December 1, 2022

Port of Seattle Public Body Recertification

for GC/CM and Design-Build

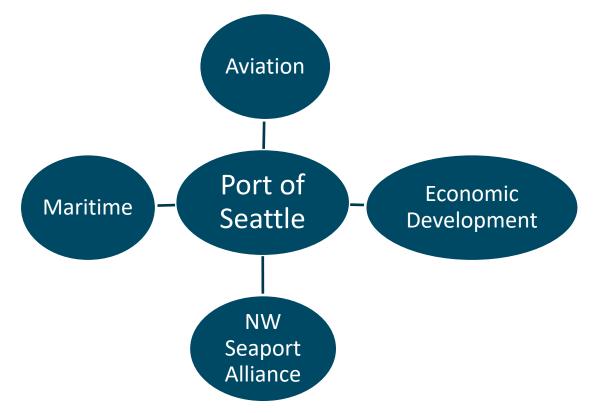


Introducing the Team

- Janice Zahn Acting Director of Engineering
- Brian Sweet Senior Construction Manager
- Kyle Dilbert Senior Manager, Construction Contracting
- Eileen Francisco Director, Aviation Project Management Group,
- Lawrence Coleman WMBE Program Manager
- Angela Peterson Manager, Construction Contracting
- Anne Porter Director, Waterfront Project Management Group
- Tin Nguyen Senior Manager, Waterfront Project Management Group

About the Port of Seattle

- Seattle-Tacoma International Airport
- Two cruise terminals
- Fisherman's terminal
- Four public Marinas
- Real estate holding
- Four cargo handling terminals



Project Delivery Leadership Team

- Sandra Kilroy Senior Director, Engineering, Environment and Sustainability
- Janice Zahn Acting Director of Engineering
- Jonathan Ohta Senior Construction Manager
- Brian Sweet Senior Construction Manager
- Scott Thomas Senior Construction Manager
- Nora Huey Director, Central Procurement Office
- Kyle Dilbert Senior Manager, Construction Contracting
- Eileen Francisco Director, Aviation Project Management Group
- Anne Porter Director, Waterfront Project Management Group
- Mian Rice Director, Diversity in Contracting

Our Project Delivery Method Selection Process

Owner defines project goals & business case

Key success factors are expressed in Project scope, quality, schedule and budget

Decision matrix to select best project delivery method

Port Project Delivery Review Flow Chart

PM initiates Project Notebook process to document preliminary scope, schedule and budget PM follows CPO-8 Policy on Acquisition Planning Process to strategize and determine how project should best be delivered/procured



PM conducts Acqusition Planning Meeting with CM, Contracting Managers, key stakeholders and their respective team and senior managers to evaluate the specific project and best delivery options

PM obtains final approval from Port of Seattle Commission

PM obtains concurrence from Division Sponsor Approval PM documents recommeneded project delivery/procurement methodolgy

