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

APPLICATION FOR CERTIFICATION OF PUBLIC BODY

RCW 39.10 Alternative Public Works Contracting - Design-Build (DB)

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 1-9 should not exceed 15 pages *(font size 11 or larger)*.

Identification of Applicant

a) Legal name of Public Body (your organization): **City of Seattle**

b) Address: **Seattle Municipal Tower 700 5th Ave., Suite 4112, Seattle, WA 98104**

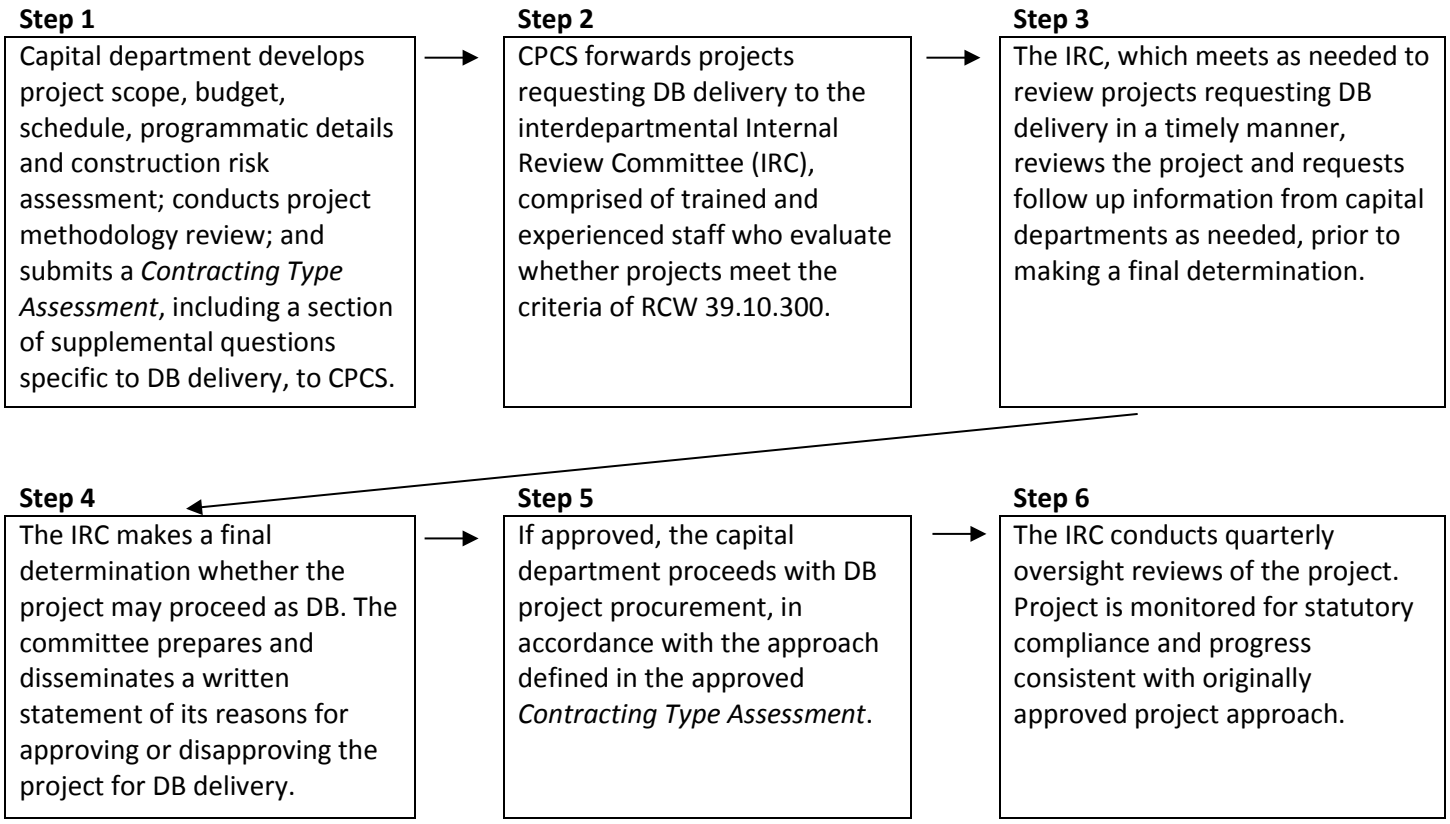
c) Contact Person Name: **Liz Alzeer** Title: **Division Director, City Purchasing and Contracting Services (CPCS), Finance and Administrative Services (FAS)**

d) Phone Number: **206-684-4535** E-mail: **liz.alzeer@seattle.gov**

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for DB under Alternative Contracting Procedure *(RCW 39.10.270 (2)(a)) Limit response to two pages or less.*

Please submit a process chart or list showing: (1) The steps your organization takes to determine use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project. If the public body's organizational structure is sub-divided into agencies, divisions or departments discuss how the public body makes experience and qualification determination on a divisional or department level.

1. Steps taken to determine appropriate use of DB:



2. Steps taken to approve DB 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) (**Attachment A**) administered by City Purchasing and Contracting Services (CPCS). The assessment requests descriptive programmatic and project information relevant to determining the use of alternative contracting procedures. The City is currently in the process of revising the CTA to add questions specifically pertinent to DB consideration, drawing from the PRC's own application for DB project approval.

As described in the chart above, the Internal Review Committee (IRC) will meet in a timely manner to assess and evaluate use of DB delivery. The City has identified the initial membership of the IRC, which includes representatives from each of the capital departments that use alternative public works contracting and CPCS with Law Department representatives available for consultation if requested.

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

Approved DB projects will be added to the agenda for IRC quarterly project monitoring meetings. The projects will stay on the agenda of these meetings through project closeout.

2. Project Delivery Knowledge and Experience *(RCW 39.10.270 (2)(b)(i))*

Limit response to two pages or less.

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, design-build honorarium determination, and project controls utilized.

Overview

In the past 10 years the City of Seattle has delivered 45 public works projects over $5M, including five DB projects and eight GC/CM projects. City public works projects of this scale are complex, multi-phase and multi-year; requiring stakeholder engagement and environmental review. The projects require intensive construction and contract compliance oversight.

Our City capital projects fall into four categories: transportation; water, wastewater, drainage and solid waste; electric utility; and general government and public facilities. A sampling of City projects is listed in **Attachment B**, with examples including seismic retrofits, fire station construction, dam generator rebuilds and a new solid waste and recycling center.

