

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

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

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

Identification of Applicant

- a) Legal name of Public Body (your organization): **City of Seattle**
- b) Address: **Seattle Municipal Tower 700 5th Ave., Suite 4350, Seattle, WA 98104**
- c) Contact Person Name: **Liz Alzeer** Title: **Division Director, Purchasing and Contracting (PC), Finance and Administrative Services (FAS)**
- d) Phone Number: **206-684-4535** E-mail: **liz.alzeer@seattle.gov**
- e) Effective Dates of current Certification **9/26/19-9/26/22** GC/CM **9/26/19-9/26/22** DB
- f) Type of Certification Being Sought GC/CM DB

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

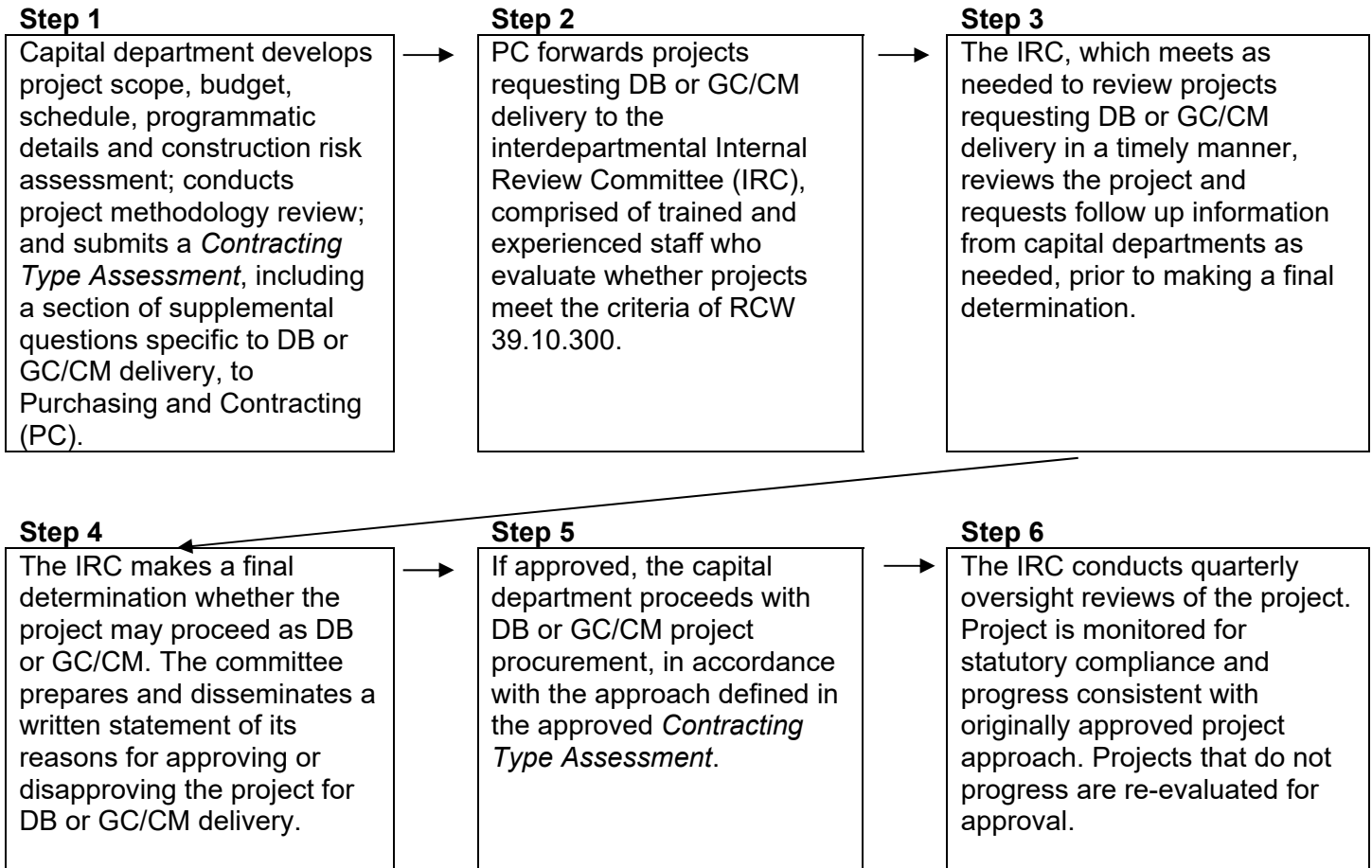
(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

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

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

(Response begins on next page)

a. Steps taken to determine appropriate use of DB/GCCM:



b. Steps taken to approve DB or GC/CM determination:

All City public works projects proposing to use an alternative contracting procedure (anything other than design-bid-build) must fill out a Contracting Type Assessment (CTA) (**Exhibit A – Contracting Type Assessment**) administered by Purchasing and Contracting (PC). The assessment requests descriptive programmatic and project information relevant to determining the use of alternative contracting procedures. The CTA asks questions specifically pertinent to DB or GC/CM consideration, drawing from the PRC’s own applications for DB and GC/CM project approval.

As described in the chart above, the Internal Review Committee (IRC) meets in a timely manner to assess and evaluate use of DB or GC/CM delivery. The City identifies membership of the IRC, which includes trained and experienced representatives from each of the capital departments that use alternative public works contracting and PC, with Law Department representatives available for consultation if requested.

The IRC culminates its assessment with a written determination, which will be routed back through PC to the requesting department. A quorum of members is required to reach and issue a determination, like the PRC evaluation structure.

The IRC weeds out projects that are determined to be inappropriate for Alternative Public Works. In considering projects, the IRC requests written and verbal presentations, followed by a detailed question and answer period. This process is intended to align with the format and structure of the PRC’s process for considering individual Alternative Public Works projects.

Approved DB/GC/CM projects are added to the agenda for IRC quarterly project monitoring meetings. The projects stay on the agenda of these meetings through project closeout.

Projects that do not demonstrate progression through multiple quarterly reports are deemed “inactive” and re-evaluated by the IRC. The IRC reserves the right to remove a project from its list of approved DB/GC/CM projects if the administering department cannot demonstrate a path to move the project forward. The project is eligible to apply for re-approval if circumstances change.

2. Project Delivery Knowledge and Experience

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

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

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

In the three years since the City of Seattle received Alternative Public Works Certification in September 2019, the City has taken the following measures to ensure Alternative Public Works projects meet the statutes of RCW 39.10:

In 2021, the City adopted RCW 39.10 legislated revisions and brought contracts into conformance to the extent applicable to the contract stage of development. For West Seattle Corridor Bridges Rehabilitation and Strengthening and Overlook Walk, this meant incorporating the applicable revisions into the construction services contracts for each project; for Metaline Falls Portage Park, this meant incorporating the applicable revisions to the RFQ and RFP as well as the Terms and Conditions.

The City’s experience in delivering projects under Alternative Public works in the past three years includes the following:

- Continued to procure and/or administer three Alternative Public Works (APW) projects authorized by the PRC prior to certification: PW#2017-101A Boundary Dam Units 51, 52 & 54 Generators Rehabilitation (DB), PW#2018-079A Cedar Falls 115-26kV Substation (DB), and PW#2018-076A/AC Overlook Walk (GC/CM). The IRC receives and reviews verbal and written reports for each project at quarterly meetings.
- Authorized via the Internal Review Committee two APW projects that are now under construction: PW#2021-007AAC West Seattle Corridor Bridges Rehabilitation and Strengthening (GC/CM) and PW#2020-081A SMT Elevator Rehab (DB), as well as authorized one APW project that is still in the procurement phase: PW#2020-053A Metaline Falls Portage Park (DB).
The IRC authorized an additional project for progressive design-build: Power Pole Replacement. The City concurrently pursued multiple procurement options to address this body of work, including progressive design-build. However, in the months following IRC approval, the progressive design-build procurement stalled as the project team focused on other procurement options. Due to lack of progress on progressive design-build procurement, the IRC deemed the project inactive and removed it from the list of approved APW projects. The project is eligible to apply for re-evaluation in the future.

The attached **Exhibit B - Alternative Public Works Capital Development Flow Chart** illustrates the Alternative Public Works project delivery process adopted at the time of 2019 certification. The attached **Exhibit C - Public Works Project List** responds to the specific information requested in subsection (a) of this question.

3. Personnel with Construction Experience Using the Contracting Procedure

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

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

See attached **Exhibit D - City Personnel Experience**; changes are highlighted in blue (staff additions) and red (staff departures).

Please also see **Exhibit E - Organizational Chart for Alternative Public Works**, which illustrates the organizational structure the City has committed to and maintained throughout our three-year certification period.

4. Resolution of Audit Findings on Previous Public Works Projects

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

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

N/A – no findings since the previous certification application in September 2019.

5. Project Data Collection

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

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method *[DB, or GC/CM - either actual or as-planned]*
- Whether or not project data has been entered into the CPARB Data Collection System? *(RCW 39.10.,320 and .350) [Yes or No; if No, why not?]*
- Is the project complete *[Yes or No]*

See attached **Exhibit C - Public Works Project List**

The City of Seattle has faced the same issues regarding the COVID-19 pandemic and supply chain disruptions that are prevalent in the building industry at large. The City makes every effort to mitigate these issues while controlling project construction costs. The attached **Exhibit C - Public Works Project List** lists detailed explanations for any cost and/or schedule overruns.

