft SharePoint - alternate project management platform
- Microsoft Teams - telecommunications platform for collaboration and web conferencing
- Zoom - alternate telecommunications platform

Even with project controls in place, good communication requires a certain diligence and early alignment towards relationship building. Our Team has not only the skills and tools but the desire to effectively integrate the Borough and Stakeholders to allow all parties the opportunity to contribute to the success of this Project.

3 PROJECT CONTROLS, COST TRACKING AND GMP DEVELOPMENT

3.a Three Strategies for Exceeding Project Goal #3

- Strategy #1: Our Team will produce our cost estimate using our established estimating procedure which includes

the use of HCSS HeavyBid estimating software. The estimate will be based upon a mutually agreed Work Breakdown structure (WBS) that follows the R&M cost estimate WBS so that comparisons between the 35% Verification cost estimate and the R&M cost estimate included in Addendum #2 can be easily reviewed and any differences investigated and discussed.

- Strategy #2: Our Team's cost estimate will be open book and be sufficiently detailed so that cost elements can be shared with the Owner's team and easily understood and reviewed. All subcontractor and material supply quotes received during the cost estimation process will be copied to the Borough. The cost estimate will be given to the Borough in a timely manner and reviewed in detail at each post milestone review meeting.

- Strategy #3: At the 35% Verification Stage, our Team will establish a risk matrix to identify project risk, identify whom is responsible for each risk contractually, quantify the potential cost and discuss how to eliminate or mitigate the risk item. This risk matrix will be updated at each Design and Cost Package Milestone and the result of elimination and mitigation discussed and agreed. This strategy will result in a clear understanding of the risk issues and lead the way for incorporation into the final GMP.

3.b Processes and Tools for Monitoring, Reporting and Managing Cost

Our Team has a long history of working together on design-build projects. Both PPM and PND boast an experienced, highly qualified, and communicative staff. Our Team will be comprised of estimators, superintendents, project managers, schedulers, and all appropriate design disciplines.

Our Team will coordinate with targeted subcontractors to assist in the design. Daily coordination and targeted collaborative meetings will steer the design towards the most economical and timely design.

PPM estimators will provide daily feedback to the PND design team offering historical costs and supplier rough order of magnitude (ROM) pricing during the design concept phase. This approach will allow our Team to minimize construction costs and ensure the project schedule aligns with the Borough's expectations.

Our Team will meet with the Borough weekly to provide updates on design and construction budget as they progress. Additional communication will occur as needed to relay critical information as it becomes available and/or design direction needs to be made. One of our Team's internal measures of success will be to optimize the design-build process for the timely and transparent exchange of critical information.

PPM will utilize HCSS HeavyBid estimating software to estimate this project. This software allows for detailed cost reporting by construction category (i.e. labor, equipment rental, permanent materials, subcontractor costs, etc.). These reports will be made available to the Borough.

PPM will utilize Oracle P6 scheduling software to develop the Project's CPM baseline schedule. This allows PPM to develop a detailed WBS to properly sequence work activities through logical relationships. PPM's scheduler will work alongside the estimating team to provide real-time schedule feedback.

Monthly billing detailing all the hours and costs during that period will be produced monthly. The Not to Exceed (NTE) number will be based upon the Level of Effort defined in this proposal. If the level of effort is increased by the Borough, a change may be requested with the supporting information to be approved by the Borough.

The primary challenges in establishing the GMP include a full understanding of the permitting, geotechnical conditions, safe demolition process, and fast-tracked design process to meet the Borough's schedule - all of which we believe to be achievable through collaboration.

The differentiating resources of our Team include the extensive previous experience PPM and PND have working together as well as PPM, PND, and the Borough having successfully completed several projects together. PPM and PND's team leaders have 90 years of combined experience. Our Team has the equipment and available manpower in Southeast Alaska to begin right away. And our Team is supported by one of the best permitting engineers in the industry.

3.c Phase 1 Level of Effort

The Phase 1 Level of Effort (LOE) is a collaborative effort between PPM, PND, the Borough, and Project Stakeholders. The Phase 1 LOE is comprised of many different tasks beginning with Preliminary Engineering & Conceptual Design.

Preconstruction Design and Estimating

Geotechnical Investigation

- Investigation would provide information for the analysis of global and internal stabilities of the dock, liquefaction potential of foundation soils, pile design and drivability, and depth to bedrock.
- PND proposes to advance nine boreholes, 6 boreholes to a depth of 65 feet and 3 boreholes to a depth of 100 feet, distributed throughout the project area.
- Samples will be sent back to PND's AASHTO/ASTM accredited soil testing lab to verify field observations and characterize engineering properties. Graphical subsurface cross-sections will be provided based on this collected data.
- Depth to bedrock or bedrock profile and updated bathymetry will be characterized by a boat-towed geophysical survey.

35% Design Review and Submittal

- Our Team will perform the proper site investigation to begin design.
- Our Team will review the existing design concepts provided by R&M to verify feasibility of design and schedule.
- Once confirmed, PND will provide 35% design drawings and technical specifications.
- PPM will provide a 35% cost estimate based on drawings provided by PND.
- Our Team may provide multiple design concepts and associated costs at this phase for the Borough and Stakeholders to make decisions as the design progresses.
- Complete 35% submittal package (Drawings, Estimate, Schedule) will be provided to the Borough for review and public comment at the end of this phase.

65% Design Review and Submittal

- PND will provide further detailed drawings to the 65% level and address comments from the Borough based on the 35% submittal. A design concept should be decided upon at this stage.
- PPM will price updated drawings and revise schedule to reflect changes made in this phase.
- Complete 65% submittal package will be provided to the Borough for review and public comment at the end of this phase.

95% Design Review and Submittal

- PND to create 95% design drawings incorporating comments from 65% submittal and main design elements are finalized.
- PPM to price updated 95% drawings and revise schedule.
- Risk allocation is agreed upon at this stage.
- Complete 95% submittal package will be provided with more detailed information on cost and cash flow forecasts.

IFC Drawings GMP Negotiation

- PND will now have enough information to complete and stamp IFC drawings.
- Stamped drawings will be reviewed by PPM for final pricing.
- Final price and drawings will be presented to the Borough.
- Our Team and the Borough will negotiate a GMP contract to perform the work and enter into the Phase 2 Amendment.

Design Meetings and Workshops

- Our Team will have weekly meetings with the Borough to discuss outstanding items, progress on drawings, and other design and estimating elements that need to be addressed.
- Design workshops are meetings to work through the major, complex work items on the project.

Permitting

Permitting is a key item in Phase 1 to be able to build the project. PND's permitting team is experienced in working with permitting agencies to secure permits for highly complex construction projects that may impact the environment. This phase is important because it will play a factor in means and methods, available working windows, marine mammal monitoring, and use of certain equipment. PND has an industry-

leading permitting team that will be instrumental during this phase.

- Acquisition of general permits through USACE, ADEC, and ADFG.
- Acquisition of Incidental Harassment Authorization (IHA) – major permit item that will assess the impact construction activities will have on marine mammals near the project.
- PND to provide Marine Mammal Monitoring and Mitigation Plan.
- PND to coordinate with NEPA and perform environmental assessments.

3.d Examples of Deliverables to Communicate the Development of Project Costs and Schedule

**Refer to Appendix for detailed breakdown of Phase 1 Level of Effort.*

The following are examples of the deliverables our Team will use to communicate the development of the project costs and project schedule to the Borough:

Design Phase

- Drawings and Specifications - refer to sample Seward Pier Replacement 35% Conceptual Document in Appendix*
- Cost Report - refer to sample Seward Pier Replacement 35% Estimate in Appendix*
- Schedule - refer to sample Seward Pier Replacement 35% Schedule and Schedule Narrative in Appendix*

**Single pages have been provided as a point of reference for brevity. Full packages can be made available upon request.*

Our Team will provide detailed cost reports with design drawings for each stage.

Our Team will provide a detailed summary report of expected and known project work and timing restrictions.

Our Team will provide a detailed summary schedule including narrative and report of key sequencing and means and methods to build the project safely and efficiently.

4 CONSTRUCTION MANAGEMENT, SEQUENCING, AND SCHEDULING

4.a Means and Methods to Achieve Efficiencies in Scheduling and Construction Sequencing

Upon Award of the Contract, our Team will immediately start design collaboration with the Borough. Keeping the Project goals in mind, our Team will optimize the design for cost and schedule to execute the work as efficiently as possible.

PPM will provide timely feedback on construction means and methods and historical and current ROM costs to PND to guide design features. As the design progresses, our Team will contact the permitting agencies to manage the securing of all required environmental permits.

PND has a superior understanding and successful track record of securing USACE and IHA permits and maintaining NEPA compliance. PND's permitting department will work integrally with the Team to relay expected permit conditions and the permitting timeline for the project. This will allow the estimators to accurately forecast construction costs based within the project's schedule duration.

Throughout the design process, elements will be refined in consideration of the execution to ensure timely delivery of the Project. Our Team will keep the Borough abreast as to material cost inflation risk and procurement lead times to minimize potential price increases and construction schedule material delays.

Upon mobilization to site, the Construction Team will immediately perform all baseline surveys and temporary environmental controls. Phase 1 demolition of the existing launch ramp will be followed by the construction of the new launch ramp and uplands area. Following completion of those activities, PPM will move on to Phase 2 of construction. Once PPM has demolished the existing structure all excavation, dredging, and disposal will be completed. With the site cleared, the new bulkhead, fill, rip rap, dolphins, catwalks, and utilities will be installed.

If awarded, PPM will then continue with Phase 3 of construction. The approach dock and additional dolphin and catwalk will be installed. The project will conclude with all close-out activities and demobilization from the site.

Should the Borough and terminal operations allow for it, PPM will condense construction sequencing to optimize the construction schedule by seamlessly transitioning from construction activity to construction activity independent of construction phase.

Throughout the design and construction process, construction means and methods will be used to guide the project schedule. Deconstruction and construction methods will be considered during the pricing and planning of the project.

Safety, environment considerations, and efficiency will be discussed in conjunction with pricing of design elements. For every major area of the Work, work plans will be developed showing sequenced layout drawings detailing the resources to be used. Included in the work plans will be equipment capacity charts, located pick points and centers of gravity, template designs, disposal plans, etc.

4.b Approach for Achieving the Performance Requirements and Optimizing for Quality

- Dick Somerville will act as the Design Quality Control Manager. Dick has extensive knowledge of the project and has worked for the Borough directly on many past projects and understands the quality requirements required.
- PND will perform fabrication inspection of all the major materials before they are shipped to the Project. This will include piles, structural steel, coatings and fender elements.
- PPM will produce submittal and shop drawings for review by the Borough and/or any identified Representative(s) during the course of the Project.
- The Specifications will identify all Quality Assurance and Quality Control (QA/QC) testing required during the execution of the project.
- PND will review all materials submittals and certificates of compliance for the materials on the project and the Field Testing results.
- PND will provide Construction Oversight of the construction process and ensure all construction meets the specifications.
- PPM will contract an independent testing agency to carry out all field testing required by the specifications.
- Commissioning of the Project will be handled by the Project Manager, Stewart Willis, who recently accomplished a large commissioning at the Port of Alaska on a major $83M project with many complex systems. A commissioning plan will be formulated and submitted detailing the testing, as-built information, Q&M manuals, Operational training, and information required for each part of the Project.

Quality control measures to keep the project on budget and on schedule will include a comprehensive set of quality review measures, checks, and counter-checks that will be performed on every deliverable. The process begins at the Start Up meeting to make sure all parties fully understand the project objectives, functional needs, and client expectations as well as potential issues and risks. Applicable codes and standards to which the technical review will be conducted will be verified. Design milestones and dates will be confirmed at this time. Regardless of which technical discipline or sub-consultant is performing the work, all documents produced and delivered to the Borough will undergo internal document checks prior to project milestones. These checks will include:

- Coordination Checks (inter-discipline checks)
- Technical Checks – Plans and Specifications
- Constructability Review

Prior to the release of deliverables, QA/QC checklists will be completed to document that the reviews have been accomplished, and responses to comments and outstanding issues have been adequately addressed to the reviewers' satisfaction.