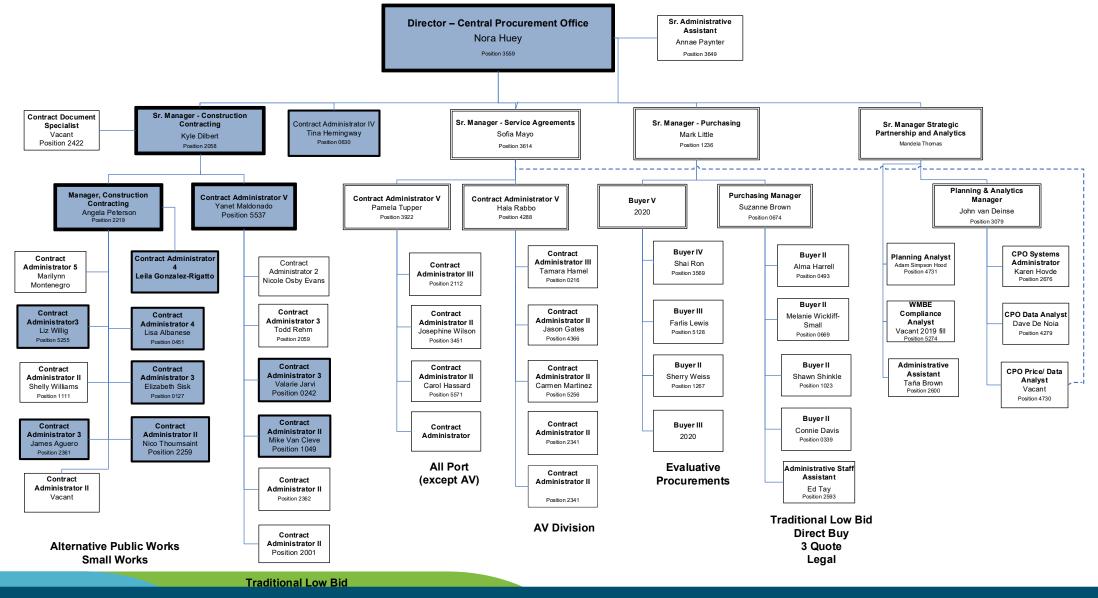
Port of Seattle Organization Charts

POS Organizational Chart – As of 11/21/2022 of Seattle ORG CROSS CUTTING SUPPORT SERVICES POS POT POS Commission Commission Commission Business Intelligence Information & Communications Continuous Process Improvement Technology Cyber Security Internal Audit Emergency Preparedness Labor Relations Engineering Legal Services Environment & Sustainability Police Services The Northwest Equity Port Construction Services Port of Seattle Seaport Alliance External Relations **Executive Director** Procurement CEO Finance & Budget Safety & Health Stephen P. Metruci John Wolfe Human Resources Strategic Planning Assistant to Executive Senior Policy Director **Executive Assistant Chief Operating Officer** Interim Chief of Staff Director _____ Vacant Hugh Hastings Dave Soike Eric Schinfeld Carlene Tudor Lee **Deputy Chief of Staff** Tunny Vann **Operating Divisions** Chief of Staff Aviation Labor Relations Legal* Engineering, Maritime Economic External Internal Equity, Chief Human Developme Audit* Relations* Diversity 8 Financia Resources General and Sustain-Manaai Commission Managin Director Officer Inclusion Director Interin Counsel ability Manaaina Director Meeting Dan Senior Senior Lance Lyttle Senior Pete Ramel Stephanie Director Glenn Coordination Thomas Director Director Director Senior lones David Senior (atie Gera Fernandes Customer Mikel Attorney Stebbins McFadden Director Coordination Director Pearse Experience O'Brien Services Sandra Kilı Central Concession Port Police with Commissio Bookda Edwards Accounting and Financia Records & IT Strategic Audit Cruise, Real Estate Procuren Constructi Public Records Department Staff Commercial Gheisar itiatives Fishing, Marinas External Labo Aviation Property Development Employee Reporting Office Services Management Operational Relations Environment Relations Workplace Audit Services Executive Team Facilities Equity Goals Public Affair Aviation Director Responsibilit Facilities and Internal Labor Meetings Innovation Corporate Health and Director Chief Office Director and **Capital Audit** Maritime Vacant Capital Programs Relations and Maritime Finance and Budget Coordination Safety Nora Maintenance Objectives Community Jermaine Murray Michael Villa Facilities and Environme Engagement IT Audit Collective and Planning Huey Capital Organizational ontinuous Operations Executive Office Capital Bargaining Agreement Programs Equity. ffectiveness Aviation Rapid Small Works Project ocess Delivery Engineering Coordination Security & Diversity and City, State Business Purchasing Maritime/ provement Diversity in Contracting Talent Negotiations Services Intelligence Safety Inclusion and Federal Services/ Mutual Aid Maintena Acquisition infused into External Construction/ Information itrategic Emergency Industrial Corporate Governmen Customer Leases Development Communica ning Preparednes Planning Culture. Relations Diversity Service tions Marketing Strategies Technology Capital Marketing Total Rewards Program Manageme and Goals Strategic Small Business Risk Communica Stormwate "Incubator Managemer Workforce Utility tions Employee Marketing Tourism Developmen Information Security Security tions Planning Project Managem

