State of Washington  
Capital Projects Advisory Review Board (CPARB)  
Project Review Committee (PRC)  

APPLICATION FOR CERTIFICATION of PUBLIC BODY  
RCW39.10 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 3-10 should not exceed 15 pages (font size 11 or larger).  

1. Identification of Applicant  
(a) Legal name of Public Body: Port of Seattle  
(b) Address: 2711 Alaskan Way, Seattle, WA 98121  
(c) Contact Person Name: Janice Zahn  
   Title: Assistant Director of Engineering  
(d) Phone Number: 206-787-3798  
   Fax: 206-787-3188  
   E-mail: zahn.j@portseattle.org  

2. 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. (See attached example of a public body’s internal project approval flow chart)  

Please submit a process chart or list showing: (1) The steps your organization takes to determine that 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.  

Prior to requesting Port’s Commission approval to proceed with design and construction of a project, a project team consisting of members from Project Management Group, Construction Management Group, and Central Procurement Office holds a meeting with the project sponsor. The project sponsor defines the requirement with respect to scope and schedule. The project team strategizes and agrees upon how the project will be procured in a competitive manner while considering operations, risks, and scheduling needs.  

The acquisition plan template is completed by the Project Manager, which documents the technical and business needs that will control how a project will be procured through design, purchasing, services and/or construction. It summarizes the planning considerations, is used as the agenda for the planning meeting(s), documents the agreed upon procurement method and identifies the critical milestones in the acquisition process.  

During the acquisition planning meeting(s), the project team determines if an alternative public works contracting method is appropriate based on estimated cost, project objectives, schedule considerations and risks. Since these factors and their priority of importance will vary from project to project, a detailed analysis for the best contracting method is performed. If the team recommends an alternative contracting procedure; a subsequent meeting is conducted with the Managing Director of Capital Development. If the Managing Director is in agreement with the team’s recommendation, the Managing Director recommends this method to the Port’s Commission for approval to proceed.  

See Exhibit A for Process Chart.
3. **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, and project controls utilized.*

The Port has a successful record of accomplishing an ongoing, major capital improvement program. Within the past ten years, the Port has completed over $1.4 billion in its Capital Improvement Program (CIP), which included the $412 million Rental Car Facility, the $231 million Main Terminal 100% Baggage Screening project, the $31 million Terminal Escalator Modernization project, as well as the $85 million Runway 16L/34R Reconstruction project. Seaport and Real Estate projects include $79 million Shilshole Bay Marina Renewal and Replacement, $23 million Fisherman’s Terminal improvement projects, the $121.5 million T-30/T-91 Cruise Terminal and Container Redevelopment.

The majority of Port projects were procured using the Design-Bid-Build methodology with selective projects utilizing the GC/CM and Design-Build methodology. The Port utilized the GC/CM alternative contracting method for the C-1 Baggage Handling System at SeaTac Airport, Shilshole Bay Marina Removal and Replacement project and the Rental Car Facility. The GC/CM method was the preferred method due to the complexity of these projects and the need for contractor input during the design and preconstruction period.

For the C-1 project, the GC/CM method was used to address a combination of complex, evolving baggage screening technologies with complicated and interconnected design and construction scheduling/phasing. Coordination with the impacted airlines, the Transportation Security Administration (TSA), the Port’s technical and operations staffs, the Port’s design and construction management consultant firms, and the GC/CM firm were essential for development and delivery of the federally-mandated baggage screening system.

For the $79 million Shilshole Bay Marina project, the construction had to be phased over multiple years to limit disruption to the 24/7 operations of the marina, which included 300 live-aboards and the relocation of 1,700 boat slips. Preconstruction discussion with the selected GC/CM was key to generating a schedule that limited operational impacts and optimized construction efficiencies.

On the $412 million Rental Car Facility project, the site is highly constrained and the level of coordination with rental car companies, public agency partners and internal Port stakeholders created significant challenges that required early contractor participation.

The Port utilized the Design-Build procurement method for the $30.6 million Terminal Escalator Modernization project at SeaTac Airport. The project included replacement of forty-two existing escalators and installing two new escalators in a 24/7 operating facility. The DB method was used to leverage the innovation of the proposer’s designer, manufacturer and installer/contractor to develop an approach that minimized airport operational disruptions while achieving the performance requirements the most cost effectively based on the propriety properties of the various vendor designs. The project completed on time and under budget.

