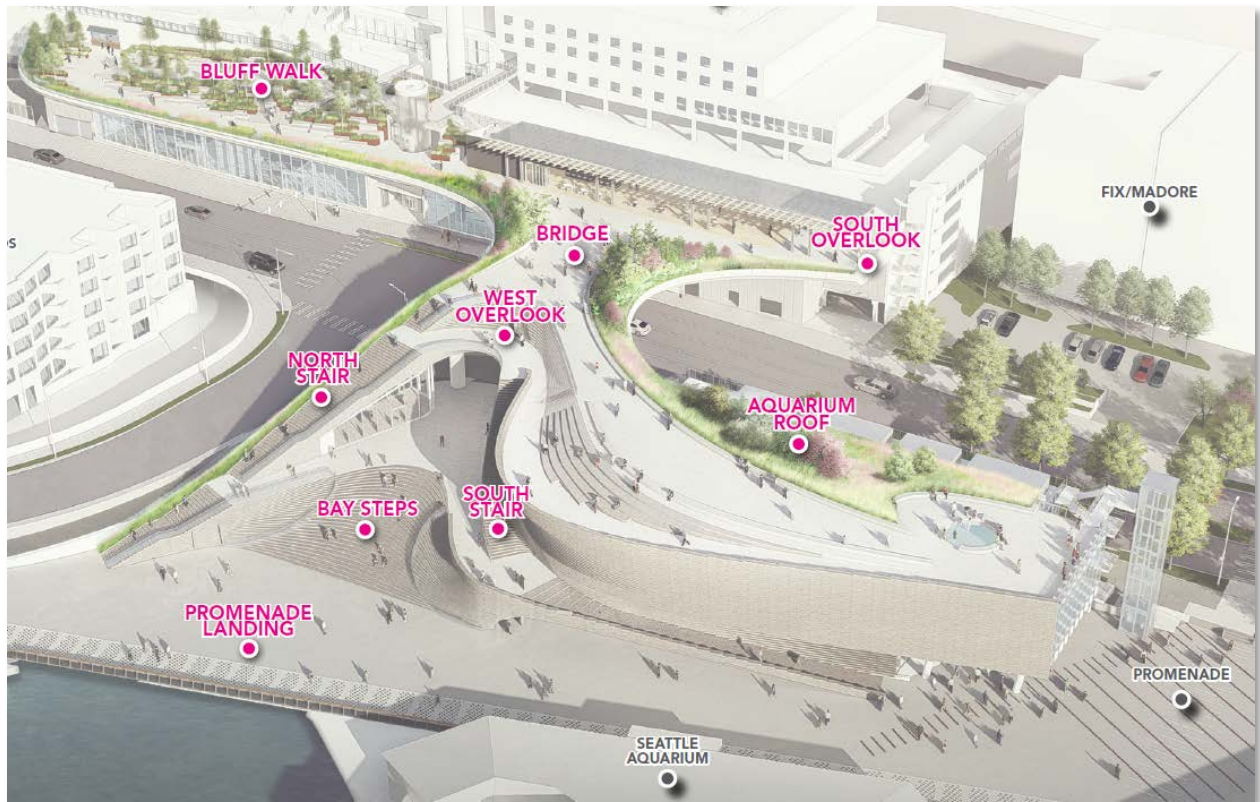




PROJECT REVIEW COMMITTEE: OVERLOOK WALK APPLICATION

City of Seattle



Submitted: April 20, 2018



April 20, 2018

State of Washington
Capital Projects Advisory Review Board
Project Review Committee

RE: Application for Project Approval – General Contractor/Construction Manager
Overlook Walk

PRC Panel Members,

The City of Seattle, through its Department of Finance and Administrative Services *and* the Office of Waterfront & Civic Projects, is pleased to apply for *project approval* to use the General Contractor/Construction Manager (GC/CM) alternative public works delivery to build the Overlook Walk, a combination of new buildings, stairs, elevators, and pedestrian bridge that will connect Pike Place Market to the waterfront near the Seattle Aquarium.

The project is well suited for GC/CM because the site will be continuously occupied and the project involves complex scheduling, phasing and coordination. The City has assembled a highly qualified team including the City's most experienced manager of GC/CM projects and outside consultants with extensive GC/CM experience in design and construction management.

Following the City's internal contracting process and the PRC application, this team has compiled a comprehensive packet explaining the project, how the project will benefit from the GC/CM approach, the experience of the staff and project team, and the overall procurement and management approach we intend to use.

We welcome your questions regarding the project and team as we prepare our presentation materials.

Thank you for your review and consideration. Please feel free to contact me at (206) 684-4535 or liz.alzeer@seattle.gov.

Sincerely,

Liz Alzeer

Director
City Purchasing and Contracting Services
Department of Finance and Administrative Services

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1. IDENTIFICATION OF APPLICANT

- a. Legal Name of Public Body: City of Seattle
- Capital Department: Department of Finance and Administrative Services and the Office of the Waterfront and Civic Projects
- b. Address: 800 Fifth Ave, Suite 3100
PO Box 34996, Seattle WA 98124-4996
- c. Contact Person Name: Liz Alzeer (Alternate contact: Jessica Murphy)
- Title: Director
- d. Phone Number: 206-684-4535 (Alt: 206-684-0178)
- Email: liz.alzeer@Seattle.gov (Alt: jessica.murphy@seattle.gov)

2. BRIEF DESCRIPTION OF PROPOSED PROJECT

The City of Seattle's Office of the Waterfront was formed in 2014 by the Mayor to implement the City's \$700M+ program of waterfront redevelopment projects following the upcoming removal of the SR-99 elevated viaduct. City Council approved a Waterfront Framework Plan in 2012 which identified the Overlook Walk project as an essential component to connect the downtown core to the Seattle Waterfront.

This project will link the Pike Place Market to the Central Waterfront by constructing a pedestrian bridge over the new Alaskan Way surface roadway, including stairs, elevators, and other pedestrian spaces. It will also construct enclosed building spaces for waterfront operations management, cultural and educational events, vendors and other activation. This project combines traditional vertical building elements and major civil transportation components.

The project site contains new, or yet to be built conditions on all sides (See Exhibit 1 – Site Plans). To the east the project connects to the existing Pike Place Market's new MarketFront space, which provides public access for the approximately 40,000 visitors/day at the Market. This is the only currently existing known condition our contractor will inherit. The west connections will meet both the future Aquarium's Ocean Pavilion building (that will be concurrently in construction), and the new pedestrian promenade along the waterfront. The waterfront today sees approximately 30,000 visitors/day in the summer and that is projected to double once construction on the promenade is complete, anticipated for the mid-point of Overlook Walk construction. The bridge structure will be constructed over the future surface street Alaskan Way at Pine Street while operational to over 30,000 vehicles, bicycles and pedestrians per day.

3. PROJECTED TOTAL COST FOR THE PROJECT

A. Project Budget

The estimated maximum allowable construction cost (MACC) for the Project is \$50,000,000. The estimated total project cost is \$57,000,000. Key anticipated GC/CM services are expected to include design reviews, constructability and value engineering efforts, cost estimate modeling, BIM coordination, evaluation and implementation of EC/CM and MC/CM contracting methods, sustainability/LEED planning, creating options for bid schedules, and collaborative planning and scheduling.

Item	Project Budget
Professional Services (including costs-to-date)	\$10,000,000
Estimated Project Construction Costs (including MACC Contingency)	\$57,600,000
Equipment and Furnishings	Included above
Off-Site Costs	Included above
Contract Administration	\$19,000,000
Owner Contingency	\$13,000,000
Other Related Project Costs	\$ N/A
Sales Tax	Included above
Project Total	\$99,600,000

B. Funding Status

Funding for preconstruction and construction is planned to come from a Local Improvement District (LID). Utilization of a LID is a key component of the funding strategy for the Waterfront Program identified in the Waterfront Strategic Plan and Adopted by Council Resolution 31399 in 2012. City Council is scheduled to vote on an intent to form resolution for the LID in May 2018 and vote on a final formation ordinance of the LID in October 2018. Approval of the LID in October would secure the funding for the project.

To stay on schedule and maximize GC/CM involvement in coordination activities with other adjacent projects, the City needs to begin the GC/CM selection process ahead of final Council action on the LID, however executing a contract and the start of preconstruction services will not occur until final Council action. The procurement documents will be clear that if the LID is not approved or is delayed, the City may terminate the selection without executing a construction contract or delay onboarding of the GC/CM. Funding status and potential plans will be communicated to potential GC/CM applicants prior to, during and following the GC/CM selection process.

4. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

The following contains the GC/CM procurement schedule for the project (see Exhibit 2 - Schedule).