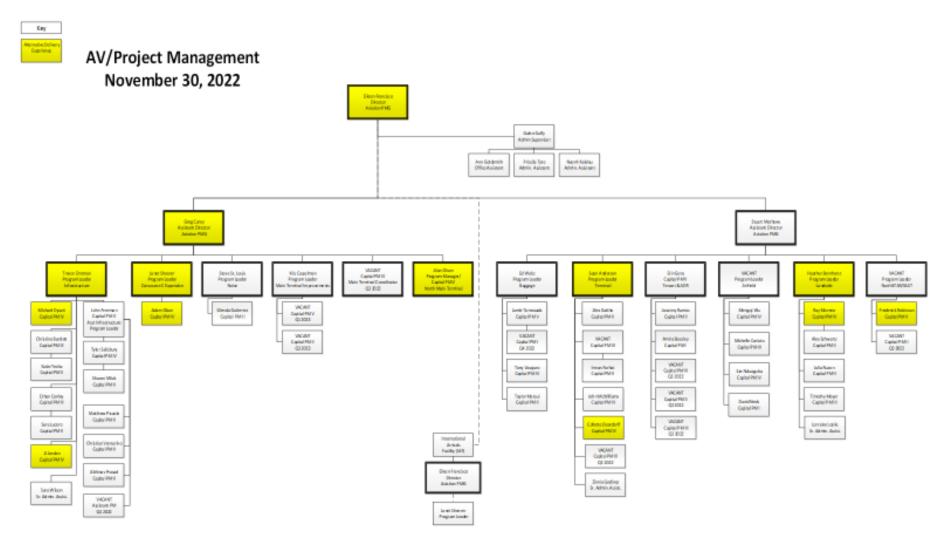
(ELT Members)