Since 2011, the Port has utilized the Job Order Contract (JOC) format for its Noise Remedy Sound Insulation program in south King County. The program provides sound mitigation for eligible single family residential homes built before the enactment of applicable local jurisdiction codes. Each residence is unique, thus a separate design effort is required for each residence. The JOC format along with the issuance of Work Orders for each project,
matches well with this separate design requirement. The Port will be procuring another JOC contract in 2014 in continued support of the Noise Remedy Sound Insulation program.

4. Personnel with Construction Experience Using Various Contracting Procedures (RCW 39.10.270 (2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)

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 personnel that you reasonably expect will be with your organization over the next three years.

Significant to the effective performance of the CIP are the Port’s Project Management Groups, Central Procurement Office and Construction Management Departments, all consolidated within a single Capital Development Division. This organizational structure provides for seamless, responsive and efficient design, construction and contracting support. Essential resources are available to support all types of procurement including the D-B-B, GC/CM and D-B methods.

See Exhibit B for the Port Personnel Experience History.

5. Management Plan and Rationale for Alternative Contracting Projects (RCW 39.10.270 (2)(b)(iii).) Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)

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

Overall responsibility for projects resides with the Managing Director, Capital Development Division. Reporting to the Managing Director, the Project Management groups will have the day-to-day management responsibilities with significant roles provided by the Central Procurement Office for procurement, award and closeout of construction contracts, and the Construction Management group for day-to-day management responsibilities of the construction contract. This integrated organizational approach is the standard approach used by the Port with successful results.

The project manager is responsible to manage and facilitate design development and review process utilizing the Port’s Design Manual and the Document and Controls Review System, development and oversight of cost estimates and project schedule utilizing in-house and design consultant staffs, utilization of Port cost control procedures and systems, and submission of necessary documents for the Port Commission authorization of the contract advertisement and award, and project funding. Throughout these steps, the project manager will use Port procedures and guidelines to facilitate input from and review by the project team and stakeholders and any other resources necessary to address specific project concerns/issues. Oversight by Port senior management coupled with monitoring and reporting requirements for monthly and quarterly project reviews including funding, provide additional levels of controls.

The proposal development and procurement of Port construction contracts are directed by the Central Procurement Office (CPO) Construction section. The Port will utilize outside consultant technical advisors as needed. A collaborative review between the Construction Manager/Resident Engineer, Project Manager, and Contract Administrator of all documents is also conducted to ensure accuracy and quality. The CPO Director will provide strategic
advice and oversight. The CPO Construction Contract Services Manager reviews and certifies all documents.

For the construction management phase of a project, the Port's Construction Management department will manage the construction contract. Cost growth during construction is tracked using a Construction Trend log database for change management. A construction contingency is established to fund changes during construction and justification codes are assigned to track causes of cost growth. Construction Manager, Resident Engineer, and assigned Port inspectors utilize the Livelink construction management software system to track and manage submittals, RFI's, CB's, change orders, and all other pertinent construction-related documents. The Livelink system complimented by the Regulations for Airport Construction and the construction contract documents govern the construction management and provide for effective project controls. The Port will also utilize outside consultants during the construction phase to assist in-house staff as needed.

See Exhibit C for the Project Organization Chart, identifying the key management positions.

6. **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. (See attached example table of how to display construction history.)

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 (design-bid-build, GC/CM, design-build, etc.)
- 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.

See Exhibit D for Port Project History information.

7. **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 7 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).
Terminal Escalators Modernization Project – Design/Build Contracting Method

In 2013, the Port successfully completed the Terminal Escalator Modernization project. The project scope included the replacement of forty-two (42) existing escalator systems equipment located throughout the Main Terminal, Concourse B, the north and south transit stations and South Satellite, and two new escalators in the South Satellite. A critical element of work included relocation of electrical and communication network within a Communication Room in the right-of-way of one of the new escalators. The Design-Builder was responsible for removal of all asbestos-containing or other regulated materials (RMM) in the project areas and any design associated with such removal. The project included a community work agreement promoting harmonious labor relations through construction for optimum quality and production, had zero safety incidents and no disputes or claims.

Appropriateness of alternative contracting method used

The design and installation of escalators is dependent on proprietary properties of the various vendors design and specific characteristics of the escalator installed – replacement or renewal. The renewal method involves new mechanical equipment and systems reutilizing the existing truss. The replacement method differs in that the existing truss is not reused; instead the truss and equipment are manufactured off-site and installed in one or multiple segments depending on length. While the performance characteristics of the two escalators types are identical; design, installation and scheduling are significantly different.