Management structure

City Purchasing and Contracting Services (CPCS), a division of the Department of Finance and Administrative Services (FAS), oversees contracting for public works. CPCS has a public works team responsible for coordination and execution of public works contracting and a contract compliance team responsible for contract monitoring and enforcement as well as oversight of the City's women- and minority-owned business (WMBE) program. As noted above, CPCS will also be responsible for coordination of the Internal Review Committee, which will act as the City-level project review committee to approve and monitor DB and GC/CM projects.

Capital departments are responsible for the project management of their respective public works projects. Each capital department, including Finance and Administrative Services Capital Development and Construction Management, Seattle City Light, Seattle Department of Transportation, Office of the Waterfront and Seattle Public Utilities has personnel with deep construction management, design, alternative public works and traditional public works experience. Key personnel are listed in **Attachment C**.

The City Budget Office (CBO) manages all City budgeting, including capital planning. CBO takes input from each capital department to develop a six-year Capital Improvement Program (CIP), which is approved by the Mayor and then City Council. The City budgeting and planning process is detailed in question #8.

CPCS and City capital departments are supported by the City's Law Department attorneys with specific experience using a wide range of construction contracting methods.

Where needed or beneficial, the City will use design and/or support services consultants to deliver our capital programs.

Design-build honorarium determination
Capital departments determines a range for honorarium based on:

- Estimated project cost.
- Level of effort required to produce a competitive proposal.
- Percentage reimbursement of total estimated project cost.

After the capital department prepares a range, CPCS works with the capital department to select the honorarium amount.

Project controls
City Purchasing and Contracting Services oversees all City public works contracting and ensures public works construction projects comply with local, state and federal code.

The interdepartmental Internal Review Committee will be responsible for assessment, approval and monitoring of alternative public works projects within the City.

On the project management scale, City capital departments have their own teams with internal control systems. Teams engage in project management, scheduling and budget and accounting. An example of an internal control team is outlined in the response to question #8.

Depending on the scale or impact of the project, a capital department may also launch an interdepartmental team to support delivery of capital projects. Capital department executives regularly meet as the Capital Cabinet and the Project Delivery Executive Review Board to review progress on public works projects.

Delivery changes
Since the CPARB PRC application process in 2017, the City has adjusted our process to address concerns from the CPARB PRC regarding the City's ability to appropriately identify and monitor alternative public works projects.

An interdepartmental team has been meeting for the past four months about CPARB PRC certification and has discussed further approaches to accountability and compliance within alternative public works projects. These meetings resulted in the alternative public works determination process outlined above, which includes evaluation and monitoring from an interdepartmental Internal Review Committee.

We have also increased the number of City staff who have undergone DBIA training, and broadly encourage our construction management staff to pursue the DBIA credential as part of their professional development.

We additionally made specific adjustments to our process reflected in our successful application for Cedar Falls 115-26 kV Substation (approved by the PRC in September 2018) and our ongoing successful delivery of the Boundary Dam Units 51, 52 & 54 Generators Rehabilitation, which is under construction and meeting schedule and budget targets. Process improvements include:

- Using lessons learned from past project documents to refine DB contract boilerplates and tighten up overall contract language;
- Hiring a DB attorney as a consultant to serve as a design basis process advisor early in project development;

- Self-performing abatement of hazardous materials;
- Including a resident engineer on the project team which is helping with payments and procurement and adds discipline to the project site;
- Utilizing the City's existing 360 review process to incentivize contractor high performance; and
- Using a mixture of contract amendments and change orders to better control project scope.

3. Personnel with Construction Experience Using Various Contracting Procedures

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

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience *(for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task)*. Only identify those public body personnel that you reasonably expect will be with your organization over the next three years. Do not include outside consultants.

Please see **Attachment C** for a chart outlining key personnel with responsibilities to support City delivery of capital projects.

City staff in this chart are from the four capital departments which intend to pursue alternative public works project delivery under this certification: Finance and Administrative Services Capital Development and Construction Management (FAS-CDCM), Seattle City Light (SCL), Seattle Department of Transportation (SDOT), Office of the Waterfront (included in SDOT) and Seattle Public Utilities (SPU).The chart also includes CPCS and Law staff who support successful delivery of capital projects.

4. Management Plan and Rationale for Alternative Contracting Projects

(RCW 39.10.270 (2)(b)(iii)) Limit response to one page or less.

Please provide your typical management plan or protocol that you would use to manage a Design-build (DB) project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).

The capital **Department Program Manager** and **Project Manager/Engineer** develop the project scope, schedule and budget for the Design-Build project. If necessary, the administering capital department engages a **Consultant** to contribute to writing the contract technical specifications. Departments also consult in-house **Subject Matter Experts** for assistance with engineering design and environmental permitting.

Once the programmatic elements of the project have been completed, the administering capital department fills out a *Contracting Type Assessment* to request Design-Build as the project delivery method. The **Department Director** confirms funding and approves the project for submission to **City Purchasing and Contracting Services (CPCS)**.

CPCS plays a few key roles in shepherding the project to execution. First, CPCS delivers the Contracting Type Assessment, requesting Design-Build consideration, to the **Internal Review Committee** (**IRC)** as noted on the process chart in question #1. The IRC evaluates the programmatic project information and project team qualifications for statutory compliance and project approach. Upon approval of the IRC, CPCS issues a public works contract number and adds the project to the public works contract tracker.

The Project Manager/Engineer, in further consultation with the Consultant and Subject Matter Experts, develops the full project contract technical package. CPCS then develops the Bidding Requirements and General Conditions in consultation with the City **Law Department** as needed. The complete DB contract package is then reviewed by CPCS and advertised after all outstanding biddability/constructability issues are resolved.

During the selection process, CPCS ensures that the selection and scoring criteria identified by the administering department are fair to all bidders, and the selection process is conducted in a fair and impartial manner. Following DB firm selection, CPCS coordinates with the Law Department and **Risk Management Department** to approve all bonds

and insurance prior to contract execution. Following contract execution, the **Resident Engineer/Construction Manager**, under supervision of the **Department Program Manager**, oversees work performed by the DB team to ensure contract requirements are met and performance outcomes secure.

During DB delivery, the administering department meets regularly with the contracted DB team to review progress and work collaboratively to review the project schedule and address project issues and ongoing project risk management. The Resident Engineer serves as the City's on-site presence and primary point of contact for day to day issues. CPCS facilitates 360 review meetings between the administering department and the DB firm at multiple points throughout the project to track DB performance in contract administration and adherence to WMBE subcontractor commitments.

At the end of construction, the City and the DB firm work together to commission the project and work through the formal punch list and acceptance process. The DB firm provides as-built drawings and Operations & Maintenance documentation, as required by contract.