In addition to the Start Up meeting, our Team will hold regularly scheduled coordination meetings throughout the design process to keep the Borough informed of progress and address any questions that may arise during the design process. The design team will also remain engaged throughout construction and will provide shop drawing/material submittal reviews, inspections at key milestones and problem solving as needed during construction.

Our design team's recognition and success in the industry for over 40 years is founded on sound project management and design QC programs. PND has a complete set of quality control guidelines and procedures for design, and if selected for the Lutak Dock project, our Team will submit a QA/QC plan for the Borough's review.

Quality Management Plan

DESIGN CONTROL PURPOSE AND SCOPE

Design control is intended to control project costs, schedule, and quality by ensuring that engineering designs are technically correct, in accordance with pertinent codes and regulations, and are constructible. This purpose is to ensure the following:

- Design specifications, regulatory code requirements, and engineering standards are correctly incorporated and applied to drawings, specifications, procedures, and instructions.
- Appropriate construction standards are specified in the design documents.
- Selection and review of materials and processes that are essential to construction are suitable.
- Design review and checking by appropriate licensed professionals are performed.
- All design documents are reviewed and approved in accordance with established QA/QC policies.
- Issuance and distribution of all design documents are properly controlled.

QUALITY CONTROL AND QUALITY ASSURANCE OF DESIGN

General procedures for the QC process for design shall include the following activities.

- Detail checking of all drawings and calculations prior to release of deliverables.
- Principal In Charge (PIC) technical review of drawings and calculations.
- Consideration of constructability, alternatives, and cost benefits.
- Verification that applicable quality levels and standards have been specified for the intended use, materials, and processes specified and appropriate to the application.
- Review of suitability for design methodologies, such as modeling and analysis.

QC checking of calculations, drawings, and other design documents shall be performed by a registered engineer with an appropriate level of expertise and adequate experience to perform the work being checked. The person shall be approved by the PIC. The reviewer may be the PIC or another designated engineer.

REVIEW AND DESIGN DOCUMENT APPROVAL

- Internal Design Review: The intent of internal design review is to establish that the design aspects have been adequately and accurately expressed, that the design is in accordance with applicable codes, standards, and regulations, and to verify the constructability and approach of the design. Design reviews shall be performed by the Design Project Manager, PIC, and independent project engineer.
- Quality Assurance Review Meetings: Design review meetings will be held at project milestones to coordinate between disciplines, reconcile comments, and establish direction for proceeding to the next level. Participants in design review meetings shall include our Team, subconsultants, Borough Representatives, and any necessary Stakeholders.
- Reconciliation of Comments: The Design Project Manager is responsible for the compilation and reconciliation of comments from all reviewers and transfer of the reconciled comments to the design team. Final reconciled comments submitted to the designers shall reference the appropriate drawing or specification, shall be clear and concise, and shall be non-contradictory. The designers shall prepare corrections/clarifications and responses to comments. Any comment that is not to be incorporated in the next phase of design must be approved by the Design Project Manager and PIC.
- Quality Assurance Project Approval: Approval for projects to proceed to construction shall be provided by the PIC. The Design Project Manager is responsible for obtaining appropriate approvals and signatures. All design documents, including drawings and specifications, shall be sealed by one or more registered professionals who are specifically approved by the PND Board of Directors.

QUALITY ASSURANCE/FIELD ENGINEERING SUPPORT

- During Fabrication: PND personnel will provide engineering support and QA inspections during material procurement and fabrication. All drawing changes and/or Request for Information (RFIs) that are generated during the fabrication phase shall be reviewed by the Design Manager to ensure any design modifications are complete, accurate

and that RFI's are adequately addressed.

PND will develop a submittal register to track submittals for all project materials. Mill certificates, cut sheets, shop drawings and other submittals necessary to ensure compliance will be reviewed by PND for conformance with Plans and Specifications. No project components will be ordered or fabricated prior to approval of the procurement submittals. PND will periodically visit the fabricators to review workmanship and prepare a report of those visits.

- During Construction: PND personnel will provide engineering support and QA inspections during construction. Qualified and certified inspectors will ensure that construction is conducted in accordance with the design documents, and constant communication with PPM will be maintained to clarify design intent for critical project elements. Pile driving will be monitored to verify design loads are being achieved. Materials testing will be performed by certified PND personnel as needed. Daily construction inspection reports with representative photos will be produced by PND to document construction activities.

All drawing changes and RFIs that are generated during the construction phase shall be reviewed by the Design Manager to ensure any design modifications are complete and accurate and that the RFI's are adequately addressed. A close-out punch list will be generated in collaboration with PPM and the Owner and items identified will be completed prior to final completion and commissioning of the project.

4.c Approach to exceed Project Goal #5 to Maximize Safety During the Work

The safety and well-being of our workforce, partners, and the surrounding community is and always will be our first priority. This begins at the design stage when considering the execution of the work and designing to reduce safety concerns and health risks associated with and challenging execution. Designing for Safety (DfS) follows principles associated with systematic risk management, product life cycles, project controls, information transfer, and incorporating elements of design to enhance safety during the construction phase.

PPM utilizes tools such as HCSS Safety to conduct toolbox meetings, reporting, and capture safety metrics to track leading and lagging indicators. PPM follows a behavioral-based approach to behavior believing there is always an opportunity to improve and a lesson to be learned to apply moving forward.

Our attitude of continuous improvement has allowed us to keep safety and quality at the forefront of all design and planning discussions. These discussions will be utilized during constructibility input for design.

Safe design will integrate hazard identification and mitigation paired with risk assessment based on management of the Risk Matrix that will be advanced during Site investigations.

Our approach will be enhanced through ample pre-planning prior to execution of the work as well as continuous 'check and confirm' hold points throughout construction to discuss the plan and verify all parties understand and support the plan and no betterments are identified for further consideration and vetting.

Methods such as these are attributable to the success of similar projects such as:

- $14.1M Dakota Creek Industries Shipyard Redevelopment [450-ft Open Cell Sheet Pile Bulkhead and 14,800 SF pile-supported pier using alternate delivery contracting including *design-build* elements performed by PND]

- $10.3M Hebgen Dam Cellular Cofferdam [*design-build*, emergency deep intake structure in environmentally sensitive headwaters involving construction of a closed cell cofferdam and tensioned rock anchors comprised of 36-in diameter shafts]

- $33.3M Palmer Pier Replacement [CM/GC pre-construction services and construction contract to remove the existing sheet pile bulkhead with a new pier on Anvers Island, Antarctica]

4.d Identify the Challenges and How the Team will Address those Challenges

The biggest challenges this project faces are: Permitting, Geotechnical Design, and Demolition of the Existing Sheetpile Cells.

Though there are currently unknowns associated with all these challenges, our Team will develop and execute a plan to quickly decipher the necessary answers required to make this project highly successful for the Borough and its Stakeholders.

Our Team will work with the Borough and the permitting agencies so all parties understand the construction scope and the environmental concerns and regulations.

Discussion topics will be:

- Federal Funding Requirements (NEPA); release of funds for design
- Separation of Phases (separate permits or one combined
- Schedule of Permitting and Construction
  - » IHA
  - » Procurement of materials; construction window (winter weather)

This will allow for the construction work window to be established and provide environment guidance in developing the final work restrictions, construction means and methods, and budget.

During the design process, our Team will perform the required geotechnical site investigation. This is necessitated by the lack of geotechnical information available.

Upon site investigation, the our Team will gather information to characterize the existing conditions regarding stability, liquefaction, bedrock elevation and profile, etc. This will allow the design to be completed, risks to be minimized, and the project to be properly budgeted.

The biggest construction challenge is in deconstructing the existing closed sheetpile cells. The sheets are old and heavily corroded and it is unlikely they cannot be extracted in single pieces. Our Team will perform thorough site investigations and develop a step-by-step plan to remove the sheets in a safe and efficient way. This understanding will allow our Team to consider all options and select the method that provides the greatest benefit to all project Stakeholders.

As with any project such as this, additional challenges may arise, but our Team is prepared and sufficiently experienced to overcome these challenges through early and ongoing coordination efforts with the Borough.

Early and continued communication, proper planning, and detailed execution will be the keys to delivering this Project successfully.

4.e Detail the Tools Used in this Process and How they will Assist to Exceed the Goals

1. To design and construct the dock and maximize the program requirements with the limited budget, our Team will start by drawing upon our vast construction knowledge and experience to quickly vet the various design possibilities and systematically narrow down the options to select the optimum design and reduce long term maintenance. Additionally, PPM will use HCSS HeavyBid estimating software and Oracle P6 scheduling software to allow for quick estimate data entry, refinement, and optimization.

2. To execute a successful, collaborative progressive design-build process to produce the envisioned project, our Team will work with the Borough and its Stakeholders to optimize the Project within the Project constraints. Our Team will host weekly progress meetings. For time-critical design/schedule/cost elements, our Team will contact the Borough to discuss matters via impromptu video conference meetings, telephone calls, and/or emails, as required. Additionally, our Team will be available, as needed, to respond to any inquiries and/or suggestions the Borough may have.

3. Our Team will provide transparent pricing via HCSS HeavyBid cost reports and scheduling via Oracle P6 CPM schedules that will allow the Borough to track design and construction concurrently as well as fast-track design and construction to maximize the budget. Open-book estimating will be provided throughout the process and all construction means and methods will be described in sufficient detail. Open, transparent communication will be facilitated timely to address any time and/or schedule critical issues. At each design milestone, our Team will provide the Borough with progressively more complete and detailed cost reports and schedules.

4. Our Team will comply with all applicable State and Federal Legal requirements by working with the permitting agencies to incorporate all environmental requirements for this Project. Additionally, the Construction Team will review in their entirety the Project Contract Documents before ever stepping foot on the project site and be in communication with the Borough should any question arise.

5. Safety considerations will be at the forefront of this Project's design. Throughout the design process, PPM will be developing high-level work plans for every major work activity. These work plans will become the starting point for the construction team's work plans once the project is

awarded. Each crew will work through every step of the activities to produce and execute safe work practices. These work plans will minimize safety risks and reduce the need for rework. Our Team is committed to achieving a recordable-free and incident-free project.

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APPENDIX
PHASE 1 LEVEL OF EFFORT SUPPLEMENT

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Pacific Pile & Marine
Lutak Dock RFP
Phase 1 Level of Effort

No.	Scope	Chief Estimator	Senior Estimator	Estimator	Estimating Manager	Superintendent	Labor	Sub	Expenses	
	Hourly Rate	$ -	$ 100.00	$ 55.00	$ 55.00	$ 100.00				
1	35% Estimate + Review	112	40	96	40	72	$ 18,680.00		$ 7,000.00	
2	65% Estimate + Review	136	56	136	60	56	$ 21,980.00		$ 5,600.00	
3	95% Estimate + Review	136	40	136	40	72	$ 20,880.00		$ 5,600.00	
4	Weekly Meetings	52	52	52	52	52	$ 16,120.00			
5	Workshops	48	48		48	48	$ 12,240.00			
6	GMP Pricing and Negotiations	96	36	40	60	36	$ 12,700.00		$ 4,200.00	
	Subtotal Hrs	580	272	460	300	336				Total
	Subtotal $	$ -	$ 27,200.00	$ 25,300.00	$ 16,500.00	$ 33,600.00	$ 102,600.00	$ -	$ 22,400.00	$ 125,000.00

PND Engineers, Inc.

