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

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY

RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

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

Identification of Applicant

a) Legal name of Public Body (your organization): ***Port of Seattle***
b) Address: ***2711 Alaskan Way, Seattle, WA 98121***
c) Contact Person Name: **Janice Zahn** Title: **Assistant Director of Engineering, Construction**
d) Phone Number: **206-787-3798** E-mail: **zahn.j@portseattle.org**
e) Effective Dates of current Certification **1/23/2017 (expires 2020)** GC/CM **1/23/2017 (expires 2020)** DB
f) Type of Certification Being Sought **X** GC/CM **X** DB

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10
(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

Provide your agency's processes. If there have been any changes to your agency's processes since certification/re-certification addressing items (a) and (b) below, please submit the revised process chart or list with the reasoning for the changes.
(a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
(b) The steps your organization takes in approving this determination.

The Port of Seattle process for determining when the use of GC/CM or DB is appropriate for specific projects remains unchanged since our original certification in 2014 (see Attachment A). We continue to utilize our Acquisition Planning process at the beginning of a project to evaluate if any alternative project delivery methods are appropriate. The Acquisition Planning form (see Attachment B) that is used has been updated over time to reflect best practices. In addition, the Port added an additional Project Delivery Method Recommendation Form that more formally documents the rationale for the determination. (see Attachment C). The Project Team then provides the recommendation to the Leadership Team for their concurrence and subsequently to the Port of Seattle Commission for their approval to use GC/CM or DB on a project.

2. Project Delivery Knowledge and Experience
(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.
(a) Include the status of each alternative delivery project *[planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost].* Describe cost overruns or schedule delay, and any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification/re-certification.

The Port of Seattle has been utilizing alternative contracting procedures for many years and understands the important of thoroughly evaluating each project for the most appropriate delivery method based on the project goals and risks. The Port has used GC/CM, Design Build, Building Engineering Systems as well as the traditional design bid build methods.

Within the past three years, one GC/CM project has completed the first phase with a successful opening of the Sea-Tac Airport North Satellite Expansion and one GC/CM project has been recently award for the Main Terminal Low Voltage project. The Port has completed one traditional Design-Build project and two Building Engineering System projects (procured similarly to DB). Five alternative delivery projects are currently underway along with the North Satellite project, that is governed by the RCW39.10 statute. See table below for the summary of how these projects met the statutes in RCW 39.10 and the other requested information.

Project Name	Project Delivery Type	Status	Construction Start/Completion Dates	Projected/Actual Construction Cost	Cost overrun, schedule delay, litigation or significant disputes
Concourse D Hardstand Project	DB	Completed	Aug '17 - Oct '18	$26 M	Schedule delay due to varying site conditions
Alternative Utility Facility	Building Engineering Systems	Completed	Sep '17 – Mar '18	$30M	None
Pier 69 Solar	Building Engineering Systems	Completed	May '18 – Apr '19	$323K	Schedule delay due to unforeseen permit issue
International Arrivals Facility	Progressive D-B	In construction	Oct '16 – Nov '20	$774 M	Potential delay due to steel delivery of pedestrian walkway
North Satellite Expansion Program	GC/CM with MC & EC/CM	In construction	May '16 – Oct '21	$482 M	None
Main Terminal Low Voltage	GC/CM	In early preconstruction	Sep '22 – Sep '25	$58 M	None.
Westside Fire Station	DB	In procurement	Apr '20 – Nov '20	$4.6 M	Schedule delayed due to changing from DBB to DB
Site 23 and 25 Restoration	Heavy Civil GC/CM	In procurement	Apr '20 – Feb '21	$15 M	None
Telecommunication Meet Me Room	DB	In procurement	Jun '20 – Feb '21	$2.5 M	None.

3. Personnel with Construction Experience Using the Contracting Procedure
(RCW 39.10.270 (3)(b)(ii) Limit response to two pages or less.

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

The Port of Seattle has experienced some staff changes since our last re-certification, with staff departures and retirement as well as backfilling with new staff. A new Executive Director was hired in early 2018. The Port also

reorganized the Capital Development Division in July to better plan for and delivery our capital programs. The main change is to move the Aviation and Seaport Project Management groups to report within the Aviation and Seaport Operating Divisions to better align with our business sponsors. The Construction Management functions remained within the Engineering Department and Our procurement functions remained the same within the Central Procurement Office. See Attachment D and E for the updated matrix of agency personnel and current organization charts.

4. Resolution of Audit Findings on Previous Public Works Projects
(RCW 39.10.270 (3)(c)) Limit response to one page or less.

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

There have been no audit findings. The Port's Internal Audit department does routinely provide project audits of our public works contracts to identify areas of concern and recommendations to ensure successful project delivery.

5. Project Data Collection

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

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

The Port of Seattle has actively worked with the CPARB Data Collection Subcommittee on understanding what is needed for data collection. As of the time of this application, the data collection system is not yet available. The Port will provide all requested data once the system is online. See Attachment F for the Project Data being requested.

6. GC/CM Self Performance *(complete only if requesting GC/CM re-certification)*
Responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB.

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

No GCCM projects have been completed during the last three years. One GC/CM project, North Satellite Expansion project has been underway for several years, with phase one completed earlier this year. The second phase will be completed in 2021. All subcontractor bid packages have been competitively bid and the GC/CM did not choose to compete for any of the sub-bid packages. See Attachment G for the GC/CM project information on subcontract awards and payments to date for the North Satellite Modernization project.

7. Subcontractor Outreach

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

The Port of Seattle places an emphasis on the recruitment of small, women and minority-owned businesses to pursue contracting opportunities. This is done in part by an intentional policy directive set by Port Commission and maintaining an active outreach program. In 2018, Port Commissioners adopted a new Diversity in Contracting policy, Resolution 3737 that drives equity in Port contracting. The new policy addresses historical disparities in women and minority business enterprise (WMBE) participation in Port contracting.
The Resolution requires:

- Annual Division/Department WMBE goal setting
- Contract goal seating analysis to determine feasibly of WMBE aspirational goals
- Key Employee Diversity in Contracting Performance goals
- Annual report to Commission
- Inclusion Plans/Planning
- Outreach/Technical Assistance

Outreach Efforts
The Port has established a proactive plan of outreach to include small, women and minority-owned businesses. Port of Seattle employs the following strategies to encourage participation from small, women and minority-owned businesses.