The D-B approach promoted competition and innovation and provided the successful proposer’s designer, manufacturer, and installer/contractor the opportunity and incentive to work together in developing an approach that minimizes airport operational disruptions while achieving the technical/performance specifications of the contract through efficient and economical means most favorable to their preferred escalator product. With the escalators included in this project being beyond their useful life and incurring increasing levels of failures, the duration for installation on a site-by-site basis and for the overall project has a direct impact on the traveling public and airline operations.

Lessons learned from your experience

There are three main areas regarding lessons learned. First, the decision to proceed with virtually no field investigation prior to issuing the RFP resulted in significant costs and time delays for unforeseen conditions at the new South Satellite escalators. For the majority of escalators which were in the Main Terminal, the as-builts were sufficient. The six units in Concourse B were delayed due to unforeseen conditions in the ceiling that required a new, extensive hoisting plan – which could have been significantly minimized with prior field investigation.

The second area involved the Port’s approach to design review. The RFP did not adequately address the time required for effective design review by the Port, specifically the Port staffing and time period for contractor response to comments. The Port did utilize its bridging documents/project support consultant for design review but Port staff was overwhelmed by the multiple phases and the abbreviated time frames for review/comments. The Port should have better detailed the design review/comments process in the RFP documents, and had more staff available for coordination and reviews.

The third area involves discretionary change orders initiated by the Port for primarily aesthetic improvements such as a change from stainless steel high-deck balustrades to low-deck glass balustrades, stainless steel enclosures and lighting improvements under the escalators, and glass railings, finishes consistent with the newly constructed South Arrivals
Hall. Rather than approaching this project solely as escalator replacement from the onset, a
greater effort should have been made to solicit AV management input into aesthetic
improvements not typically associated with infrastructure projects but, in this case, greatly
enhancing the overall terminal aesthetics.

8. 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's been requested in previous questions, please provide other information to assist the
PRC to determine whether the organization has project planning and budgeting experience.

Each year the Port of Seattle Commission adopts a six-year capital budget and plan of
finance that includes both committed and business plan prospective projects. Business plan
prospective projects are carefully screened by each Operating Division's senior leadership to
ensure that there is sufficient justification before they are included in the capital budget and
plan of finance.

Each project in the Port’s capital budget is tracked as a capital improvement project (CIP) in
both the Port’s Enterprise Financial System (PeopleSoft) and Enterprise Project Delivery
System (Skire Unifier).

In order for a business plan prospective project to become a committed project, a detailed
project definition (Project Notebook) must be completed and approved by the Division’s
senior management. When this project definition step begins, a Project Manager is assigned
and a Work Project (WP) is set up in both PeopleSoft and Skire Unifier under the CIP set up
when the project was put in the capital budget. The Project Notebook includes detailed
identification of the project's scope, the development of a detailed cost estimate to define the
project’s budget, the development of a detailed schedule, and other relevant factors as
identified in the Port’s Project Notebook Procedures. This notebook is the basis for
requesting the initial project authorization from the Port Commission to proceed with project
design. The approved notebook budget is used as the baseline budget for the WP within the
PeopleSoft and Skire systems.

The project notebook cost estimate is either developed by the Project Management Group's
Cost Estimators or by Port A/E consultants and reviewed by those cost estimators, using
consistent conceptual cost estimating methodologies and based on the preliminary planning
scope of work. Direct costs of the project are estimated (including a design development
allowance), followed by contractor’s markups, to establish a target bid amount, and then
these costs are used as a basis for construction contingencies, and Washington State Sales
Tax (WSST) to calculate a final construction cost. This final number then is used as the
basis for soft costs such as Design, Project Management, Construction Management, etc.,
taking into account historical percentages for projects of a similar size and type and other
factors relevant to the specific project.

As the project progresses through the design phases, and the Project Manager receives
updated estimates from the Port’s Design Team (either A/E consultants or in-house), the
Project Management Group’s Cost Estimator reviews these estimates. The engineers’
estimate is reviewed by the Cost Estimator and put into the standard Port format.

On a quarterly basis, five year cash flow projections are updated by the Project Managers
with input from the Project Controls staff. The cash flow projections are developed using a
work project by work project approach and reported at the CIP level.
9. 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 3-8 further demonstrating your organization's ability to meet the requirements of this chapter.