Procurement Schedule

Activity	Proposed Dates
PRC Application Submission	4/20/2018
Contractor info session (pre-RFP release)	TBD (prior to RFQPA)
PRC Meeting	5/24/2018
30% Design milestone (design on hold pending GCCM onboarding)	3/31/2018
RFQPA for GC/CM Services issued	June 2018
GC/CM Proposal Due	July 2018
Notify Submitters of Most Highly Qualified Submitters & Invite to Interview	July 2018
Interviews with Short-Listed Firms	August 2018
Notify Submitters of Scoring and Most Qualified GC/CM	September 2018
GC/CM Agreement w/ Pre-Con Services Executed	October/November 2018
Pre-Construction Services Phase (concurrent with design schedule below)	November 2018 – Q2 2020
Construction Phase	Q3 2020 – Q4 2022

Project Schedule

The project achieved the 30% design milestone at the end of March 2018. Design will not progress to 60% until the GCCM selection process is complete and preconstruction services have begun. Solicitation for GC/CM services will occur within one month after the approval by the PRC committee on May 24, 2018. The design and construction schedule with related key milestones is below:

Project Phases and Key Milestones	Target Date
30% Design Complete	3/31/2018
GC/CM NTP for Preconstruction Services	Fall 2018
60% Design Complete	Spring 2019
90% Design Complete	Fall 2019
GC/CM MACC Negotiations Begins	Winter 2020
GC/CM Construction Contract Executed	Summer 2020
NTP (For submittals and subcontract bidding)	Summer 2020
Begin Field Work	January 2021
Main Corridor Project – New roadway open	July 2021
Substantial Completion	December 2022

5. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

Of the six criteria outlined in RCW 39.10.340, four are applicable:

- Complex scheduling, phasing, or coordination
- Construction at an existing, occupied facility
- Involvement of the GC/CM is critical during the design phase
- Project encompasses a complex and technical work environment

Additionally, the project is primarily infrastructure and therefore qualifies as a Heavy Civil GC/CM project. The City is currently evaluating the merits of using Heavy Civil provisions for delivery of the project, and will make a final determination prior to beginning GC/CM selection.

If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

A. Complex Scheduling, Phasing, and Coordination

The footprint of the Project entirely overlaps and interfaces with two other major projects - the Waterfront Programs' Main Corridor Project and the Seattle Aquarium's planned Ocean Pavilion (see Exhibit 1 – Site Plans). All three projects overlap in time and space. The Overlook Walk will be constructed over an operational roadway to be built by the Main Corridor Project and is also planned to be completed concurrently, or sequenced closely with the Ocean Pavilion, a building that completely abuts the Overlook Walk's western staircase and pedestrian bridge. The GC/CM will help optimize the schedule, phasing and coordination with these other projects.

Based on current schedules, the Overlook Walk project will begin construction approximately 6 months before the roadway below the pedestrian bridge is opened for public use. A focus of the GC/CM preconstruction phase will be to identify the highest priority elements of the Overlook Walk project to be constructed prior to the roadway facility being occupied. The Project must then maintain vehicle, bike, and pedestrian traffic on the new Alaskan Way throughout construction of the pedestrian bridge and adjacent buildings.

The City would seek a GC/CM that will work with the City team to identify the best and most cost efficient way to construct the Project given these constraints and interfaces with other projects.

If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

B. Construction at an Existing Facility

The project must be constructed over and adjacent to traffic on Alaskan Way which includes up to 30,000 vehicles per day, thousands of pedestrians, and hundreds of bicycles (see Exhibit 3 – Occupied

Facilities). We must also connect to the existing MarketFront while occupied, and maintain ingress/egress from the Pike Place Market Parking Garage concurrent to constructing a bridge and café above the entry.

If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

C. Involvement of the GC/CM is Critical during the Design Phase

If the application is approved, the Project team would seek if the application is approved, a GC/CM that will actively participate and influence the final design for the Overlook Walk project, while acting as part of an integrated team throughout all design and construction efforts. This involvement is critical due to the limited site footprint with close proximity to several neighboring properties and limited construction access. Similar input was very useful during the Seawall Project Preconstruction services, and the design phase has been lengthened for this project to provide additional time for this type of input. Design documents must be tailored to specific construction methods that minimize impacts on adjacent properties. An example is the east foundations and walls that abut and underpin the existing Pike Place Market parking garage. The construction methods must be approved by the Pike Place Market and consultation with the GC/CM is required to finalize design that suits a method that will achieve this approval (see Exhibit 4 – Pike Place Market interfaces). In addition, input from the GC/CM will be sought during design to select the interface line between the Project’s west side staircase and the Aquarium’s Ocean Pavilion such that both can be constructed independently. Both are critical stakeholders who require continuous updates through design.

The project is also a unique combination of traditional vertical construction (buildings) and transportation construction (pedestrian bridge over Alaskan Way) using a variety of design codes (AASHTO and IBC). Each design code typically uses its own specification format (APWA and CSI), and we intend to utilize the GC/CM to tailor the specifications to best match the intended subcontracting audiences for best value (see Exhibit 5 – Buildings)

6. PUBLIC BENEFIT

A. How use of the GC/CM contracting procedure will serve the public interest

B. 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

For example, your description must address, but is not limited to: How this contracting method provides a substantial fiscal benefit:

Reduced Risk – The use of GCCM procurement methodology will provide fiscal benefit based on the complex phasing and integration with other projects, likely reducing construction costs by a value greater than the preconstruction services fees. The entire footprint of the project to be inherited by an OLW GCCM doesn’t exist yet and will be constructed by low-bid contractors during the final stages of OLW design. In a design-bid-build environment for OLW, the City would need to define future conditions that do not exist yet that will be in various phases of construction during the design development of OLW. This would require the City to design and specify a relatively generic constructability approaches to maximize bidding. This type of “guessing” is high risk and likely to result in change orders in a design-bid-build environment. Thus, it is fiscally responsible for the City to bring in

a contractor early through the GC/CM selection process so the contractor can be a part of the development of the final sequencing, phasing, and design coordination they will ultimately construct and the design can be tailored to their specific approach.

Experienced Partner – There are very few analogous projects with this unique combination of transportation and building infrastructure elements. Using a qualifications-based selection process provides the owner the benefit of evaluating the GC/CM’s approach to balancing these complex scopes of work and the ability to work together with the owner to determine the best way to subcontract the remaining scopes of work for which the GC/CM does not intend to self-perform. This approach may be different based on the strength and experience of the GC/CM selected. In a low-bid environment the Owner does not have the ability to vet this experience, and this approach which results in higher risk and increased costs during construction.

Real Time, Market-Based Cost Estimates – The Pacific Northwest region has experienced construction cost inflation rates of 7.5 to 10 percent over the last 3 years. It is critical to the success of both projects that a GC/CM Contractor is selected, so they can utilize real-time, current market pricing to validate scoping and budgeting during the design process; this would not be practical with D-B-B.

Accurate Phasing Plans – The GC/CM will study the existing conditions, desired scope of work, and unique scheduling constraints of the project to build the safest, most efficient phasing plan possible as part of the design process, which would not be possible using D/B/B.

Increased Engagement with the Small Business Trade Community –The GC/CM will be able to use their phasing plans and bidding strategies as tools to develop targeted opportunities for small businesses within the trades, including M/W/B/E subcontractors which is a significant goal of the City.

Enhanced Coordination of Materials and Equipment Purchases – A GC/CM will provide better coordination with material and equipment purchases, including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage, than would be feasible with a DBB contractor.

More Responsive and Responsible Bids – Because of the scale and complexity of these projects, a GC/CM will have a greater ability than a D/B/B contractor to prequalify and attract firms with resources needed to do the work and meet the schedule – which is very important in our busy construction market.

Ongoing Value Analysis and Constructability Review – The GC/CM will deliver real-time Value Analysis and Constructability Review Process during design, resulting in a more economical design and a better bid package with fewer change orders and less risk of lost time or delay to the project completion.

7. PUBLIC BODY QUALIFICATIONS

A. A brief summary of the construction experience of your organization’s project management team relevant to the project

The City of Seattle has had extensive GC/CM experience in recent years, utilizing the methodology on our South Lake Union Streetcar (\$56M), First Hill Streetcar (\$132M), and Elliott Bay Seawall (\$410M). Jessica Murphy, our proposed Project Manager for Overlook Walk, served similar roles in the latter two projects. In addition, we have contracted with Howard Hillinger and Anne Timmermans of Parametrix as

our GC/CM advisors and are utilizing the design services of Miller Hull, a leader in signature civic projects utilizing GC/CM contracting.

[A Project Organizational Chart can be found in Appendix A.](#)

Staff and consultant short biographies below

Jessica Murphy, PE, Construction Program Manager, Office of the Waterfront

Jessica has been a Project Manager at the City for 13 years and 17 years overall. She has managed over 30 projects through complete design and construction with increasing in scale, complexity, and community impact totaling nearly \$700M in capital (work not including the upcoming waterfront program projects). Jessica led two large GC/CM transportation projects for the City of Seattle - First Hill Streetcar and Elliott Bay Seawall. She brings to this project experience with GC/CM provisions including, risk allocation, ECCM/MCCM use, predetermination of eligibility processes, large negotiated support services, and early preconstruction investigations. She is a trusted contract negotiator, communicator, and possesses a wealth of experience and lessons learned in GC/CM. She has a BS in Civil Engineering from the University of Michigan and is a licensed Professional Engineer.