Seattle City Light has two upcoming DB projects that are still in the early stages of development, pending review and approval by the IRC. Upon IRC approval, both projects will ramp up development during the next 3-year certification period. They currently lack the level of detail to be included in Exhibit C, but are listed below:

1. Gorge Powerhouse Crane Replacement – estimated project value \$15 million
2. Gorge Hydropower Generator Overhauls – estimated project value \$120 million

The City does not currently have identified upcoming GC/CM projects, which was also the case at the time of our 2019 certification, and based on the development of the West Seattle Corridor Bridges Rehabilitation and Strengthening project during our last 3-year certification period, the City believes we should retain the option to self-certify GC/CM projects as public needs arise. The West Seattle Bridge was not identified at the time of our 2019 certification, as it only emerged as a public need in late 2020. Because the City had been certified to authorize GC/CM projects, the project was able to move swiftly through the IRC review and approval process and proceed to procurement in a timeframe appropriate to the critical, emergency nature of the work. Our ability to self-certify GC/CM projects avoided unacceptable delay to the residents of West Seattle in performing this critical emergency repair and rehabilitation work.

The City of Seattle notes that per the CPARB Data Collection System website, CPARB is only collecting data for JOC at the time this application is submitted.

6. GC/CM Self Performance *(complete only if requesting GC/CM re-certification)*

Responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB.

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

The City of Seattle currently has two Heavy Civil GC/CM projects under construction: PW#2018-076A/AC Overlook Walk and PW#2021-007A/AC West Seattle Corridor Bridges Rehabilitation and Strengthening. The amounts shown on the attached **Exhibit F - GC/CM Self-Performance** reflect the negotiated amounts at the time of Construction Contract Execution, including the estimated totals for subcontract work. Also attached are the final subcontracting plans for both projects, including subcontract award information for the West Seattle Bridge project. These are labeled **Exhibit G – Overlook Walk Subcontracting Plan** and **Exhibit H – West Seattle Bridge Subcontracting Plan with Awards**.

7. Subcontractor Outreach

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

The City of Seattle uses multiple avenues to conduct outreach to small and/or disadvantaged businesses to foster participation in the City's public works contracting opportunities, including an outreach plan, inclusion plans and 360 reviews, all detailed below. Each department conducts individual outreach, and Citywide efforts are led by Finance and Administrative Services' Purchasing and Contracting (FAS-PC) division, which is directly involved in meeting participation goals for all City public works projects.

Outreach avenues have led to City success using WMBE firms. For example, in 2021, of the \$345.14M construction spend, \$54.8M, or 15.9% of overall construction spend, went to WMBEs. Of those WMBEs, \$26.67M of the spend, or 7.7% of overall construction spend, went to state-certified WMBEs.

2021-2022 Women- and Minority-owned Business Outreach Plan

While the City has seen some success, there is always more to do to advance contracting equity. In late 2021, the City launched a five-point plan to engage WMBE businesses in all City contracting opportunities, including public works opportunities.

1. Engaging and Partnering with the WMBE Community

- The City established a Mayoral Advisory Committee with 12 community members, including 3 public works contractors, to regularly advise the City on WMBE engagement.
- The City regularly attends and presents at meetings led by the WMBE community. Meetings include Tabor 100, NAMC, the new NWMBA and other events, including attending and presenting at meetings and conducting other forms of outreach to provide early notification of upcoming contract advertisements.

2. Expanding Contracting Equity for BIPOC-owned Firms:

- FAS holds monthly "Doing "Business with the City" events in English and Spanish; and departments hold virtual events on individual projects or doing business with that department.
- FAS has developed a WMBE training for City staff that was held throughout FAS and will be rolled out to the rest of the City in 2022/2023.

3. Providing Resources and Support for WMBEs:

- FAS contracts with a nonprofit to offer technical assistance to firms that want to do business with the City, including public works firms. The City will soon release an RFP seeking a consultant to continue this work over the next two years.

- FAS will work with Seattle IT to update, improve or replace the City's Online Business Directory, a database of firms that want to do business with the City.
- FAS operates a Citywide internal task force on improving language access in City procurement.

4. Strengthening Accountability and Transparency:

- Each department sets annual WMBE goals and the City tracks progress against these goals and releases data in quarterly reports. The progress includes utilization by race/ethnicity.
- The City of Seattle is undertaking a large-scale disparity study which will assess equity in City contracting throughout the City of Seattle. Results are expected in 2023.
- The City holds regular meetings with a interdepartmental team of staff from each department designated as WMBE advisors.

5. Improving City Policy and Practices:

- FAS works with the WMBE Advisory Committee and an internal team to identify internal policy changes that could improve equity for BIPOC-owned firms.
- FAS is working on a pilot to improve the consultant contracting inclusion process. If the pilot is successful, lessons learned may be applied to the public works inclusion plan.

WMBE Outreach in Action

To share a specific example of how the City connects with the WMBE community, in the fall of 2020 Seattle City Light (SCL) Procurement and Contracts and Asset Management group and Large Projects and Project Controls group hosted a WMBE Forum and Contracting Event. The event focused on prime and subcontractors interested in doing business with Seattle City Light and working on the Cedar Falls project specifically.

Approximately 400 contractors and consultants were invited to this online event. Pacific Communications Consultants Inc, a Black woman-owned firm, facilitated the event. Guest speakers included SCL's WMBE Manager, Project Manager and Project Controls Manager as well as staff from FAS Purchasing and Contracting. Speakers talked about participating on SCL's DB contracts, registering for the Citywide WMBE Program, meeting experience requirements, upcoming contracting opportunities and how WMBEs can partner with the City and prime contractors.

WMBE Inclusion Plan

A key element of City strategies to ensure WMBE inclusion is that all City public works contracts estimated at \$300K and above are required to have a WMBE Inclusion Plan. The plan must be submitted with bids demonstrating the contractor's good faith efforts concerning the outreach and inclusion of WMBEs. The submission of an acceptable plan is a matter of responsiveness.

On DB and GC/CM projects, proposers are required to demonstrate good faith efforts through a combination of establishing aspirational goals, naming a WMBE coordinator, committing to mentor WMBE firms for specific scopes of work, providing business support strategies and/or guaranteeing use of specific work scopes to WMBEs. These aspirational goals and/or potential WMBE guarantees, business support services and mentoring of WMBE firms are proactively monitored by the PC contract compliance staff via compliance software and monthly meetings. Every effort is made to support contractors in fulfilling their commitments.

The apparent highest proposer agrees to use a WMBE implementation plan, which includes all commitments made in their Inclusion Plan and adds details of required outreach activities, capacity building, compliance monitoring (LCPTracker and B2GNow) and deliverables. The WMBE implementation plan becomes part of the pre-construction contract and requires the DB contractor to use the Inclusion Plan on all bid packages.

Where conditions of federal funding require contractors to meet assigned Disadvantaged Business Enterprise (DBE) requirements in lieu of the WMBE Inclusion Plan, PC's Contract Compliance team is experienced in evaluating proposed DBE commitments and reporting performance to the administering state agency.

360 Review Process

The City uses a 360 review process, administered by PC, that records and tracks contractor ability to meet WMBE subcontractor guarantees. The review process also creates a mechanism to evaluate bidder responsibility on future City projects based on past performance toward meeting WMBE subcontractor commitments.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request for recertification, you agree to continue to provide data on such projects in accordance with RCW 39.10 data collection criteria covering the complete history of each of these construction projects. You understand that this information is being used in a study by the State to evaluate the effectiveness of the alternative contracting procedure(s). Public Bodies may renew their certification or re-certifications for additional three-year periods provided the current certification has not expired.

Signature: Liz Alzeer

Name: (please print) Liz Alzeer

Title: Division Director, Purchasing and Contracting

Date: 6/23/22



CONSTRUCTION CONTRACT-TYPE ASSESSMENT

REQUIRED only for the following procurement types: 1.) Building Engineering Systems; 2.) Task Order/Unit Price; 3.) Design Build (DB); and 4.) General Contractor/Construction Manager (GC/CM)

PROJECT INFORMATION

Department/Division: *Enter Department*

Project Manager: *Enter Name and E-mail*

Project Name: *Enter Project Name*

Scope Summary:

Provide brief description of project’s scope of work

Estimated Project Costs:	Engineer Estimate	<i>Enter costs</i>
	Soft and Other Project Costs	<i>Enter costs</i>

Project Funding Source:

Is the project federally funded? Yes / No

Is the project subject to any grants or special other funding requirements? Yes / No

APPLICABLE PROJECT DELIVERY METHODS

Check the box of the procurement method in which you are seeking approval.

Building Engineering Systems Procurement Methodology (RCW 39.04.290)

"Building engineering systems" is the procurement of building systems that typically require a contractor to provide final design and specifications. Examples: fire alarm systems, building sprinkler systems, pneumatic tube systems, pile foundations, and curtain wall systems.

Does the work require the design, fabrication, and installation of a “building system?” Yes / No

Explain: *[If “yes,” provide brief description of the building system required and what industry standard requires the contractor to perform the design.]*

Is the required work part of a standalone system? Yes / No

Explain: *[If “yes,” provide short explanation.]*

Task Order/Unit Price Procurement Methodology (RCW 35.22.620)

“Task Order/Unit Price” contracting is the procurement of a competitively bid contract to address public works delivery for specified tasks of an indefinite quantity of work. Task Order/Unit Price Contracts will be capped to a maximum of \$2,000,000 with a duration no longer than 18 months.

- 1) **Is the work repetitive with limited scope and an undefined quantity?** Yes / No

Explain: [If “yes,” provide brief description of the anticipated scopes of work.]