Lutak Dock Replacement

Engineering Services Fee Proposal - July 15, 2022

PND Project 22J022

No.	Scope of Services / Billing Rate	Senior Eng. VII $225.00	Senior Eng. VI $210.00	Senior Eng. V $190.00	Senior Eng. III $165.00	Senior LS III $135.00	Senior LS II $125.00	Tech. VI $150.00	Tech. V $130.00	CAD Design VI $130.00	Labor	Expenses	Sub	Total
	Predesign Site Investigation Services													
	Task 1 - Topographic and Bathymetric Surveying													
1.1	Admin, Management, Site Research, Meetings & Client Coordination	8				36		4			$7,260			$7,260
1.2	Field Prep, Mobe, Demobe & Expenses					20	20				$5,200	$9,400		$14,600
1.3	Horizontal & Vertical Control, Utility Locates and Asbuilts					20	16				$4,700			$4,700
1.4	Upland Topographic Survey					40	40				$10,400			$10,400
1.5	Bathymetric Survey					20	20				$5,200			$5,200
1.6	UAV Survey					8	8				$2,080			$2,080
1.7	Data Reduction and Prepare Base Map					16	48			12	$9,720			$9,720
1.8	Final QC and Deliverables	4				4	4			4	$2,460			$2,460
														$56,420
	Task 2 - Geotechnical Investigation													
2.1	Management, Site Research, Coordination with Client & Users	16	8	4				8			$7,240			$7,240
2.2	Field Prep, Mobe, Demobe & Field Expenses							16			$2,400	$7,450	$38,896	$48,746
2.3	Field Drilling Investigation - Field Log Boreholes			10				108			$18,100		$71,775	$89,875
2.4	Lab Testing		4	8							$2,360	$5,600		$7,960
2.5	Data Reduction and Final Borehole Logs		4	8				40			$8,360			$8,360
2.6	Slope Stability & Pile Foundation Analyses	8	16	24							$9,720			$9,720
2.7	Geotechnical Report	8	16	16						8	$9,240			$9,240
														$181,141
	Subtotal Hrs	*44*	*48*	*70*	*0*	*164*	*156*	*176*	*0*	*24*				*682*
	Subtotal $	*$9,900*	*$10,080*	*$13,300*	*$0*	*$22,140*	*$19,500*	*$26,400*	*$0*	*$3,120*	*$104,440*	*$22,450*	*$110,671*	***$237,561***

PND Engineers, Inc.
Lutak Dock Replacement
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PND Project 22J022

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	Engineering Design Services														
1	Prelim Engineering & Conceptual Design Confirmation & Updates		40	40	40				16		40	$32,600		$3,000	$35,600
2	Public Involvement		60	40	40				16		40	$37,100		$8,000	$45,100
3	Demolition Plan & Work Summary		24	40	40						40	$26,600			$26,600
4	Site Layout Plans		24	24	60		40				60	$35,840			$35,840
5	Earthwork - Grading, Drainage and Surface Course		24	24	80		60				60	$42,740			$42,740
6	Fire Suppression		8	8	24						24	$11,160			$11,160
7	Armor Rock Shore Protection		8	8	20	40					24	$17,000			$17,000
8	Approach Dock - Abutment		16	40	40	8					60	$28,720			$28,720
9	Approach Dock - Piles		16	40	60	8					40	$29,920			$29,920
10	Approach Dock - Superstructure		16	60	40	24					60	$35,560			$35,560
11	Boat Launch Ramp		16	20	80	24					60	$34,760			$34,760
12	Bulkhead		24	80	80	40					60	$51,800			$51,800
13	Dolphin - Pile Design		16	40	24	8					40	$23,080			$23,080
14	Dolphin - Fender System		24	60	40	16					60	$36,040			$36,040
15	Dolphin - Pile Cap and Attachments		16	60	24	16					60	$31,200			$31,200
16	Dolphin - Access Gangway, Catwalk and Landings		16	60	24	16					60	$31,200			$31,200
17	Dolphin - Safety Ladder & Light Pole Supports		16	24	24	8					40	$19,720			$19,720
18	Pin Pile & Pile Sockets		16	40	24	16					40	$24,400			$24,400
19	Pile Rock Anchors		16	60	40	16					40	$31,640			$31,640
20	Sacrificial Anodes		8	24	16	8					20	$13,800			$13,800
21	Civil & Structural Calculations Package		24	120	80	40			16			$54,800			$54,800
22	Technical Specifications		24	40	40	40	20		40			$37,100			$37,100
23	Design Coordination Meetings w/ Team and Owner		80	60	40	24						$42,160		$10,000	$52,160
24	Prepare 35% Design Review Submittal & Respond to Comments		24	32	32	32			16		24	$29,000			$29,000
25	Prepare 65% Design Review Submittal & Respond to Comments		24	32	32	32			16		24	$29,000			$29,000
26	Prepare 95% Design Review Submittal & Respond to Comments		24	32	32	32			16		24	$29,000			$29,000
27	PND Internal Design QA Audit - Plans, Specs and Cales.		24	40	40	40			16		24	$33,520			$33,520
28	Prepare 100% Stamped Final Design Documents - IFC		24	40	40	40			16		16	$32,480			$32,480
29	Mechanical Design and Coordination - Fuel System		16	40	40	8			16		24	$26,440	$82,500		$108,940
30	Electrical Design and Coordination - Power and Lighting		16	40	40	8			16		24	$26,440	$82,500		$108,940
		Subtotal Hrs	*684*	*1268*	*1236*	*544*	*120*	*0*	*200*	*0*	*1088*				*5140*
		Subtotal $	*$153,900*	*$266,280*	*$234,840*	*$89,760*	*$18,600*	*$0*	*$30,000*	*$0*	*$141,440*	*$934,820*	*$165,000*	*$21,000*	*$1,120,820*

PND Engineers, Inc.
Lutak Dock Replacement
Engineering Services Fee Proposal - July 15, 2022
PND Project 22J022

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	Environmental and Permitting Services													
	Task 1 - General (USACE, ADEC, ADFG Fish Habitat)													
1.1	Admin, Management and Client Coordination	4	4								$1,740			
1.2	Develop USACE Permit Drawings and Material Quantities	2	4			12	20			16	$8,130			
1.3	Prepare Permit Applications Including Alternatives Analysis	2	4			12	16			12	$7,030			
1.4	Prepare Biological Assessment	2	2				50			12	$9,680			
1.5	Submit Permit Applications to Owner / Incorporate Comments	2	2			4	8			4	$3,170			
1.6	Respond to Agency Comments / Questions	2	2				16				$3,190			$32,940
	Task 2 - Incidental Harassment Authorization (IHA)													
2.1	Admin, Management and Client Coordination	8	20								$6,000			
2.2	Develop IHA Request	6	10				160			20	$29,250			
2.3	Develop Expanded Biological Assessment for IHA						60				$8,700			
2.4	Develop Marine Mammal Monitoring and Mitigation Plan (4MP)	6	10				120			20	$23,450			
2.5	Submit Draft Documents to Owner / Respond to Comments	2	2				20				$3,770			
2.6	NMFS Coordination / Respond to Comments and Questions	10	10				80				$15,950			
2.7	Closeout Reporting	2	4				60				$9,990			$97,110
	Task 3 - NEPA													
3.1	Admin, Management and Client Coordination	16	24								$8,640			
3.2	Environmental Assessment /NEPA Documentation	16	24				240			24	$46,560			
3.3	Submit Draft Documents to Agency/ Respond to Comments	8	16				80			12	$18,320			
3.4	Agency Coordination / Respond to Questions and Comments	8	16				60				$13,860			$87,380
	Subtotal Hrs	*96*	*154*	*0*	*0*	*28*	*990*	*0*	*0*	*120*		*0*	*0*	*1388*
	Subtotal $	*$21,600*	*$32,340*	*$0*	*$0*	*$4,340*	*$143,550*	*$0*	*$0*	*$15,600*	*$217,430*			*$217,430*

APPENDIX

Examples of Deliverables to Communicate the Development of Project Costs and Schedule

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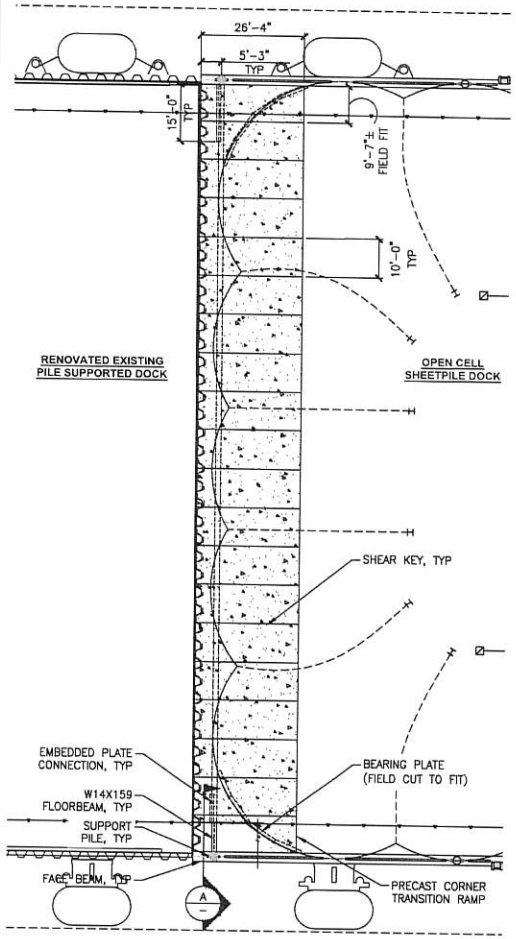
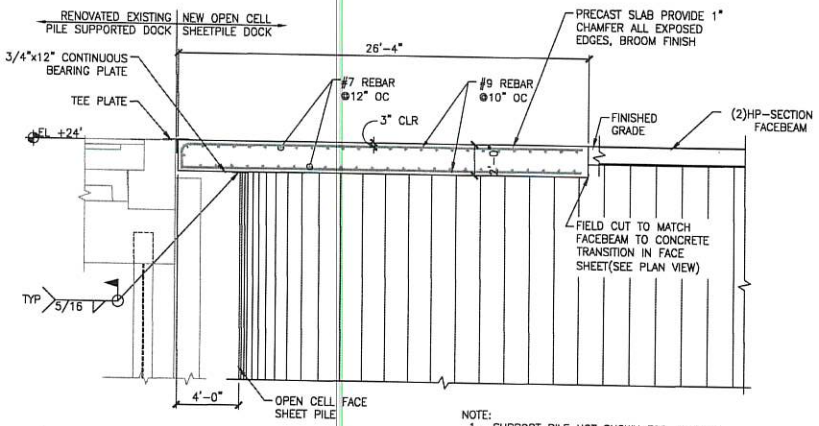


EXISTING DOCK TO OCSP TRANSITION RAMP PLANVIEW

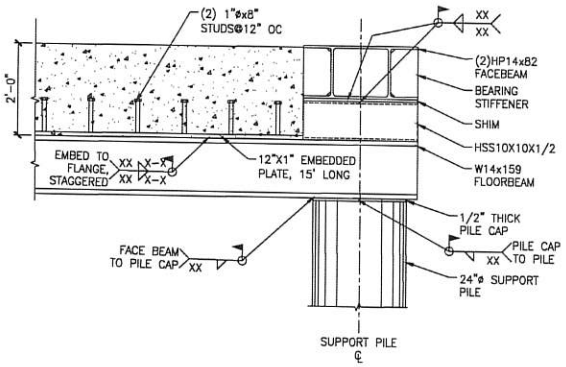
NTS



NOTE:
1. SUPPORT PILE NOT SHOWN FOR CLARITY
2. PART OF FACEBEAM NOT SHOWN FOR CLARITY
3. EMBED PLATE CONNECTION ON FLOORBEAM NOT SHOWN FOR CLARITY

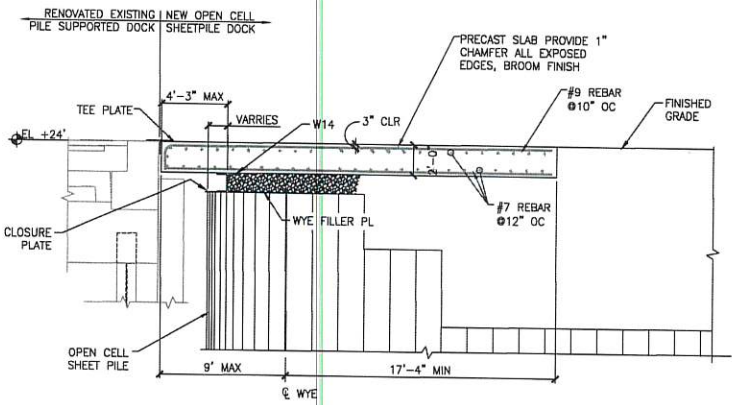
TRANSITION RAMP AT CORNER FACE WALL

NTS



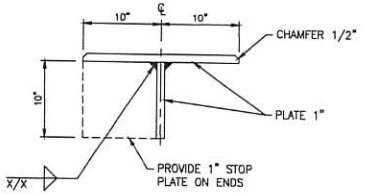
SECTION A - SUPPORT PILE DETAIL

NTS



TRANSITION RAMP AT TAILWALL

NTS



TEE PLATE

NTS

35% SUBMITTAL
5/17/2022

REV	DATE	DESCRIPTION

DATE: _____

1506 West 36th Avenue
Anchorage, Alaska 99503
Phone: 907.561.1011
Fax: 907.563.4220
www.pndengineers.com

PND ENGINEERS, INC.