Project	Project Value	Delivery Method	Role	Timeframe
Elliott Bay Seawall	\$410M	GC/CM	Project Manager	2012-2016
First Hill Streetcar	\$132M	GC/CM	Project Manager	2010-2012

Jessica will be supported by a construction management team (currently under selection) with GC/CM experience in the City of Seattle in key roles such as the Construction Engineer, Resident Engineer, Office Engineer, and document control.

Angela Brady, PE & Marshall Foster, Directors, Office of the Waterfront and Civic Projects

Angela Brady has over 24 years of experience working as a Professional Engineer in the fields of civil, transportation, and structural engineering. She has successfully managed over 35 complex engineering projects from the planning and environmental review phases, through design and construction as both a professional engineering consultant and an owner’s representative. Her primary focus includes delivery of very large, complex, and transformative transportation projects within dense urban environments. Past projects for which she has been directly responsible for include the City of Seattle’s Mercer Corridor Program (\$250M) the S. 277th St. Reconstruction Program (\$75M) located in Auburn and Kent, and the City of Seattle’s SR519 Surface Street Improvements Project (\$15M) to name a few. In her current role with the City of Seattle as Deputy Director of the Office of the Waterfront and Civic Projects, she is responsible for the design and construction of a suite of projects worth a total of approximately \$1.07B. These projects will completely transform the City’s waterfront, creating a new transportation system and 20 acres of new parks and public spaces. Angela has a Bachelor’s degree in Civil Engineering from the University of Washington, is a licensed Professional Engineer in Washington State, and is also a licensed Project Management Professional with the Project Management Institute. She will complete trainings relevant to GC/CM project oversight for managers and executives in the coming months.

Marshall Foster is the Director of Seattle’s Office of the Waterfront and Civic Projects. He reports directly to the Mayor on the City’s Waterfront Seattle program, which is creating 20 acres of new parks and public spaces on Seattle’s Central Waterfront. Marshall served as Seattle’s City Planning Director for four years prior to leading the Waterfront team. He holds a Master’s degree in City and Regional Planning from University of California – Berkeley, and lives with his wife and kids in West Seattle. He will complete trainings relevant to GC/CM project oversight for managers and executives in the coming months.

Sian Roberts, FAIA, DBIA, Consultant Project Manager, Miller Hull Partnership

Sian is a partner with the Miller Hull Partnership where she has led design teams on civic, educational and infrastructure projects throughout the Northwest. Sian received a Master’s degree from the University of Washington in 1992. She has been a licensed architect in Washington State for 25 years and currently serves on the Washington State Board for Architects. Sian has a special interest in alternative delivery and has been involved in most of the firm’s design-build projects as well as many GC/CM projects. She is a past Board Member of the Northwest Region of the DBIA. Sian served as the partner-in-charge on the following GC/CM projects in Washington State: The Fort Vancouver Library, the University of Washington Odegaard Library, The University of Washington Police Station and the recently completed Pike Place Market MarketFront Expansion.

Project	Project Value	Delivery Method	Role	Timeframe
Fort Vancouver Library	\$23.5M	GC/CM	Partner in Charge	2007 - 2011
University of Washington Odegaard Library	\$10.8M	GC/CM	Partner in Charge	2011 - 2013
University of Washington Police Station	\$14.5M	GC/CM	Partner in Charge	2014 - 2016
Pike Place Market MarketFront Expansion	\$40M	GC/CM	Partner in Charge	2015 - 2017

GC/CM Advisors: Parametrix

Parametrix is a Seattle-based consulting firm which supports a variety of public agencies in the planning, design, and construction management of complex facilities projects.

Parametrix will support the City for all issues related to the GC/CM process. Parametrix has served as advisor and/or project manager on over 16 current and recent GC/CM projects conducted under the authority of RCW 39.10.

Anne Timmermans, GC/CM Advisor (Parametrix)

Anne Timmermans has extensive GC/CM experience with projects in the Northwest, and is currently consulting on the Port of Seattle/Alaska Air Group’s renovation and expansion at the North Satellite at the SeaTac Airport, which has a MACC of approximately \$408M. She is also providing consulting to several schools for Shoreline Public Schools.

Anne has 14 years of experience working on construction projects throughout the Pacific Northwest. She has worked on mostly public commercial projects, ranging from large-scale aviation facilities to K-12 projects. She is a Certified Construction Manager (CCM) and a LEED Accredited Professional.

Project	Project Value	Delivery Method	Role	Timeframe
Einstein and Kellogg Middle Schools, Shoreline School District	\$160M	GC/CM	GC/CM Project Manager	2017-present
Early Learning Center, Shoreline School District	\$26M	GC/CM	GC/CM Project Manager	2017-present
North Satellite Renovation, Port of Seattle	\$425M	GC/CM	Resident Engineer	2017-present
777x Composite Wing Facility, New Chiller Building and Sitework, Boeing	\$1B	IPD	Construction Manager	2014-2017
Consolidated Rental Car Facility, Port of Seattle	\$419M	GC/CM	Project Manager	2006-2012

Howard Hillinger, GC/CM Advisor (Parametrix)

Howard Hillinger is the GC/CM Program Advisor and has over 30 years of project management and construction management experience. He is a Principal Consultant with Parametrix for Project and Construction Management Services, where he has supported owners on more than a dozen recent projects utilizing alternative project delivery. He is a GC/CM advisor who has supported two historic school modernizations for Tacoma Public Schools and the Colman Dock/Seattle Multimodal Terminal for Washington State Ferries. He served as a member of GC/CM Heavy Civil task force, and has completed AGC/UW GC/CM class. Howard is a Certified Construction Manager.

Project	Project Value	Delivery Method	Role	Timeframe
WSF Seattle Multi Modal Terminal at Colman Dock	\$230M	GC/CM	GC/CM Advisor	2015-Present
Einstein and Kellogg Middle Schools, Shoreline School District	\$160M	GC/CM	GC/CM Advisor	2017-present
Early Learning Center, Shoreline School District	\$26M	GC/CM	GC/CM Advisor	2017-Present
New Middle School, Ridgefield School District	\$72.5M	GC/CM	GC/CM Advisor	2016-Present
Jemtgaard Middle School, Washougal School District	\$37.8M	GC/CM	GC/CM Advisor	2015-Present
Excelsior High School, Washougal School District	\$4.1M	GC/CM	GC/CM Advisor	2015-Present
McCarver Elementary School Historic Modernization, Tacoma Public Schools	\$39M	GC/CM	GC/CM Advisor	2013-2015

Project	Project Value	Delivery Method	Role	Timeframe
Stewart Middle School Historic Modernization, Tacoma Public Schools	\$66M	GC/CM	GC/CM Advisor	2013-2015

Liz Alzeer, Director, Purchasing and Contracting Services, Finance and Administrative Services

Liz has been the Director of City Purchasing and Contracting Services, Seattle’s central contracting unit since October 2017 after returning to the City in 2015. Her responsibilities include management and oversight of all public works contracts delivered by the City of Seattle, including bidding, execution and enforcement. She is responsible for the development and management of each contracting model used throughout the City. Liz has been delivering capital projects for more than 20 years, with 15 plus years at the City of Seattle and another 9 years as the Contracting Manager for the Seattle Housing Authority (SHA). While at SHA, she was responsible for overseeing the procurement of the Request for Competitive Proposal delivery method used for many of their major redevelopment projects. This federally based method is modeled heavily after the GC/CM process, including the use of an RFP solicitation during design, a preconstruction services contracting phase, and the development of a MACC-based construction contract. Prior to leaving the City in 2006, she was involved in several alternative public works projects overseen by other departments, providing technical advisory services during the procurement process. Liz will be overseeing the procurement and contract compliance aspects of the Overlook Walk project, working closely with the City’s Law Department (Rebecca Keith) as well as consulting with Mike Purdy as her GC/CM procurement and contracting advisor. Liz has a Bachelor of Arts in Business Administration from the University of Washington.

Rebecca Keith, Assistant City Attorney

Rebecca Keith is the Assistant City Attorney for the Contracts and Utilities section of the City of Seattle City Attorney’s Office. Rebecca has advised and worked with City Departments on all phases and aspects of public works since 2006. Rebecca has worked as legal counsel to the City on a number of alternative public works projects throughout the contract process, including King Street Station (GC/CM) and Millpond Dam Removal Project (DB), and has provided targeted legal services in numerous GC/CM and DB projects. Rebecca was appointed in 2015 to CPARB representing Cities. Rebecca will work with the project team on all legal aspects of the project, including revision of the City’s GC/CM contract documents as needed to reflect the City’s recent project experience, and incorporation of provisions for Heavy Civil if the City elects to procure this method.