- 2) **Does departmental project manager have experience procuring and managing public works projects?** Yes / No

Design-Build (DB) Procurement Methodology (RCW 39.10.300)

*“Design Build” procurement is the selection of a design-builder to serve both as the designer and contractor for a public works project. PC approval will require an affirmative response to question 1 and question 2 or 3. Projects approved by PC will be subject to additional review and approval by the City’s alternative public works **Internal Review Committee (IRC)**.*

- 1) **Is the total project cost over \$2 million?** Yes / No

- 2) **Project meets requirement(s) of RCW 39.10.30.**

- a. **Will the construction activities be highly specialized where the design-build approach is critical in developing the construction process or methodology?** Yes / No

Explain: If “yes,” provide brief description.

- b. **Will the design-build approach provide greater innovation or efficiencies between the designer and the builder?** Yes / No

Explain: : If “yes,” provide brief description.

- c. **Will the DB approach provide significant savings in project delivery time?** Yes / No

Explain: : If “yes,” provide brief description.

General Contractor/Construction Manager (GC/CM) Procurement Methodology (RCW 39.10.340)

*“GC/CM” procurement is the selection of a contractor to perform both pre-construction services and construction for a public works project. The GC/CM selection process must be completed prior to the completion of the schematic design phase. Projects approved by PC will be subject to additional review and approval by the City’s alternative public works **Internal Review Committee (IRC)**.*

Anticipated Project Milestone Schedule:

Design: Start **Enter Qtr/Year** End **Enter Qtr/Year**

Construction: Start **Enter Qtr/Year** End **Enter Qtr/Year**

- 1) **Does the project involve complex scheduling, phasing, or coordination?** Yes / No

Explain: [If “yes,” please provide a brief description.]

- 2) **Does the project involve construction at an occupied facility which must continue to operate during construction?** Yes / No

Explain: [If “yes,” please provide a brief description.]

3) Is the involvement of the general contractor/construction manager during the design phase critical to the success of the project? Yes / No

Explain: [If "yes," please provide a brief description.]

4) Does the project encompass a complex or technical work environment? Yes / No

Explain: [If "yes," please provide a brief description.]

5) Does the project require specialized work on a building with historic significance? Yes / No

Explain: [If "yes," please provide a brief description.]

6) Will this project be a "heavy civil construction project?" Yes / No

Explain: [If "yes," please provide a brief description.]

FAS PC - PROJECT DELIVERY METHOD APPROVAL

Based on the information provided, PC supports the following contracting method:

Construction Contracts Manager

Date:

NOTE:

Once a contract type has been approved and established, subsequent changes to the project's contract type will require approval by PC.

City of Seattle

EXHIBIT B

Capital Development

Alternative Public Works

(Participation limited to: Seattle City Light, Seattle Public Utilities, Seattle Dept. of Transportation, and FAS-Capital Development)

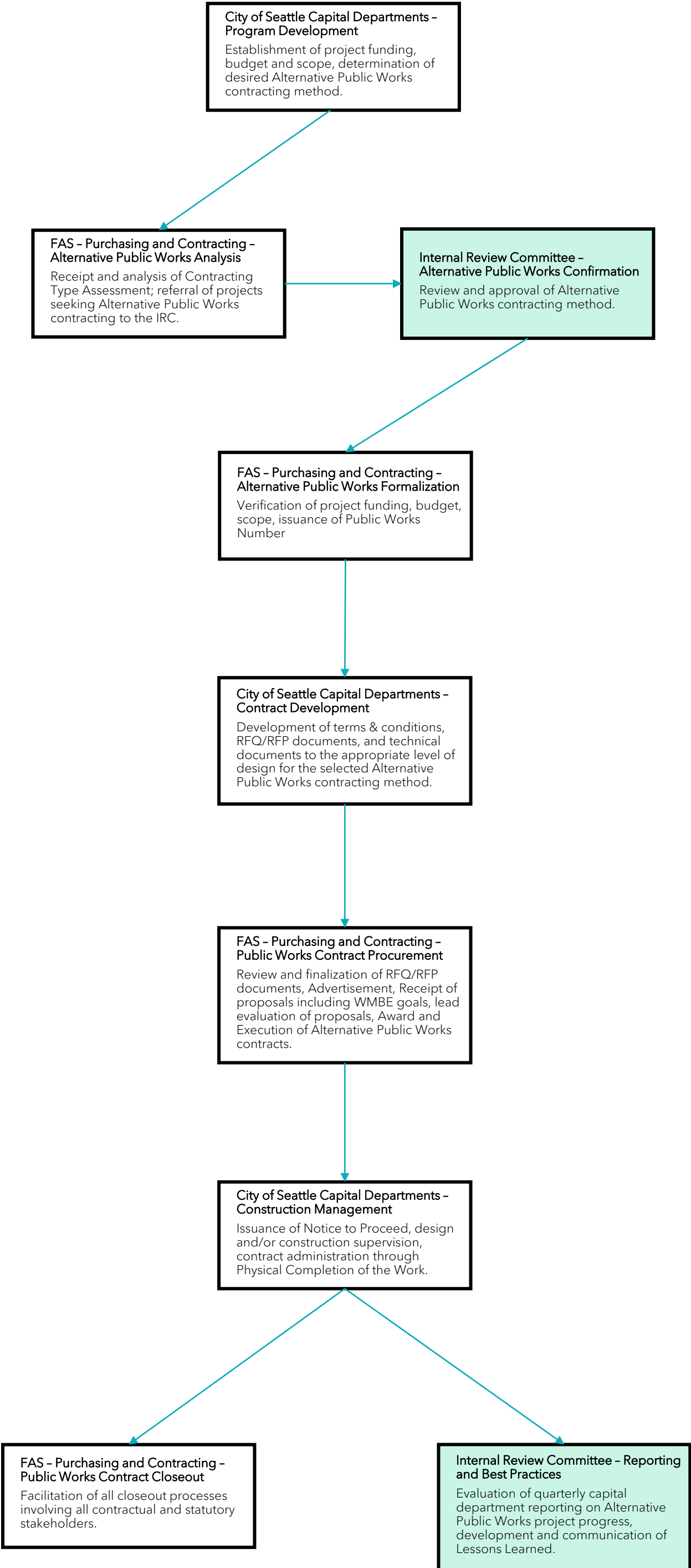


EXHIBIT C - PUBLIC WORKS PROJECT LIST - This project list is limited to projects active on or after September 2019 (date of previous 3-year certification)											
Project Name and Description	Delivery Method	Lead Design Firm (inc. Contact Info)	General Contractor (inc. current contact info)	Actual Construction Start Date NTP (start of design for DB projects)	Actual Completion Date <i>Physical Completion (PC)</i>	Planned Const. Start Date	Planned Completion Date	Original Construction Budget at Authorization	Original Awarded Construction Price (w/o tax)	Total Construction Cost (to date) (w/o tax)	Explanation of Cost and/or Schedule Overruns (if any)
Diablo Units 31 and 32 Generator Rebuild (PW#2015-033A, SCL) Design, manufacture and construction services for the rebuild of two hydroelectric generators.	DB	Voith Hydro, Inc. +49 7321 37-0	Voith Hydro, Inc. +49 7321 37-0	10/26/2015	6/24/2020	3/18/2017	10/31/2018	\$20,000,000.00	\$14,592,778.67	\$17,734,234.01	Differing site conditions (retro-fitting 80-yr old frame); added scope (fire suppression). The DB firm completed the main construction on 10/5/18. The additional schedule was needed to complete the additional scope (fire suppression) in coordination with planned outages.
Mill Pond Dam Removal & Habitat Restoration (PW#2014-010A, SCL) Removal of the existing Mill Pond Dam and restoration of the site to a natural condition.	DB	Envirocon, Inc. 509-987-1771	Envirocon, Inc. 509-987-1771	11/16/2015	ongoing	8/1/2017	12/31/2019	\$16,000,000.00	\$13,562,325.00	\$13,334,286.01	Additional scope items were added following public input during the NEPA process. Federal stakeholder requirements increased costs and broadened scope for recreational amenities.
Boundary Dam Units 51, 52 & 54 Generators Rehabilitation (PW#2017-101A, SCL) Design, manufacture and construction services for the replacement, repair or refurbishment of three hydroelectric generators.	DB	GE Renewable Energy/Alstom Renewable US www.ge.com/renewableenergy	GE Renewable Energy/Alstom Renewable US www.ge.com/renewableenergy	6/20/2018	ongoing	7/1/2019	5/1/2022	\$42,000,000.00	\$41,283,027.00	\$32,954,235.00	The actual completion date will likely be two years late, due to COVID-19 factors (site shut down, supply chain, internal City staff shortages). Change orders have been issued for additional work on mechanical components that were not visible prior to generator dis-assembly and for increased material costs (per contract provisions).
Denny Substation (PW#2014-061, SCL) Construction of a new substation and all related components in Seattle's South Lake Union neighborhood.	DBB	Power Engineers 253-280-1700	Walsh Construction Company 206-394-7300	3/14/2016	12/31/2019	3/1/2016	4/1/2018	\$79,600,000.00	\$78,775,761.00	\$99,352,552.65	Design changes (errors), Differing site conditions (utility conflicts), and SDOT construction coordination, traffic control and permitting challenges.
City Center Gateway ITS-Denny Way ITS (PW#2020-088, SDOT)	DBB	Concord Engineering 206.682.0567	Titan Earthwork LLC	1/10/2022	ongoing	9/23/2021	9/19/2022	\$7,334,830.00	\$5,744,119.50	\$1,608,399.98	
RT 44-Transit Plus Multimodal Corridor (PW#2020-092, SDOT)	DBB	Jacobs 206.426.2600	Gary Merlino Construction Company	5/31/2022	ongoing	1/31/2022	10/12/2022	\$4,485,000.00	\$5,886,676.00	\$45,500.00	
Union Street Pedestrian Bridge (PW#2020-003, SDOT)	DBB	WSP 206.382.5200	Flatiron West Inc.	3/17/2021	ongoing	12/31/2020	8/4/2022	\$7,000,000.00	\$7,081,592.00	\$5,101,358.18	
Lake Forest Park Reservoir Floating Cover Replacement (PW#2019-098, SPU)	DBB	SPU	Layfield USA Corporation	5/17/2021	Anticipated Q3 2024	5/28/2021	12/8/2023	\$7,400,000.00	\$7,565,282.00	\$6,656,381.98 (not final amount)	Due to COVID-19 supply chain disruptions the project was delayed and the contractor will remobilize in Spring 2022 to complete the west cell cover.
2019 Arterial Asphalt and Concrete 15th Ave NE (PW#2019-036, SDOT)	DBB	Petreet Inc. 206.436.0515	Titan Earthwork LLC	9/28/2020	Ongoing	6/26/2020	7/15/2021	\$6,000,000.00	\$7,822,922.00	\$9,459,999.24	\$1,257,927.85 in 15 change orders to date. 9 additional days to date.
Pearl St. Drainage & Wastewater Improvement Project (PW#2019-061, SPU)	DBB	David Consulting Group 206-523-0024	James W Fowler Co. 503-623-5373	6/22/2020	ongoing	6/4/2020	7/16/2021	\$18,494,437.00	\$8,475,000.00	\$8,489,813.00	Current Change Order total is \$668k. (Gas relocation, watertightness test, HDPE Installation by Inneream Method etc.)
430 Water Transmission Pipeline Improvements (PW#2020-032, SPU)	DBB	SPU	Titan Earthwork LLC	Pending end of concrete strike	ongoing	11/30/2021	6/15/2023	\$7,400,000.00	\$8,977,777.00	\$0 (work not yet started)	Due to the Concrete Strike project Notice to Proceed has been delayed.
South Park Pump Station (PW#2019-067, SPU)	DBB	Brown and Caldwell	Prospect Construction Inc.	7/15/2020	ongoing	2/25/2020	7/30/2021	\$19,115,769.00	\$11,462,621.10	\$13,988,883.00	Contaminated soils encountered (2020), concrete strike delay in schedule (2021-2022), Unanticipated permit requirements from Dept of Ecology.
Cedar Falls 115-26kV Substation (PW#2018-079A, SCL)	DB	Quanta Electric Power Construction Management Inc.	Quanta Electric Power Construction Management Inc.	8/1/2021	ongoing	11/1/2020	1/12/2021	\$13,500,000.00	\$15,632,570.56	\$10,540,344.34	Schedule: 2-yr delay due to contract and NTP issuance delay, COVID-19, slow pace of permit issuance, changed condition (bedrock and contaminated soil), concrete delivery strike. Cost overrun to date at \$1.2M to date to cover contract delay, engineering and system redundancy, changed condition, COVID-19.