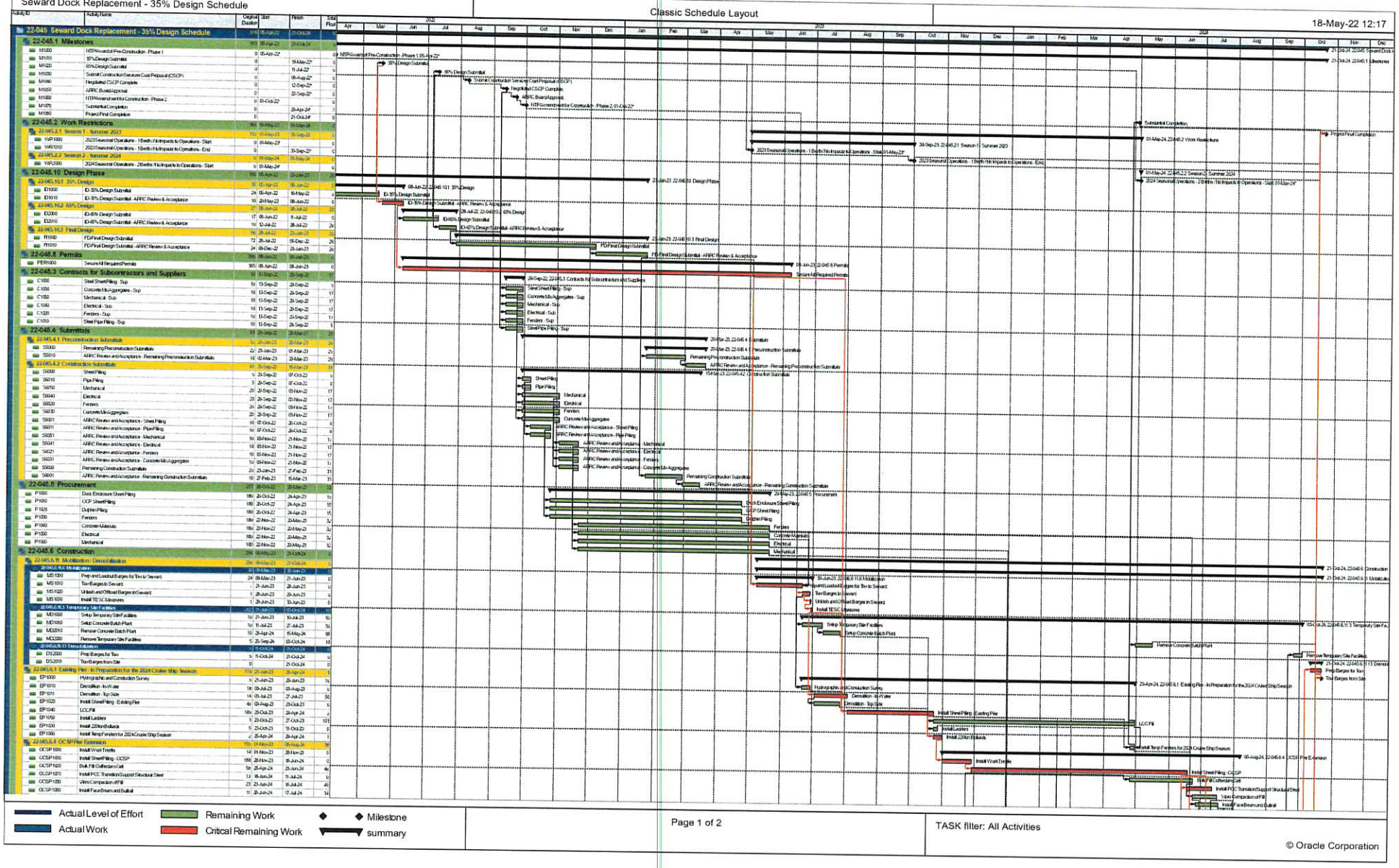
PROJECT: ALASKA RAILROAD
SEWARD PASSENGER DOCK

TITLE: TRANSITION RAMP DETAIL

DESIGNED BY:	SB	DATE:	5/17/22
CHECKED BY:	CC	PROJECT NO:	221040

DRAWING NO: S117
SHEET NO: 30

Activity / Resource	Desc	Pcs	Quantity	Unit	Unit Cost	Labor	Perm Material	Constr Matl/Exp	Equip Ment	Sub-Contract	Total
BID ITEM = 32											
Description =	New Waterline Work			Unit = LF	Takeoff Quan:		185.000	Engr Quan:			0.000
32.07	**Patch Trench**		**Quan: 3,700.00 SF**		**Hrs/Shft: 10.00**	**Cal: 610**	**WC: AKUSLH**				
Assumed 185' x 20' Trench											**Unreviewed
4PAVE	Paving Sub	1.00	3,700.00 SF		4.150					15,355	15,355
32.08	**Parking Lot Pavement Markings**		**Quan: 1.00 LS**		**Hrs/Shft: 10.00**	**Cal: 610**	**WC: AKUSLH**				
Repaint Parking Stalls											**Unreviewed
4TRAFFICPNT	Traffic Paint Subcontractor	1.00	1.00 LS		1,500.000					1,500	1,500
32.09	**Disposal of Surplus Material**		**Quan: 356.00 CY**		**Hrs/Shft: 10.00**	**Cal: 610**	**WC: AKUSLH**				
											**Unreviewed
AKOP1	1 Operator Crew		1.78 CH		**Prod:**	**0.0050 MU**	Lab Pcs:	1.00	Eqp Pcs:	1.00	
3PD	Per Diem	1.00	1.78 MH		15.000		27			27	
3SAF	*** SAFETY ***	1.00	1.78 MH		1.000		2			2	
3STS	Small Tools and Supplies	1.00	1.78 MH		5.000		9			9	
8EWL724	724 Loader 4.75 cy - O	1.00	1.78 HR		79.000			141		141	
AKO1A	Marine AK- Oper Group 1a	1.00	1.78 MH		45.290	157				157	
$335.33	0.0050 MH/CY		1.78 MH		[0.264]	157	37	141		335	
=====> Item Totals:	**32**	**- New Waterline Work**									
$62,157.29	1.3263 MH/LF		245.38 MH		[64.132]	20,988	5,153	17,850	18,167	**62,157**	
335.985	185 LF					113.45	27.85	96.48	98.20	335.99	
							Total of Above Sub-Biditems				
=====> Item Totals:	**30**	**- Phase 1 Upland Waterline & Hydrants**									
$141,949.57	**245.3800 MH/LS**		**245.38 MH**		**[11864.34]**	**20,988**	**73,757**	**9,388**	**17,850**	**19,967**	**141,950**
141,949.570	**1 LS**					**20,987.64**	**73,757.28**	**9,387.98**	**17,849.67**	**19,967.00**	**141,949.57**
PARENT ITEM =	**40**	CLIENT# = 40									CJW
Description =	Phase 1- Existing Dock Sheet Pile & Conn			Unit = LS	Takeoff Quan:		1.000	Engr Quan:			1.000
Listing of Sub-Biditems of Parent Item 40:											
BID ITEM = 41											
Description =	Purchase Sheet Pile & Attachments			Unit = LS	Takeoff Quan:		1.000	Engr Quan:			0.000
41.01	**Purchase zz38 Sheet Piles FOB SEA**		**Quan: 5,102,040.00 LB**		**Hrs/Shft: 10.00**	**Cal: 610**	**WC: AKUSLH**				
80 shhets supply lenght= 82?											
2SP	*** SHEET PILING ***	1.00	5,102,040.00 LB		0.999		5,099,489				5,099,489
41.015	**Purchae Omega corners**		**Quan: 164.00 LF**		**Hrs/Shft: 10.00**	**Cal: 610**	**WC: AKUSLH**				
2SP	*** SHEET PILING ***	1.00	164.00 LF		70.000		11,480				11,480
41.02	**Burn Liftign Hole in Sheets**		**Quan: 366.00 EA**		**Hrs/Shft: 10.00**	**Cal: 610**	**WC: AKUSLH**				
W2	2 man welding crew		36.60 CH		**Prod:**	**0.2000 MU**	Lab Pcs:	2.00	Eqp Pcs:	4.00	
3PD	Per Diem	1.00	73.20 MH		15.000		1,098			1,098	


Seward Dock Replacement - 35% Design Schedule
Classic Schedule Layout
18-May-22 12:17
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work
Milestone
summary
Page 1 of 2
TASK filter: All Activities
© Oracle Corporation

Schedule and Schedule Narrative

Schedule:
See attached.

Narrative:
Preconstruction Activities:
To ensure all contract milestones and work restrictions are met, the following is the critical path required to achieve them. Once the 35% Design is complete and ARRC has accepted it, the design is sent to the permitting agencies to secure the required permits. While the permitting agencies are reviewing and processing the permit application, PPM/PND will be working with ARRC to finalize the 65% and then Final design, getting key subcontractors and suppliers under contract, achieving submittal approvals, and procuring materials. Once the materials have been procured and all the required permits have been secured, PPM will mobilize to the jobsite to begin construction.

Note: To achieve the April 30, 2024, Substantial Completion Milestone, critical permanent materials must be ordered prior to the completion of the Final design.

Construction Activities:
Construction will be performed continuously onsite making allowances to ensure there are no disruptions to cruise ship operations.

As this work begins during the 2023 Cruise Ship Season, PPM will sequence the installation to avoid any disruptions to cruise ship operations.

Existing Pier Activities in Preparation for the 2024 Cruise Ship Season:
This onsite work will commence in late June 2023 and run through late-April 2024. Once the TESC measures are in place and the hydrographic and construction surveying is complete, PPM will perform all necessary demolition to begin the installation of the sheet piling encapsulating the existing pier. Upon completion of the sheet piling installation, PPM will install the LCC fill. In parallel to the completion of the LCC fill, PPM will complete the remaining activities required to complete the upgrades to the existing pier.

OCSP Pier Extension:
The OCSP work is scheduled to begin in early November 2023 and continue until late-October 2024.

Once the existing pier sheet piling and 220-ton bollards are installed, PPM will install the temporary work trestle for the OCSP and begin the installation of the OCSP. Upon completing the installation of approximately two-thirds of the OCSP sheet piling, PPM will commence the bulk fill, vibrocompation, and layer compaction operations. Additionally, once the OCSP sheet piling installation is complete, the precast transition and face beam/bullrail will be installed and the temporary work trestle will be removed. The MEP, concrete pads, and surfacing will be installed to complete the OCSP.

PPM will sequence all work activities to avoid any disruptions to the 2024 Cruise Ship Season.