As noted in the process chart, the IRC conducts quarterly oversight reviews of the project. The project is monitored for statutory compliance and progress consistent with originally approved project approach. The City's Law Department is available during all contract phases for legal interpretation or defense.

5. Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures *(RCW 39.10.270 (2)(b)) Limit responses to two pages or less.*

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least $5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM, DB, etc.) Use the delivery abbreviations in Section 4.
- Lead Design Firm (including current contact information)
- General Contractor or Design-Builder (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under $5 million if they believe them to be relevant.*

***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

In the last 10 years, the City has delivered 45 projects over $5M. **Attachment B** represents a sampling of projects in the City's capital program. Projects selected represent a range of complexities and construction types. Contracting types are identified. All alternative public works projects within the time frame and cost limits of this question are included on the list, including projects still underway.

6. Demonstrated Success in Managing at Least One Project Using DB Contracting Procedure Within the Last Five Years *(RCW 39.10.270 (2)(b)) Limit response to one page or less.*

In addition to the information provided in response to Question 5 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).

- o Honorarium amount awarded for the project (s).
- o Alternative dispute resolution process for the project(s).
- o Lessons learned from your experience.

Mill Pond Dam Removal and Habitat Restoration

The project included the removal of a 50' tall log crib dam built in 1909 and a 55' tall concrete dam built in 1923; mobilization of over 200,000 cy of accumulated sediment; installation of 70 engineered log jams; restoration of 8,000 linear feet of channel and side channel habitat; and revegetation the entire 90-acre site with native seeds and trees.

Design-Build contracting was selected by the City because:

- SCL had a limited amount of bridging documentation to provide to the contractor so we needed to adaptively manage construction to meet the project objectives.
- The best value determination in the selection process was imperative. The project design would have long-term consequences for the City regarding maintenance and sustainability.
- Design innovation was critical since 90% of the site was underwater during the design phase.
- It was important to maintain a single point of responsibility for design and construction.
- The accelerated schedule for design and elimination of second bid cycle for construction saved over one year of administrative time.

Alternate dispute resolution process

- The Mill Pond Dam Removal project did not result in a dispute that required the use of a resolution process.

Honorarium amount awarded

- The project team required an extensive preliminary design in the RFP which included sediment transport analysis (modelling) for the three firms selected from the RFQ process. We determined that due to the significant effort required an honorarium of $80,000 was appropriate. This number was derived from both an estimate of the value of the level of effort required to complete the requirements of the RFP but also as a percentage of the value of the project.
- The project team also recognized that the value of the honorarium needed to reflect the very competitive nature of the construction industry in the Pacific NW at the time of bidding. To attract the top firms to consider the project we needed be able to adequately compensate the firms not selected for the contract. We estimated our honorarium to represent approximately 30% compensation for the level of effort required to complete the RFP.

Lessons learned from the City's experience were:

- Aligning the goals of the City, the design firm and the contractor ensured we maintained constructability through the design and implementation process.
- The City was able to provide significant input during the design phase and shared concerns and issues throughout design development to produce a better outcome.
- A flexible site plan allowed evolution during construction, based on the landscape that revealed itself as the lake dropped, which resulted in additional habitat value not recognized in the design.
- Developing the DB contracting documents with respect to City standards and contracting was very challenging due to the unique nature of the project site.
- Changes to the project scope were required due to comments received during the NEPA permitting process which added cost to the overall project. For this project there was not a clear path to determine those changes prior to selecting a DB firm, but it highlighted the importance of project scoping during the development of the RFQ/RFP.

7. Ability To Properly Manage the Public Body's Capital Facilities Plan

(RCW 39.10.270 (2)(b)(vi)) Limit response to one page or less.

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that has been requested in

previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

The **City Budget Office (CBO)** manages all City budgeting, including capital planning. CBO works with capital department staff to develop a six-year Capital Improvement Program (CIP), a financial planning tool that identifies future capital investments and potential strategies for funding those investments. The CIP does not appropriate funds, it acts as a budgeting tool to establish criteria and guide decisions. The plan is updated regularly to reflect the most current projections. The 2018-2023 CIP totals $6.8B over six years.

Each **capital department** is responsible for implementing systems for project controls and reporting on project scope, schedule and budget in relation to the approved CIP budgets. An example of how proposals are built in departments is seen through Seattle City Light's (SCL) internal Capital Asset Review and Evaluation (CARE) Committee. The CARE Committee ensures that the utility makes wise CIP investments. CARE prioritizes work to increase alignment with strategic plans and benefit to City customers. CARE reviews all major CIP spending to ensure the approach to managing the work is well documented, reflected accurately in SCL enterprise data systems, and managed effectively and efficiently.

CARE establishes a consistent approach to documenting capital project and program scope, schedule and budget, providing data and visibility to support a structured decision-making discipline and prioritization process. This diligence provides project and program owners, project managers, and executives a clear path to obtaining and maintaining capital funding and resources through the course of the project or program. Capital departments throughout the City have parallel processes to the CARE committee at SCL.

After projects are proposed on a department level, the projects are then run through the City's **Capital Cabinet**. The Capital Cabinet is a group of directors from key capital departments that engage in a coordinated decision-making structure to guide the planning and implementation of infrastructure investments and address directly related significant non-infrastructure issues so the City delivers high-quality capital projects on scope, schedule and budget. The CBO builds the CIP based on Capital Cabinet recommendations. The **Mayor** then approves the CIP, and the CIP is submitted to the **City Council** for review and adoption along with the budget.

8. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington

(RCW 39.10.270 (2)(b)(vii)) Limit Response to one page or less.

Please provide any information not presented in your answers to Questions 2-7 further demonstrating your organization's ability to meet the requirements of this chapter to include:

- Honorarium determination process for design-build projects;
- Procurement process if public body has multiple divisions, departments, or agencies;
- Utilization of alternative dispute processes; and
- Project contingency determination.

Honorarium determination

To determine honorarium, the capital department determines an estimated range and works with CPCS to determine the appropriate amount within the range. The determination is based on a percentage of estimated project cost, level of effort required to prepare the design and percentage reimbursement of the overall cost of the proposal.

Procurement process

Although each City department manages its own construction, consultant and purchasing needs, most City procurement and contracting functions are centralized within City Purchasing and Contracting Services (CPCS). The public works bidding and contracting process is managed through CPCS, ensuring process consistency and code compliance.

Alternative dispute resolution

The City's standard specifications require alternative dispute resolution.

The City and the design-builder are first required to attempt to resolve all disputes through discussion. They agree to negotiate in good faith to resolve all disputes before invoking any other method of dispute resolution. If this method fails, the claim is elevated to mandatory mediation, and if mediation does not resolve the claim either party may commence a lawsuit.