Project Name and Description	Delivery Method	Lead Design Firm (inc. Contact Info)	General Contractor (inc. current contact info)	Actual Construction Start Date NTP (start of design for DB projects)	Actual Completion Date Physical Completion (PC)	Planned Const. Start Date	Planned Completion Date	Original Construction Budget at Authorization	Original Awarded Construction Price (w/o tax)	Total Construction Cost (to date) (w/o tax)	Explanation of Cost and/or Schedule Overruns (if any)
South Park Drainage and Roadway Partnership (PW#2020-044, SPU)	DBB	Osborn Consulting Inc.	Gary Merlino Construction Company	10/18/2021	ongoing	8/19/2021	12/22/2022	\$16,582,175.98	\$16,500,062.00	\$4,409,330.42	
West Seattle Bridge Emergency Repairs (PW#2020-046E, SDOT)	Emergency	WSP 206.382.5200	Kraemer North America LLC	6/25/2020	1/21/2021	7/6/2020	3/16/2021	\$8,000,000.00	\$18,159,850.59	\$14,978,796.74	Final Payment has been executed.\$3,599,625.70 over 26 change orders to date. No additional days to date.
Seattle Municipal Tower Elevator Rehab (PW#2020-081A, FAS)	DB	DLR Group, Robert Hoffman, 206-461-6000	Balfour Beatty Construction LLC, dba Howard S. Wright, Paul Hackworth 206-447-7604	9/15/2021	ongoing	7/1/2021	12/30/2025	\$25,000,000.00	\$19,957,073.00	\$19,957,073.00	No forecasted budget nor schedule overruns. Two change orders are in process which are within budget contingencies and current schedule.
Native Salmonid Conservation Facility (PW#2020-086, SCL)	DBB	HDR	Lydig Construction Inc.	8/27/2021	ongoing	6/1/2021	1/15/2024	\$25,057,000.00	\$25,057,000.00	\$25,394,662.00	Minor changes
Delridge Way SW-RapidRide H Line (PW#2019-089, SDOT)	DBB	SCJ Alliance 360.352.1465	Jansen Inc.	6/5/2020	ongoing	5/1/2020	9/10/2021	\$50,000,000.00	\$48,546,492.56	\$57,068,833.14	
Overlook Walk (PW#2018-076AC, Office of the Waterfront)	GC/CM	Jacobs/Miller Hull/JCFO	Hoffman Construction Co. of Washington	4/6/2022	ongoing	4/1/2022	2024	\$50,000,000.00	\$62,790,545.00	\$551,908.00	Some schedule impact to construction start due to Seattle area concrete driver strike.
Madison Street Bus Rapid Transit (PW#2019-069, SDOT)	DBB	KPFF Consulting Engineers 206.622.5822	Jansen Inc.	10/18/2021	ongoing	8/27/2021	3/13/2024	\$50,000,000.00	\$75,629,154.05	\$21,232,851.16	Total Construction Cost (to date) excludes \$511,173.95 of Material on Hand.
West Seattle Corridor Bridges Rehabilitation and Strengthening (PW#2021-007AC, SDOT)	GC/CM	WSP 206.382.5200	Kraemer North America LLC	11/17/2021	ongoing	11/29/2021	1/3/2023	\$40,000,000.00	\$44,477,674.00	\$17,501,628.08	
Ship Canal Water Quality - Tunnel Storage Project (PW#2018-018, SPU)	DBB	McMillen Jacobs Assoc	The Lane Construction Corporation	12/26/2019	ongoing	11/21/2019	6/14/2023	\$219,800,000	\$254,990,000	\$126,361,839	No forecasted cost overrun. Current Change Order total is \$1.3M, well within the project's Change Order reserves. Forecast schedule delay causes: contractor staffing challenges, supply chain issues, concrete strike, amongst other reasons.

Exhibit D - City Personnel Experience (new staff additions since 2019 in blue, staff departures since 2019 in red)							
Personnel	Certifications	Other Bio Info	Project	Time on the project	Role	Task	% time devoted to task
Brett Richardson (FAS-CD)		20 years construction & project management experience	Airport Way Center C HVAC	3 years	Project Manager	Manage project	10%
			Airport Way Center E HVAC	3 years	Project Manager	Manage project	10%
			FS 31 Demolition	2 years	Project Manager	Manage project	10%
Alex Rao (FAS-CD)		10 years construction & project management experience	SMT Tenant Improvements	1 year	Program Manager	Manage projects	100%
Joe Hampton (FAS-CD)	MBA	20 years construction & project management experience	DB: Sound Transit Eastlink	5 years	Sr. Project Manager (Seattle City Light)	Manage projects	100%
Eileen McHugh (FAS-CD)	Licensed Architect	25+ years licensed architect, project management experience	Swedish First Hill Enabling Projects	1 years	Project Manager	Manage projects	100%
			Center for Life Sciences 600,000 SF Life science Lab/Office, San Diego, CA	3 years	Project Manager/Project Architect	Manage A/E Team	100%
			The Northwest School Gym/Dining/Theatre Building, Seattle, WA	2 years	Project Manager/Project Architect	Manage A/E Team	100%
			Seattle Prep Commons and Chapel/Theatre, Seattle, WA	3 years	Project Manager/Project Architect	Manage A/E Team	100%
			First Presbyterian Church of Bellevue Classroom building, Bellevue, WA	2 years	Project Manager/Project Architect	Manage A/E Team	100%
David Kunselman (FAS-CD)	Licensed Architect	30 years project management experience	PW#2010-006A/AC GC/CM: Fire Station 14	5 years	Division Director - Capital Development	Manage project	50%
			PW#2013-018 Fire Station 20	5 years			
			PW#2016-001 Fire Station 22	5 years			
			PW#2013-031A Fire Station 32	5 years			