Helaine Honig, Senior Assistant City Attorney

Helaine Honig is a Senior Assistant City Attorney in the Contracts and Utilities section of the Seattle City Attorney’s Office. Helaine is a former member of CPARB and has extensive experience in public works, including projects such as the Seattle Public Library, Marion Oliver McCaw Hall, and First Hill Streetcar. While Helaine is not listed on the organization chart with designated time for this project, she is available to provide assistance and consulting as needed.

C. A description of the controls your organization will have in place to ensure that the project is adequately managed

The City of Seattle and the Office of the Waterfront team have several project management, construction management, and financial controls that will be used to manage scope, schedule, budget, and risk for this project.

Project Management

The City has implemented a Project Management framework that outlines requirements for project charters, project management plans, risk registers, financial plans, change management requirements and documents, and regular status reports. This project will be managed in compliance with the Framework. The project is operating under a charter and project management plan.

Construction Management

The City has a long history of managing public works construction projects, and has experience with utilizing the alternated delivery method of GC/CM. The City's Construction Management Manual has been developed to include processes and procedures that comply with standard public works contracting requirements and best practices, as well as City-wide contracting requirements and best practices. The City also has well developed tools and templates to address risk assessment and allocation, constructability reviews, and standard forms to manage documents, schedule, quality, safety and cost control. A construction management consultant will support the construction phase. Although that contract is not executed yet, the key roles of Resident Engineer and Office Engineer/Document Control have extensive experience in GC/CM projects, both for the City of Seattle and other agencies.

Project Controls

The Office of the Waterfront has a governance structure in place to manage scope, schedule and budget. Thresholds are established for triggering change brought before the Change Control Board (CCB) for review. The CCB is comprised of the Executive and Management leaders. The Project holds Owner Contingency in addition to the statute driven contingencies required by the RCW, and allocated responsibility of that contingency fund 50% to the Project Manager, and 50% to the Management team. Usage of Owner contingency above 50% results in CCB action. When a change is approved, CCB forms are signed and the project budget, schedule or scope is re-baselined as applicable. Monthly reporting shows variances between approved, actual, and forecasted budgets and schedules.

D. A Brief Description of Your Planned GC/CM Procurement Process.

The GC/CM procurement process is expected to begin within one month after the project receives approval from the PRC.

The City accomplishes the three step GC/CM procurement process in a single solicitation for Request for Qualifications and Proposed Approach (RFQPA) which is sought from interested parties. Submissions undergo proposal review, interview, and price proposals prior to final selection. The first advertisement of the RFQPA will follow PRC approval. The process will follow the requirements of RCW 39.10, and will

be approximately 5-6 months in total duration, with the award of a preconstruction services contract in late Fall 2018.

The general process being adhered to by the team is as follows:

- Marketing of the project to experienced potential GC/CM candidates.
- Host a contractor public forum prior to release of the solicitation for GCCM services to obtain industry feedback on the proposed schedules, scope, and key project constraints.
- Incorporating feedback from forum into RFQPA application documents.
- Advertising RFP for GC/CM (two advertisements in the Daily Journal of Commerce and Builder's Exchange).
- Holding a pre-proposal conference at the Waterfront main offices.
- Interviewing shortlisted GC/CM firms.
- Receive price proposals prior to interviews (opening after interview scoring complete)
- Notification of intent to award to selected GC/CM.
- GC/CM pre-construction contract executed.
- MACC Negotiations during final stages of pre-construction
- Execution of a Construction Services Contract upon successful negotiations

E. Verification That Your Organization Has Already Developed (or Provide Your Plan to Develop) Specific GC/CM Contract Terms.

The City of Seattle has a robust contracting process and framework that has been used in the past and is updated after each project with lessons learned and best practices. The RFQPA, preconstruction services contract and scope, construction services contract, price proposal forms and other project documentation have been reviewed by the City's legal counsel and updated accordingly to reflect current requirements under section 39.10 of the RCW. In addition, our GCCM advisors will work with the City and Project team to tailor the existing templates to the unique needs of this project.

If the City elects to utilize Heavy Civil provisions the specific contract terms would be developed utilizing experience from our advisors and peer agencies.

8. PUBLIC BODY (CITY OF SEATTLE) CONSTRUCTION HISTORY

See Appendix B.

9. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

Index of Exhibits:

Exhibit 1: Site Plans (with narrative of each space)

Exhibit 2: Schedule

Exhibit 3: Occupied Facilities

Exhibit 4: Pike Place Market Interfaces

Exhibit 5: Buildings

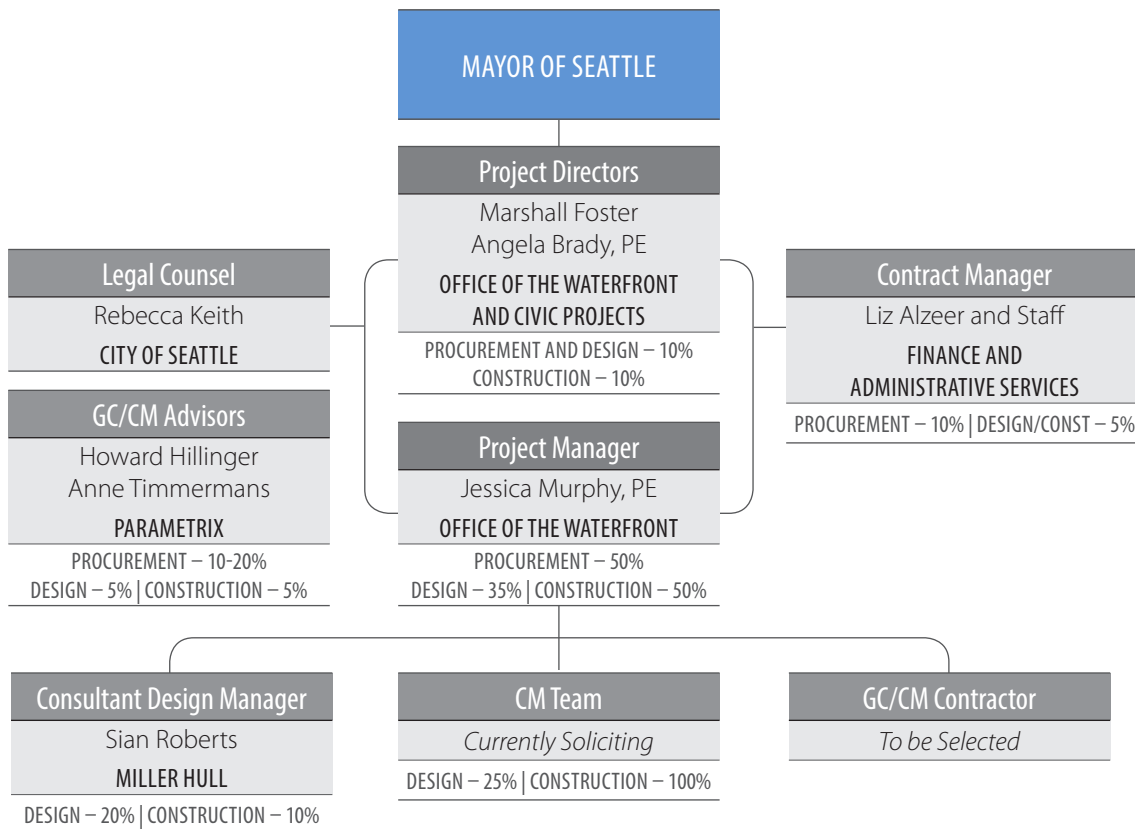
10. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

Other than the following issue cited below for the King Street Renovation project, there were no audit findings on the listed projects.

During the 2014 FTA Triennial Review, FTA issued a finding for Change Order No 35 on the King Street Renovation project because the change order used the term “Design Deficiency of Altered Conditions” and FTA was concerned how the City was using this term. FTA does not provide funding for deficiencies created by firms under contract to the grantee.

The City was directed to review all changes associated with the King Station renovation project and identify to the FTA Region 10 Office all changes that involved design deficiencies. The City was then to take direction given by the Region for any follow up action required.

Resolution: FTA considered the matter closed in January of 2015 following an e-mail exchange where the City clarified that none of the changes appeared to result from deficiencies that would be considered a design error or omission, but rather the changes address field conditions and additional detailing that could only be determined in the field or upon delivery of specified equipment. The City explained its plans to FTA to revise this change order justification category, and revise its construction manual to provide clear direction that any changes that may result from a design error or omission should not be charged to FTA grants. FTA was satisfied with the City’s explanation and considered the matter closed as of January 22, 2015. No further action was needed.