- The Port notifies WMBE businesses of contracting opportunities by listing them in local newspapers, business journals, ethic media outlets and on our e-procurement portal *Vendor Connect.*

- The Port host and participates in procurement, trade and job fairs, matchmaking sessions, business roundtables and panels throughout the year.

- *Port of Seattle Small Business Generator Program (PortGen)*
  The PortGen program provides workshops, outreach communication to WMBE firms tailored towards those department/division's contracting opportunities, prime and WMBE meet and greet sessions, and the expansion of the number of WMBE businesses within the Port's new Supplier Database (VendorConnect).

  Dependent upon the contracting methodology, special PortGen sessions are presented when administering either GC/CM or D/B projects.

- *Partners with Community and Government Organizations*
  The Port partners with community organizations and outside government agencies that have similar goals in supporting small, women and minority-owned business growth and expanding the pool for our agencies to utilize.

Audiences
The community outreach and engagement efforts are focused, targeted strategic and mark broad awareness in the general community with several targeted efforts.
The target audiences for this outreach are:

- Primary: Small, women and minority-owned business firms in the Greater Puget Sound area.
- Secondary: Economic development experts and community advocates who work with underrepresented communities to expand economic opportunity and equity.
- Tertiary: General business owners in Washington State including primes

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

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

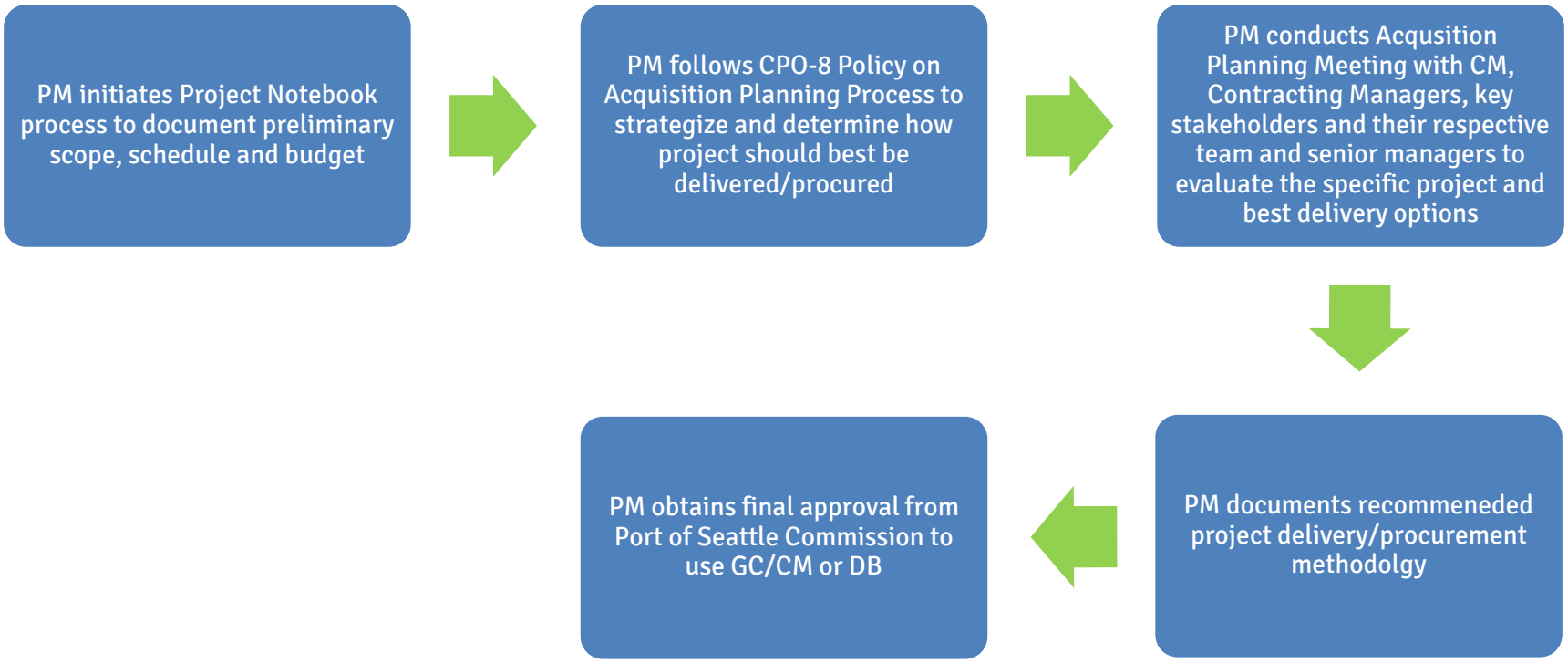
Signature: _____

Name: *(please print)* ____JANICE ZAHN_____

Title: __Assistant Director of Engineering, Construction_____

Date: ____October 21, 2019_____

Attachment A: PORT PROJECT DELIVERY REVIEW FLOW CHART



Legend

PM: Project Manager

CM: Construction Manager

Attachment B
ACQUISITION PLANNING FORM
FOR: A PROJECT

Go to Acquisition Planning Tips for more information.