Mark Miller (FAS-CD)	Licensed Architect	25+ years licensed architect, business owner and owner's project design and management	Nimitz Hall Dining Hall	1 year	DB Entity	Submitted DB proposal	10%
			Navy Commissary - Everett	2 years	DB Entity	DB - A/E side	10%
			Lummi K-12 School	3 years	DB Owner's Representative	Project management	10%
			Paccar Hall - UW	3 years	GC/CM Owner's representative	Furnishings and move management	5%
			Denny Hall - UW	2 years	GC/CM Owner's representative	Furnishings and move management	5%
			Life Sciences - UW	2 years	GC/CM Owner's representative	Furnishings and move management	5%
			Husky Union - UW	2 years	GC/CM Owner's representative	Furnishings and move management	5%
			Continental Mills	3 years	Owner's A/E - Negotiated Construction	Redesign and construction phase services	10%
			Lynwood Commons	3 years	Owner's A/E - Negotiated Construction	Project management and design services	10%
			Office Building	3 years	Owner's A/E - Negotiated Construction	Project management and design services	10%
Larry Ahern (FAS-CD)	Licensed Architect	40+ years project management experience	Fire Stations 26 and 5; SMT 26; SPU Facilities Master Plan	6 years	Project Manager	Manage projects	100%
Ian Hernandez (FAS-PC)	DBIA Trained	15+ years experience in project management, contract procurement and contract administration	PW#2021-007A/AC: West Seattle Corridor Bridges Rehabilitation and Strengthening	1 year	Senior Construction Contracting Specialist	Interviews, selection committee, contract development, procurement officer for preconstruction contract, construction contract, and GC/CM bid to self-perform subcontracts	50%
			PW#2018-076AC: Overlook Walk - Construction	6 months	Senior Construction Contracting Specialist	Contract development and execution	10%
Liz Alzeer (FAS-PC)		30 years procurement experience including purchasing, consulting and public works	Various	N/A	Division Director - City Purchasing and Contracting Services	Oversee the City's public works contracting program; develop and direct procurement policies, including management of the City's alternative public works certification process	100%
Mark Nakagawara (FAS-CPCS)	Licensed Landscape Architect, JD, Assoc. DBIA	Attorney and certified landscape architect with 10+ years in capital improvement public works project management	PW#2010-006AC GC/CM: Fire Station 14	2 years	Senior Project Manager/Owner's Representative	Project manager for design and construction phases	60%
			PW#2015-102 Fire Station 32	2 years	Senior Project Manager/Owner's Representative	Project manager for design and construction phases	60%
			Various	4 years	City Construction Contracts Manager	Manages contract processes for City of Seattle public works projects	100%

Basel Ismail (FAS-CPCS)	DBIA		PW#2018-079A DB: Cedar Falls Substation	6 months	Senior Construction Contracting Specialist	Interviews, selection committee; Design-Build construction contracting support during the project	5%
Russell King (Law Dept.)		20+ years in construction and insurance law in both public and private practice	Various	N/A	Attorney	Legal interpretation or defense available to all departments utilizing alternative public works; provides input on the City's public body certification/recertification efforts	Varies
Rebecca Keith (Law Dept.)		15 years in construction law with the City; serves as City's representative to CPARB	Various	N/A	Attorney	Legal interpretation or defense available to all departments utilizing alternative public works; provides input on the City's public body certification/recertification efforts	Varies
Michael Danielsen (SCL)	Licensed Architect	Combined 30+ years experience in building design, construction, contracts and public works construction; numerous projects utilizing alternative project delivery methods; owned business to develop and deliver scope schedule, budget and provide ultimate legal responsibility for all work	Construction management oversight of City Light PW contracts, \$30M-\$45M/year	2.5 years	City Light Construction Management, Manager	Public Works contracting manager for City Light	100%
			PW#2018-079A DB: Cedar Falls Substation	1.5 years	City Light Construction Management, Manager	concurrent with CM Manager Role noted above. Track and consult on developing cost issues and claim potentials, track cost and payment processes.	5%
			DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	5 years	City Light Senior Project Manager (2013-2017)	Contract development, technical construction, damage assessment, construction contract delivery, cost estimating, project management	33%
			PW#2012-050 GC/CM: Elliott Bay Seawall Replacement	4 years	City Light Senior Project Manager	Lead Senior Project Manager representing City Light; main project contact	80-100%
			PW#2016-126: Pier 62 Reconstruction	2 years	City Light Senior Project Manager	Lead Senior Project Manager representing City Light; main project contact	33%
			Architect	18 years	Principal Architect and Business Owner	Contracts, permits, building design and project delivery	100%
			DB architect-contractor	8 years	Principal Architect and Business Owner	Contracts, permits, design, Design-Build and alternative project delivery	100%
Patrick Donohue (SCL)		30 years as a PM; 15 in private sector and almost 15 with the City; general construction and environmental in private sector and parks and City Light with the City	PW#2018-101T TOUP: Streetlight Repair Task Order Unit Price Contract	1 year	Project Manager	Manage project	5%

Mike Fernandes (SCL)	Licensed Architect CA and WA, CMAA Certified Construction Manager, LEED AP	28 years of public works experience for educational and governmental facilities	SCL AWV / SR 99 / Viaduct Replacement Program	4 years	Sr. Project Manager	Senior Project/Construction Manager for Design-Build Project	100%
			University of Washington - Savery Hall Renovation, molecular Engineering Building, Law School, Science and Administration Building	9 years	Construction Manager/Project Manager	Construction Manager for large GC/CM projects	100%
			City of Seattle FAS - miscellaneous	3 years	Sr. Project Manager	Senior Construction Manager for Job	100%
Bob Fuchs (SCL)	PE, CWI	Senior mechanical engineer	PW#2009-042A DB: Boundary	6 years	Mechanical Engineer	Subject matter expert; support	100%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction	33%
Subash Gautam (SCL)	PE	Twelve years of design and construction engineer experience in utility with focus on hydro; five years of experience in designing and manufacturing medium voltage switchgear; three years of experience in hydro consulting firm as an electrical engineer	PW#2015-033A DB: Diablo U31 and U32 rewinds	2 years	Electrical Engineer	Electrical engineering project support, procurement, design, construction and inspection	95%
Robert Gordon (SCL)	PE, CWI	18 years industrial engineering experience; 10 years welding and construction experience	PW#2015-033A DB: Diablo U31 and U32 rewinds	4 years	Mechanical Engineer	Subject matter expert; support procurement, design, manufacturing and construction	95%
Hans Gutmann (SCL)	PE, PMP, DBIA trained	16 years project management; utility design and construction experience	PW#2009-042A DB: Boundary U55 and U56 rewinds	4 years	Project Engineer, Electrical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	90%
			PW#2015-033A DB: Diablo U31 and U32 rewinds	6 years	Electrical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	20%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	3 years	Electrical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	20%
			PW#2018-079A DB: Cedar Falls Substation	1 year	Electrical Engineering supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	20%
Ben Jabbari (SCL)	Civil Engineer, Project manager, DBIA certified	10 years project management experience; 15 years civil engineering experience	PW#2018-079A DB: Cedar Falls Substation	2 years	Project Manager	Manage contracting and procurement	75%
Josh Jackson (SCL)	PMP, DBIA trained	18 years project management experience	PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	3 years	Project Manager	Manage contracting, design and manufacturing	100%

Tamara Jenkins (SCL)	Election-certified Mayor of DuPont (2008-2011), appointed to City Council and Planning commission, BSCE and advance certificate in Transit and Community Management	24+ years experience in government facilities, public works design and construction including alternative design and construction methods	LEASE-LEASE BACK design and construction: City of DuPont - Civic Center	3 years	Mayor (2008-2011), Council and citizen advisory	Executive and legislative Mayoral leadership, provided reporting; prior to being mayor, provided contracts reporting as a council member and strategic guidance as a citizen volunteer	15%
			DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	11 years	City Light Program Manager (2014 - 2022, 50%) and Senior Project Manager (2011-2014, 30%)	Interagency Management/executive reporting and strategic guidance	50%
			PW#2012-050 GC/CM: Elliot Bay Seawall Replacement	11 years	City Light Program Manager (2014 - 2022, 15%) and Senior Project Manager (2011-2014, 70%)	Interagency Management/executive reporting and strategic guidance	15%
Daniel Kirschbaum (SCL)	PE, CWI	33 years mechanical engineering experience in power plant operation, design and construction	PW#2009-042A DB: Boundary Rewind U55 and U56	6 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	33%
			PW#2015-033A DB: Diablo U31 and U32 rewinds	4 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	33%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising	33%
Paul Larson (SCL)	PE		PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Manager of Civil, Mechanical & Structural Engineering	Oversight	15%
			PW#2018-079A DB: Cedar Falls Substation	4 years	Manager of Civil, Mechanical & Structural Engineering	Oversight	15%
Corey E. Lew (SCL)	MBA Utility Management Certification, LEED AP	Over 30 years experience in public works vertical and horizontal design and construction including ACDM	PW#2018-101T TOUP: Streetlight Repair Task Order Unit Price Contract	3 years	Project Management Oversight (PMO) Manager	Oversight	5%
Tim Lorkowski (SCL)		20 years of construction management resident engineer	PW#2015-033A DB: Diablo U31 and U32 rewinds	3 years	Resident Engineer	Lead construction management; main site contact	100%
Jade Mott (SCL)	PE	26 years of engineering design and construction experience	I-5 Everett HOV	2 years	Design Engineer Level 3/Project Manager	Designer, reviewer and coordinator	80%
Eduardo Plana (SCL)	DBIA trained	18 years project management experience	PW#2018-079A DB: Cedar Falls Substation	1 year	Project Manager	Manage contracting and procurement	80%