The Port believes strongly in complying with state laws and regulations and ensuring that projects are managed in ways that are consistent and in compliance. Port staff is actively involved in CPARB, PRC and CPARB subcommittees and understands the importance of provisions within ROW 39.10.

10. 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 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

Inadequate project controls procedures and practices were identified in the 2007 Washington State Auditor's Office (SAO) Performance Audit as areas requiring improved oversight and procedures. In response to the audit findings, the Port established in 2008 a new Capital Development Division and a Central Procurement Office (CPO). The Capital Development Division consolidated the existing engineering, project management and construction functions with a new CPO, all steps to improve Port procurement practices, project oversight, and project delivery processes.

The Port has implemented and strengthened control procedures, specifically concerning engineer's estimates, change orders (negotiations, independent estimates, cost analysis, and secondary reviews of contractor change order proposals and documentation), and implemented revisions to the Port's Construction Manual Standard Operating Procedures and Contract Manual. Further, the Port has implemented comprehensive policies and procedures for Service Agreement procurement and contract management. Additional detailed information concerning the audit is available at


Since 2007, the Port has been audited annually in its SAO Accountability audit, with no findings. These SAO accountability audits focused on procurement, contracting and change orders. The audits evaluated internal controls and whether the Port of Seattle complied with state laws and regulations and its own policies and procedures.
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 shall render your application incomplete.

Should the PRC approve 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).

Name (please print)  JANICE ZAHN
Title: ASSISTANT DIRECTOR OF ENGINEERING
Date: 12/30/13
EXHIBIT A: 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 Acquisition 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 Investment Committee and CDD Managing Director

PM documents recommended project delivery/procurement methodology

Legend

PM: Project Manager
CM: Construction Manager
CDD: Capital Development Division
## EXHIBIT B: Personnel with Construction Experience Using Various Contracting Procedures

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Summary of Experience</th>
<th>Project Name</th>
<th>Project Size</th>
<th>Project Delivery Type</th>
<th>Role in Project Phases</th>
<th>Role Start</th>
<th>Role Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ralph Groves, Managing Director of Capital Development Division</td>
<td>36 years of experience, 25 years at the Army Corps of Engineers responsible for numerous major construction projects. After his military career, Mr. Groves was a project manager in the Seattle-Portland office prior to joining the Port in 2006.</td>
<td>Terminal Excavator Modification</td>
<td>$16.3M</td>
<td>DB</td>
<td>Planning</td>
<td>2000</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Rental Car Facility at SLTH</td>
<td>$23.4M</td>
<td>GC/CM</td>
<td></td>
<td>2000</td>
<td>present</td>
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<tr>
<td></td>
<td></td>
<td>East Lewis, Wsh Dept of Charge Center</td>
<td>$35.2M</td>
<td>DB</td>
<td></td>
<td>2000</td>
<td>present</td>
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<tr>
<td></td>
<td></td>
<td>Military Base Housing &amp; Terroirity Projects</td>
<td>$70.4M</td>
<td>DB</td>
<td></td>
<td>1995</td>
<td>2003</td>
</tr>
<tr>
<td></td>
<td></td>
<td>US Air Force Academy Athletic Fac., CD</td>
<td>$25.8M</td>
<td>DB</td>
<td></td>
<td>2001</td>
<td>present</td>
</tr>
</tbody>
</table>