Meeting Date:	
Project Name:	
CIP Number:	
Work Project Number:	
Project Manager	
Project Sponsor(s)	

List Name/ Department of All Attendees (this is updated after you conduct your meeting(s). An attendance sheet is available Here:
Enter Names

PROJECT DESCRIPTION

Statement of Need: *briefly describe why we need this project.*

Scope of Work: *briefly describe the scope of work.*
Enter text

Project Location:	
For Aviation, will contractor be required to obtain a Customs Seal?	
For Seaport/ Real Estate, will contractor be required to obtain a Transportation Worker Identification Credential (TWIC) Card?	
Contractor Access Plan Requirements (Badging) please list:	
Will Contractor need a Port email address?	No
Will Contractor need access to a Port computer system?	No
Will Contractor require office/ logistics space?	No
List any other item the Port may need to provide to Contractor, along with justification:	

ROUGH ORDER OF MAGNITUDE

Estimated Total Project cost:	
Estimated Construction Cost:	
Estimated Project Soft Cost:	
Is Project Sales Tax Exempt?	Enter text
Grant Funded (in whole or in part from state or federal agencies):	No
If yes above, describe here any special conditions that may impact funding drawdowns, such as, contract execution or contract completion deadlines	

Attachment B
ACQUISITION PLANNING FORM
FOR: A PROJECT

PROPOSED PROJECT MILESTONES

Early in the acquisition planning phase, many of these dates will not be known—only general in nature, such as the quarter or month, and year.	
Project Notebook Approval	
Commission Authorization: Design	
Commission Authorization Construction: Advertise, Award, and Execute	
Design Consultant Advertisement	
Design Consultant Contract Execution	
Design Start	
Design Completion	
Construction Advertisement	
Construction Contract Execution	
Issue Notice to Proceed for Construction	
Estimated Construction Time (Number of Days or Months)	
Estimated Construction Completion (Month or Quarter)	

Has this schedule been agreed upon with the tenant or owner?	Yes
Are there any special "grand opening" dates that may affect the solicitation/ construction schedule? Is there a fish window? Are there other special permit requirements? Please describe; include potential schedule impacts.	

PROCUREMENT METHOD

Discuss the procurement method best for this project (design-bid-build, design/build, general contractor/construction manager (GCCM), job order contracting, or sole source). Please include if considering PCS or Small Works to support a major works contract. The method should be discussed and agreed-upon in consultation with project management, construction management, and Central Procurement Office. For alternative contracting approaches specifically identify the alternative contracting method, include all CPARB requirements and conduct final decision meetings prior to completion of this portion of the form.

RCW 53.08.135: If using Port Crews for some portion of the work in a major contract, prepare the Port Crew Analysis form and obtain approval – Form found Here	
Will a portion of the work be performed by Port Crew/ Forces?	No

If PCS or Small Works Method, outline CPO-4 Memo justification below:

PERFORMANCE AND DELIVERY REQUIREMENTS

List performance and/ or delivery requirements which may affect the solicitation or product delivery:

Attachment B
ACQUISITION PLANNING FORM
FOR: A PROJECT

List any known risk(s) which may affect the solicitation or product delivery:

Does the project modify or replace a building system that has maintenance inventory? If yes, please describe which means are necessary to dispose/surplus material or parts. Additionally, if yes, please invite Deb Sorenson (Aviation) to AP meeting.

SERVICES REQUIREMENTS

Please describe how those services will be attained in the 3rd column. If existing IDIQ, include contract number, expiration date, remaining funds, and estimate for this service. If project-specific, include rough estimate. A discussion in developing a strategy to procure while considering the overall project schedule should occur during the meeting.		
Project Management	Select	
Project Controls	Select	
Asset Plan Development	Select	
Regulated Materials Management (RMM)	PCS	
Construction Management	Select	
Design & Engineering Consultant	Select	
Construction Safety	Select	
Site Investigation: Geotechnical	Select	
Site Investigation: Environmental	Select	
Site Investigation: Underwater	Select	
Site Investigation: Utilities	Select	
Site Investigation: Structural	Select	
Site Investigation: Surveying	Select	
SEPA/NEPA	Select	
Material Testing/ Inspection	Select	
LEED and Sustainability	Select	
Quality Assurance/ Quality Control	Select	
Commissioning/ Start up	Select	
Permitting: Environmental	Select	
Permitting: Easements	Select	
Permitting: Right of Way	Select	
Tenant Relocations	Select	
Other	N/A	

If external services are utilized, please identify who is responsible for managing the external service and how interfacing within the project team and other departments will be performed.
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PRODUCT REQUIREMENTS

Attachment B
ACQUISITION PLANNING FORM
FOR: A PROJECT

What types of major supplies or equipment will be needed for this project? Please explain if any are long-lead items, including estimated duration.

If you listed supplies/equipment above, must it interface with an existing Port system? If so, please explain.

For future projects, is it critical that the supplies/ equipment be standardized for maintenance purposes? Please explain.

Does an approved Competition Waiver exist for any product/equipment that will be used in this project? If yes, please provide waiver title, number, location, and expiration date. Also, confirm below that the waiver covers this project scope:

If a Competition Waiver is being considered, please provide details below of the equipment/ material needed and justification below. Included the lead project sponsor responsible for preparing the waiver for review, in addition to the anticipated submittal date to CPO:

Will there be Port-furnished equipment or material for this project? If so, please list equipment and equipment cost, including the benefit for Port-furnished versus contractor purchase. Considerations must be made regarding product storage until installation, identifying special insurance with Risk Management, product delivery lead times and product warranty periods. Once the equipment or material is received by the Port, who will receive and inspect it? Will there be labor charges to deliver the item from storage to project site? This must be <u>discussed and agreed-upon</u> between project management, construction management and Central Procurement Office. This is not the preferred method. Please include rationale for providing port-furnished equipment or material:

WARRANTY REQUIREMENTS

Will this project require additional warranty periods or non-standard maintenance? If yes, please explain.

ADDITIONAL INTERNAL PORT REQUIREMENTS

Small Contractor & Supplier Program Analysis	
Project Labor Agreement Checklist (bring filled out checklist to the acquisition planning meeting)	
Risk Management Analysis for special insurance requirements (equipment leasing, Port-furnished equipment, design/build method)	
Does an Inter-local Agreement, Memorandum of Understanding, or Memorandum of Agreement, Utilities Apply?	Not Applicable

Attachment B
ACQUISITION PLANNING FORM
FOR: A PROJECT

Please provide information if this project is associated with another Port project; and/ or if there will be any tenant-performed work that may affect this project. Identify the schedule impact to this project and the linked projects.