APPENDIX
Identification of Projects Table

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a. Name of Project	b. Owner/ Customer	c. Location of Project	d. Description	e. Project Description	f. Name of Key Team Members	g. Contract Price	h. Contract Dates	i. Recordable Injuries	j. Project Contact
Seward Passenger Dock Replacement	Alaska Railroad Corporation	Seward Cruise Ship Terminal Seward, AK 99664	1. Delivery Method: Progressive Design-Build 2. Integration of Design and Construction: PPM was selected with PND to advance from concept through 35%, 65%, and IFC 3. Role: Prime Contractor (PD-B Contractor)	Develop a design, and permit and construct a new 120 x 1200 passenger dock expected to be constructed as a retained fill structure in the ARRC Reserve Port.	Chris Willis - Lead Estimator Chris Lundfelt - Superintendent	Initial Contract Price - $1,801,409 (design services) Final Contract Price - In Progress (estimated construction cost above $56M)	Contract Date for Completion - 04/2025 Substantial Completion - 04/2024 Actual Date of Completion - In Progress	None (0)	Elizabeth Greer 327 W Ship Creek Ave Anchorage, AK 99501 greere@akrr.com (907) 261-6750
Dakota Creek Industries Shipyard Redevelopment	Dakota Creek Industries	Dakota Creek Industries Commercial Ave, Anacortes, WA 98221	1. Delivery Method: Progressive Design-Build 2. Integration of Design and Construction: PPM was selected on a cost-plus basis with design-build elements performed by PND to develop the design and bring to final construction 3. Role: Prime Contractor (D-B Contractor)	Major redevelopment and expansion involving demolition; dredging; a 450-LF OPEN CELL SHEET PILE Bulkhead; and a 370 LF long, 14,800 SF pile-supported pier. 36,000 CY of contaminated sediments and 105,000 CY of non-contaminated sediments were dredged.	N/A	Initial Contract Price - $13,003,029 Final Contract Price - $14,103,505	Contract Date for Completion - 01/2010 Actual Date of Completion - 01/2010	None (0)	Mike Nelson 820 4th St. Anacortes, WA 98221 mike@dakotacreek.com (360) 293-9575
Hebgen Dam Cellular Cofferdam	NorthWestern Energy	Madison River West Yellowstone, MT 59758	1. Delivery Method: Design-Build 2. Integration of Design and Construction: PPM worked with the designer of record to develop plans and successfully complete construction 3. Role: Prime Contractor (D-B Contractor)	Closed cell cofferdam with tensioned rock anchors. 36-in diameter shafts installed 20-ft into bedrock. 1,350 CY tremie concrete poured in water depths up to 60-ft. Circular cells spaced 58-ft in diameter with 70-ft centers using sheet pile between 80 and 85-ft.	Chris Willis - Lead Estimator / Project Manager	Initial Contract Price - $6,785,261 Final Contract Price - $10,257,047	Contract Date for Completion - 12/2009 Actual Date of Completion - 09/2010 Owner-initiated changes extending the work into a second season	None (0)	BJ Cope 40 E. Broadway St. Butte, MT 59701 bj.cope@northwestern.com (406) 581-6355
Palmer Station Pier Replacement	National Science Foundation / Leidos, Inc	Palmer Station Anvers, Island	1. Delivery Method: CM/GC [pre-construction] - Lump Sum with Provisional Sums [construction] 2. Integration of Design and Construction: PPM worked with designer of record R&M to progress from concept to IFC to final construction 3. Role: Prime Contractor (CM/GC Contractor)	Preconstruction and construction services to demolish and replace the existing sheet pile bulkhead pier with a pier consisting of 36-in and 32-in steel pile. Site consists of exposed bedrock requiring piling to be drilled and socketed with 20-30-ft of embedment. Included upland civil earthworks. The site required significant environmental protections and controls.	Chris Willis - Lead Estimator / PD-B Director Chris Lundfelt - Superintendent Matt Rolf - Safety Director	Initial Contract Price - $28,881,612 Final Contract Price - $33,290,339	Contract Date for Completion - 08/2022 Actual Date of Completion - 07/2022	None (0)	Chris Chuhran 7400 S. Tucson Way Centennial, CO 80112 christopher.Chuhran.contractor@usap.gov (253) 229-1289

Pacific Pile&Marine

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APPENDIX
Resumes

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KEY PERSONNEL RESUME
SECTION 00 22 10 - ATTACHMENT 4

Instructions: Please fill out all fields in table and supply relevant project history (no more than 2 pages). Send a headshot as email attachment to russell@trd-enterprises.com along with completed form.

Name:	Aaron Athanas, P.E.					
Assignment and Role on this Project:	Mechanical Engineer					
Name of Firm:	Great Northern Engineering					
No. of Years: With this Firm	10	With other Firms:	12			
Education: Degree(s)/Year/Specialization	BSME/2001/Mechanical/Process Engineering					
Degree:	Mechanical Engineering					
Institution:	University of Alaska Fairbanks					
Location:	Fairbanks, Alaska					
Year:	2001					
Degree:	BSME					
Active Registration, if any:	Mechanical Engineer, ME11216					
	State	AK	No.	ME11216	Exp.	12/23
	State	LA	No.	0045559	Exp.	09/23

Brief Bio:
Aaron Athanas has over 20 years of experience in mechanical engineering, with roughly 10 of those years in the oil and gas sector working on downstream facilities including oil and gas processing, transfer, and storage, and 10 additional years in the Alaskan energy sector working the bulk storage and transfer of distillates, aromatics, natural gas, and LNG products. He has a wide range of experience with all of the relevant Alaskan codes, regulations, and requirements to provide fit for purpose designs that meet and exceed the owner's requirements whether they are a government or private entity. He specializes in bulk fuel storage, above and below ground pipelines, pump transfer and filtrations systems, marine loading/unloading systems, truck and rail loading/unloading systems. His knowledge of the arctic environment and how fuel storage and transfer systems interact with these environments is invaluable for project constructability and sustainability.

Relevant Experience:

Project Name: Port of Alaska Modernization Program, Petroleum and Cement Terminal (PCT), Phase 1

Project Role: Mechanical Designer of Record (DOR), Project Manager

Period of Performance: 2017-Present

Project Description: The PCT is the first phase of the Port of Alaska Modernization Program (PAMP) The PCT project includes a new PCT terminal with a new operations building, a new Hybrid POL Loading/Unloading Tower with 6 loading arms, integration of the cement unloading system, over 12,000 feet of new 12" diameter fuel transfer piping which has been integrated into the existing POA valve yard and piping system, and a completely upgraded electrical and controls system. This project budget was approximately 100M. This project has been designed and constructed while the POA has remained operational.

Project Name: Pertostar Fairbanks Rail and Truck Terminal

Project Role: Mechanical Designer of Record (DOR), Project Manager

Period of Performance: 2017-2019

Project Description: Aaron was the PM/DOR for PSI's green field effort to design and construct a new bulk fuel storage facility with both rail and truck loading and unloading facilities. The challenging and fast track design involved every aspect of the design, engineering, permitting, and construction support phases. The project was completed on time and within the budget and has since allowed GNE to be PSI's on call engineering support for many of their facilities. This project was approximately 40M. GNE has completed many other design projects since this project has been complete. This relationship continues to this day.

Project Name: Adak Island Fuel Skid, Pipelines, and Tank Farm Upgrades

Project Role: Mechanical Engineer/QC

Period of Performance: 2007-Present

Project Description: GNE has been contracted by the Aleut Native Cooperation (ANC) to complete multiple bulk fuel storage/fuel transfer system upgrades, replacements, and repairs on Adak Island. GNE has conducted multiple site visits and has helped ANC repair and maintain the aging infrastructure in this extremely harsh environment. Projects include new truck loading/unloading racks, new fuel transfer pipelines, new pump houses, leak detection systems, controls and alarm upgrades, cathodic protection systems, and bulk storage tank system inspections/repairs. Specific scopes of work are listed below:

GNE provided the design and construction support for a new truck loading rack and fueling system for the Adak Fuel Facility. The work included: inspection and assessment of the existing facilities, all engineering disciplines, a design basis, IFC drawings and specifications, fabricator selection, QA/QC oversite, construction support, and final installation inspection.

GNE provided the design for two new fueling pipelines (approximately 1-mile in length, each), connecting the cut-and-cover tank farm to the pump house and new fueling skid at the Adak Fuel Facility. The work included: inspection and assessment of the existing pipelines and pump house, right-of-way selection, IFC drawings and specifications, crossing designs, cathodic protection, earthquake and expansion considerations, contractor evaluation and selection, QA/QC oversite, construction support, and final installation inspection. GNE provided Site Assessment Report to ANC for the existing fuel system and tank farm at the Adak Fuel Facility. The report included all findings and recommendations for upgrades and repairs. They provided a design for upgrades to leak detection system at the Adak Fuel Facility. Upgrades recommended included the tank farm, liners, vaults, and pipelines. Provided a design for upgrades and an expansion to the Adak Fuel Facility cathodic protection system. The work included testing and assessment of the existing system, a repair plan, and an IFC design for the new system.

GNE completed and stamped the Spill Prevention, Control, and Countermeasure (SPCC) Report for the Adak Fuel Facility. They also provided the design for a high-level alarm system for the Adak Fuel Facility.

Project Name: Fairbanks Natural Gas LNG

Project Role: DOR, Mechanical Engineer/PM

Period of Performance: 2017-2019

Project Description: The Interior Gas Utility (IGU) owns and operates the natural gas utility in Fairbanks, Alaska and surrounding communities. IGU began the design for expansion of their storage and vaporization facilities in October 2017, primarily around the installation of a new 125,000 BBL (5-million gallon) liquefied natural gas (LNG) storage tank in west Fairbanks. IGU bought Fairbanks Natural Gas LLC (FNG), the prior utility owner/operator, and now relies on FNG to be the day-to-day operator of the utility under IGU's ownership and direction. Design Alaska was the Design Manager and Designer of Record for the LNG storage and vaporization system expansion under contract initially with FNG and then transitioning to IGU early in the design. GNE provided process, mechanical engineering, instrumentation and controls design and construction support for both the LNG loading/unloading rack, the facility piping, and the balance of plant equipment. The total cost of the project was approximately $50M.

Project Name: Delta Western Petroleum Term Contract

Project Role: Mechanical Engineer/PM

Period of Performance: 2017-Present

Since 2017, GNE performs on call engineering and inspection services for Delta Western's bulk fuel facilities. Detailed scope development, design documents, and construction engineering support at approximately (12) Delta Western bulk fuel storage, truck loading/unlading, and marine loading/unloading facilities across Alaska. Design scope has included all engineering disciplines for primarily bulk fuel storage tanks, and typically includes design requests for marine headers, vapor combustion systems, rail and truck loading racks, and pipelines. Locations include: Dutch Harbor, POA, Sitka, Ward Cove, Juneau, Dillingham, False Pass, Naknek, Ketchikan, Haines, Fairbanks, Deadhorse, and Yakutat.

KEY PERSONNEL RESUME
SECTION 00 22 10 - ATTACHMENT 4

Instructions: Please fill out all fields in table and supply relevant project history (no more than 2 pages). Send a headshot as email attachment to russell@trd-enterprises.com along with completed form.

Name:	Torsten Mayrberger, P.E., Ph.D.					
Assignment and Role on this Project:	Principal Geotechnical Engineer					
Name of Firm:	PND Engineers, Inc.					
No. of Years: With this Firm	11	With other Firms:	7			
Education: Degree(s)/Year/Specialization	B.S., 1999, Civil Eng.; M.S., 2001, Civil Eng. – Geotechnical (Civil) and Rock Mechanics (Mining); PhD, 2010, Civil Eng. – Geotechnical					
Degree:	B.S., Civil Engineering					
Institution:	University of Alaska Anchorage					
Location:	Anchorage, AK					
Year:	1999					
Degree:	M.S., Civil Engineering – Geotechnical (Civil) and Rock Mechanics (Mining)					
Institution:	Michigan Technological University					
Location:	Houghton, MI					
Year:	2001					
Degree:	Ph.D., Civil Engineering – Geotechnical					
Institution:	Michigan Technological University					
Location:	Houghton, MI					
Year:	2010					
Active Registration, if any:	Professional Civil Engineer					
	State	AK	No.	14702	Exp.	2021

Brief Bio:

PND Principal Engineer Torsten Mayrberger, P.E., Ph.D., has been working in Alaska for more than 35 years, providing him with extensive collective knowledge of the conditions and challenges present throughout the state. Mr. Mayrberger has 18 years of geotechnical engineering experience. His project experience involves large, remote arctic and marine geotechnical investigations, as well as deep foundation design in non-permafrost and permafrost soils, marine environments, and rock mass structures. Mr. Mayrberger taught drilling and blasting courses for civil works based on 10 years of experience in the drilling and blasting trade before becoming an engineer. He currently supervises PND's AASHTO/ASTM-accredited Soils-Materials Laboratory and arctic cold room facility. His specialties include advanced triaxial testing and in-situ instrumentation.