City of Seattle - Construction History*

Project	Name	Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish**	Planned Budget (Pre-tax)	Actual Budget (Pre-tax)	Reason for Budget or schedule overrun
1	Elliott Bay Seawall Replacement Project Construction	Replacement of the Elliott Bay Seawall from S Wahsing to Virginia Street (7,166 ft) along the Seattle waterfront under Alaskan Way. The work will include a new seismically sound wall and provide ground improvement and soil stabilization behind the wall as well as habitat enhancement measures along with improvements to utilities and right-of-way along the waterfront.	GCCM	Nov-13	Nov-16	Nov-13	Aug-17	\$240,755,067	\$359,530,827	Unforeseen conditions with jet group spoils disposal, water management, and traffic control
2		Pavement removal and repair, concrete removal and repair, new curb ramps and pedestrian lighting.	DBB	Mar-11	Oct-11	Mar-11	Oct-11	\$10,273,921	\$10,395,674	NA
3	Ballard Bridge Seismic Retrofit Phase II	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	Jul-12	Jun-14	Jul-12	Jan-15	\$7,092,370	\$7,771,340	Design changes including pier and rebar modifications, temporary fencing and crack sealing and weather delays.
4	First Hill Streetcar Construction	First Hill extension of the Streetcar including underground and overhead utility modification and support facility construction	GCCM	Apr-12	Dec-14	Apr-12	Oct-15	\$68,045,744	\$75,000,000	Unforeseen conditions with underground utilities, and design challenges between OCS system and existing ETB system. Closeout prolonged by project claim/dispute resolution and following up on subcontractor payment issues.
5	King Street Station Bridges Seismic Retrofit (FHWA)	Seismic retrofits to improve seismic response of four bridge structures.	DBB	Apr-12	Aug-13	Apr-12	Aug-14	\$5,992,858	\$7,772,116	Changed conditions, design revisions for performance criteria
6	Airport Way Viaduct Replacement over ARGO RR Yard & AAC Pavement Rehab	Main spans deck replacement and seismic retrofit.	DBB	Jul-11	Nov-12	Jul-11	Jun-14	\$17,911,858	\$20,551,862	Unforeseen conditions and significant design revisions of ground improvements. Time extensions for mutual suspensions for inspection, weather, and unforeseen railroad delays.
7	Thomas Street Pedestrian Overpass	This project is the consist of constructing a new overpass that will provide direct access for pedestrians and cyclists between Elliott Ave and Myrtle Edwards Park. Construction will included, drilled shaft construction, extensive concrete formwork, placement of precast prestressed girders, structural steel fabrication, and working adjacent to private Work included seismic upgrade, complete mechanical, electrical, plumbing system replacement and restoration to historic interior and exterior architectural features. (FHWA, FTA, FRA)	DBB	Jul-11	May-12	Jul-11	Apr-13	\$4,912,470	\$5,270,268	Project schedule delayed by Contractor, Liquidated damages assessed. Other issues related to unforeseen conditions in this heavy traffic area.
8	King Street Station Rehabilitation (GCCM)	Spokane Viaduct Widening and rehabilitation of existing structure and the reconstruction of westbound lanes of the South Spokane Street surface roadway. (FHWA/ARRA)	GCCM	May-10	Mar-13	May-10	Jun-13	\$11,155,370	\$39,601,296	Multi-phased MACC, operational train station, most overruns and changes associated with unforeseen conditions of working in an historic building and coordination challenges of operating during construction.
9	Spokane Viaduct Widening	Complete removal of Pier 62, including the existing timber pile foundations and reconstructing the entire pier with new steel pipe piles and a new concrete deck.	DBB	Dec-09	Jul-12	Dec-09	Apr-13	\$59,911,382	\$67,945,170	Project schedule delays documented as dispute resolution issues, costs increases associated with unforeseen conditions on the existing structure.
10	Pier 62-Pier 63 Phase I Rebuild/Habitat and Alaskan Way Improvement	Reinstallation and restoration of the Washington Street Boat Landing Pergola	DBB	Nov-17	Mar-19	Nov-17	In progress	\$28,985,698	\$2,858,669 (payments issued to date)	In progress
11	Washington Street Pergola Restoration	A new solid waste transfer station that meets the operational needs of the City of Seattle while acknowledging the desires of the community for a station to fit into the neighborhood.	DBB	Dec-17	Dec-17	Mar-18	In progress	\$1,984,194	\$1,165,473 (payments issued to date)	In progress
12	North Transfer Station Rebuild-Phase 3	Constructs two underground storage facilities to reduce combined sewer overflows into Lake Washington: one (2.4 million gallon capacity) in Seward Park and the second (200,000 gallon capacity) on a parcel near Martha Washington Park with electrical, mechanical and odor control equipment; gravity pipes and force mains conveying combined sewage to and from the storage tanks; air intake and exhaust stacks; electrical panel; other ancillary components; and landscape restoration.	GCCM	Feb-14	Dec-16	Feb-14	Dec-16	\$53,726,294	\$68,694,926	Unforesee conditions for contaminated soil (\$5.7M) and resolution between MACC and IFC drawings
13	Henderson North CSO Reduction Project	Construct two separate offline storage facilities and associated appurtenances for Basins 40/41 and Basin 43 to bring them into compliance. The sites are located in two parking lots owned and managed by Seattle Department of Parks and Recreation (Parks).	GCCM	Jan-15	Dec-17	Jan-15	May-17	\$30,296,148	\$29,724,868	\$242K added for additional construction instrumentation monitoring Days added for weather
14	Genesee CSO Reduction Project		GCCM	Apr-13	Nov-15	Apr-13	Jun-16	\$19,682,144	\$21,667,420	Weather delays, public impacts (Seafair) and suspension for final inspection and commissioning

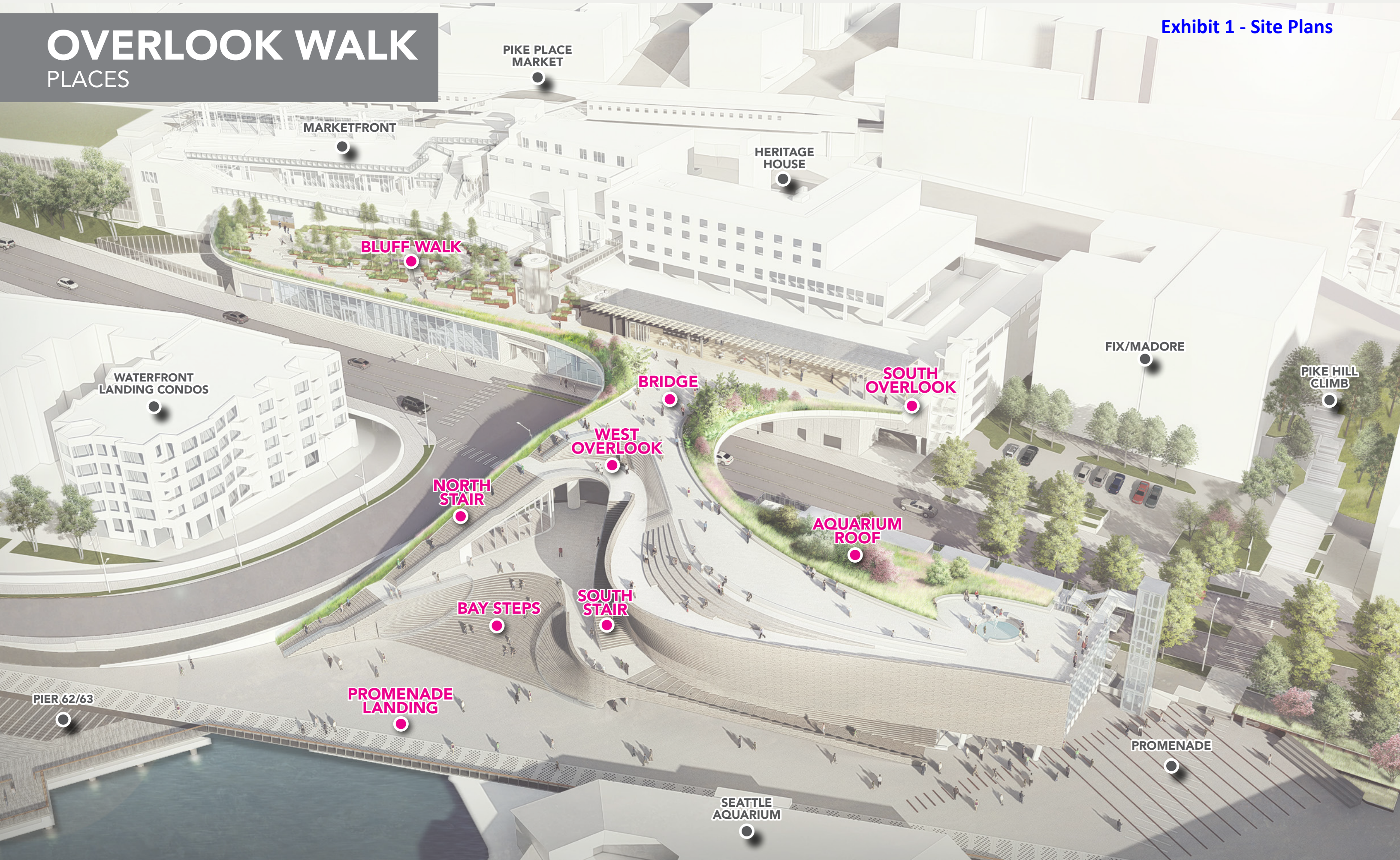
* Selection of relevant larger scale projects