ACTION ITEMS

Acquisition Planning Meeting (during project notebook development)	
Acquisition Planning Meeting; Subsequent meeting to finalize all items in this Form	
Submit Competition Waiver to CPO at 60% Design, if required	
Meeting with Purchasing at 60% Design (if pre-purchase)	
Next Action Steps: *List any decision-making items that are still pending below along with deadline.*	

Decision Summary: *Summarize the decisions made collectively as a group.*

Draft Version ☐		Final Version ☐		Revision ☐	

Port of Seattle

Port of Seattle GCCM DB Re-certification Attachment C - Project Delivery Method Recommendation

Instructions: The Project Manager is responsible to schedule a project delivery method meeting that includes their Manager, Director AVPMG, Assistant Engineering Director – Construction, Construction Manager, Resident Engineer (if assigned), CPO Major Works Construction Manager, CPO Purchasing Manager, and Project Sponsor. The Project Manager shall complete both Part 1 and Part 2 and provide the form at least two days prior to the meeting. The Project Manager is responsible for providing the completed form at the project's acquisition planning meeting.

PART 1: PROJECT INFORMATION

Project CIP/Name: Enter CIP No. and Name

Scope Summary:
Provide short paragraph of project scope

Estimated Project Costs:	**Estimated Bid Value**	Enter costs
	Other Construction Costs	Enter costs
	Soft and Other Project Costs	Enter costs

Project Funding Source: Enter funding source

Milestone Schedule (assuming Design Bid Build):

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

Other Relevant Project Information:

1) **Is the completion date critical for this project? ☐Yes / ☐No**
   Explain: Either not applicable or provide short explanation
2) **Does the project include phasing or tenant build out? ☐Yes / ☐No**
   Explain: Either not applicable or provide short explanation
3) **What is the risk of significant scope change for this project? ☐High / ☐Medium / ☐ Low**
   Explain: Provide short explanation
4) **What is the degree of stakeholder scope control for this project? ☐High / ☐Medium / ☐ Low**
   Explain: Provide short explanation
5) **Will operational impacts or constraints be a key consideration? ☐Yes / ☐No**
   Explain: Either not applicable or provide short explanation
6) **Is the project a standalone system? ☐Yes / ☐No**
   Explain: Either not applicable or provide short explanation

Port of Seattle

Port of Seattle GCCM DB Re-certification Attachment C - Project Delivery Method Recommendation

7) Does the project include work by Port Construction Services? ☐Yes / ☐No

Explain: Either not applicable or provide short explanation

PART 2: APPLICABLE PROJECT DELIVERY METHODS

Design-Bid-Build (DBB) Procurement Methodology

"Public work" means all work, construction, alteration, repair, or improvement other than ordinary maintenance, executed at the cost of the state or of any municipality, or which is by law a lien or charge on any property therein. If the answer to the question below is yes then the DBB procurement methodology can be considered for the project (see Title 39 RCW).

1) Is the project considered public work? ☐Yes ☐No

Explain: If no, provide a short explanation

Design-Build (DB) Procurement Methodology

If the answer to either question 1 (including either subpart a, b, or c), question 2, or question 3 is yes then the DB procurement methodology can be considered for the project (see RCW 39.10.300). DB procurement cannot be used to procure operations and maintenance services for a period longer than three years.

1) Is the total project cost over $2 million? ☐Yes ☐No
   a) Will the construction activities be highly specialized where the design-build approach is critical in developing the construction methodology? ☐Yes / ☐No

      Explain: Either not applicable or provide short explanation

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

      Explain: Either not applicable or provide short explanation

   c) Will the DB approach provide significant savings in project delivery time? ☐Yes / ☐No

      Explain: Either not applicable or provide short explanation

2) Is this a parking garage project? ☐Yes ☐No
3) Does the project include the construction of portable facilities per WAC 392-343-018, pre-engineered metal buildings, or not more than ten prefabricated modular buildings per installation site? ☐Yes ☐No

Additional Considerations:

- Design-Build includes three general types. If the DB procurement methodology is being considered for the project, which type(s) are you considering? Refer to Comparison of DB Types for guidance. ☐Progressive ☐Traditional ☐Bridging

Port of Seattle

Port of Seattle GCCM DB Re-certification Attachment C - Project Delivery Method Recommendation

Explain: Provide short explanation

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

If the answer to any of the five questions below is yes then the GC/CM procurement methodology can be considered for the project (see RCW 39.10.340).

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

   Explain: Either not applicable or provide short explanation

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

   Explain: Either not applicable or provide short explanation

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

   Explain: Either not applicable or provide short explanation

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

   Explain: Either not applicable or provide short explanation

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

   Explain: Either not applicable or provide short explanation

Additional Considerations:

- **Should the Port procure the project as a heavy civil construction project? A heavy civil construction project is defined as a civil engineering project where the predominant features of which are infrastructure improvements. ☐Yes / ☐No**

  Explain: Either not applicable or provide short explanation

- **If the mechanical scope is above $3 million, should the Port and selected GC/CM consider the alternative subcontractor selection process (RCW 39.10.385) for the mechanical subcontractor? ☐Yes / ☐No**

  Explain: Either not applicable or provide short explanation

- **If the electrical scope is above $3 million, should the Port and selected GC/CM consider the alternative subcontractor selection process (RCW 39.10.385) for the electrical subcontractor? ☐Yes / ☐No**

  Explain: Either not applicable or provide short explanation

Building Engineering Systems Procurement Methodology

"Building engineering systems" means those systems where contracts for the systems customarily have been awarded with a requirement that the contractor provide final approved specifications,

including fire alarm systems, building sprinkler systems, pneumatic tube systems, extensions of heating, ventilation, or air conditioning control systems, chlorination and chemical feed systems, emergency generator systems, building signage systems, pile foundations, and curtain wall systems. If the answer to the question below is yes then the Building Engineering Systems procurement methodology can be considered for the project (see RCW 39.04.290).