City project teams have the option of engaging a Dispute Resolution Board (DRB) if project circumstances require and all parties to the contract commit to utilizing a DRB as part of a project's alternative dispute resolution process.

Project contingency determination
Capital departments use a Contingency Estimating Tool to assess the risk and uncertainty of a project in several common categories, including but not limited to project uniqueness, governance complexity, visibility and strategic importance, design components, methods and technologies used and skill sets required. The tool suggests a contingency reserve percentage which the project manager considers alongside their professional judgement.

Additional Information
Besides its role in approving the use of alternative public works contracting mechanisms for City projects, the Internal Review Committee will monitor all City alternative public works projects on a quarterly basis for project progress and statutory compliance.

The Project Delivery Executive Committee (PDEC), a subcommittee of the Capital Cabinet (see answer to question #7), will identify and appoint Internal Review Committee members with alternative public works experience. The Internal Review Committee will be empowered to request project reporting data and order course corrections where projects may be at risk of statutory noncompliance. This will ensure successful DB project delivery and ensure that the City has complete, easily accessible project tracking data for both internal and external project reporting.

The City is also engaged in leadership through CPARB and the PRC. Rebecca Keith from the City's Law Department represents the City on CPARB. Additionally, Jessica Murphy, Construction Program Manager for the City's Office of the Waterfront, serves on the PRC.

9. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (2)(c)) Limit response to one page or less.

If your organization had audit findings on **any** project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

There have been no audit findings on any project listed.

10. 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. These efforts are led by City Purchasing and Contracting Services (CPCS), which is directly involved in meeting participation goals for all City public works projects. The following is a list of City programs and initiatives used to achieve this goal:

- First Friday: Each month, CPCS hosts "First Friday" meetings, guiding interested firms on how to do business with the City. Topics include bid policies, procedures, forms, registration, and rosters. CPCS additionally meets one-on-one with women- and minority-owned businesses (WMBEs) to facilitate business opportunities within City of Seattle.
- Presentations to contractor associations, including WMBE-specific associations (NAMC and Tabor 100), but also to trade-specific contractor associations with WMBE membership (e.g., NECA, MCA, SMACNA). CPCS also publishes a monthly newsletter about City progress in WMBE contracting and distributes it to Tabor 100.

- Regional Contracting Forum (RCF): CPCS represents the City as one of eight public agencies that plan and host the annual RCF, which provides information about, and access to, City contracting opportunities. CPCS recruits City departments to host tables and meet with contractors, including many small and WMBE firms.
- Reverse Vendor Trade Show and Construction Expo (RVTS): CPCS hosts the City's annual RVTS. Each department with public works construction projects shares info about upcoming projects with contractors and consultants. Each department also publishes a one-page announcement about each upcoming project, which is shared broadly throughout the year with interested parties. WMBE firms are encouraged to use this information to compete for and/or partner with others to pursue City construction opportunities.
- Alternative-language WMBE firm outreach: CPCS conducts four outreach events during the year in languages other than English. The first two events were delivered in Spanish; CPCS advertised the workshop to WMBE firms and organizations that serve Spanish-speaking communities.
- Presentations to union-affiliated subcontractors, such as speaking at the Laborer's Local 242 Minority Contractor Luncheon and at NWLETT.
- CPCS maintains a website with up-to-date resources for WMBE contractors and current reports on the City's overall WMBE utilization.
- The City is currently engaged in contract negotiations with an organization to assist the City's efforts to provide technical assistance services to firms interested in doing business with the City. The target client population this contractor will serve includes small, women- and minority-owned businesses.

All City public works contracts estimated at $300K and above are required to have a WMBE Inclusion Plan, which must be completed and submitted with bids demonstrating the contractor's good faith efforts concerning the outreach and inclusion of women- and/or minority-owned businesses. The submission of an acceptable plan is a matter of responsiveness.

On DB 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 CPCS 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.

The City uses a 360 review process, administered by CPCS, 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.

These efforts have led to City success using WMBE firms. For example, in 2018, of the $210.79M construction spend, $40.38M went to WMBEs. Of those WMBEs, $26.67M of the spend, 13% of overall construction spend, went to state-certified WMBEs.

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 certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-

sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be 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.

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

Signature: _____

Name *(please print)*: Liz Alzeer *(public body personnel)*

Title: Division Director, City Purchasing and Contracting Services

Date: August 20, 2019

Construction Contract Type Assessment

This form is **required** to receive approval from City Purchasing and Contracting Services (CPCS) if you are pursuing any contract type other than Design-Bid-Build (DBB).

If you are pursuing a Design Build (DB) or General Contractor/Construction Manager (GC/CM) contract, it is **required** to fill out appropriate supplemental questions and receive approval from the City's alternative public works Internal Review Committee.

This form is **recommended** if you would like support from CPCS in determining the best construction contract type for your project.

Please submit completed forms to Mark Nakagawara, City Construction Contracts Manager. (Mark.Nakagawara@Seattle.gov, 206-684-4542).

Please use additional pages and/or attach supplemental clarifying information if needed.

GENERAL INFORMATION	
Department/Division	
Project Manager	
Project Manager Phone #	
Project Manager E-mail	
GENERAL PROJECT INFORMATION	
Working Project Name	
Project Location	
Construction $ Estimate	
Preferred Contract Type (if known) and Justification	

1. **Please describe the project. What are you trying to accomplish? Is this project part of a program?**

2. **Please list the all available information. (i.e. survey, reports, studies, exploratory information, working operation and maintenance data on existing facilities, permits, etc. Please include the dates.)**

3. **Have you hired a designer, consultant or expert to assist? What is the nature of their work? How complete are they? List the name(s).**

4. **Please list all the specific considerations for the project. (i.e. site or schedule restrictions, permit requirements or exemptions, coordination with other projects or contractors, phasing, crew etc.)**

5. **How do you currently intend to fund the project? (i.e. CIP, local bonds, grants (local or federal), other departments or entities? Please list all that apply and any known information about the funding restrictions? (i.e. grant that must be spent by a certain date.)**

6. **Based on the current information what type of contractors, vendor, service providers, etc. would be available to perform this work? If you current understand it to be multiple firms please list what you know.**

7. **Does your department own the asset outright? Are there other city departments involved? Are there other public or private agencies or entities involved? List all that apply.**

8. **Has the department performed this type of work in the past? If so, describe the project and the contracting type used. Provide the name and number if known. List if you commissioned technical design from a third party or performed the design in-house.**

9. **Please include any other relevant information pertaining to the project or situation.**

Next Steps:
Once you provide the completed form, CPCS will send you a meeting request to discuss the recommendation or work on gathering additional information.