** Substantial Completion date listed on projects where physical completion has not been achieved

OVERLOOK WALK

PLACES

Exhibit 1 - Site Plans



PIKE PLACE MARKET

MARKETFRONT

HERITAGE HOUSE

BLUFF WALK

WATERFRONT LANDING CONDOS

BRIDGE

SOUTH OVERLOOK

FIX/MADORE

PIKE HILL CLIMB

WEST OVERLOOK

NORTH STAIR

AQUARIUM ROOF

BAY STEPS

SOUTH STAIR

PROMENADE LANDING

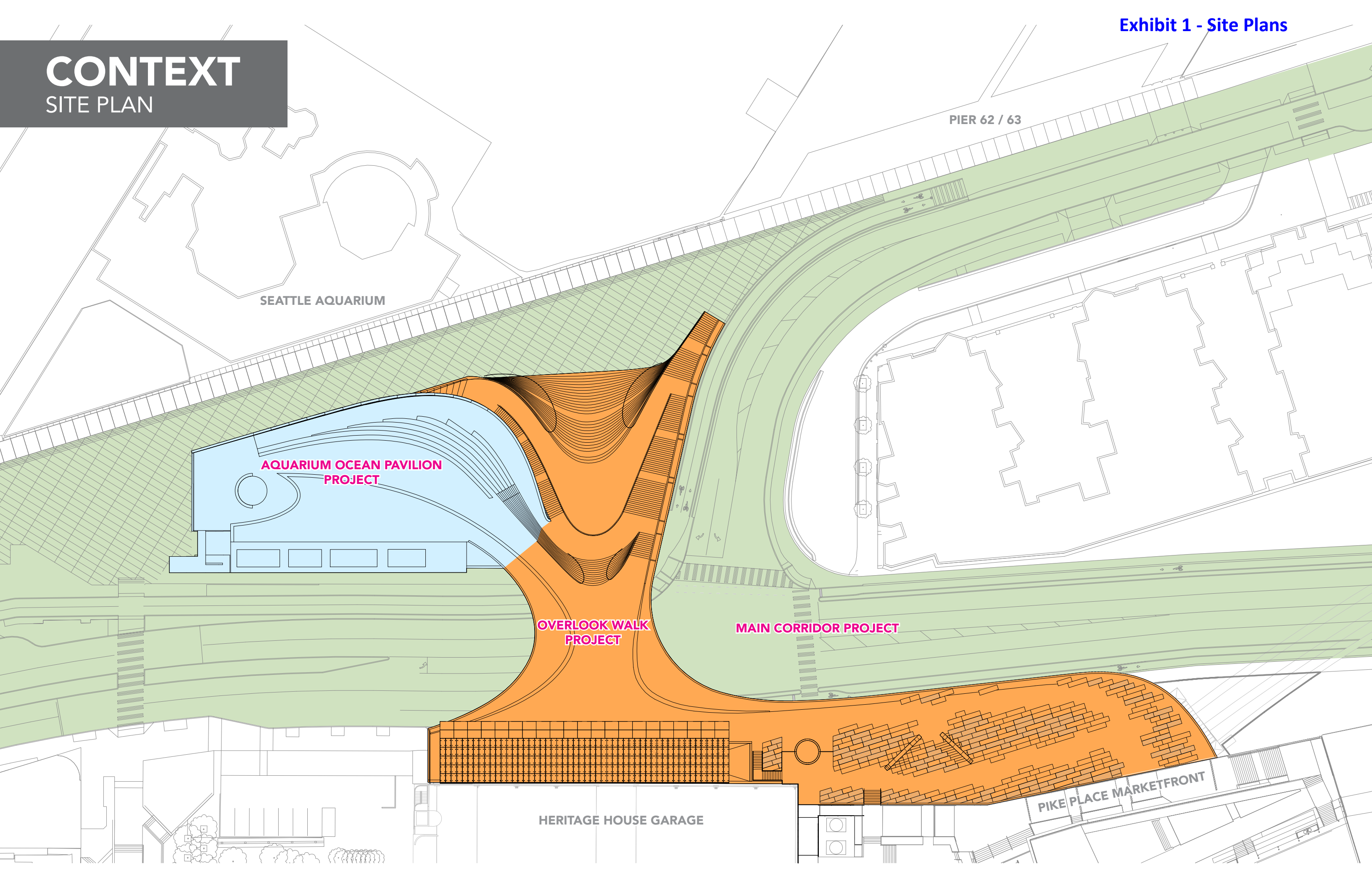
PIER 62/63

SEATTLE AQUARIUM

PROMENADE

CONTEXT

SITE PLAN



SEATTLE AQUARIUM

PIER 62 / 63

AQUARIUM OCEAN PAVILION PROJECT

OVERLOOK WALK PROJECT

MAIN CORRIDOR PROJECT

HERITAGE HOUSE GARAGE

PIKE PLACE MARKETFRONT

CONTEXT

SITE PLAN

PIER 62 / 63

SEATTLE AQUARIUM

AQUARIUM OCEAN PAVILION
PROJECT

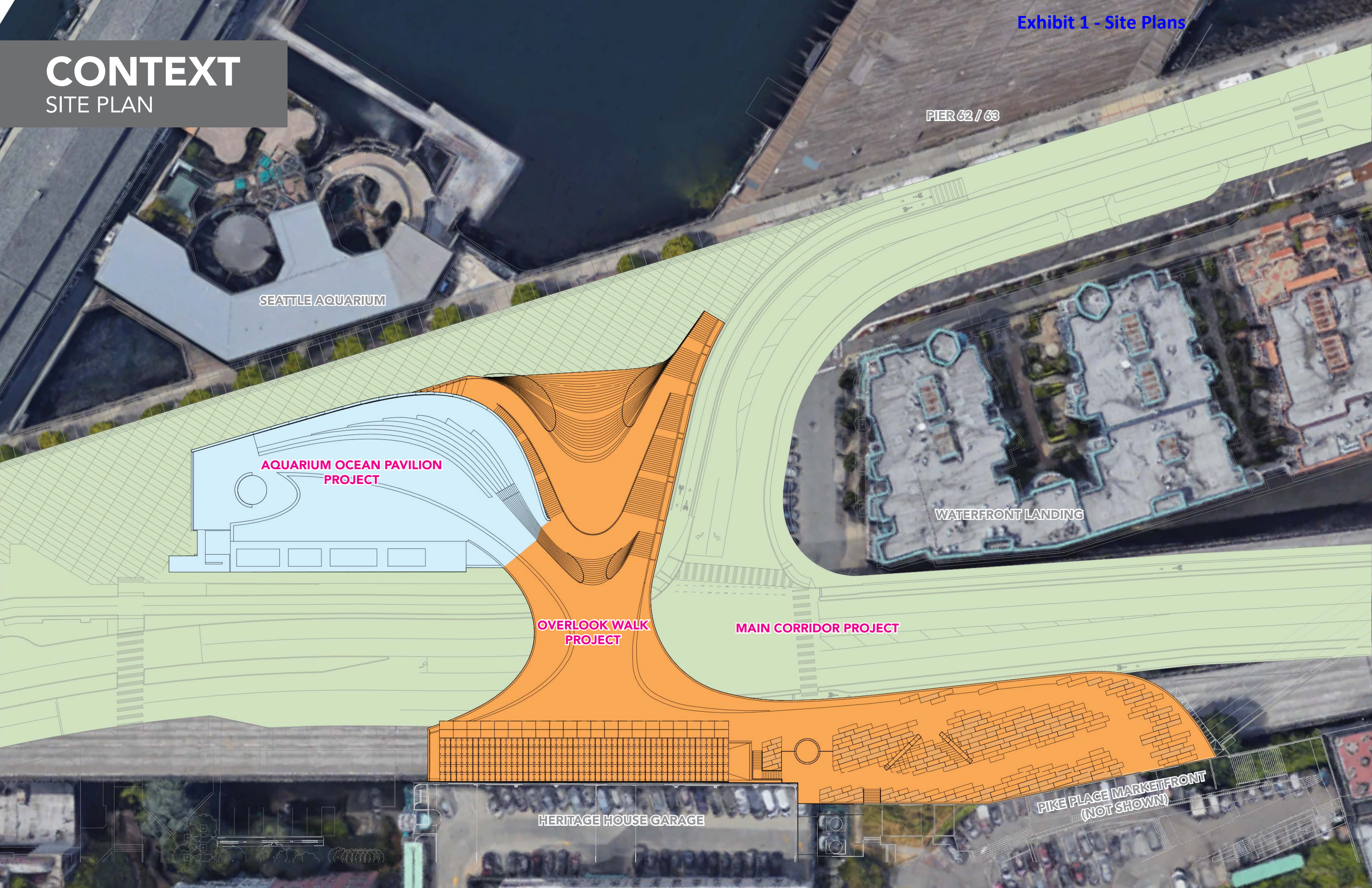
WATERFRONT LANDING

OVERLOOK WALK
PROJECT

MAIN CORRIDOR PROJECT

HERITAGE HOUSE GARAGE

PIKE PLACE MARKETFRONT
(NOT SHOWN)