### CONSTRUCTION MANAGEMENT PERSONNEL

<table>
<thead>
<tr>
<th>Name and Title</th>
<th>Summary of Experience</th>
<th>Project Name</th>
<th>Project Size</th>
<th>Project Delivery Type</th>
<th>Role in Project Phases</th>
<th>Role Start</th>
<th>Role Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Janice Zahn, Assistant Director of Engineering - Construction Services</td>
<td>25 yrs experience in the design, construction and project management of capital projects, with 10 years at the Port. Extensive client relations experience with alternative contracting constructs. Construction Manager and Project Manager for the Shibboleth Bay Mbrs GC/CM project. Co-1 baggage handling system project and currently leading the Construction Management Team on the GC/CM Rental Car Facility. Actively involved with FDOT/SHS subcommittee and task forces, including RCE 2010 Reauthorization, GC/CM-Hosp Civ, Federal responsibility, industry-wide, FDOT Sub Value subcommittee and the FDOT Task force. Licensed PE, MISCET, CMAA and OMA member.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
<td></td>
<td>2005</td>
<td>present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Terminal Excavator Modification</td>
<td>$15.9M</td>
<td>DB</td>
<td></td>
<td>2005</td>
<td>present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>C-1 Baggage handling system project</td>
<td>$162.9M</td>
<td>GC/CM</td>
<td></td>
<td>2005</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shibboleth Bay Marinas Redevelopment</td>
<td>$609.4M</td>
<td>GC/CM</td>
<td></td>
<td>2004</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New Cruise Ship Terminal</td>
<td>$459.1M</td>
<td>DB/BE</td>
<td></td>
<td>2006</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Marquita Isla and commercial area</td>
<td>$212.0M</td>
<td>DB</td>
<td></td>
<td>2006</td>
<td>present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Commercial rental project - 25 lodge on IS area</td>
<td>$90.4M</td>
<td>DB</td>
<td></td>
<td>2006</td>
<td>2008</td>
</tr>
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<td></td>
<td></td>
<td>Terminal Excavator Modification</td>
<td>$15.9M</td>
<td>DB</td>
<td></td>
<td>2005</td>
<td>present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shibboleth Bay Marinas Redevelopment</td>
<td>$595.4M</td>
<td>GC/CM</td>
<td></td>
<td>2005</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New Cruise Ship Terminal</td>
<td>$459.4M</td>
<td>DB/BE</td>
<td></td>
<td>2005</td>
<td>2008</td>
</tr>
<tr>
<td>Scott Thomas, Construction Manager</td>
<td>26 yrs experience as Construction Manager. Project Manager for General Contractor providing constructability review and cost estimating services through construction completion, with last 5 years at the Port. OMA member and certified.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
<td></td>
<td>2008</td>
<td>present</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Shibboleth Bay Marinas Redevelopment</td>
<td>$595.4M</td>
<td>GC/CM</td>
<td></td>
<td>2008</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td></td>
<td>New Cruise Ship Terminal</td>
<td>$459.4M</td>
<td>DB/BE</td>
<td></td>
<td>2008</td>
<td>2008</td>
</tr>
<tr>
<td>Jonathan Ota, Construction Manager</td>
<td>24 yrs of experience in the design and construction of capital projects. 17 yrs at the Port as a Construction Manager and Resident Engineer. Licensed PE.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
<td></td>
<td>2008</td>
<td>present</td>
</tr>
<tr>
<td>Kyle Richardson, Construction Manager</td>
<td>24 yrs of Construction experience. 20 yrs of Management including Construction Manager Special Projects Division Manager, St Project Manager, Programming, Development, Estimating, Cost Management, Claims Management, Advanced Scheduling, Construction and Cost Control.</td>
<td>Event/Evita Cruise</td>
<td>$75.0M</td>
<td>GC/CM</td>
<td></td>
<td>2008</td>
<td>2010</td>
</tr>
<tr>
<td>Josh Ferris, Resident Engineer</td>
<td>14 yrs of experiences in construction management as a Project Manager. Project Engineer, and Resident Engineer, with duties including Estimating, Cost Management, Scheduling, Coordination, and Constructability Review. LEED AP Candidate.</td>