As necessary, CPCS can talk you through the design, solicitation and contracting processes and clarify what the department team will need to do to prepare the Spec Review Package for submittal to CPCS. This process includes requesting a Public Works Number (PW#) for your project no later than 90% design stage.

If you have submitted a request for DB or GC/CM contracts, CPCS will forward your form to the alternative public works Internal Review Committee. They will send a written determination indicating approval or disapproval of your request.

RECOMMENDATION (FOR ALL CONTRACT TYPES EXCEPT DB AND GC/CM)

Based on the information provided CPCS recommends _____ as the contracting method for the following reasons:

_____ _____
Name: Date:
Title:

Concurrence

_____ _____
Name: Date:
Title:

_____ _____
Name: Date:
Title:

RECOMMENDATION (FOR DB AND GC/CM)

Based on the information provided the City alternative public works Internal Review Committee approves/does not approve _____ as the contracting method for the following reasons:

- Indicate reasons
- Indicate list of IRC members present for discussion

*****Once a contract type has been recommended by CPCS, the contract type may ONLY be changed if new information is presented for CPCS review. The department must present solid reasoning as to why this new information warrants consideration of different contract type.**

SUPPLEMENTAL QUESTIONS SPECIFIC TO DESIGN-BUILD PROJECT DELIVERY CONSIDERATION. PROJECTS SEEKING TO USE DESIGN-BUILD WILL BE SEPARATELY EVALUATED BY THE CITY ALTERNATIVE PUBLIC WORKS INTERNAL REVIEW COMMITTEE. ALL QUESTIONS MUST BE ANSWERED IN FULL IN ORDER FOR A PROJECT TO BE EVALUATED:

10. Projected Total Cost for the Project:

Project Budget

Costs for Professional Services (A/E, Legal etc.)	$
Estimated project construction costs *(including construction contingencies)*:	$
Equipment and furnishing costs	$
Off-site costs	$
Contract administration costs (owner, cm etc.)	$
Contingencies (design & owner)	$
Other related project costs (briefly describe)	$
Sales Tax	$
Total	$

(The minimum estimated cost of a design-build project must be no less than $2 million per RCW. The City is limited to five total projects valued at $2-10 million per 3-year certification period. There is no limit to the number of projects estimated at $10 million and above.)

11. Anticipated Project Design and Construction Schedule

Please provide the anticipated project design and construction schedule, including:

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

12. If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

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

14. If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

15. In addition to the above information, please provide information on how to use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
- How the use of the traditional method of awarding contracts in a lump sum (the "*design-bid-build method*") is not practical for meeting desired quality standards or delivery schedules.

16. Department Qualifications

Please provide:

- A description of your department's qualifications to use the DB contracting procedure.
- A project organizational chart, showing all existing or planned staff and consultant roles, including level of involvement and main responsibilities anticipated for each position throughout the project.
- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete resumes). Provide the experience and role on previous DB projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.
- The qualifications of the existing or planned project manager and consultants (note: you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract).
- A brief summary of the construction experience of the project management team that is relevant to this project.
- A description of project controls you will have in place to ensure that the project is adequately managed.
- A brief description of your planned DB procurement process.
- Verification that your department has already developed (or provide your plan to develop) specific DB contract terms.

17. Please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict you project. At a minimum, please include the following (if applicable):

- An overview site plan (indicating existing structure and new structures)
- Plan or section views which show existing vs. renovation plans, particularly for areas that will remain occupied during construction.

Note to Departments: The definition of the project is at the department's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

Project Name and Description	Delivery Method	Lead Design Firm (inc. Contact Info)	General Contractor (inc. current contact info)	Actual Construction Start Date *Notice to Proceed (NTP)*	Actual Completion Date *Physical Completion (PC)*	Planned Const. Start Date	Planned Completion Date	Original Project 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)
Fire Station 14 (PW#2010-006A PRECONSTRUCTION, PW#2010-006AC CONSTRUCTION, FAS-CDCM) Addition to and renovation of the Seattle Landmark Fire Station 14. (PRECON - NTP: 5/5/11, C: 5/1/13)(CON - NTP: 5/6/11, PC 8/30/13)	GC/CM	Bassetti 206-340-9500	Turner 206-505-6600	5/5/2011	8/30/2013	6/6/2011	5/8/2013	$13,042,281.00	$8,842,298.00	$9,249,422.00	Construction cost increased due to unforseen conditions. Total budget increased after award with the addition of the SFD Dive Grant.
Fire Station 20 (PW#2013-018, Facilities) Construction of a new City of Seattle Fire Station 20 of approximately 10,000 sq. ft. designed to meet LEED Platinum requirements.	DBB	Schact/Aslani 206-443-3448	Berschauer Phillips 206-626-0526	7/15/2013	9/30/2015	6/27/2013	11/4/2015	$10,270,747.00	$6,844,000.00	$7,363,136.74	Construction cost increased due to unforseen conditions, jurisdictional/permitting changes and program-related design changes. Early completion.
Fire Station 22 (PW#2016-001, Facilities) Demolition of existing station, construction of new 10,030 sf fire station, and associated site improvements.	DBB	Weinstein A+U 206-443-8606	Par-Tech Construction Inc. 503-557-8300	4/26/2016	5/1/2018	4/26/2016	4/4/2018	$12,839,887.00	$8,640,605.00	$9,289,980.79	Construction cost increased due to unforseen conditions and program design changes. PC included temp. station removal.
Fire Station 32 (PW#2015-102, Facilities) **D**emolition of existing station, construction of new 20,000 sf fire station designed to meet LEED Platinum requirements and site landscaping.	DBB	Bohlin Cywinski Jackson 206-256-0862	Howard S. Wright 206-447-7654	2/29/2016	8/7/2018	2/26/2016	4/27/2018	$18,622,097.00	$11,706,188.00	$13,142,579.98	Construction cost increased due to unforseen conditions and owner-driven design changes.
Denny Network Phase 1 & 2 (PW#2014-065, SCL) Installation of Seattle City Light civil infrastructure including vaults and duct banks, select utility relocations, sidewalk reconstruction and pavement and channelization restoration.	DBB	KPFF 206-622-5822	Shimmick Construction Company 707-759-6858	11/30/2015	7/1/2019	10/1/2015	11/15/2017	$42,095,000.00	$41,317,612.50	$52,127,762.56	Differing site conditions (utility conflicts), construction coordination, design changes (additional scope), and SDOT construction coordination, traffic control, and permitting challenges.
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	Ongoing, anticipated Q1 2020	3/18/2017	10/31/2018	$20,000,000.00	$14,592,778.67	$16,705,429.99	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 is 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.
Terminal 117 Adjacent Streets Cleanup & Stormwater Infrastructure (PW#2014-012, SCL) Removal of contaminated material, replacement of pavement, sidewalks and curb, installation of storm water pipe and site restoration.	DBB	Integral Consulting, Inc. 206-957-0373	Gary Merlino 206-623-1414	2/11/2015	10/31/2017	4/1/2015	5/23/2016	$5,600,000.00	$5,586,868.40	$6,919,905.50	Scope items were added.
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	$8,498,042.32	Currently no reported overruns.
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	Ongoing, anticipated Q4 2019	3/1/2016	4/1/2018	$79,600,000.00	$78,775,761.00	$81,565,412.07	Design changes (errors), Differing site conditions (utility conflicts), and SDOT construction coordination, traffic control, and permitting challenges.
Boundary Dam Units 55/56 Rebuild (PW#2009-042A, SCL) Design and rebuild in place two hydroelectric power generators with turbines.	DB	Toshiba www.toshiba.com/taes	Toshiba www.toshiba.com/taes	3/1/2011	12/15/2016	9/11/2012	4/15/2014	$13,500,000.00	$31,561,929.24	$40,967,625.34	Design changes and additional scope items, including two large transformers, were added to the contract; manufacturing, commissioning and performance issues.
First Hill Street Car (PW#2010-071A PRECONSTRUCTION, PW#2010-071AC CONSTRUCTION, SDOT) First Hill extension of the Streetcar including underground and overhead utility modification and support facility construction. (PRECON - NTP: 2/4/11, C: 3/12/12)(CON - NTP: 4/10/12, C: 10/12/15)	GC/CM	Various	Stacy and Witbeck 510-748-1870	4/10/2012	10/12/2015	4/10/2012	6/24/2014	$73,700,000.00	$68,284,303.60	$75,447,576.16	Design changes on advance utility, track and civil, and OCS bid packages caused additional work/changes.