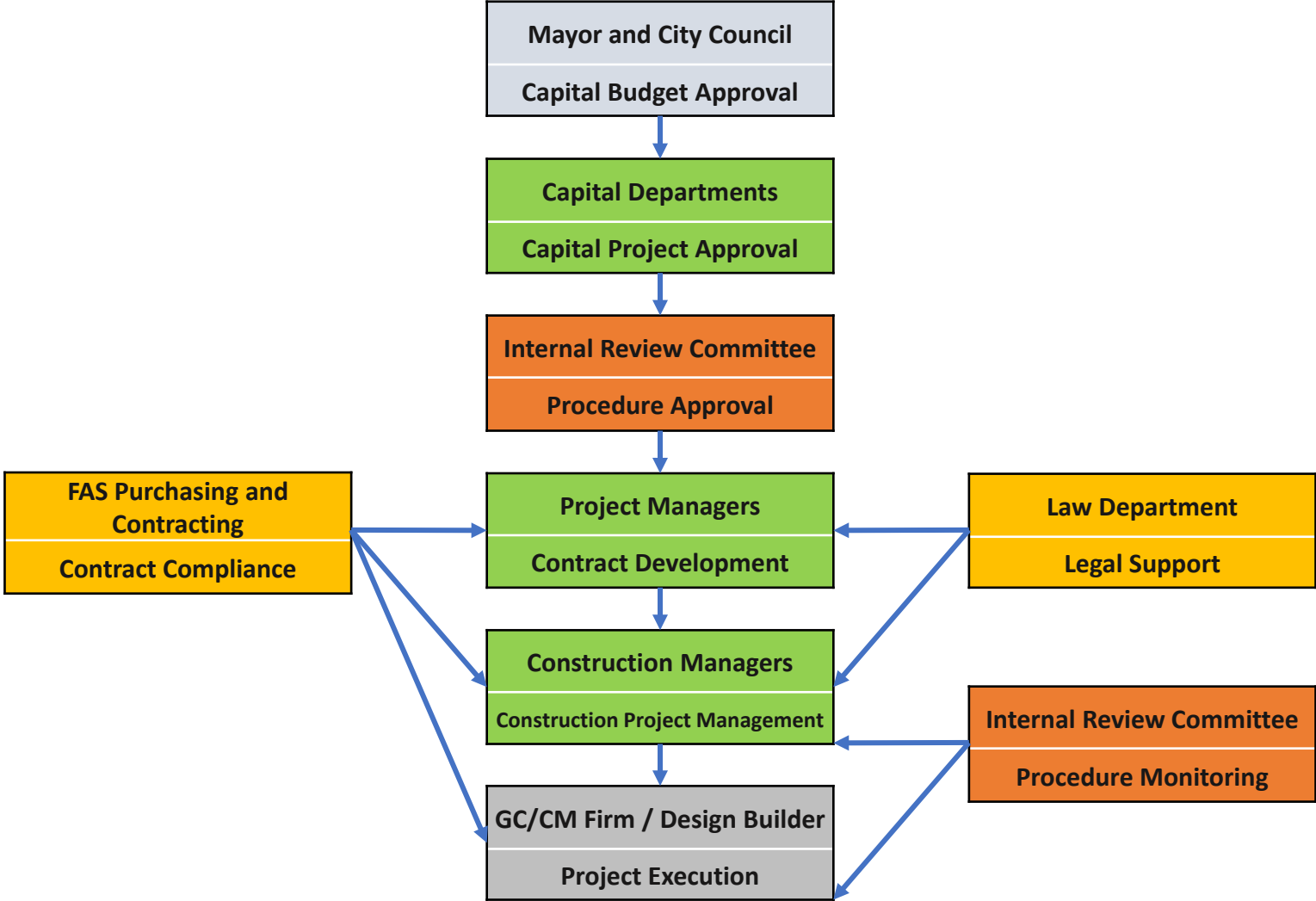
Caleb Rush (SCL)	PE	16 years utility design and construction experience	PW#2009-042A DB: Boundary U55 and U56 rewinds	4 years	Electrical Engineer	Subject matter expert; support design, manufacturing, construction, inspection and testing	90%
			PW#2015-033A DB: Diablo U31 and U32 rewinds	6 years	Electrical Engineer	Subject matter expert; support procurement, design, manufacturing, construction, inspection and testing	85%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Electrical Engineer	Subject matter expert; support procurement, design, manufacturing, construction, inspection and testing	95%
Chris Shultz (SCL)	PE	33 years of engineering design and construction experience	PW#2018-079A DB: Cedar Falls Substation	4 years	Engineering Manager	Oversight	5%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	1 year	Engineering Manager	Oversight	5%
			Mossyrock Rebuild	3 years	Principal Electrical Engineer	Subject matter expert; support procurement, contract negotiation design, manufacturing, construction, inspection and testing	80%
Chris Woelfel (SCL)	PMP, DBIA trained	18 years project management experience	PW#2015-033A DB: Diablo U31 and U32 rewinds	3 years	Project Manager	Manage project	90%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	3.5 years	Program Manager	Oversight	5%
Nancy Chin (SCL)	PE, PMP, DBIA trained	15 years project management experience	PW#2013-055E Emergency; Boundary U53 Rewind	1.5 years	Project Manager	Project and construction management	100%
			PW#2004-042A Boundary Transformer/Exciter	3.5 years	Project Manager	Project and construction manager	100%
Kay Yesuwan (SDOT)	PE, PMP, DBIA	Senior Civil Engineer/Strategic Advisor, 10 years experience in public works project management	PW#2012-020AC GC/CM: Landsburg Facilities and Chlorination	4 years	Project Manager / Project Engineer	Project management and oversight of consultant design	80%
Vanessa Bacurin (SDOT)	PE		I-405 Auxiliary Lanes DB (WSDOT)	9 months	Engineer	Structural design	100%
			SR 519 – South Seattle Inter-modal Access, Royal Brougham Design-Build (WSDOT)	1 year	Engineer	Structural design	100%
Jeff Bertram (SDOT)	PE		PW#2012-050AC GC/CM: Elliott Bay Seawall	3 years	Project Manager	Construction management	100%

Ganth Lingam (SDOT)	PE, PMP	10+ years experience in civil, utility design and construction experience including alternative design and construction methods	DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	1 year	City Light Sr. Project Manager	Managed design and construction activities; managed the scope, budget and schedule related to SCL; coordinated with other agencies and Design-Builder; provided QA/QC	100%
			GC/CM: Olympia Transit Center Extension	1 year	Civil Design Manager	Wrote specifications; managed civil and utility design; provided QA/QC	50%
			DB: Upper Kotmale Hydro Power Project	2 years	Construction Engineer	Managed construction activities; coordinated with sub-consultant and clients; provided QA/QC	80%
			DB: Sound Transit Eastlink	1 year	Design/coordination Engineer	Coordinated between design/package leads; provided QA/QC	50%
Jesse Lopez (SDOT)			PW#2012-050AC GC/CM: Elliott Bay Seawall	4 years	Office Engineer	Manage document control, funding, change orders, payments	100%
			PW#2010-071AC GC/CM: First Hill Street Car	2 years	Office Engineer	Manage document control, funding, change orders, payments	100%
			PW#2009-034A GC/CM: King Street Station Rehab	1 year	Asst. Office Engineer	Manage payments	50%
Mario Macias (SDOT)	PE		SR 520 – Eastside Transit and HOV DB (WSDOT)	1 year	Engineer	Design of MOT and illumination	100%
			SR 519 – South Seattle Inter-modal Access, Royal Brougham DB (WSDOT)	1 year	Engineer	Design of MOT and illumination	100%
Ken Lee (SPU)	PE, PMP, DBIA	Senior Civil Engineer/Strategic Advisor, 20+ years experience in public works project management, many of which were alternative delivery	Souder Yard Expansion, Lakewood, WA	2 years	Project Manager	CE, Ad, Procure, Construction, Closeout.	60%
			Puyallup Station Access Improvement Project	7 Years	Senior Project Manager	Alternatives Analysis, Environmental, PE, Ad, Procurement, Construction	50%
			Sumner Station Access Improvement Project	4 Years	Senior Project Manager	Alternatives Analysis, Environmental, PE.	50%
			Auburn/Kent Station Access Improvement Project	4 Years	Senior Project Manager	Alternatives Analysis, Environmental, PE.	50%
Christina Kapoi (SPU)	PE, EnvSP	DWW Senior Project Manager 10+ years of experience in structural engineering, design management, and project management	PW#2012-010AC GC/CM: Henderson North CSO Reduction	3 years	structural engineer, EIT	Design, Construction Support	40%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	3 years	structural engineer, EIT	Design, Construction Support	40%
			PW#2016-117 DBB: Buried Reservoir Seismic Program - West Seattle, Beacon, Myrtle, and Maple Leaf	4 years	structural engineer, EIT	Construction and Closeout support	15%
Kyle MacDonald (SPU)	PMP	15 years of experience as a field engineer, project controls professional, and project manager working on private and public projects.	PW#2014-050 Morse Lake Pump Plant	1.5 years	Project Controls	Schedule and budget review, analysis, and forecasting.	15%