Relevant Experience:

Project Name: Sand Point Dock Replacement | Sand Point, AK
Project Role: Lead Geotechnical Engineer
Period of Performance: 2016-2019
Project Description: Mr. Mayrberger managed numerical analysis of the existing and expanded causeway to evaluate total and differential settlement and stability. The slope stability analysis was performed using a combination of Ensoft LPile, Rocscience Slide, and Settle3D. This project replaced the city's 35-year-old, steel pile-supported dock, which was used for receipt of shipment of conventional and containerized cargo, as well as for landing Alaska State Ferry passengers and vehicles.

Project Name: Kodiak Pier III Replacement | Kodiak, AK
Project Role: Principal Geotechnical Engineer
Period of Performance: 2012-2015
Project Description: Mr. Mayrberger was responsible for field investigation for the on- and offshore exploration of the Kodiak Pier III cargo-handling dock. PND conducted laboratory testing of recovered soil and rock samples and produced a geotechnical data report. Eight marine- and barge-supported boreholes were advanced to 100 feet below mudline. In addition to the geotechnical investigation, PND provided master planning services to review options; performed concept engineering; conducted metocean studies at the exposed site; managed and oversaw wave tank testing to examine replacement alternatives; performed detailed design; and provided construction administration and quality assurance support for the project. The replacement structure is a 330-foot-long pile-supported pier supporting a modern 100-foot gauge container crane. Soils at the site are a deep layer of very soft soils requiring piles to be socketed into bedrock. The structure was designed to accommodate large container-handling forklifts with 100-ton axle loads. The lateral resistance system uses an innovative sheet-pile system to drag lateral loads into the fill behind the dock structure. Dolphin structures extend the dock to more than 600 feet.

Project Name: Chignik Bulkhead Dock | Chignik, AK
Project Role: Lead Geotechnical Engineer
Period of Performance: 2012-2017
Project Description: Mr. Mayrberger managed the geotechnical investigation and materials testing for the new bulkhead dock. On- and offshore drilling provided information for dock design and usage of an upland stockpile. Results from previous nearby drill holes were compared and integrated into the design dataset to improve the understanding of the site. Materials were tested in PND's AASHTO/ASTM-accredited Soils-Materials Laboratory. The all-tide, deep-draft dock serves local and regional industry and provides berthing for Alaska Marine Highway System vessels.

Project Name: Seward Marine Center Mooring Dolphins | Seward, AK
Project Role: Principal Geotechnical Engineer
Period of Performance: 2011
Project Description: PND was responsible for the structural design of two four-pile breasting dolphins to modify the existing Seward Marine Center dock. The improvements were needed for mooring the new Alaska Region Research Vessel, Sikuliaq. The vessel is 261 feet long and one of the most advanced university research vessels; it is capable of breaking ice 2½-feet thick. PND also provided access to the dolphins from the dock, replaced the timber fenders along the existing dock, and added a dry fireline along the dock. Mr. Mayrberger advanced four offshore boreholes to 120 feet below mudline. Samples were collected every 5 feet and later tested at PND's soils lab for index properties and strength using lab triaxial testing.

Project Name: APL Terminal One Dock Repairs and Expansion Project | Dutch Harbor, AK
Project Role: Geotechnical Engineer
Period of Performance: 2017-2020; 2020-Current
Project Description: Mr. Mayrberger assisted with the geotechnical investigation to aid dock repairs, dredging work, and the dock modification and expansion at the American President Lines, Ltd. (APL) Terminal One Dock. The expansion will include dock upgrades and replace the existing pile-supported dock with a modern, high-capacity sheet-pile bulkhead dock extending south from the existing sheet-pile bulkhead. Concurrent with the dock and pad expansion, a material source will be developed in the hillside adjacent to the APL Terminal Yard.

Project Name: Unalaska Marine Center Expansion | Unalaska, AK
Project Role: Geotechnical Engineer
Period of Performance: 2014-2018
Project Description: Mr. Mayrberger assisted with a soils lab analysis following the geotechnical investigation for the replacement of the existing Unalaska Marine Center docks at Positions III and IV with a new high-capacity bulkhead dock facility with expanded container crane capabilities. Mr. Mayrberger also provided construction administration support. The project provides 610 feet of new dock face with a minimum water depth of approximately 45 feet and replaced two aging, pile-supported structures with a high-capacity bulkhead dock. The new facility incorporated a curved crane rail that allows a container crane to traverse from dock positions VII through IV around the curve to III, providing 1,350 linear feet of dock face now serviced by container cranes. PND designed a quarry on city-owned land to provide an optional source for shot rock material. The quarry was located in an industrial area along the steep shoreline cliffs of Dutch Harbor across the road from the UMC container terminal and adjacent to several bulk fuel storage tanks. The quarry plan and specifications were developed for a total face height of 180 feet with benches every 30 feet vertically. An emphasis was placed on monitoring and protecting the nearby infrastructure during blasting activities. Provisions were made for rock bolt stabilization dependent on conditions encountered during construction. The quarry plan included detailing the overburden at the top of the quarry for stabilization, rock wall stability analyses, a rock catchment ditch at the base, and drainage system. Identification of rock quality, jointing, and potential yield based on visual inspections rather than actual laboratory testing required familiarity with the geology of the area and typical characteristics of the rock in the nearby quarry. The quarry had to be designed to reduce the impact on nearby facilities during mining operations.

Project Name: Togiak Multipurpose Dock | Togiak, AK
Project Role: Lead Geotechnical Engineer
Period of Performance: 2013
Project Description: Mr. Mayrberger managed a soils investigation to evaluate subsurface conditions in support of the foundation design for the dock facility. He developed and supervised a drilling program, oversaw lab testing and analysis, and characterized subsurface conditions. While on site in Togiak, PND also visited the Togiak rock quarry site to assess shot rock for use as rip-rap and armor stone or road base course material. PND designed a robust, high-capacity, low-maintenance marine facility designed for the harsh environmental and ice conditions of the site to include a 30-foot-high sheet-pile dock, fender piles and bull rail, two pedestal cranes with foundations, improvements to the existing access road, and a concrete boat ramp. The ramp was designed for landing craft use and as a boat launch ramp for the local community. Armor rock was designed around all exposed edges to provide robust erosion protection in the exposed marine environment featuring up to 4-foot seas.

Lutak Dock Replacement

Request for Proposals ("RFP")
Design-Builder

Pacific Pile & Marine

P | N | D
ENGINEERS, INC.

HAINES BOROUGH ALASKA

Pacific Pile & Marine, LP
4753 West 80th Ave
Anchorage, AK 99502

Chris Willis
P 206.331.3873
chrisw@pacificpile.com

Price Proposal

Financial Submission - July 15, 2022

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ATTACHMENT A TO REQUEST FOR PROPOSALS
HAINES BOROUGH
LUTAK DOCK REPLACEMENT
PRICE PROPOSAL FORM AND INSTRUCTIONS

I. INSTRUCTIONS

A. Design-Builder's Phase 1 Lump Sum for Overhead and Profit

The Design-Builder's Phase 1 Lump Sum for Overhead and Profit will, if agreed upon by the Owner, be inserted in Section 6.2.1 of the Progressive Design-Build Agreement between Owner and Design-Builder and should be based on the Phase 1 Not to Exceed Amount proposed in Section B below as well as the Phase 1 Level of Effort proposed pursuant to Section VI.B.3.c of the RFP. The parties will negotiate the Phase 1 Level of Effort, the Lump Sum for Overhead and Profit, and the Phase 1 Not to Exceed Amount after award. For scoring purposes only, Proposers should assume that the Cost of the Work for the Project is $20,000,000.00.

B. Phase 1 Not to Exceed Amount

The proposed Phase 1 Not to Exceed Amount will be inserted into Section 6.6.1.2 of the Agreement. The Phase 1 Not to Exceed Amount will not be scored. However, if accepted by the Owner after negotiations, shall become binding on the successful Finalist, subject to the terms and conditions of the Contract Documents.

a. The Proposed Phase 1 Not to Exceed Amount should include all compensation to the Design-Builder during the Phase 1 set forth in the Contract Documents, including but not limited to Exhibit C of the Agreement and proposed in the Phase 1 Level of Effort described in the Management Proposal.

b. The Owner reserves the right to reconcile the various proposals received and also reserves the right to seek best and final proposals for the scope and the cost of the Phase 1 Services and the Phase 1 Not to Exceed Amount; however, by submitting the Phase 1 Not to Exceed Amount, the Finalist warrants the following:

   i. That the Phase 1 Level of Effort described in the Management Proposal is sufficient for the Design Build Team to perform the Work described for Phase 1 in the Contract Documents and provide the Owner with the Phase 1 deliverables as set forth in the revised Exhibit C proposed by the Finalist.

   ii. That the Phase 1 Not to Exceed Amount is sufficient to perform the Work described in the Phase 1 Level of Effort in the Management Proposal.

C. Hourly Rates

Finalists will provide the hourly rates for Key Team Members. The Hourly Rates are not scored but will be incorporated into the Design-Build Agreement as Exhibit D. Separate rates shall be submitted for preconstruction and construction services should they differ.

D. Scoring of Price Proposal

The Design-Builder's Price Proposal shall be scored as follows:

The Finalist with the lowest Price Proposal will receive all fifteen points. The remaining Finalists will receive a proportionate share of the fifteen points, based on the proportion that the Price Proposal for their proposals exceeds the lowest Price Proposal. The points will be rounded to the next lowest whole number. No partial points will be awarded By way of example, if the second low Finalist proposes a

Price Proposal that is fourteen percent higher than the lowest Price Proposal, the second low Finalist shall receive 17 of the 20 allotted points. Fourteen percent of 20 is 2.8. 20 minus 2.8 equals 17.2. 17 is the next lowest whole number.

II. PRICE PROPOSAL FORM

Pacific Pile & Marine, LP
Finalist Name

Having carefully examined the Request for Proposal (RFP) for Design-Build Services for the Haines Borough, Alaska Lutak Dock Replacement Project, issued June 17, 2022, and Addenda numbers 1 through 2, and the Agreement, the undersigned Design-Builder proposes the following Commercial Terms for the Project:

A. Design-Builder Lump Sum for Overhead and Profit that will is proposed to be inserted into Section 6.2.1 of the Agreement: _____ dollars
($ 204,097.32) Two Hundred Four Thousand Ninety-Seven Dollars & Thirty Two cents

B. Phase 1 Not To Exceed Amount (not scored)

The proposed Phase 1 Not to Exceed Amount is
$ One Million Nine Hundred Four Thousand Nine Hundred Eight dollars & Thirty two cents dollars ($ 1,904,908.32)

Phase 1 NTE is based upon a cost of the work of $20 million as per instructions. If actual cost of the work changes significantly, PPM reserves the right negotiate a revised NTE number for Phase 1 Level of Effort.

C. Key Team Member Hourly Rates (not scored)

The Hourly Rates for Key Team Members are as follows:

Name	Position	Hourly Rate Preconstruction	Hourly Rate Construction

*Please see attached Hourly Rates

PROPOSAL GUARANTEE

The undersigned hereby agrees that this Proposal may be accepted by Haines Borough anytime within ninety (90) calendar days immediately following the date indicated herein below, and the undersigned further agrees to submit a fully executed Agreement prior to the issuance of the Notice to Proceed that includes the Commercial Terms proposed in this Price Proposal Form.

PROPOSAL FROM:

Pacific Pile & Marine, LP
(Finalist Firm Name)

(Authorized Representative Signature and Date) 07 / 15 /2022

Chris Willis, Executive Vice President
(Representative's Printed Name and Title)

CONE33893
(State of Alaska Contractor's License No.)

Key Staff	Job Class/Title	Preconstruction Rate/Hr	Construction Services Rate/Hr
(PND) John DeMuth, PE, SE	Senior Engineer VII	$225	$225
(PND) Dick Somerville, PE	Senior Engineer VII	$225	$225
(PND) Torsten Mayrberger, PE	Senior Engineer VI	$210	$210
(PND) Mark Sams, PE, SE	Senior Engineer VI	$210	$210
(PND) Tyler Bradshaw, PE	Senior Engineer V	$190	$190
(PND) Sean Sjostedt, PE	Senior Engineer V	$190	$190
(PND) Brenna Hughes, MS, CH	Environmental Scientist III	$140	$140
(PND) Ian Brown, PLS	Senior Land Surveyor III	$135	$135
(Respec) Ben Haight, PE	Senior Electrical Engineer	$225	$225
(GNE) Aaron Athanas, PE	Senior Mechanical Engineer	$225	$225
(PPM) Chris Willis	Chief Estimator	**$0	*N/A
(PPM) Katie Laborde	Estimating Manager	$55	*N/A
(PPM) Steve Grayson	Scheduler / Senior Estimator	$100	*N/A
(PPM) Cameron Martin	Estimator	$55	*N/A
(PPM) Chris Lundfelt	Superintendent	$100	*N/A
(PPM) Stewart Willis	Project Manager	$100	*N/A

*N/A – During the construction phase, PPM's Field overhead staff will be a cost of the work and will be included the cost estimate for Phase 2 Construction.