Project Name and Description	Delivery Method	Lead Design Firm (inc. Contact Info)	General Contractor (inc. current contact info)	Actual Construction Start Date *Notice to Proceed (NTP)*	Actual Completion Date *Physical Completion (PC)*	Planned Const. Start Date	Planned Completion Date	Original Project 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)
Airport Way Viaduct @ ARGO RR Yard & AAC Pavement Rehab (PW#2010-075, SDOT) Main spans deck replacement and seismic retrofit.	DBB	HNTB 425-455-3555	Mowat 206-762-2937	7/11/2011	7/12/2014	7/11/2011	12/31/2012	$31,500,000.00	$17,911,857.50	$20,552,012.55	Change in method of ground improvements to Deep Soil Mixing (DSM).
Ballard Bridge Seismic Retrofit Phase II (PW#2011-034, SDOT) Seismic retrofit of existing Ballard Bridge approach structures. Work involves in-water and over-water work. Work also involves working over and within railroad right of way.	DBB	Berger/ABAM 206-357-5600	Quigg Bros. 253-627-8830	7/23/2012	1/16/2015	7/23/2012	6/4/2014	$13,707,716.00	$7,092,370.00	$7,771,340.12	Many design changes, modifications and added work, weather delays.
2012 AAC N/NW 85th Street (PW#2011-043, SDOT) Pavement removal and repair, concrete removal and repair, new curb ramps and pedestrian lighting.	DBB	Perteet 206-436-0515	MidMountain 206-329-1930	10/10/2011	4/2/2013	10/10/2011	10/26/2012	$15,365,250.00	$10,273,921.00	$10,395,674.16	Many utility conflicts encountered and delays with concrete pours; contract suspended several days for compiling discrepancies and resolving disputed work items.
Elliot Bay Seawall Replacement Project (PW#2012-050AC, SDOT) Replacement of a large portion of the aging Seattle waterfront seawall, including the relocation of traffic and public facilities on the waterfront in order to accommodate construction.	GC/CM	Parsons (now WSP USA) 206-382-5200	Mortenson Manson A Joint Venture 425-895-9000 (Mortenson) 206-762-0850 (Manson)	11/18/2013	Pending	11/18/2013	12/23/2015	$220,000,000.00	$240,755,068.00	$365,863,135.00	Near final numbers, project not yet closed. Large variance due to significant temporary infrastructure needs for water management, jet grout spoils disposal, and traffic control phases/restoration, all of which were provisional sums due to public safety risk requiring work start before plans were finalized.
Mercer Corridor Project West Phase (PW#2012-035, SDOT) Paving, replacements of utilities, drainage structures, sewer and water lines, sidewalks, landscaping, signalization and streetlighting.	DBB	KPFF 206-622-5822	Atkinson 425-255-7551	3/25/2013	3/3/2017	3/25/2013	10/14/2015	$91,578,024.00	$40,574,986.05	$50,040,320.72	Major utility conflicts with SCL and SPU, additional traffic control and roadway restoration costs.
Morse Lake Pump Plant (PW#2014-050, SPU) Construction of a new floating pump plant, submerged HDPE pipeline, submerged electrical cable, electrical service platform, grading and access road improvements, pile installation and dredging.	DBB	URS (now AECOM) 206-438-2700	Orion Marine Contractors 253-552-1140	4/29/2015	6/29/2017	9/30/2014	12/31/2016	$20,560,000.00	$14,997,000.00	$19,770,797.00	2015 state wide drought impact delayed construction work; major design changes made per WLOB and CMD direction during construction
Buried Reservoir Seismic Program - Beacon Reservoir (PW#2016-117, SPU) Selective demolition and seismic structural repair to the existing Beacon Reservoir.	DBB	CH2M Hill 425-453-5000	James W. Fowler 206-695-2059	2/7/2017	3/15/2018	11/30/2016	4/13/2018	$11,495,353.00	$6,707,000.00	$6,859,074.84	Overall project came in under original project budget.
South Recycling and Disposal Station (aka South Transfer Station) (PW#2008-048A, SPU) New solid waste and recycling center, residential and commercial, including residential organics. Phase II includes the development of recycling and hazardous waste facility with re-use store.	DB	Mortenson (URS & Miller|Hull) 425-895-9000 (Mortenson) 206-438-2700 (URS) 206-682-6837 (Miller|Hull)	Mortenson 425-895-9000	3/8/2010	3/1/2013	10/1/2010	9/28/2012	$73,642,150.00	$42,573,242	$46,912,367.18	Cost and schedule increase due to disassembly of steel structure to properly coat and reassemble of main tipping building.
Cedar River Sockeye Hatchery Project (PW#2010-020, SPU) This project consists of the construction of a new 14,500 sq ft fish hatchery building and adult holding and spawning facility.	DBB	Tetra Tech 206-883-9300	McClure & Sons 425-316-6999	7/12/2010	10/17/2013	1/1/2010	2/10/2012	$10,380,539.00	$5,767,469.00	$6,860,875.44	Hatchery equipment (tanks) procurement issues, drawing omissions, and unforseen site conditions.
Genesee CSO Reduction Project (PW#2011-063A PRECONSTRUCTION, PW#2011-063AC CONSTRUCTION, SPU) Construct two separate offline storage facilities and associated appurtenances for Genesee CSO Basins. (PRECON - NTP: 2/24/12, C: 4/25/13)(CON - NTP: 4/15/13, PC: 11/6/15)	GC/CM	HDR/CH2M 206-826-4700 (HDR) 425-453-5000 (CH2M)	Hoffman 206-286-6697	2/24/2012	11/6/2015	1/15/2013	11/3/2014	$26,930,971.00	$20,037,654.00	$21,937,100.22	Schedule delay due to weather delays, public impacts (Seafair), and suspension for final inspection and commissioning & construction cost increase due to a) design error for 49th Ave S sewer replacement, and b) risk event occurrence - subsurface conditions requiring redisign and revision of shoring system.