Keith Ward (SPU)	PE, PMP	Manager with 30 years experience as a program director, project manager, and design engineer delivering municipal capital improvement projects from planning through construction, using DBB delivery for at least three projects totaling over \$120M	PW#2012-010AC GC/CM: Henderson North CSO Reduction	2 years	Manager	Oversight and support	10%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	3 years	Manager	Oversight and support	10%
			PW#2010-073AC GC/CM: Windermere CSO	3 years	Manager	Oversight and support	10%
Stephanie Secord (SPU)	PE, PMP	30 years as Project Manager and Senior Project Engineer delivering large municipal capital improvement projects from planning through construction.	PW#2010-073AC GC/CM: Windermere CSO	2 years	Project Manager	Project Manager	60%
William Benzer SPU	PE, LEG, PMP	30 years experience as Program Manager, Project Manager and Design Engineer delivering municipal capital improvement projects from planning through construction using design, bid build and design build methods.	SR 520 - Montlake Phase (WSDOT lead project)	4 years	Project Manager	Project Manager for SPU design and construction phases	50%
			SR 520 - Portage Bay Bridge Phase (Design-Build, WSDOT lead project)	1 Year	Project Manager	Project Manager for SPU RFP development	50%
Michael Panlasigui (SPU)	PE	Construction Manager with 20+ years of experience delivering municipal projects using DBB and alternative delivery methods.	PW#2012-010AC GC/CM: Henderson North CSO Reduction	2 years	Resident Engineer	Administered contract, negotiated NSS, reviewed payments	100%
Jeff Fowler (SPU)	PE, CCM, DBIA	Current Director of Solid Waste Line of Business, former SPU Director of Construction Management, 20 years experience in Construction Management and Design of Public Works Projects including Design-Bid-Build and alternative public works delivery methods	PW#2012-010AC GC/CM: Henderson North CSO Reduction	4 years	Director of Construction Management	High level negotiations; provide support to CM field staff	10%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	4 years			
			PW#2012-020AC GC/CM: Landsburg Facilities and Chlorination	4 years			
			PW#2012-003AC GC/CM: North Transfer Station	4 years			
			PW#2008-048A DB: South Recycling and Disposal Rebuild	4 years			
Jessica Guerrette (SPU)	PE, DBIA	25 years as Project Manager and Senior Project Engineer in civil engineering, 10 years as owner's advisor and procurement specialist for alternative delivery (Design-Build) contracting	PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	1 year	Procurement Specialist	Developed, compiled, and published the RFP and addenda; facilitated the evaluation and selection process; captured negotiations into the final executed contract	100%
			PW#2016-012A DB: Washington Street Boat Landing Pergola	1 year	Procurement Specialist	Developed RFQ for DB; facilitated evaluation of SOQs and short list before	65%
			PW#2008-048A DB: South Recycling and Disposal Rebuild	2 years	Owner's advisor for procurement and execution	Developed, compiled and published the RFP and addenda; facilitated the evaluation and selection process; captured negotiations into the final executed contract	100%
Karen Iwasaki (SPU)	PE, PMP trained	20+ years as Project Engineer in Civil Engineering	PW#2008-048A DB: South Transfer Station	2 years	Project Engineer	Oversite of construction phase as the Project Engineer	70%

Alan Lord (SPU)	PE, PMP	Manager with 20 years experience as a project manager and design engineer delivering municipal capital improvement projects from planning through construction, primarily using DBB delivery	PW#2012-010AC GC/CM: Henderson North CSO Reduction	4 years	Project Manager	Project Manager	60%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	4 years	Project Manager	Project Manager	60%
Shaunie Vail (SPU)	PE, CCM, WDM4	Construction Engineering Supervisor, 20+ years experience in public works capital projects using DBB and alternative delivery methods	PW#2012-010A GC/CM: Henderson North CSO Reduction	2 years	Supervising Construction Engineer	GC/CM selection process, Also Administered the GC/CM contract; supervise Resident Engineer, inspectors and office support staff	30%
			PW#2010-073AC GC/CM: Windermere CSO	4 years	Resident Engineer	Administered contract, negotiated NSS, reviewed payments	100%
			PW#2005-096AC GC/CM: South Lake Union Streetcar	5 years	Project Manager for SPU then assistant RE	GC/CM selection Process, Project management and oversight of SPU Utility design, MACC negotiation, assist resident engineer, inspection and payments	50% in design and 100% construction and certification
Hui Yang (SPU)	PE, PMP, DBIA	Supervising civil engineer, 24 years experience in project planning, design, construction and managing support services, consultant contracts and Design-Build	PW#2008-048A DB: South Transfer Station	4 years	Project Engineer	Oversight of consultant design and helped create the RFP for DB	70%
			PW#2012-003AC GC/CM: North Transfer Station	4 years	Project Manager	Project management	70%
Richard Fernandez (SPU)	PE, PMP	10 years experience as a Design Manager and Project Manager leading in-house development of Design-Build requests for proposals (DB RFPs) and managing the design phase for a range of federal projects, including advanced water treatment, roadway, airfield expansion, fire trainers, water transmission and underground storage tank projects	MCON P113 Advanced Water Treatment Plant, Marine Corps Base Camp Pendleton, CA	3 years	Design Manager	Lead engineer for owner; develop DB RFP; lead design phase of project post DB contract award; approve critical path design submittal (fast track submittals)	75%
			YU1200M Repair Avenue 2E, Marine Corps Air Station, Yuma, AZ	2 years	Design Manager		
			Airfield Parking Ramp, Air Force Plant 42, Palmdale, CA	3 years	Design Manager		
			Structural Fire Trainer and Drafting Tank, Air Force Plant 42, Palmdale, CA	3 years	Design Manager		
			Rehab and Enlargement of Bldg. 510, Air Force Plant 42, Palmdale, CA	3 years	Design Manager		
			Hazardous Materials Underground Storage Tank Conversion Program Naval Air Weapons Station, China Lake, CA	2 years	Design Manager		
			Pump Station 2 Well Replacement, Air Force Plant 42, Palmdale, CA	3 years	Design Manager		

EXHIBIT E - Organizational Chart for Alternative Public Works



PW#2018-076A/AC OVERLOOK WALK (Office of the Waterfront)	CONTRACT AMOUNTS AT CONST. CONTRACT EXECUTION	% of MACC
Project Cost Components		
GC/CM Fixed Fee	\$ 3,072,499.00	
Specified General Conditions	\$ 3,600,000.00	
Sales Tax (applicable items only - est)	\$ 533,287.00	
MAXIMUM ALLOWABLE CONSTRUCTION COST (MACC)	\$ 55,584,759.00	
Negotiated Support Services (including provisional sum items)	\$ 9,971,049.00	
Risk Contingency	\$ 1,556,068.00	
Maximum Total Subcontract Package Cost	\$ 44,057,642.00	
GC/CM Self-Performed Work (Competitively Bid)	\$ -	0.00%
Other Subcontract Work (Competitively Bid)	\$ 18,289,000.00	41.51%
Total Construction Contract	\$ 62,790,545.00	

PW#2021-007A/AC WEST SEATTLE CORRIDOR BRIDGES REHABILITATION AND STRENGTHENING (SDOT)	CONTRACT AMOUNTS AT CONST. CONTRACT EXECUTION	% of MACC
Project Cost Components		
GC/CM Fixed Fee	\$ 1,306,961.00	
Specified General Conditions	\$ 2,045,990.00	
MAXIMUM ALLOWABLE CONSTRUCTION COST (MACC)	\$ 41,124,713.00	
Negotiated Support Services	\$ 633,000.00	
Risk Contingency	\$ 3,738,610.00	
Maximum Total Subcontract Package Cost	\$ 36,753,103.00	
GC/CM Self-Performed Work (Competitively Bid)	\$ -	0.00%
Other Subcontract Work (Competitively Bid)	\$ 19,963,286.00	54.32%
Total Construction Contract	\$ 44,477,664.00	

EXHIBIT G - Overlook Walk Subcontracting Plan

**Overlook Walk
Seattle Project No. PW 2108-076A, Hoffman Job No. 6059319
SUBCONTRACT BID PACKAGE PLAN**

Updatd 2.16.22

Bid Package No.	Advertising Date	Planned Issue Date	Prebid Meetings	Planned Bid Date	Description	Budget Amount	WMBE Bid Package Past Performance Percentages
BID PACKAGES - GROUP 1							
1A	2/23/2022	2/23/2022	3/2/22 3/9/22	3/17/22	Soldier Pile and Lagging Wall	\$550,000	13.60%
1B	2/23/2022	2/23/2022	3/2/22 3/9/22	3/17/22	Earthwork, Utilities & Demolition	\$1,975,000	14.65%
1C	2/23/2022	2/23/2022	3/2/22 3/9/22	3/17/22	Mechanical, Fire System & Landscape Drainage	\$2,800,000	15.18%
1D	2/23/2022	2/23/2022	3/2/22 3/9/22	3/17/22	Electrical	\$2,500,000	14.81%
BID PACKAGES - GROUP 2							
2A	3/2/22	3/2/22	3/9/22 3/16/22	3/23/22	Structural Steel and Metal Fabrications	\$1,600,000	8.57%
2B	3/2/22	3/2/22	3/9/22 3/16/22	3/23/22	Decorative Metal Railings	\$1,500,000	0.00%
2C	3/2/22	3/2/22	3/9/22 3/16/22	3/23/22	Decorative Metal Screens	\$1,100,000	0.00%
2D	3/2/22	3/2/22	3/9/22 3/16/22	3/23/22	Waterproofing, Damproofing and Roofing	\$425,000	0.00%
2E	3/2/22	3/2/22	3/9/22 3/16/22	3/23/22	Architectural Precast Benches and Curbs	\$1,475,000	0.00%
BID PACKAGES - GROUP 3							