**We have decided not to charge our Project Director to keep the cost of phase 1 as low as possible.

07/14/2022 16:33
22-039 Lutak Dock NTE
*** Katie LaBorde

BID TOTALS

Biditem	Description	Status - Rnd	Quantity	Units	Unit Price	Bid Total
10	35% Estimate + Review		1.000	LS	28,761.60	28,761.60
20	65% Estimate + Review		1.000	LS	30,889.60	30,889.60
30	95% Estimate + Review		1.000	LS	29,657.60	29,657.60
40	Weekly meetings.		26.000	WEEK	694.40	18,054.40
50	Design and construction workshops		1.000	LS	13,708.80	13,708.80
60	GMP Pricing and Negotiations		1.000	LS	18,928.00	18,928.00
70	PND Design/Permitting/ Geotechcnical (cost = 20 M		1.000	LS	1,764,908.32	1,764,908.32
			Bid Total	⟹		$1,904,908.32

ESTIMATE RECAP - BID QUANTITIES

	DIRECT	INDIRECT	TOTAL	% OF TOTAL
Labor	102,600.00		102,600.00	6.032%
Burden				0.000%
Lab+Bur	102,600.00		102,600.00	6.032%
Perm Matl				0.000%
Const Exp	22,400.00		22,400.00	1.317%
Equipment				0.000%
Subs	1,575,811.00		1,575,811.00	92.651%
Other				0.000%
Total Costs:	1,700,811.00		1,700,811.00	100.000%
% of Total	100.000%	0.000%	100.000%	

Escalation on:	Labor	Burden	Perm Matl	Const Matl	Co Eqp	Rented Eqp
	0	0	0	0	0	0
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%
	Eq Op Exp	**Sub**	**Hauling**	**Misc2**	**Misc3**	**Total Escalation**
	0	0	0	0	0	0
	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

* Data Below here is dependent on the Summary Process. *
The Summary Process was last run 07/14/2022 at 3:38 PM

Markup on Resource Costs	204,097.32	12.0000%
MARKUP TOTALS ==>	204,097.32	12.0000% (% of costs)
COST + MARKUP ---------->	$1,904,908.32 (On Takeoff Quantity)	

There * ARE NOT * closing accounts for this bid.

	-Effect on Bid-
Rounding difference:	
Unbalancing difference:	
From Cut&Add Sheet-costs:	(on Bid Quantity)
From Cut&Add Sheet-markup:	(on Bid Quantity)
Pass Through Adjustments:	None
Net Adjustments (to the balanced bid):	[or desired bid]

BALANCED BID TOTAL	$1,904,908.32	
DESIRED BID (if specified)		
BID TOTAL (on bid quantities)	$1,904,908.32	
BID COSTS (on bid quantities)	$1,700,811.00	
MARKUP (on bid quantities)	$204,097.32	12.000%
EXPECTED JOB VALUE (on takeoff quantities):	$1,904,908.32	

EXPECTED COSTS (on takeoff quantities): $1,700,811.00
EXPECTED MARKUP (on takeoff quantities): $204,097.32 12.000%

Adjust to Bid Quantities = Y

		On Takeoff Quantities	
Labor Hrs. (MH/MHS)	1,948	0	1,948
(incl burden)	102,600	0	102,600
Labor (DAY/DAYS)	0	0	0
(incl burden)	0	0	0
Labor (OtherUnits)	0	0	0
(incl burden)			
Labor Burden	0	0	0

Spread Indirects on: Labor Cost
Spread Addons&Bond on: Total Cost
Spread Markup on: Markup%

Markup on:	Labor	Burden	PermMatl	CM	CoEqp	RentedEqp
	12.00%	12.00%	12.00%	12.00%	12.00%	12.00%
	EOE	Sub	Hauling	Misc2	Misc3	
	12.00%	12.00%	12.00%	12.00%	12.00%	

Key Indicators

Balanced Markup	/	Total Labor	=	Balanced Markup/Total Labor
204,097.32	/	102,600.00	=	198.93%
Indirect Cost	/	Direct Cost	=	Indirect Cost/Direct Cost
0.00	/	1,700,811.00	=	0.00%
Total Company Eqp	+	Balanced Markup By Bid Qty	=	Co Equip + Fee
0.00	+	204,097.32	=	204,097.32
Co Equip + Fee	/	Total Cost By Bid Qty	=	Co Equip + fee
204,097.32	/	1,700,811.00	=	12.00%
Direct Manhours	+	Indirect Manhours	=	Total Man Hours
1,948.00	+	0.00	=	1,948.00
Co Equip + Fee	/	Bid Total	=	Sales %
204,097.32	/	1,904,908.32	=	0.11

------ ESTIMATE NOTES: ------

Bid Date: 07/15/2022 Owner:
Engr Firm:
Estimator-In-Charge: Desired Bid (if specified) = 0.00
Notes: UPDATED 8/12/2020
Rates valid 6/1/20 - 5/31/21

**********Estimate created on: 05/02/2019 by User#: 0 -
Source estimate used: C:\HEAVYBID\EST\PPM_JZ_2018

**********Estimate created on: 07/06/2022 by User#: 1 - Chris Willis
Source estimate used: L:\HEAVYBID\EST\PPM_WA

Last Summary on 07/14/2022 at 3:38 PM.
Last Spread on 07/14/2022 at 3:38 PM.

Direct Cost Report

Activity / Resource	Desc	Pcs	Quantity	Unit	Unit Cost	Labor	Perm Material	Constr Matl/Exp	Equip Ment	Sub-Contract	Total
BID ITEM = 10	CLIENT# = 10										
Description = 35% Estimate + Review				Unit = LS	Takeoff Quan:		1.000		Engr Quan:		1.000
10.01	**Site Visit @ 35%**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**	**Cal: 508**	**WC: NWC**				
3AF	Air Fare to Haines	1.00	2.00 EA	1,000.000			2,000				2,000
3HOTEL	Hotel Costs	1.00	4.00 DAY	200.000			800				800
ZCE	==> PPM Chief Estimator	1.00	16.00 MH	0.000							
ZSUP	==> superitnendat	1.00	16.00 MH	100.000	1,600						1,600
$4,400.00	32.0000 MH/LS		32.00 MH	[1600]	1,600		2,800				4,400
10.02	**35% Estimate**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**	**Cal: 508**	**WC: NWC**				
ZCE	==> PPM Chief Estimator	1.00	80.00 MH	0.000							
ZEM	==> PPM Estimating Mana	1.00	40.00 MH	55.000	2,200						2,200
ZES	==> PPM Estimator	1.00	80.00 MH	55.000	4,400						4,400
ZSE	==> PPM Senior Estimator	1.00	40.00 MH	100.000	4,000						4,000
ZSUP	==> superitnendat	1.00	40.00 MH	100.000	4,000						4,000
$14,600.00	280.0000 MH/LS		280.00 MH	[14600]	14,600						14,600
10.03	**35% Review**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**	**Cal: 508**	**WC: NWC**				
3AF	Air Fare to Haines	1.00	3.00 EA	1,000.000			3,000				3,000
3HOTEL	Hotel Costs	1.00	6.00 DAY	200.000			1,200				1,200
ZCE	==> PPM Chief Estimator	1.00	16.00 MH	0.000							
ZES	==> PPM Estimator	1.00	16.00 MH	55.000	880						880
ZSUP	==> superitnendat	1.00	16.00 MH	100.000	1,600						1,600
$6,680.00	48.0000 MH/LS		48.00 MH	[2480]	2,480		4,200				6,680
==> Item Totals: 10	**- 35% Estimate + Review**										
$25,680.00	360.0000 MH/LS		360.00 MH	[18680]	18,680		7,000				**25,680**
25,680.000	1 LS				18,680.00		7,000.00				25,680.00
BID ITEM = 20	CLIENT# = 20										
Description = 65% Estimate + Review				Unit = LS	Takeoff Quan:		1.000		Engr Quan:		1.000
20.01	**Site Visit @ 65%**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**	**Cal: 508**	**WC: NWC**				
3AF	Air Fare to Haines	1.00	1.00 EA	1,000.000			1,000				1,000
3HOTEL	Hotel Costs	1.00	2.00 DAY	200.000			400				400
ZSE	==> PPM Senior Estimator	1.00	16.00 MH	100.000	1,600						1,600
$3,000.00	16.0000 MH/LS		16.00 MH	[1600]	1,600		1,400				3,000
20.02	**65% Estimate**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**	**Cal: 508**	**WC: NWC**				**Unreviewed
ZCE	==> PPM Chief Estimator	1.00	120.00 MH	0.000							
ZEM	==> PPM Estimating Mana	1.00	60.00 MH	55.000	3,300						3,300
ZES	==> PPM Estimator	1.00	120.00 MH	55.000	6,600						6,600
ZSE	==> PPM Senior Estimator	1.00	40.00 MH	100.000	4,000						4,000
ZSUP	==> superitnendat	1.00	40.00 MH	100.000	4,000						4,000
$17,900.00	380.0000 MH/LS		380.00 MH	[17900]	17,900						17,900
20.03	**65% Review**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**	**Cal: 508**	**WC: NWC**				**Unreviewed
3AF	Air Fare to Haines	1.00	3.00 EA	1,000.000			3,000				3,000
3HOTEL	Hotel Costs	1.00	6.00 DAY	200.000			1,200				1,200
ZCE	==> PPM Chief Estimator	1.00	16.00 MH	0.000							

Activity / Resource	Desc	Pcs	Quantity	Unit	Unit Cost	Perm Labor	Constr Material	Equip Matl/Exp	Sub-Ment Contract	Total
BID ITEM = 20	CLIENT# = 20									
Description =	65% Estimate + Review				Unit = LS	Takeoff Quan:	1.000	Engr Quan:		1.000
ZES	==> PPM Estimator	1.00	16.00	MH	55.000	880				880
ZSUP	==> superitnendat	1.00	16.00	MH	100.000	1,600				1,600
$6,680.00			48.0000	MH/LS	[2480]	2,480	4,200			6,680
==========> **Item Totals:**	**20**	**- 65% Estimate + Review**								
$27,580.00			444.0000	MH/LS		444.00	MH	[21980]	21,980	5,600		**27,580**
27,580.000			1	LS					21,980.00	5,600.00		27,580.00
BID ITEM = 30	CLIENT# = 30									
Description =	95% Estimate + Review				Unit = LS	Takeoff Quan:	1.000	Engr Quan:		1.000
30.01	**Site Visit @ 95%**				**Quan: 1.00 LS Hrs/Shft: 8.00 Cal: 508 WC: NWC**					
3AF	Air Fare to Haines	1.00	1.00	EA	1,000.000		1,000			1,000
3HOTEL	Hotel Costs	1.00	2.00	DAY	200.000		400			400
ZSUP	==> superitnendat	1.00	16.00	MH	100.000	1,600				1,600
$3,000.00			16.0000	MH/LS	[1600]	1,600	1,400			3,000
30.02	**95% Estimate**				**Quan: 1.00 LS Hrs/Shft: 8.00 Cal: 508 WC: NWC**					
ZCE	==> PPM Chief Estimator	1.00	120.00	MH	0.000					
ZEM	==> PPM Estimating Mana	1.00	40.00	MH	55.000	2,200				2,200
ZES	==> PPM Estimator	1.00	120.00	MH	55.000	6,600				6,600
ZSE	==> PPM Senior Estimator	1.00	40.00	MH	100.000	4,000				4,000
ZSUP	==> superitnendat	1.00	40.00	MH	100.000	4,000				4,000
$16,800.00			360.0000	MH/LS	[16800]	16,800				16,800
30.03	**95% Review**				**Quan: 1.00 LS Hrs/Shft: 8.00 Cal: 508 WC: NWC**					
3AF	Air Fare to Haines	1.00	3.00	EA	1,000.000		3,000			3,000
3HOTEL	Hotel Costs	1.00	6.00	DAY	200.000		1,200			1,200
ZCE	==> PPM Chief Estimator	1.00	16.00	MH	0.000					
ZES	==> PPM Estimator	1.00	16.00	MH	55.000	880				880
ZSUP	==> superitnendat	1.00	16.00	MH	100.000	1,600				1,600
$6,680.00			48.0000	MH/LS	[2480]	2,480	4,200			6,680
==========> **Item Totals:**	**30**	**- 95% Estimate + Review**								
$26,480.00			424.0000	MH/LS		424.00	MH	[20880]	20,880	5,600		**26,480**
26,480.000			1	LS					20,880.00	5,600.00		26,480.00
BID ITEM = 40	CLIENT# = 40									
Description =	Weekly meetings.				Unit = WEEK	Takeoff Quan:	26.000	Engr Quan:		26.000
35.01	**Weekly meetings**				**Quan: 26.00 WEE Hrs/Shft: 8.00 Cal: 508 WC: NWC**					
2 hrs per meeting										
ZCE	==> PPM Chief Estimator	1.00	52.00	MH	0.000					
ZEM	==> PPM Estimating Mana	1.00	52.00	MH	55.000	2,860				2,860
ZES	==> PPM Estimator	1.00	52.00	MH	55.000	2,860				2,860
ZSE	==> PPM Senior Estimator	1.00	52.00	MH	100.000	5,200				5,200
ZSUP	==> superitnendat	1.00	52.00	MH	100.000	5,200				5,200
$16,120.00			10.0000	MH/WEEK	[620]	16,120				16,120
==========> **Item Totals:**	**40**	**- Weekly meetings.**								