2) Does the project include the design, fabrication, and installation of a building engineering system? ☐Yes ☐No

Explain: Either not applicable or provide short explanation

Job Order Contracting (JOC) Procurement Methodology

"Job order contract" means a contract in which the contractor agrees to a fixed period, indefinite quantity delivery order contract which provides for the use of negotiated, definitive work orders for public works (as defined under the DBB procurement methodology).

The following limitations apply for job order contracts per RCW 39.10.440 and 39.10.450:

- The maximum amount that may be awarded per contract is $4 million per year for a maximum of three years.
- The maximum dollar amount for a work order is $500,000 (excluding sales tax) and no more than 20% of the dollar value of a work order may consist of items not contained in the unit price book identified in the job order contract.
- Any permanent, enclosed building space constructed under a work order shall not exceed 3,000 gross square feet.
- The initial contract term cannot exceed two years, with an option of extending or renewing the contract for one year.
- The Port can only have three job order contracts in effect at any one time.
- At least 90% of the work included in the contract must be subcontracted to entities other than the job order contractor.
- The contract must be awarded and signed before July 1, 2021.

Given the above limitations is job order contracting a consideration for this project? ☐Yes ☐No

Explain: Provide a short explanation

PART 3: PROJECT DELIVERY METHOD RECOMMENDATION

Does the project funding eliminate any potential project delivery methods identified in Part 2 above? ☐Yes / ☐No

Explain: Either not applicable or provide short explanation

Port of Seattle

Port of Seattle GCCM DB Re-certification Attachment C - Project Delivery Method Recommendation

The following project delivery methods can be considered for this project:

Project Delivery Method	Yes	No
Design, Bid, Build	☐	☐
Progressive Design-Build	☐	☐
Traditional Design-Build	☐	☐
Bridging Design-Build	☐	☐
General Contractor/Construction Manager	☐	☐
Heavy Civil General Contractor/Construction Manager	☐	☐
Building Engineering Systems	☐	☐
Job Order Contracting (JOC)	☐	☐
Purchased Goods and Services	☐	☐

Based upon the information provided in Part 1 and other project details identify the advantages and disadvantages for each project delivery method considered in the attached table. The assessment should at a minimum consider the following criteria:

- Project Schedule – consideration of critical milestones and construction phasing.
- Project Costs – consideration of competitive bidding, additional alternative delivery contractor costs, change order costs, and other risk costs.
- Project Scope / Quality – consideration of level of scope definition, qualifications as part of contractor selection process, constructability and value engineering during design.
- Stakeholder Approval / Decisions - consideration of ownership of design process, stakeholder involvement and approvals.
- Airport Operations – consideration of operational impacts or limitations during construction and much control the Airport has with each project delivery method.
- Project Risks – consideration of identified project risks and their impact on the project delivery methods.

Recommendation:

Summarize the recommendation

Meeting Participants (Departments): TBD (AVPMG), TBD (EN/CM), TBD (CPO)

Date of Meeting:

Project Delivery Method Comparison – Advantages and Disadvantages

	Project Delivery Method 1 Provide Type	Project Delivery Method 2 Provide Type	Project Delivery Method 3 Provide Type
Adv.:	•	•	•
Dis.:	•	•	•

Comparison of Design-Build (DB) Types

Issue / DB Type	Progressive	Traditional	Bridging
Contract Scope and Cost	• Established after DB team is selected.	• Established at the time the DB team is selected.	• Established at the time the DB team is selected.
Selection Criteria	• DB team is selected based upon qualifications and cost factors. Qualifications play a larger role in selection than other DB types.	• DB team is selected based upon qualifications, design concept, and firm cost proposal.	• DB team selection is based upon qualifications, management plan to implement the owner's design concept, and a firm cost proposal.
Project Criteria Documents	• Owner provided detailed project criteria may be provided before DB team selection but not required. Project scope, budget, and schedule do not have to be aligned before selection process.	• Owner provided detailed project criteria required for selection process. Projects scope, budget, and schedule must be aligned before selection process. • AE assistance to prepare project criteria and evaluating RFP submittals typically required.	• Owner provided detailed project criteria, including bridging document (at least schematic design), required for selection process. Projects scope, budget, and schedule must be aligned before selection process. • AE assistance to prepare project criterial is required, and typically used for evaluating RFP submittals.
Opportunities	• Integration of owner and DB team during programming and planning phases. • Effective method if scope and budget are not yet defined at time of DB team selection.	• Owner chooses between alternative proposals for design, cost, and value. • Used extensively in WA state.	• Increased owner involvement and design control (bridging documents). • Retains single point of responsibility for implementation.
Owner Risks	• No cost certainty at time of DB team selection – final cost negotiated. • Cost estimating assistance required during final cost negotiation to ensure fair price.	• Additional costs for project criteria development, and honoraria for non-selected DB teams. • Limited engagement between owner and DB team during development of design and cost proposals. • Risk of setting a price prior to confirming selected alternative aligns with owners programmatic and operating needs.	• Owner is responsible for content of bridging documents. • Prescriptive solutions reduce opportunity for innovation.
DB Team Level of Effort / Risk to Complete	• Reduced level of effort during selection process than other approaches.	• Costs for preparing design concept and cost proposal not covered by honoraria. • DB Team owns risk for cost increases after firm cost proposal.	• Costs for preparing management plan and cost proposal are significant. • DB Team owns risk for cost increases after firm cost proposal.
Contracting	• Flexibility for single DB contract, or two (design phase, construction phase). • Separate contracts allows for termination if unsuccessful relationship during design phase.	• Typically a single contract for design and construction.	• Typically a single contract for design and construction.

Source: Capital Projects Advisory Review board, Design-Build Best Practices Guidelines (May 2018).