<td>Terminal Excavator Modification</td>
<td>$15.9M</td>
<td>DB</td>
<td></td>
<td>2012</td>
<td>2013</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Naboo (now CMAA)</td>
<td>$17.1M</td>
<td>DB</td>
<td></td>
<td>2005</td>
<td>2006</td>
</tr>
<tr>
<td></td>
<td></td>
<td>House (now CMAA)</td>
<td>$17.8M</td>
<td>DB</td>
<td></td>
<td>2012</td>
<td>2012</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Multiple projects as a General Contractor</td>
<td>$15.4M</td>
<td>DB</td>
<td></td>
<td>1994</td>
<td>2012</td>
</tr>
<tr>
<td>Red Mlawinski, Resident Engineer</td>
<td>20 years of construction experience with progressively higher level of responsibility from inspection to management of large capital improvement program projects. Projects include work in both public and private sector environments, ranging in value between $200,000 and $250,000,000. 12 years with the Port of Seattle. BS &amp; MS in Aeronautical Engineering. CMAA Member.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
<td></td>
<td>2015</td>
<td>present</td>
</tr>
<tr>
<td>Arin Paullen, Resident Engineer</td>
<td>25 yrs experience with the construction and project management of capital projects. Worked at the Port of Seattle since 2001 with last 5 years as a Port RFE. Licensed PE.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
<td></td>
<td>2008</td>
<td>present</td>
</tr>
<tr>
<td>Tom O’Connell, Resident Engineer</td>
<td>36 yrs of Construction experience as a Contractor’s Quality Control Manager, Field Engineer, Superintendent, Estimator, Project Manager, VP of a small subcontracting firm, Senior Inspector and Resident Engineer. Over 35 years of the time was related to public projects for the Port of Seattle, Corps of Engineers, NAVFAC, FAA and various.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
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<td>2008</td>
<td>2010</td>
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<td>Kimberly Williams, Resident Engineer</td>
<td>14 yrs of construction management experience with progressively higher levels of responsibility at the Port of Seattle. Licensed PE.</td>
<td>Terminal Excavator Modification</td>
<td>$15.9M</td>
<td>DB</td>
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<td>2011</td>
<td>2013</td>
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<td>Steve Fink, Resident Engineer</td>
<td>17 yrs experience in design and construction management for both public and private projects. Licensed PE.</td>
<td>Consolidated Rental Car Facility</td>
<td>$25.0M (Cont.)</td>
<td>GC/CM</td>
<td></td>
<td>2010</td>
<td>2011</td>
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<tr>
<td>Holland Munden, Resident Engineer</td>
<td>8 yrs of construction management experience with progressing levels of responsibility. 6 years at the Port. Licensed PE.</td>
<td>Shibboleth Bay Marinas Redevelopment</td>
<td>$461.4M</td>
<td>GC/CM</td>
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<td>2008</td>
<td>present</td>
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<tr>
<td>Name</td>
<td>Experience/Projects</td>
<td>Capacity/Role</td>
<td>Contact/Relevant Details</td>
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<td><strong>PROJECT MANAGEMENT PERSONNEL</strong></td>
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<td>Wayne Gauthier</td>
<td>35 yrs: professional experience including 25 yrs in engineering management experience in public &amp; private sectors; 4 yrs experience with major contractor and owner responsible for Port of Seattle Sound Transit Capital projects</td>
<td>$160 M (Cont.) / 480 M (Cont.) / 600 M (Cont.) / 720 M (Cont.) / 840 M (Cont.) / 960 M (Cont.) / 1,080 M (Cont.)</td>
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<td>Ric Zienies</td>
<td>32 yrs: 30 yrs at US Army Corps of Engineers, 2 yrs as a consultant</td>
<td>$240 M (Cont.) / 480 M (Cont.) / 600 M (Cont.) / 720 M (Cont.) / 840 M (Cont.) / 960 M (Cont.) / 1,080 M (Cont.)</td>
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<tr>
<td>George England</td>
<td>35 yrs: 2 yrs US Forest Service, 9 yrs US Army Corps of Engineers and 24 yrs Port of Seattle. Focus on structural design, multi-user program and project experience in Aviation and Sound Transit projects</td>