Project Name and Description	Delivery Method	Lead Design Firm (inc. Contact Info)	General Contractor (inc. current contact info)	Actual Construction Start Date *Notice to Proceed (NTP)*	Actual Completion Date *Physical Completion (PC)*	Planned Const. Start Date	Planned Completion Date	Original Project 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)
North Transfer Station Rebuild (PW#2012-003A PRECONSTRUCTION, PW#2012-003AC CONSTRUCTION, SPU) Replace existing with new solid waste transfer station that meets the operational needs of the Citywhile acknowledging the desires of the community for a station to fit into the neighborhood. (PRECON - NTP: 2/21/13, C: 4/30/14)(CON - NTP: 2/19/14, PC: 11/24/17)	GC/CM	CDM Smith 206-336-4900	Lydig 425-885-3314	2/21/2013 (Preconstruction)	11/24/2017	10/8/2013	4/20/2016	$86,763,902.00	$54,114,434.45	$65,261,149.75	Cost increase due to UC of contaminated soil beyond what the project identified and settlement for a delay caused by UC. Schedule delay associated with UC and ADA fix in open space. ADA work was finished 2+ years after station opened.
Henderson North CSO Reduction (PW#2012-010A PRECONSTRUCTION, PW#2012-010AC CONSTRUCTION, SPU) Construction of two combined sewage storage tanks, underground facility vaults, above grade air intake and exhaust vents, above-grade electrical control panels and other related appurtenances. (PRECON - NTP: 5/8/13, C: 2/20/15)(CON - NTP: 1/29/15, PC: xx/xx/xx)	GC/CM	HDR/CH2M 206-826-4700 (HDR) 425-453-5000 (CH2M)	Hoffman 206-286-6697	5/8/2013 (Preconstruction)	5/26/2017	1/15/2015	8/31/2017	$70,866,758.00	$30,745,277.63	$28,907,558.96	Completed under budget and ahead of schedule.
Landsburg Facilities & Chlorination (PW#2012-020A PRECONSTRUCTION, PW#2012-020AC CONSTRUCTION, SPU) New water treatment system and new building for administrative functions with crew facilities. (PRECON - NTP: 2/4/13, C: 1/25/14)(CON - NTP: 3/3/14, PC: 3/24/16)	GC/CM	KPG 206-286-1640	Lydig 425-885-3314	2/4/2013 (Preconstruction)	3/24/2016	2/11/2014	11/23/2015	$9,988,101.00	$6,646,631.69	$7,642,821.84	Owner requested changes during construction; allowed a year growing season for landscape establishment prior to acceptance.

Personnel	Certifications	Other Bio Info	Project	Time on the project	Role	Task	% time devoted to task
Larry Ahern (FAS-CDCM)	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%
David Kunselman (FAS-CDCM)	Licensed Architect	30 years project management experience	PW#2010-006A/AC GC/CM: Fire Station 14	5 years	Program Manager	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-CDCM)	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%
Kate Spitzer (FAS-CDCM)	Licensed Architect	25 years project management experience	Fire Station 21, 31, 92, SPU DWW South Operations Center	3 years	Project Manager	Manage project	90%
Liz Alzeer (FAS-CPCS)		30 years procurement experience including purchasing, consulting and public works	Various	1.5 years	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%
Basel Ismail (FAS-CPCS)	DBIA		PW#2018-079A DB: Cedar Falls Substation	6 months	Senior Construction Contracting Administrator	Interviews, selection committee; Design-Build construction contracting support during the project	5%

Mark Nakagawara (FAS-CPCS)	Licensed Landscape Architect, JD, Assoc. DBIA	Attorney and certified landscape architect with 10+ yeasrs 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 constrution phases	60%
			PW#2015-102 Fire Station 32	2 years	Senior Project Manager/Owner's Representative	Project manager for design and constrution phases	60%
			Various	1 year	City Construction Contracts Manager	Manages contract processes for City of Seattle public works projects	100%
Rebecca Keith (Law Dept.)		12 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 certifiфcation/recertification efforts	Varies
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 certifiфcation/recertification efforts	Varies
Nancy Chin (SCL)	PE, PMP, DBIA trained	15 years project mananagement 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%
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	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: Elliot 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%
			Design-Build 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	26 years of public works experience for educational and governmental facilities	SCL AWV / SR 99 / Viaduct Replacement Program	2 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 Tenant Improvement projects	2 years	Sr. Project Manager	Senior Construction Manager for Job Order Contract Projects	100%
Bob Fuchs (SCL)	PE, CWI		PW#2009-042A DB: Boundary Rewind U55 and U56	6 years	Mechanical Engineer	Subject matter expert; support procurement, design, manufacturing and construction	100%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	3 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction	33%
Subash Gautam (SCL)	PE	Nine 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	15 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	13 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%