Attachment D - updated Matrix of Port Personnel

Personnel with Construction Experience Using Various Contracting Procedures

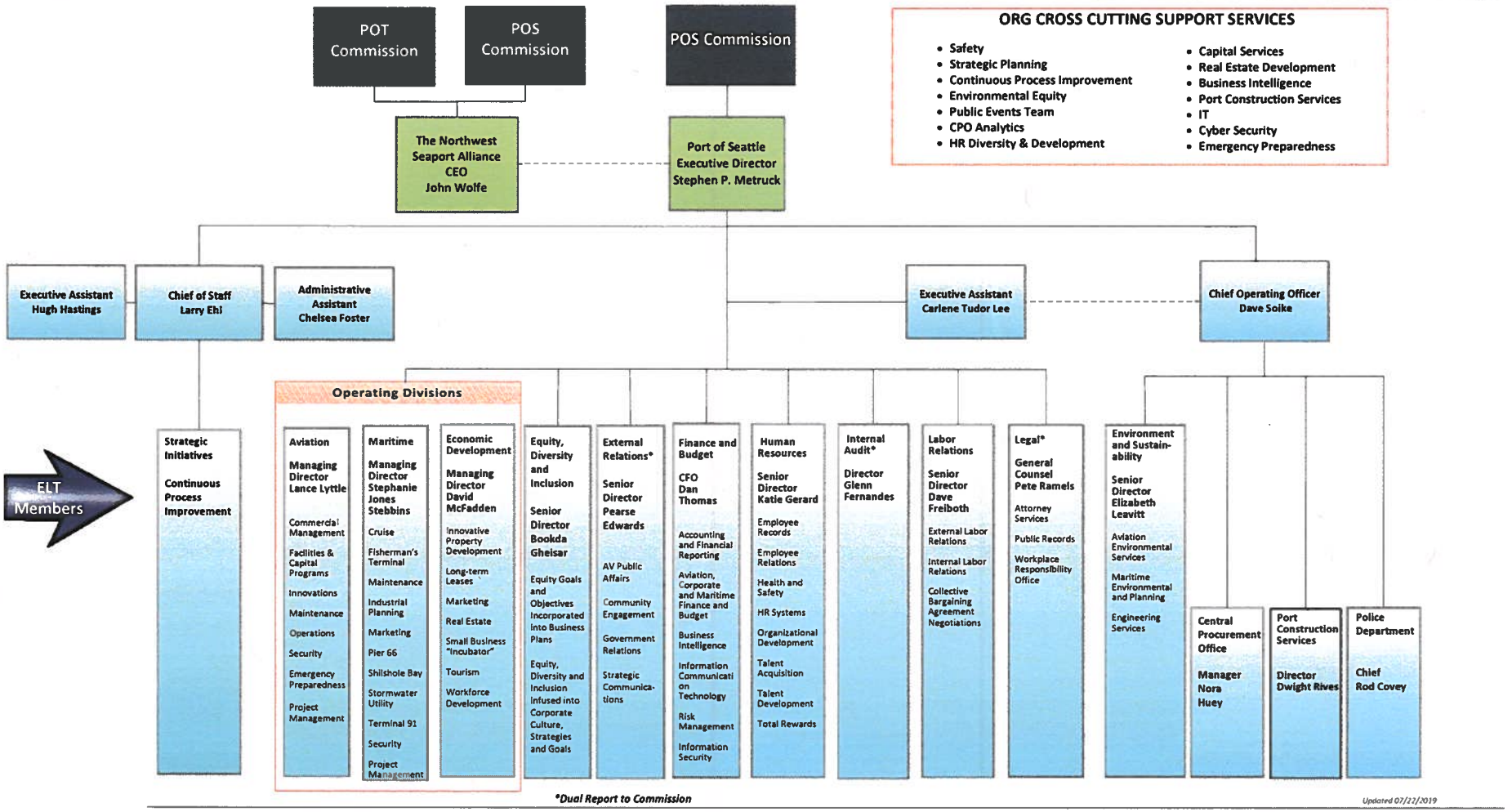
Name and Title	Summary of Experience	Project Name	Project Size	Project Delivery Type	Role during Project Phases: Planning/Procurement	Role during Project Phases: Design	Role during Project Phases: Construction	Role Start	Role Finish
CONSTRUCTION MANAGEMENT PERSONNEL									
Tina Soike, Chief Engineer, Director of Engineering	Worked for the Port for 28 years, serving in Engineering, Aviation Project Management and Aviation Operations in a variety of design, project manager and management positions. Licensed PE and Associate DBIA.	Concourse D Hardstand Project	$38.4 M	D-B	x	x	x	2016	2019
		Alternative Utility Facility	$36.4 M	Building Engineering Systems	x	x	x	2015	2017
		International Arrivals Facility	$649 M	Progressive D-B	x	x	x	2013	present
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM	x	x	x	2013	present
Janice Zahn, Assistant Director of Engineering - Construction Services	28 yrs experience in the design, construction and project management of capital projects, with last 17 years at the Port. Extensive directly relevant experience with alternative contracting methods. Construction Manager and Project Manager for the Shilshole Bay Marina GC/CM project, C-1 baggage handling system project and currently leading the Construction Management team on the GC/CM Rental Car Facility. Actively involved with CPARB subcommittees and task forces, including Design-Build, MC & EC/CM, RCW 39.10 Reauthorization, GC/CM Heavy Civil, bidder responsibility, industry-wide, Best Value subcommittee and the IPV/BV task force. Licensed CCM, PE, MSCE. CMAA and DBIA member and TRB CM subcommittee member.	Concourse D Hardstand Project	$38.4 M	D-B	x	x	x	2016	2019
		Alternative Utility Facility	$36.4 M	Building Engineering Systems	x	x	x	2015	2017
		International Arrivals Facility	$968 M	Progressive D-B	x	x	x	2013	present
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM	x	x	x	2013	present
		Consolidated Rental Car Facility	$245 M (Const.)	GC/CM		x	x	2008	2014
Scott Thomas, Senior Construction Manager	36 yrs of experience in construction project management. 19 years at the Port as Construction Manager and Resident Engineer. 17 years at several construction companies working in the roles of Project Manager, Project Engineer, Lead Estimator, VP, with many years experience in scheduling and claims management. Licensed PE and CCM.	North Satellite Expansion Program	$659M	GC/CM with MC/CM & EC/CM	x	x	x	2013	present
		Consolidated Rental Car Facility	$245 M (Const.)	GC/CM		x	x	2008	2014
Tyler Symbol, Construction Manager	16 yrs of construction management experience with progressing levels of responsibility at the Port of Seattle. Licensed PE.	Concourse D Hardstand Project	$38.4 M	D-B	x	x	x	2016	2019
		C1 Building	$250M	GC/CM with MC & EC/CM	x			2019	present
		International Arrivals Facility	$968 M	Progressive D-B	x	x	x	2013	present
Jonathan Ohta, Senior Construction Manager	28 yrs experience in design and construction project management with progressing levels of experience. 16 yrs with the Port of Seattle as a Resident Engineer and Construction Manager. 12 yrs as a designer. Licensed PE.	Pier 69 Solar	$300K	Building Engineering Systems	x	x	x	2017	2019
		Site 23 and 25 Restoration	$15M	Heavy Civil GC/CM	x	x		2018	present
		WTCW HVAC	$3M	Building Engineering Systems	x			2019	present
Heather Munden, Construction Manager	15 yrs of construction management experience with progressing levels of responsibility at the Port of Seattle. BS and MS in Civil Engineering. Licensed PE. Associate DBIA	Interim Westside Fire Station	$5M	D-B	x			2018	present
		C1 Building	$250M	GC/CM with MC & EC/CM	x			2019	present
Brian Sweet, Construction Manager	30+ years of construction & facility management experience. BS & MS in Civil Engineering. Professional Engineer; Certified Construction Manager (CMAA); Assoc. DBIA.	Telecommunications Meet Me Room	$3M and $80M	D-B	x			2019	present