<td>$471 M (Cont.) / $250 M (Cont.) / $150 M (Cont.) / $90 M (Cont.) / $60 M (Cont.) / $30 M (Cont.) / $10 M (Cont.) / $5 M (Cont.)</td>
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<td>Mike Tavlor</td>
<td>15 yrs: 15 yrs of Navy Civil Engineer Corps experience managing several projects utilizing the Design Build contract method. Have also attended design build workshops and have the AICE Design Build Training.</td>
<td>$190 M (Cont.) / $160 M (Cont.) / $150 M (Cont.) / $90 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.)</td>
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<tr>
<td>Steve Dillen</td>
<td>40 yrs: professional experience including 25 yrs in engineering management experience in public &amp; private sectors: 35 yrs experience in general design, 16 yrs in construction. Marine and aviation projects. MSA, SSEE, Certified PE.</td>
<td>$190 M (Cont.) / $160 M (Cont.) / $150 M (Cont.) / $90 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.)</td>
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<td>Joe Rossetti</td>
<td>33 yrs: years of experience in managing an extensive, yet diverse number of capital projects and programs, most relevant experience for the Sound Transit Capital Program.</td>
<td>$190 M (Cont.) / $160 M (Cont.) / $150 M (Cont.) / $90 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.)</td>
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<td>Ray Moreno</td>
<td>More than 10 yrs experience in the design and construction of highway and transit projects and approximately 5 yrs for Aviation projects. Deputy project manager for the Sound Transit Capital Program.</td>
<td>$190 M (Cont.) / $160 M (Cont.) / $150 M (Cont.) / $90 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.)</td>
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<td>Anne Foltz</td>
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<td>$190 M (Cont.) / $160 M (Cont.) / $150 M (Cont.) / $90 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.)</td>
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<td><strong>CONTRACTING AND PROCUREMENT PERSONNEL</strong></td>
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<td>Nora Hoy, Director of Procurement Office</td>
<td>22 yrs: 6 at Port &amp; 7 at King County</td>
<td>$160 M (Cont.) / $150 M (Cont.) / $100 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.) / $30 M (Cont.)</td>
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<td>Paul Powell, Sr. Manager Public Works Contracting</td>
<td>39 yrs: 15 yrs as Port Construction Contracting, 25 yrs US Army Corps of Engineers</td>
<td>$160 M (Cont.) / $150 M (Cont.) / $100 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.) / $30 M (Cont.)</td>
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<td>Sofia Mayo, Manager Major Works Construction</td>
<td>15 yrs: 3 yrs at Port, 12 yrs at public agencies in California.</td>
<td>$160 M (Cont.) / $150 M (Cont.) / $100 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.) / $30 M (Cont.)</td>
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<td><strong>PROJECT CONTROLS</strong></td>
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<td>Michael Gifford, Capital Projects Estimator</td>
<td>35 yrs: experience as Construction Manager, Project Manager and Estimator for construction projects, including transit and mass transit projects, 3 years as a project manager for Sound Transit Capital Program.</td>
<td>$160 M (Cont.) / $150 M (Cont.) / $100 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.) / $30 M (Cont.)</td>
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<tr>
<td>Debbie Hallman, Senior Programs Control Manager</td>
<td>20 yrs experience supporting both design and construction projects in both private and public sectors, with an advanced degree in project management, supporting the Sound Transit Capital Improvement Program.</td>
<td>$160 M (Cont.) / $150 M (Cont.) / $100 M (Cont.) / $70 M (Cont.) / $60 M (Cont.) / $50 M (Cont.) / $40 M (Cont.) / $30 M (Cont.)</td>
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EXHIBIT C: DB PROJECT MANAGEMENT PLAN