Port a

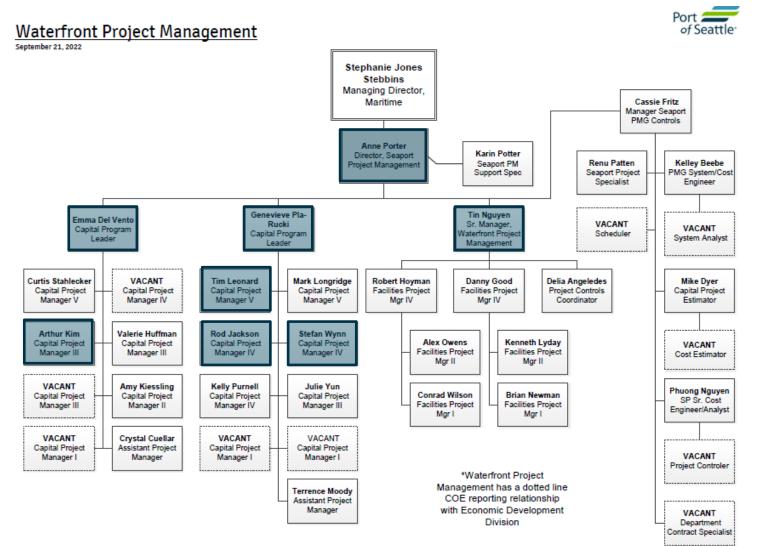
Central Procurement Office



Aviation Project Management Group

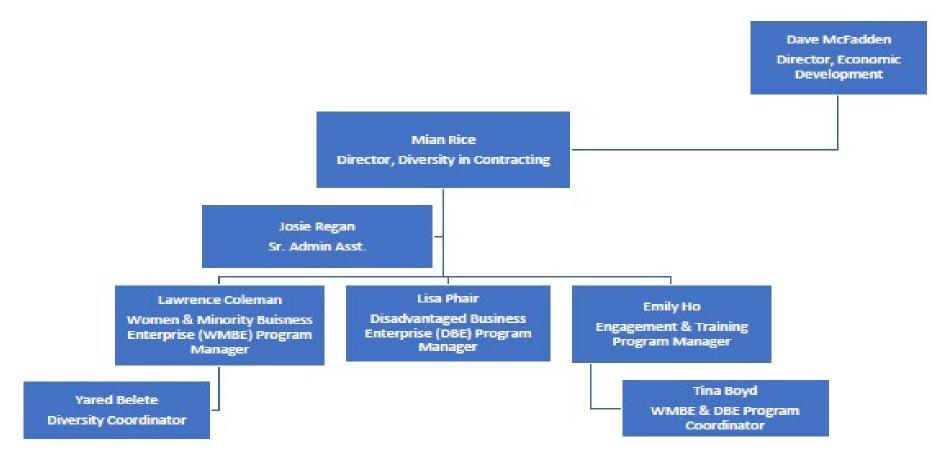


Waterfront Project Management Group

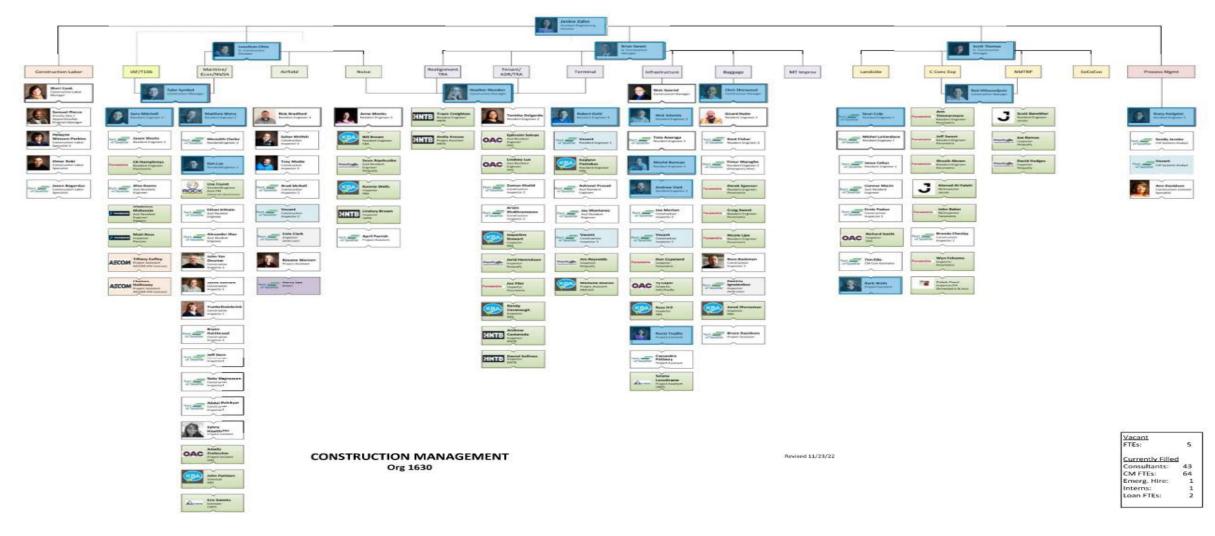


Economic Development – Diversity in Contracting

Economic Development Division- Diversity in Contracting July 2022



Construction Management



Alt Public Works Projects – Last 3 years

Design Build Projects

Interim Westside Fire Station

TSE Phase II: Bollards and ADA Ramps

T106 CBP Facility Renovation

Telecom Meet Me Room - Building

T46 Substation Replacement

International Arrival Facility

GC/CM Projects

Sites 23-25 Restoration (T117)

North Satellite Renovation

Main Terminal Low Voltage

C Concourse Expansion

Post IAF Airline Realignment

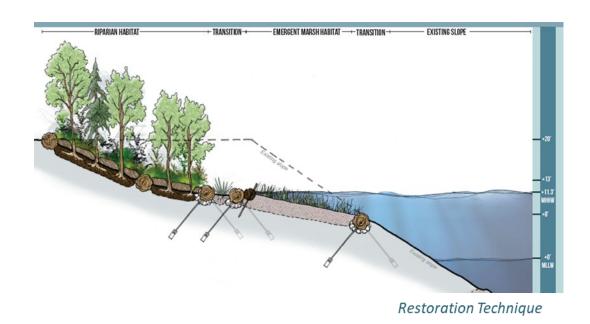
Primary Fire Station Continuing Operations Preservation

Concourse Low Voltage

Project Example – Heavy Civil GC/CM

T117 Site 23-25 Restoration

- Total Contract Cost: \$16 Million
- Construction Start: Aug 2020
- Construction Complete: In Progress







Project Example – GC/CM with M & EC/CM

North Satellite Renovation

- Total Contract Cost: \$500 Million
- Construction Start: July 2017
- Construction Complete: July 2021



Project Example – Traditional Design Build

Transportation Security Enhancements

- Total Contract Cost: \$13.8 Million
- Construction Start: November 2022
- Construction Complete: In Progress