		Main Terminal Low Voltage Renewal/Upgrade	$80M	GC/CM with ECCM.	s	s	2019	present
		Shilshole Bay Marina Renovation	$100M	GC/CM			x	2007	2008
		Snoqualmie Falls Redevelopment	$260M	CMAR			x	2010	2013
		Terminal 3 East Renovation	$125M	D-B		x	x	2013	2013
Rad Milosavljevic, Resident Engineer	26 years of construction experience with progressing level of responsibility from inspection to management of large capital improvement program projects. Projects include work in both public and private sector environments. 18 years with the Port of Seattle. BS and MS. in Aeronautical Engineering, CMAA Member	Consolidated Rental Car Facility	$245 M (Const.)	GC/CM		x	x	2008	2014
		North Satellite Expansion Program	$659M	GC/CM with MC/CM & EC/CM	x	x	x	2013	present
Ann Paustian, Resident Engineer	28 yrs experience with the construction and project management of capital projects, Worked at the Port of Seattle since 2001 with last 6 years as a Port employee. Licensed PE.	Consolidated Rental Car Facility	$245 M (Const.)	GC/CM			x	2009	2014
		International Arrivals Facility	$968 M	Progressive D-B	x	x	x	2015	present
Toto Anuraga, Resident Engineer	31 yrs Electrical Construction and Design experience with Elcon Corp. As PM and Engineer. Electrical Engineer background.	Sound Transit Southlink Lightrail Project, from Seatac to Angle lake.	$20M	D-B	x	x	x	2012	2017
		WSDOT ATMS at I-5, I-90 and SR-520	$45M	D-B		x	x	2009	2012
Sara Mitchell, Resident Engineer	8 years of construction and design experience. Worked at the Port of Seattle since 2009 with the construction and project management of capital projects. Licensed EIT. BS and MS in Civil Engineering.	International Arrivals Facility	$968 M	Progressive D-B	x	x	x	2015	present
Tom O'Connell, Resident Engineer	43 years 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 30 years of this time was related to public projects for the Port of Seattle, Corps of Engineers, Navy ROICC, FAA and various municipalities & state agencies. Last 15 years at the Port of Seattle.	Shilshole Bay Marina Renovation	$100M	GC/CM			x	2005	2008
		Consolidated Rental Car Facility	$245 M (Const.)	GC/CM		x	x	2008	2010
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM		x	x	2015	present
Chris Sherwood, Construction Manager	19 years of construction management experience with progressing levels of responsibility at the Port of Seattle. BS in Civil Engineering. Licensed PE.	Shilshole Bay Marina Renovation	$100M	GC/CM			x	2005	2007
		International Arrivals Facility	$968 M	Progressive D-B		x	x	2018	present
Nick Schmitz, Resident Engineer	43 years of Construction experience as a Contractor's Field Engineer, Superintendent, Project Manager and Resident Engineer for the Austin Company. Over 23 years doing design build work for the Boeing Company. Last 20 years at the Port of Seattle.	Alternative Utility Facility	$36.4 M	Building Engineering Systems	x	x	x	2015	2017
Moshe Berman, Resident Engineer	7 years of Construction Management experience working at the Port of Seattle. BS in Mechanical Engineering. Licensed Professional Mechanical Engineer in WA.	Alternative Utility Facility	$36.4 M	Building Engineering Systems		x	x	2015	2017
Matt Weiss, Resident Engineer	6 years Construction Management experience at the Port of Seattle. BS in Civil Engineering. Professional Engineering License.	Pier 69 Solar	$300K	Building Engineering Systems	x	x	x	2017	2019
TJ Kollman, Resident Engineer	5 years construction management experience, 2 years at the Port of Seattle. BS in Construction Management.	International Arrivals Facility	$968 M	Progressive D-B		x	x	2017	present
Robert Dahl, Resident Engineer	7 years of Construction Management experience working at the Port of Seattle. BS in Construction Management, AA in Architecture.	Concourse D Hardstand Project	$38.4 M	D-B	x	x	x	2016	2019
		Interim Westside Fire Station	$5M	D-B	x			2019	present
Oliver Konkol, Resident Engineer	2 years construction experience at the Port. Licenced EIT and CMIT. BS in Civil Engineering.	North Satellite Expansion Program	$659M	GC/CM with MC/CM & EC/CM			x	2017	present
Kim Law, Resident Engineer	20 years construction experience in construction management including airport and seaport at the Port and WSDOT. BS in Civil Engineering.	North Satellite Expansion Program	$659M	GC/CM with MC/CM & EC/CM			x	2017	present
		Shilshole Bay Marina Renovation	$100M	GC/CM			x	2005	2008
		Consolidated Rental Car Facility	$245 M (Const.)	GC/CM		x	x	2008	2010