Port of Seattle Commission

Tay Yoshitani
Chief Executive Officer

Ralph Graves
Managing Director of Capital Development Division

Wayne Grohmann/Rick Jenners
Directors of Project Management

LEGEND

Port of Seattle

Investment Committee

TBD
Supervisor

Facilities and Infrastructure

TBD
Cost Engineer/Cost Estimator

Maintenance

TBD
Project Manager

Design Builder

TBD
Construction Manager

Subconsultants

TBD
Resident Engineer

Subcontractors/Suppliers

Janice Zahn
Asst. Director Engineering-Construction
Director of Construction Management

Tina Soke
Chief Engineer
Director of Engineering

Project Sponsor

LEGEND

Design/Construction Team

Team Managers

Senior Management

Executive Management
CONSTRUCTION HISTORY

Project No. | Project Name | Project Description | Total Project Cost | Method of Delivery | General Contractor | Lending/Grantees | Permit Status | Permit Completion | Actual Start | Actual Completion | Disbursed Contribution Costs | Final Contribution Costs | Note
--- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | ---
16 | South 123rd St LoopNER Phase 1 | Construction of a water tower and adjacent facilities, demolition of the Islandview Hotel and former bank buildings. Deconstruction of these two-to-four story buildings. Construction of temporary signatures, temporary pedestrian and vehicle control, approximately 5,000 ft. of front/roadway lanes, approximately 5,000 ft. of sidewalks, new drainages, and approximately 3,000 ft. of sidewalk ties. Approximately 9,000 ft. of ramps, and 3 new bridges. | $73,117,322 | D-B-B | Moss Construction Company | 4th STREET Partners | SEP-06 | Aug-08 | Jul-12 | Dec-09 | $37,487 | $310,734 | Unknown conditions & schedule delays due to linkage with other project
17 | 33rd Avenue N.E. Embankment and Sidewalk Safety Area Expansions | Resurfacing approximately 26 acres. Construction of embankments comprising 4,900 cubic yards, grade excavation of 1,900,000 cubic yards and lift off of 2,000,000 cubic yards. Construction of 35,000 square feet of mechanically stabilized retaining wall. Associated work includes, but is not limited to, storm drainage, stabilization of FTA facilities, temporary easions and sediment control, fencing and asphalt paving. | $147,206,486 | D-B-B | TTI Constructors | Port of Seattle | Feb-06 | Dec-06 | Jun-06 | Nov-05 | $136,808 | $122,824 | Unknown conditions
18 | I-580 North Aurora Upgrade | Addition of a new 100-foot gauge interchange with the northbound I-580 to the site of the new interchange. | $46,510,669 | D-B-B | Marion Construction Company | RPT | N/A | Aug-05 | May-06 | Aug-05 | $36,192 | $35,042 | Unknown conditions
19 | GCCM Skilak Lake Marine Renewal and Replacement | Project involves pre-construction work and replacement for development of a dock at Skilak Lake Marina. Construction of 20 at new floating docks of various sizes (0.419 tonnage each). | $76,164,241 | D-B-B | Hillstrand Construction Co | Washington | MARINE | N/A | May-05 | May-08 | $10,231 | $54,586 | Unknown conditions and added scope
20 | 2004 Residual Improvement Projects - Contract 1 (Fort System) | Project includes the construction and commissioning of the new aircraft fuel system at SeaTac International Airport. Modifications and improvements to the existing fuel farm facility, refurbishment of the existing fuel tank, construction of a new Operations Building, modifications to the existing Operations Building, construction of a new Emergency Containment System, and new Fire Protection System. Construction of 1,000,000 square feet of pavement and replacement of 20,000 square yards of Portland Cement Concrete pavement. | $46,043,425 | D-B-B | Cary Martin Construction Co | NTH | JULY | Jun-04 | Aug-07 | Jan-06 | $43,496 | $35,081 | Added scope
21 | Third Runway - 2004-05 Enlargement/156th St Construction | Constructing and grading approximately 165 acres, construction of equipment comprising 5,000,000 cubic yards, grade excavation of 3,200,000 cubic yards, lift off of 5,000,000 cubic yards, and removal and replacement of 55,000 cubic yards of material for underground utilities, construction of 250,000 square feet of mechanized earthmoving related works. | $228,511,362 | D-B-B | TTI Constructors | NTH | Feb-04 | Jan-06 | Jan-06 | Feb-06 | $192,051 | $117,047 | Added scope
22 | C-1 100 % Final Baggage Processing | The system consists of two independent ECS modules, each of which has its own explosive detection system (EDS) capability. The system consists of the full interface between the ECS and the CARUS controlled security screening. | $315,910,435 | GCCM | Turner Construction Company | UPS | MAR | Mar-07 | Jul-04 | Jun-09 | $111,314 | $116,291 | ASHMI scope: INSPECTION of key ASHMI package
23 | C-40 Baggage Handling System | Installation and modifications of DCS, CDS, and CDS-controlled baggage handling equipment and 100% inline security screening. Installation of existing airfield systems C40/41, 42/43, 44/45, 46/47, and 48/49. Fire protection systems under DCS contract, etc. | $841,110,216 | D-B-B | S & T Convoy System | NWT | May-06 | Sep-06 | Sep-06 | May-07 | $25,359 | $46,894 | Added scope
24 | WTP/PWS Pump Station | Construct a new Industrial Wastewater System Pump Station. Improvements to the Industrial Wastewater Treatment Plant, Upgrade the sludge handling system, etc. | $13,017,332 | D-B-B | WE Corporation | Kennedy-Johnson | Jan-06 | Sep-06 | Aug-06 | Jun-06 | $9.7M | $8.3M | Added scope
25 | Aviation Wastewater Development | Construction of 6,000,000 gallons per day of wastewater system. Construction of 40 acres of new wastewater and enhancement of 10 acres of existing wastewater ponds and drainage ditches; incorporation into approximately 25 acres and incorporating approximately 5 acres for wastewater treatment facilities; vegetation removal and surface preparation of 10 acres of wetland buffer areas. Installation of 60 acres of wetland and upland vegetation and maintenance of over a 50 million plant establishment period. | $17,297,000 | D-B-B | Northwest Construction Co | P&0 | Apr-06 | Jul-04 | Jul-04 | Aug-07 | $3.7M | $8.5M | ASHMI scope