Minyoung Her (SCL)	Civil PE, DBIA	12 years construction experience in public works in as contractor from vertical to horizontal construction; specialized in SCIF and heavy civil construction; construction of U.S. embassies under Design-Build delivery method	PW#2015-033A DB: Diablo U31 and U32 rewinds	1 year	Office Engineer	Contract admin - payment	5%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	1 year	Office Engineer	Contract admin – payment	5%
			Tacoma Narrows Bridge	2 years	Field Construction Engineer	Construction of superstructure	100%
			Department of States	3 years	Office Engineer	Estimating and design coordinator	50%
Josh Jackson (SCL)	PMP, DBIA trained	15 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 facilites, public works design and construction including alternative design and construction methods	LEASE-LEASE BACK design and 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	8 years	City Light Program Manager (2014 - 2019, 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	8 years	City Light Program Manager (2014 - 2019, 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	3 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	33%
Corey E. Lew (SCL)	MBA Utility Management Certification, LEED AP	25+ years experience in public works vertical and horizontal design and construction including ACDM	PW#2018-101T TOUP: Streetlight Repair Task Order Unit Price Contract	1 year	Project Controls Manager	Oversight	5%

Ganth Lingam (SCL)	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%
Tim Lorkowski (SCL)			PW#2015-033A DB: Diablo U31 and U32 rewinds	2.5 years	Resident Engineer	Lead construction management; main site contact	100%
Jade Mott (SCL)	PE	23 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)	PMP, DBIA trained	15 years project management experience	PW#2018-079A DB: Cedar Falls Substation	1 year	Project Manager	Manage contracting and procurement	80%
Caleb Rush (SCL)	PE	13 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	3 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	1 year	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	15 years project management experience	PW#2015-033A DB: Diablo U31 and U32 rewinds	2 years	Project Manager	Manage project	90%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 months	Program Manager	Oversight	5%

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%
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%
Jessica Murphy (SDOT)	BS Civil Engineering, PE	18+ years experience in complex and high-profile public works project management including alternative delivery	30+ Design-Bid-Build public works projects	10 years	Project Manager	Managed design, contractor selection, construction, environmental permitting and public outreach	100%
			PW#2010-071A/AC GC/CM: First Hill Streetcar	2 years	Project Manager	Managed design, contractor selection, construction, environmental permitting and public outreach	100%
			PW#2012-050A/AC GC/CM: Elliot Bay Seawall	4 years	Project Manager	Managed design, contractor selection, construction, environmental permitting and public outreach	100%
			PW#2018-076A/AC Overlook Walk GC/CM	2 years	Project Manager	Managed design, contractor selection, construction, environmental permitting and public outreach	100%
Eric Strauch (SDOT)	Assoc. DBIA		Washington Street Boat Landing Pergola Restoration DB	6 months	Project Manager	Develop the SDOT DB Specs, RFQ, and RFP	100%
			WSDOT Toll System Replacement Alternative Delivery (WSDOT)	4 years	Project Manager	RFQ, RFP, manage project	100%

Elsa Tibbits (SDOT)	Pending PMP, Pending DBIA certification	23 years of construction management experience with 15 years of public works experience; extensive construction contract administration and specification writing; currently the Construction Engineering Supervisor overseeing public works contracts for SDOT	PW#2014-010A DB: Mill Pond Dam Removal and Habitat Restoration	3 years	Senior Construction Contracting Administrator	Writing RFQ/RFP, terms and conditions, construction management (Div 1) specifications; interviews, selection committee; Design-Build construction contracting support during the project	100%
			PW#2015-033A DB: Diablo Units 31/32	2 years	Senior Construction Contracting Administrator	Writing RFQ/RFP, terms and conditions, construction management (Div 1) specifications; interviewes, selection committee; Design-Build Construction Contracting support during the project	50%
			PW#2009-042A DB: Boundary Unit 55/56	1 year	Senior Construction Contracting Administrator	Design-Build construction contracting support during the project	50%
MariLyn Yim (SDOT)	PE		Seattle Multimodal Terminal at Colman Dock GC/CM	2 years	Asst. Project Manager	Planning, coordination, permitting, enviro docs, RFQ, RFP, pre-design	100%
Fred Aigbe (SPU)	MSc. Civil Engineer, Value Management Associate, DBIA, PMP trained	Manager, Capital Project Delivery; 30 years experience in project planning, design, construction and managing support services consultant contract and alternative public works delivery methods; core member of the 2012/2013 DBIA NW Regional Legislation Committee that championed the re-authorization process to codify Progressive Design-Build into RCW 39.10	Tolt Water Treatment Facilities Design-Build-Operate	3 years	Project Manager for Design	Overall facility engineering quality review and management responsibilities; managed owner's reps contracts	80%
			Cedar Water Treatment Facilties Design-Build-Operate	4 years	Project Manager	Overall project management responsibilities; SPU's lead and core member of team responsible for overall DBO contract procurement, negotiations and execution	100%
			PW#2012-020AC GC/CM: Landsburg Facilities and Chlorination	4 years	Responsible Manager	Project/process oversight responsibility and guidance	10%
			PW#2012-003AC GC/CM: North Transfer Station	4 years	Responsible Manager	Project/process oversight responsibility and guidance	20%
			PW#2008-048A DB: South Recycling and Disposal Rebuild	4 years	Procurement Phase Project Manager; Overall Responsible Manager; SPU's lead alternative public works delivery specialist	Developed, compiled, published and evaluated the RFQ, SOQ, RFP proposals; led, facilitated the evaluation and selection process; lead negotiator and facilitator of the final executed contract	Procurement Phase 80%; Implementation Phase 20%
Cynthia Blazina (SPU)	PE, CCM	Construction Engineering Supervisor; 20+ years experience at the City of Seattle in project and construction management of Seattle's public works capital projects using DBB and alternative delivery methods	PW#2012-003AC GC/CM: North Transfer Station	4 years	Supervising Construction Engineer	Adminster the GC/CM contract; supervise Resident Engineer, inspectors and office support staff	60%

Josh Campbell (SPU)	PE, PMP	15+ years of experience as a PE and PM working on private and public projects	PW#2012-003AC GC/CM: North Transfer Station	4 years	Project Engineer; Deputy PM	Oversight of engineering work during construction and supported PM in project management	100%
Dan Enrio (SPU)	PE, PMP trained	Senior Project Manager/Supervisor; 24 years experience in project planning, project management, design and construction of private and municipal capital projects using DBB and alternative delivery methods	PW#2012-020AC GC/CM: Landsburg Facilities and Chlorination	2 years	Project oversite	Provided overall direction on project	20%
Richard Fernendez (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,	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		
Jeff Fowler (SPU)	PE, CCM, DBIA	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 Restoration	1 year	Procurement Specialist	Developed RFQ for DB; facilitated evaluation of SOQs and short list before project was terminated and re-bid as DBB	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%
Kay Yesuwan (SPU)	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%