TASK ITEM	2018									2019				2020				2021				2022									
	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4						
GC/CM Procurement			█																												
GC/CM Preconstruction Services								█																							
GC/CM Construction Services																█															
Design	█									█																					
Construction																		█													
Aquarium Project*		Design Phase																Construction Phase													
Main Corridor Construction														█																	
Local Improvement District Approval Process	█																														

* Project schedule estimated, and dependent on further design as well as input during preconstruction services

CONTEXT

SITE PLAN

~70,000
Visitors per Month



SEATTLE AQUARIUM

PIER 62 / 63
(Reopens 2019)

Pedestrians per Day in Summer
~30,000



OCCUPIED HOUSING

AQUARIUM OCEAN PAVILION
PROJECT

OVERLOOK WALK
PROJECT

MAIN CORRIDOR PROJECT

~30,000
per Day



HERITAGE HOUSE GARAGE

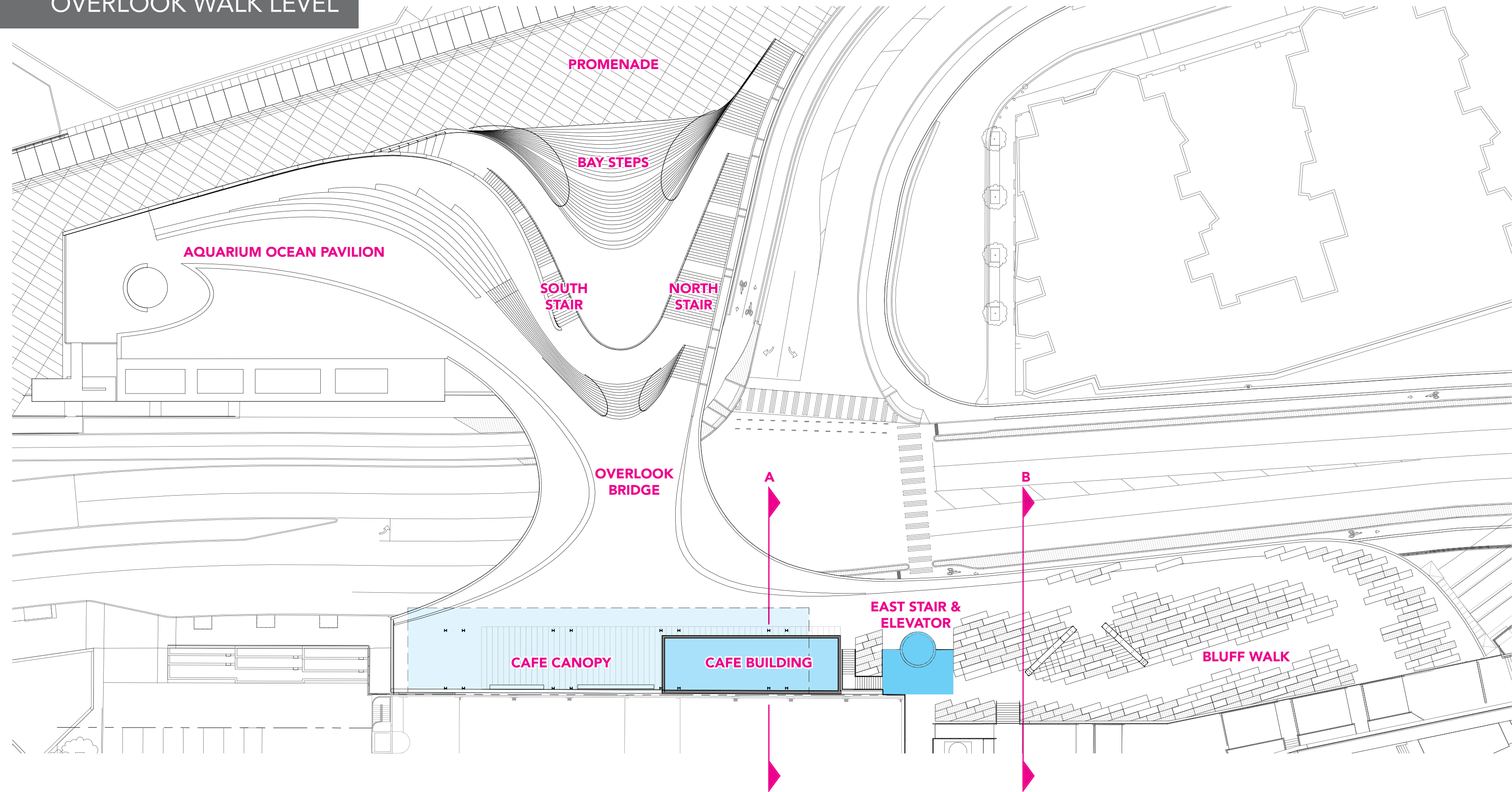
PIKE PLACE MARKETFRONT

~20-40,000
Visitors per Day



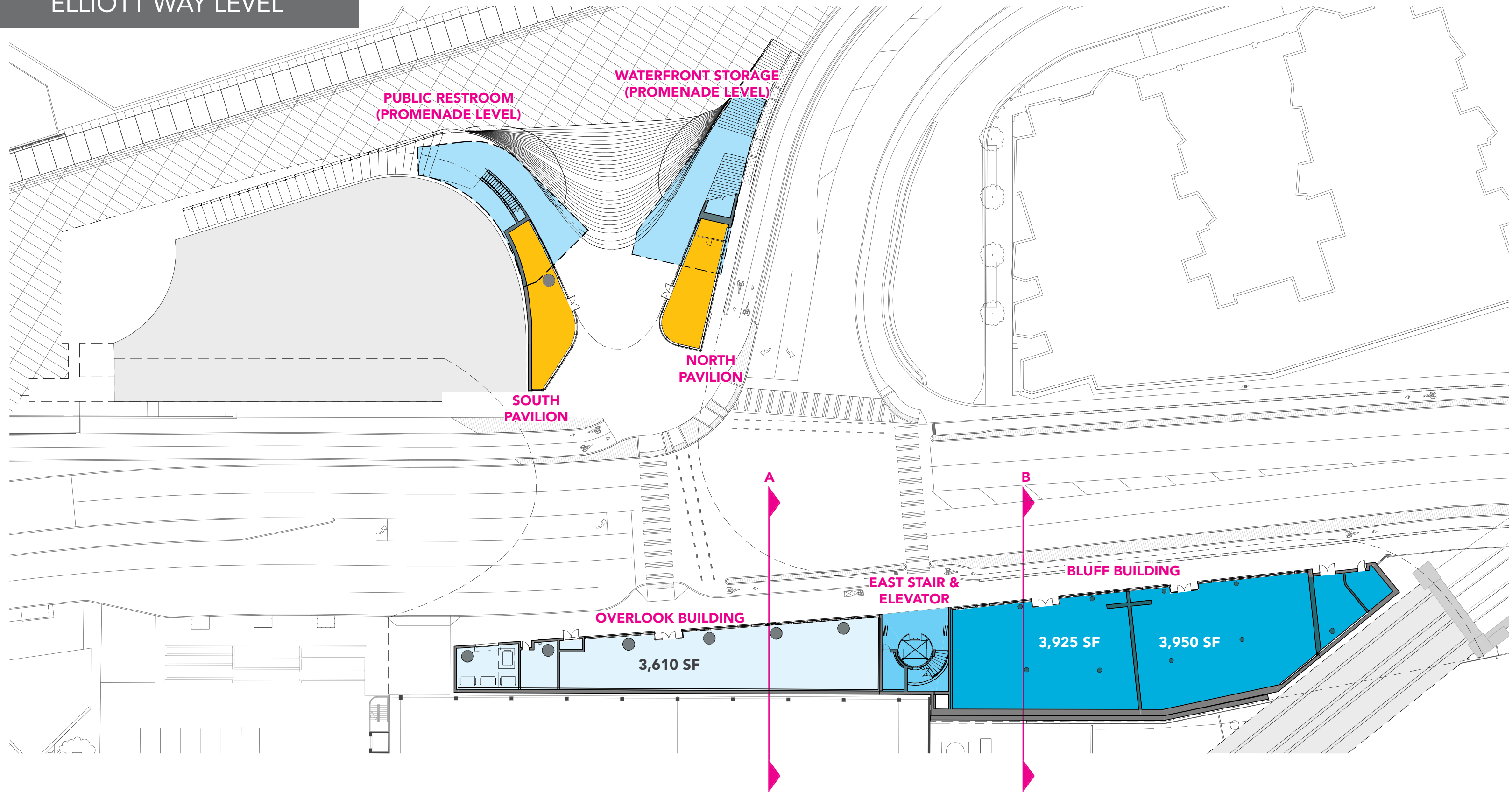
PROGRAM

OVERLOOK WALK LEVEL



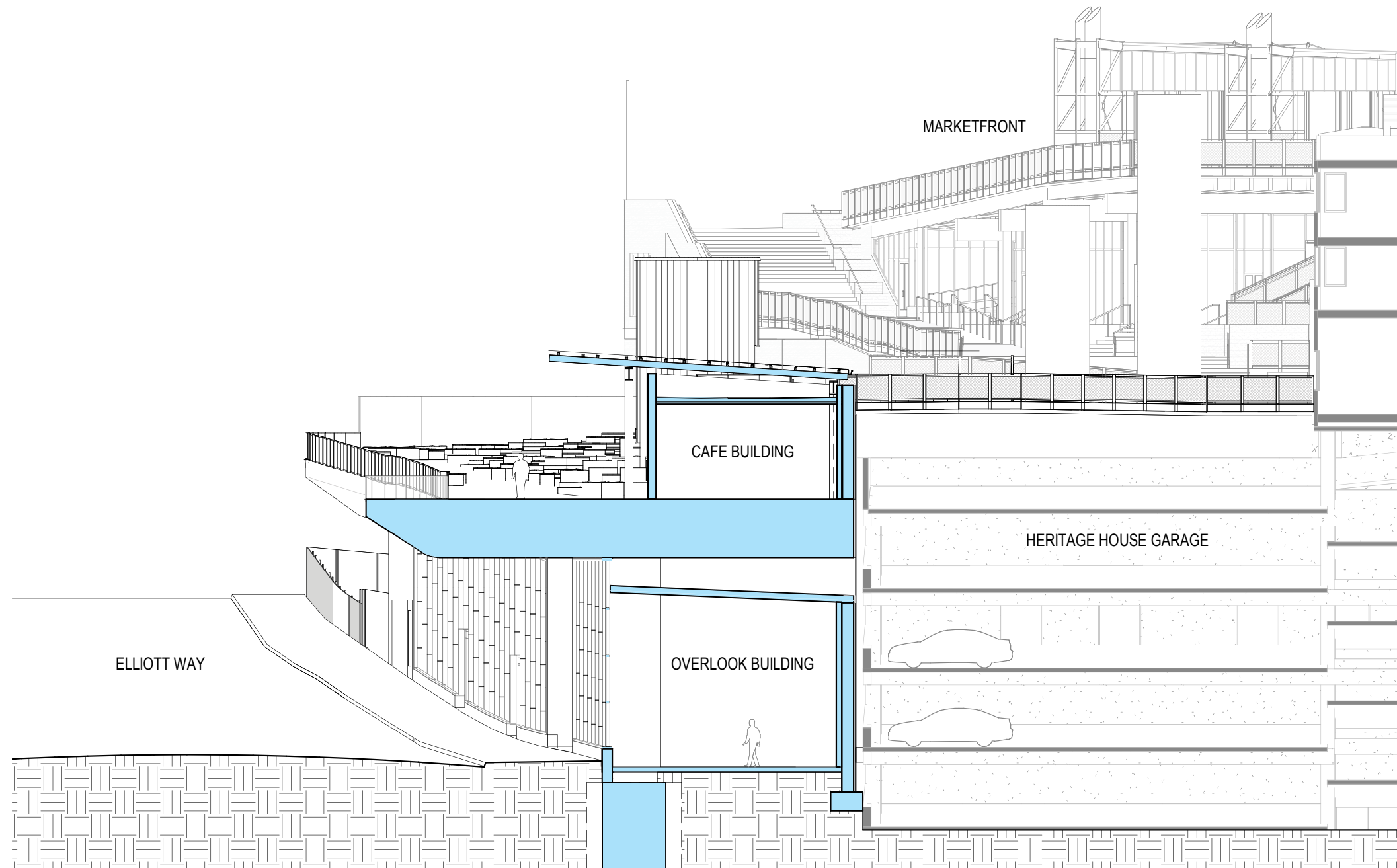
PROGRAM

ELLIOTT WAY LEVEL



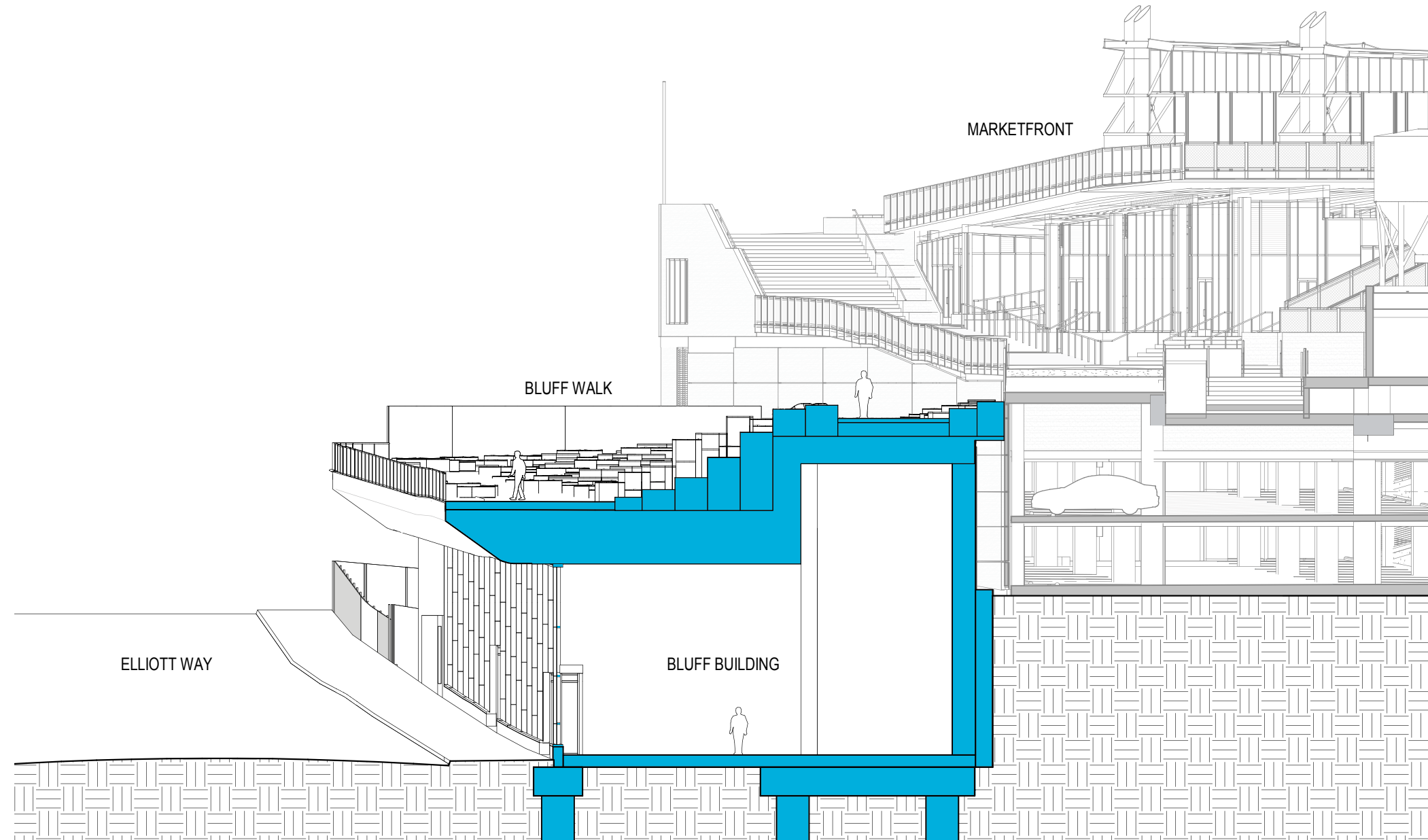
OVERLOOK BUILDING

SECTION A



BLUFF BUILDING

SECTION B



BRIDGE
LOOKING NORTH



STAIR & ELEVATOR

ELLIOTT STREET LEVEL



CAFE & CANOPY

LOOKING NORTHEAST