Bid Package No.	Advertising Date	Planned Issue Date	Prebid Meetings	Planned Bid Date	Description	Budget Amount	WMBE Bid Package Past Performance Percentages
3A	3/7/22	3/7/22	3/16/22 3/23/22	3/30/22	Wallboard Systems, Insulation and Associated	\$300,000	9.59%
3B	3/7/22	3/7/22	3/16/22 3/23/22	3/30/22	Painting and Coating	\$300,000	14.70%
3C	3/7/22	3/7/22	3/16/22 3/23/22	3/30/22	Doors, Frames and Hardware	\$14,000	0.00%
3D	3/7/22	3/7/22	3/16/22 3/23/22	3/30/22	Aluminum Glazing Systems and Doors	\$105,000	0.00%
3E	3/7/22	3/7/22	3/16/22 3/23/22	3/30/22	Aluminum Framed Glass Canopy	\$495,000	0.00%
BID PACKAGES - GROUP 4							
4A	3/16/22	3/16/22	3/23/22 3/30/23	4/6/22	Coiling Grilles	\$45,000	0.00%
4B	3/16/22	3/16/22	3/23/22 3/30/23	4/6/22	Wood Benches and Steps	\$1,025,000	0.00%
4C	3/16/22	3/16/22	3/23/22 3/30/23	4/6/22	Playground Equipment	\$250,000	0.00%
4D	3/16/22	3/16/22	3/23/22 3/30/23	4/6/22	Masonry	\$80,000	0.00%
4E	3/16/22	3/16/22	3/23/22 3/30/23	4/6/22	Landscaping	\$1,750,000	27.59%

Bid Package No.	Advertising Date	Planned Issue Date	Prebid Meetings	Planned Bid Date	Description	Budget Amount	WMBE Bid Package Past Performance Percentages
Total Bid Packages						\$18,289,000	11.16%
					Structural Concrete	\$25,775,000	28.49%
					Concrete Forming and Accessories	\$18,431,378	
					Concrete Reinforcing	\$2,909,115	
					Cast-in-Place Concrete		incl
					Sandblast Concrete Finish		incl
					Concrete Topping Slab Finish		incl
					Concrete Paving Joint Sealants		incl
					Embedded Misc Iron (Install only)	\$457,304	
					Post Tensioning		incl
					Precast Planks for Bluff	\$1,550,082	
					Pigmented Sealer	\$1,550,082	
					Flagging for Sealer application	\$35,222	
					Grouting	\$381,617	
					Caulking	\$195,120	
					Eco pans	\$69,139	
					Concrete Pumping	\$195,926	
					Rough Carpentry		incl
					Expansion Joints		incl
					Seismic Joints and Covers		incl
					Joint Sealants (As applicable)		incl
					Fire Stopping		incl
					Signs and Identifying Devices (Install Only)		incl
					Fire Protection Specialties		incl
					Site Furnishings	\$0	
					Art Installation Coordination		incl

Bid Package No.	Advertising Date	Planned Issue Date	Prebid Meetings	Planned Bid Date	Description	Budget Amount	WMBE Bid Package Past Performance Percentages
					Negotiated Support Services	\$7,750,000	16.11%
					Photographs	\$1,654	
					Plans & Prints	\$26,460	
					Misc Equipment Rental	\$533,386	
					Crane Rentals	\$683,550	
					Gas,Oil & Maintainance	\$395,081	
					Transport Equipment	\$46,305	
					Erect/Dismantle Tower Crane	\$303,188	
					Crane Inspection	\$11,025	
					Surveying	\$435,550	
					Temp Electrical	\$249,453	
					Utilities Power	\$0	
					Utilities Water	\$196,378	
					Temporary Sanitation	\$237,156	
					Temporary Heat	\$13,230	
					Weather Protection	\$26,460	
					Temporary Structures	\$137,808	
					Temporary Parking	\$55,200	
					Street sweeping/cleaning	\$83,800	
					Fire Protection Standpipe	\$0	
					Safety	\$157,102	
					Safety Lunches	\$70,560	
					First Aid	\$2,202	
					Temporary Fencing	\$51,690	
					Flagging	\$295,680	
					Traffic Control	\$137,813	
					After Hours Security	\$158,760	
					Equipment Operators	\$2,160,096	
					Construction Signs	\$3,308	
					FO Equipment	\$106,555	
					Phones	\$81,585	
					Temp Office Cleaning	\$26,460	
					Final Cleaning	\$37,500	
					Job Services	\$701,114	
					Escalation	\$324,694	

Package Number	Scope	Approx Scope Value	Draft to SDOT/WSDOT	Target Advertisement Date	Target Bid Opening	Aspirational DBE Goal (%)	DBE Amount	Apparent Low Bidder	Bid Amount	DBE Provided	Pre Bid Meeting #1	Pre Bid Meeting #1
18	Core Drilling	\$ 389,985	8/31/2021	9/29/2021	10/20/2021	0%	\$ -	Penhall	\$ 388,075	\$ -	10/5/2021	10/6/2021
8	Hydro Demo	\$ 638,000	9/27/2021	9/29/2021	10/20/2021	0%	\$ -	Rampart	\$ 438,705	\$ -	10/5/2021	10/6/2021
1	Concrete Paving	\$ 84,100	11/9/2021	11/17/2021	12/8/2021	25%	\$ 21,025	Salinas Construction	\$ 74,753	\$ 51,000	10/13/2021	10/14/2021
5	Waterproofing	\$ 65,994	9/30/2021	10/5/2021	10/27/2021	0%	\$ -	Combined	\$ 101,940	\$ -	10/13/2021	10/14/2021
9	Scaffolding	\$ 399,000	NSS				\$ -					
15	CFRP	\$ 5,000,000	9/30/2021	10/5/2021	10/27/2021		\$ -	Pullman	\$ 3,068,167	\$ -	10/12/2021	10/13/2021
16	Surveying (NSS)	\$ 170,000	9/30/2021	10/5/2021	10/27/2021	25%	\$ 42,500	O'Bunco Eng.	\$ 66,230	\$ 66,230	10/13/2021	10/14/2021
19	CFRP Bridge 131EA	\$ 1,500,000	9/30/2021	10/5/2021	10/27/2021	25%	\$ 375,000	Pullman	\$ 406,474	\$ -	10/12/2021	10/13/2021
3	Concrete Overlay	\$ 1,300,000	10/15/2021	10/20/2021	2/9/2022	15%	\$ 195,000	Kraemer North America	\$ 1,921,800	\$ -	1/31/2022	2/1/2022
11	Pavement Marking	\$ 1,244,167	10/15/2021	10/20/2021	11/10/2021	0%	\$ -	Specilized Pavement Markings	\$ 897,422	\$ -	10/27/2021	10/28/2021
4	Electrical	\$ 1,646,000	10/15/2021	10/20/2021	11/10/2021	25%	\$ 411,500	Valley Electric Company of Mount Vernon, Inc.	\$ 2,102,217	\$ 315,332	10/27/2021	10/28/2021
13	Rebar	\$ 120,825	10/15/2021	10/20/2021	11/10/2021	25%	\$ 30,207	PNW Reinforcing	\$ 294,685	\$ 294,685	10/27/2021	10/28/2021
14	Sawcutting	\$ 8,000	11/10/2021	11/17/2021	12/8/2021	0%	\$ -	NCES, LLC	\$ 9,092	\$ 9,092	11/30/2021	12/1/2021
6	Grading	\$ 25,324	11/9/2021	11/17/2021	12/8/2021	25%	\$ 6,331	Lee's Demolition	\$ 86,669	\$ 86,669	11/30/2021	12/1/2021
7	Landscaping	\$ 50,500	11/9/2021	11/17/2021	12/8/2021	25%	\$ 12,625	No Bids			11/30/2021	12/1/2021
22	Sign Bridges	\$ 4,000,000	11/9/2021	11/18/2021	12/9/2021	10%	\$ 400,000	Valley Electric Company of Mount Vernon, Inc.	\$ 2,546,200	\$ 255,379	11/30/2021	12/1/2021
27	Impact Attenuators	\$ 275,000	11/9/2021	11/17/2021	2/16/2022	25%	\$ 68,750	Coral Construction	\$ 236,632	\$ -	2/1/2022	2/2/2022
29	Fencing	\$ 60,000	11/9/2021	11/17/2021	12/8/2021	0%	\$ -	Commercial Fence Corp.	\$ 57,776	\$ -	11/30/2021	12/1/2021
17	Traffic Control (NSS)	\$ 770,000	NSS			100%	\$ 770,000	AGS	\$ 800,000	\$ 800,000		
12	Quality Control (NSS)	\$ 337,500	NSS			25%	\$ 84,375	AAR Testing and Inspection, Inc				
20	Site Security (NSS)	\$ 568,800	NSS			25%	\$ 142,200	American Copr. Security	\$ 468,449	\$ 468,449		
21	Community Outreach (NSS)	\$ 100,000	NSS			100%	\$ 100,000	Zann	\$ 100,000	\$ 100,000		
23	Sweeping (NSS)	\$ 79,200	NSS			100%	\$ 79,200	KCD Trucking	\$ 74,400	\$ 74,400		
24	Concrete Pumping (NSS)	\$ 20,000	NSS			0%	\$ -					
25	Crane Service (NSS)	\$ 15,000	NSS			0%	\$ -					
26	GPR	\$ 125,000	11/9/2021	11/17/2021	12/8/2021	0%	\$ -	Bridge Diagnostics, Inc.	\$ 72,034	\$ 8,640	11/30/2021	12/1/2021
28	Tug Service (NSS)	\$ 38,000	NSS			0%	\$ -					
							Potential DBE	\$ 2,738,713	6.2%	\$ 14,211,720	\$ 2,529,876	
							MACC	44,477,674				
						2%	\$ 889,554		Current DBE	5.69%		

- First Set of Advertisements
- Second Set of Advertisements
- Third Set of Advertisements
- Fourth Set of Advertisements
- Fifth Set of Advertisements