Activity / Resource	Desc	Quantity Pcs	Quantity Unit	Unit Cost	Perm Labor	Perm Material	Constr Matl/Exp	Equip Ment	Sub-Contract	Total
BID ITEM = 40	CLIENT# = 40									
Description =	Weekly meetings.			Unit = WEEK	Takeoff Quan:		26.000	Engr Quan:		26.000
$16,120.00	10.0000 MH/WEEK		260.00 MH	[620]	16,120					**16,120**
620.000	26 WEEK				620.00					620.00
BID ITEM = 50	CLIENT# = 50									
Description =	Design and construction workshops			Unit = LS	Takeoff Quan:		1.000	Engr Quan:		1.000
37.10	**Scheduling workshop**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**		**Cal: 508**	**WC: NWC**		
ZCE	==> PPM Chief Estimator	1.00	8.00 MH	0.000						
ZEM	==> PPM Estimating Mana	1.00	8.00 MH	55.000	440					440
ZSE	==> PPM Senior Estimator	1.00	8.00 MH	100.000	800					800
ZSUP	==> superitnendat	1.00	8.00 MH	100.000	800					800
$2,040.00	32.0000 MH/LS		32.00 MH	[2040]	2,040					2,040
37.11	**Permitting workshop**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**		**Cal: 508**	**WC: NWC**		
ZCE	==> PPM Chief Estimator	1.00	8.00 MH	0.000						
ZEM	==> PPM Estimating Mana	1.00	8.00 MH	55.000	440					440
ZSE	==> PPM Senior Estimator	1.00	8.00 MH	100.000	800					800
ZSUP	==> superitnendat	1.00	8.00 MH	100.000	800					800
$2,040.00	32.0000 MH/LS		32.00 MH	[2040]	2,040					2,040
37.12	**Bulkhead design workshops**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**		**Cal: 508**	**WC: NWC**		
ZCE	==> PPM Chief Estimator	1.00	16.00 MH	0.000						
ZEM	==> PPM Estimating Mana	1.00	16.00 MH	55.000	880					880
ZSE	==> PPM Senior Estimator	1.00	16.00 MH	100.000	1,600					1,600
ZSUP	==> superitnendat	1.00	16.00 MH	100.000	1,600					1,600
$4,080.00	64.0000 MH/LS		64.00 MH	[4080]	4,080					4,080
37.13	**Dolphin workshop**			**Quan: 1.00 LS**	**Hrs/Shft: 8.00**		**Cal: 508**	**WC: NWC**		
ZCE	==> PPM Chief Estimator	1.00	8.00 MH	0.000						
ZEM	==> PPM Estimating Mana	1.00	8.00 MH	55.000	440					440
ZSE	==> PPM Senior Estimator	1.00	8.00 MH	100.000	800					800
ZSUP	==> superitnendat	1.00	8.00 MH	100.000	800					800
$2,040.00	32.0000 MH/LS		32.00 MH	[2040]	2,040					2,040
37.14	**Revement and landing workshop**			**Quan: 1.00 L**	**Hrs/Shft: 8.00**		**Cal: 508**	**WC: NWC**		
ZCE	==> PPM Chief Estimator	1.00	8.00 MH	0.000						
ZEM	==> PPM Estimating Mana	1.00	8.00 MH	55.000	440					440
ZSE	==> PPM Senior Estimator	1.00	8.00 MH	100.000	800					800
ZSUP	==> superitnendat	1.00	8.00 MH	100.000	800					800
$2,040.00	32.0000 MH/L		32.00 MH	[2040]	2,040					2,040
==========> Item Totals:	**50**		**- Design and construction workshops**							
$12,240.00	192.0000 MH/LS		192.00 MH	[12240]	12,240					**12,240**
12,240.000	1 LS				12,240.00					12,240.00
BID ITEM = 60	CLIENT# = 60									
Description =	GMP Pricing and Negotiations			Unit = LS	Takeoff Quan:		1.000	Engr Quan:		1.000

Activity / Resource	Desc	Pcs	Quantity	Unit	Unit Cost	Labor	Perm Material	Constr Matl/Exp	Equip Ment	Sub-Contract	Total
BID ITEM = 60	CLIENT# = 60										
Description =	GMP Pricing and Negotiations			Unit =	LS	Takeoff Quan:		1.000	Engr Quan:		1.000
40.01	**Travel to Haines fro GMP Negotiations**		**Quan:**	**1.00 LS**	**Hrs/Shft:**	**8.00**	**Cal: 508**	**WC: NWC**			
3AF	Air Fare to Haines	1.00	3.00 EA	1,000.000			3,000				3,000
3HOTEL	Hotel Costs	1.00	6.00 DAY	200.000			1,200				1,200
ZCE	==> PPM Chief Estimator	1.00	16.00 MH	0.000							
ZSE	==> PPM Senior Estimator	1.00	16.00 MH	100.000	1,600						1,600
ZSUP	==> superitnendat	1.00	16.00 MH	100.000	1,600						1,600
$7,400.00	48.0000 MH/LS		48.00 MH	[3200]	3,200		4,200				7,400
40.02	**GMP Final Pricing**		**Quan:**	**1.00 LS**	**Hrs/Shft:**	**8.00**	**Cal: 508**	**WC: NWC**			
ZCE	==> PPM Chief Estimator	1.00	40.00 MH	0.000							
ZEM	==> PPM Estimating Mana	1.00	20.00 MH	55.000	1,100						1,100
ZES	==> PPM Estimator	1.00	40.00 MH	55.000	2,200						2,200
ZSE	==> PPM Senior Estimator	1.00	20.00 MH	100.000	2,000						2,000
ZSUP	==> superitnendat	1.00	20.00 MH	100.000	2,000						2,000
$7,300.00	140.0000 MH/LS		140.00 MH	[7300]	7,300						7,300
40.03	**GMP Negotiations**		**Quan:**	**1.00 LS**	**Hrs/Shft:**	**8.00**	**Cal: 508**	**WC: NWC**			
ZCE	==> PPM Chief Estimator	1.00	40.00 MH	0.000							
ZEM	==> PPM Estimating Mana	1.00	40.00 MH	55.000	2,200						2,200
$2,200.00	80.0000 MH/LS		80.00 MH	[2200]	2,200						2,200
==========>	**Item Totals: 60**		**- GMP Pricing and Negotiations**								
$16,900.00	268.0000 MH/LS		268.00 MH	[12700]	12,700		4,200				**16,900**
16,900.000	1 LS				12,700.00		4,200.00				16,900.00
BID ITEM = 70	CLIENT# = 70										
Description =	PND Design/Permitting/ Geotechcnical (c			Unit =	LS	Takeoff Quan:		1.000	Engr Quan:		1.000
50.01	**PND Design-35% to IFC (NTE)**		**Quan:**	**1.00 LS**	**Hrs/Shft:**	**8.00**	**Cal: 508**	**WC: NWC**			
4PND	PND	1.00	1.00 LS	1,120,820.000						1,120,820	1,120,820
50.02	**PND- Environmental + Permitting to IFC (**		**Quan:**	**1.00 LS**	**Hrs/Shft:**	**8.00**	**Cal: 508**	**WC: NWC**			
4PND	PND	1.00	1.00 LS	217,430.000						217,430	217,430
50.04	**PND Geotechnical / Geophysical/ Topo and**		**Quan:**	**1.00 LS**	**Hrs/Shft:**	**8.00**	**Cal: 508**	**WC: NWC**			
4PND	PND	1.00	1.00 LS	237,561.000						237,561	237,561
==========>	**Item Totals: 70**		**- PND Design/Permitting/ Geotechcnical (c**								
$1,575,811.00				[ ]						1,575,811	**1,575,811**
1,575,811.000	1 LS									1,575,811.00	1,575,811.00
$1,700,811.00	***** Report Totals *****		1,948.00 MH			102,600		22,400		1,575,811	**1,700,811**

>>> indicates Non Additive Activity

------Report Notes:------

The estimate was prepared with TAKEOFF Quantities.

This report shows TAKEOFF Quantities with the resources.

Activity / Resource	Desc	Quantity Pcs	Unit	Unit Cost	Labor	Perm Material	Constr Matl/Exp	Equip Ment	Sub-Contract	Total

BID ITEM = 70 CLIENT# = 70
Description = PND Design/Permitting/ Geotechcnical (c Unit = LS Takeoff Quan: 1.000 Engr Quan: 1.000

'Unreviewed' Activities are marked.

Bid Date: 07/15/22 Owner: Engineering Firm:
Estimator-In-Charge:

JOB NOTES

```
UPDATED 8/12/2020
Rates valid 6/1/20 - 5/31/21

************Estimate created on: 05/02/2019 by User#: 0 -
Source estimate used: C:\HEAVYBID\EST\PPM_JZ_2018

************Estimate created on: 07/06/2022 by User#: 1 - Chris Willis
Source estimate used: L:\HEAVYBID\EST\PPM_WA
```

* on units of MH indicate average labor unit cost was used rather than base rate.
[ ] in the Unit Cost Column = Labor Unit Cost Without Labor Burdens
In equipment resources, rent % and EOE % not = 100% are represented as XXX%YYY where XXX=Rent% and YYY=EOE%

------Calendar Codes------

508	5 days, 8 hrs
510	**5 dyas, 10 hrs (Default Calendar)**
512	5 days a week, 12 hr sper dy
610	6 days a week, 10 hrs per da
710	7days, 10 hrs
712	7days, 12 hrs a day

Alaska Business License # **914725**

Alaska Department of Commerce, Community, and Economic Development

Division of Corporations, Business, and Professional Licensing
PO Box 110806, Juneau, AK 99811-0806

This is to certify that

PACIFIC PILE & MARINE, L.P.

700 S RIVERSIDE DRIVE, SEATTLE, WA 98108

owned by

PACIFIC PILE & MARINE LIMITED PARTNERSHIP

is licensed by the department to conduct business for the period

March 10, 2022 to December 31, 2023
for the following line(s) of business:

23 - Construction

This license shall not be taken as permission to do business in the state without having complied with the other requirements of the laws of the State or of the United States.

This license must be posted in a conspicuous place at the business location.
It is not transferable or assignable.

Julie Sande
Commissioner

PACIFIC PILE & MARINE, L.P.
700 S RIVERSIDE DRIVE
SEATTLE, WA 98108