Project Example – Progressive Design Build

International Arrivals Facility

- Total Contract Cost: \$986 Million
- Construction Start: October 2016
- Construction Complete: 2023







GC/CM Subcontractor Bidding Summary

- T-117 Site 23-25 Restoration (Heavy Civil)
 - 42% Negotiated/11% Competitive self performance
- Main Terminal Low Voltage
 - 4.33% Competitive self performance
 - EC/CM
- Concourse C Expansion
 - 0% Competitive self performance (To date with construction just beginning)
 - MC/CM, EC/CM, SC/CM (Curtain Wall)

Port of Seattle Alternative Delivery Industry Engagement and Learning

- Capital Projects Advisory Review Board (CPARB)
- CPARB Subcommittees Project Review Committee (PRC), GC/CM, SW, BEDBI, JOC, Subcontractor Work listing
- Design Build Association of America (DBIA) Owners Subcommittee
- Public Owners Roundtables
- AGC DB Training and Education
- Washington Public Ports Association (WPPA) -Port Procurement Group
- Construction Management Certification Institute (CMCI)

Workforce Development

- Apprenticeship goals: 15%
 - Actual for 2021: 22%
- Priority Hire goals within Project Labor Agreements: 20%
 - Actual for 2021: 25%

WMBE Performance 2019-2022

Design Build

Number of Contracts: 10

Number of WMBE Firms: 78

Total Number of Subs: 732

Total Dollars Spent: \$55 mill

Total WMBE Dollars: \$10 mill

WMBE Percentage: 18.39%

GC/CM

Number of Contracts: 7

Number of WMBE Firms: 54

Total Number of Subs: 472

Total Dollars Spent: \$69 mill

Total WMBE Dollars: \$4.6 mill

WMBE Percentage: 6.6%*

*9.19% when you remove SBE Contracts (IAF/NSAT). This also includes 3 GC/CM Preconstruction contracts which if removed brings the number to 10.45%

Benefits Realizes

- WMBE Design Firms involved in meaningful ways early
- Lends to a greater variety of WMBE partners
- Best Value Evaluation of qualifications, past performance, outreach efforts
 - ✓ Adds ability to be adaptable to environment and needs of WMBE firms
 - Reduced affirmative efforts on alt deliveries in comparison to low bid
 - Once executed, primes have coordinated outreach, partnering, packaging

Panel Question #1

• Do you have executed completed attachment Form C

• Response: Yes, sent via email 11/29/2022

Panel Question #2

- Have your design build projects been qualifications based or a design competition (Progressive versus Design Competition)?
- a. What are the lessons learned for each of the types as it seems your lessons learned in section 2 (b) are mostly for GC/CM

Answer - Panel Question #2 -Additional lessons learned

GC/CM Specific

- Agree upon format of estimates with GC/CM & SC/CM, Designer, and Owner prior to quantifying costs.
- Utilizing SC/CM when appropriate has been helpful for our complex operations
- Contracting with the GC/CM as early as possible in design (As early as 5%)

DB Specific

- Port still improving on basis of design & Spec development that our early D/B projects could have benefited from.
- Improving on Role Clarity to ensure all stakeholders and roles are understood for efficient use of time at meetings.
- Awareness around Port's technology requirements that may be out of date. CAD standards do not allow searchable or linked documents and may not be design industry standard.
- DB team weekly meeting included key stakeholders which supported collaborative approach and design engagement, enabling an aggressive schedule with creative solutions for operational issues & limitations and making decision quickly.
 Overall
- APW provided increased opportunity for our WMBE Program, where goals & commitments led to excellent results.
- Port has implemented lessons learned after each phase: procurement, design, and construction versus at end of project.

Panel Question #3

 Does the Port have baseline data for its DB projects (FY 2021 and FY 2022 year-to-date) for W/MBE utilization, and if so, could you provide it.

• Answer: 2021-2022 (YTD) W/MBE Utilization for D/B is 18.39%

In Summary

- The Port meets the requirements for recertification
 - Understands the RCW 39.10 provisions and best practices
 - Right processes to determine when alternative delivery (GC/CM or DB is appropriate) is appropriate
 - Right people to deliver the projects using GC/CM or DB for success
- We request approval of the Port to be recertified for GC/CM and DB

THANK YOU

QUESTIONS?