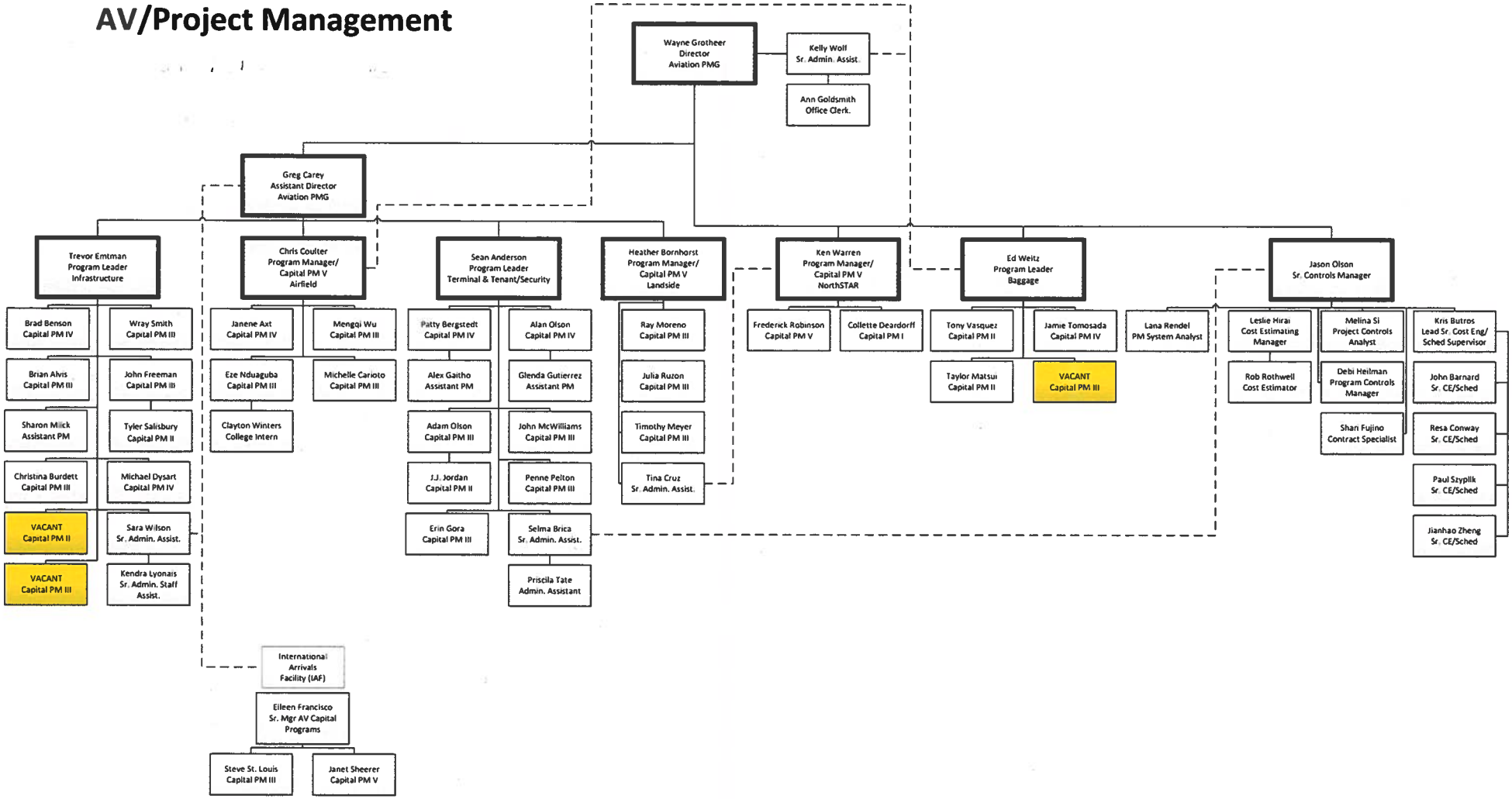
Alisa O'Haver, Resident Engineer	20 yrs experience in design and construction management for both public and private projects. Licensed PE. Associate DB.	Consolidated Rental Car Facility	$245 M (Const.)	GC/CM			x	2010	2011
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM		x	x	2015	2016
PROJECT MANAGEMENT PERSONNEL									
Wayne Grotheer, Aviation Project Management Director	40 years professional experience including 32 years engineering management experience in public & private sectors. 9+ years experience in current position responsible for all Sea-Tac airport capital projects, 2 years experience as senior manager responsible for Port of Seattle Seaport & Real Estate capital projects amongst other responsibilities. MBA, MSE, licensed PE.	Concourse D Hardstand Project	$38.4 M	D-B	x	x	x	2016	2019
		Alternative Utility Facility	$36.4 M	Building Engineering Systems	x	x	x	2015	2018
		Main Terminal Low Voltage Renewal/Upgrade	$100M	GC/CM with MC & EC/CM	x	x		2016	present
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM	x	x	x	2013	present
		Consolidated Rental Car Facility	$245 M (Const.)	GC/CM		x	x	2008	2014
Wray Smith, Capital Project Manager	14 yrs: 4 yrs capital power systems project management. 4 yrs US Coast Guard capital project engineering, procurement, and construction management. Certified Contracting Officer's Technical Representative. 6 yrs Port Capital Project Management.	Alternative Utility Facility	$37.2M	Building Engineering Systems	X	X	X	2014	Present
Trevor Emtman, Capital Program Leader	25 yrs: 2 yrs Engineering and Consulting Services, 8 years Power Systems Design, 15 years with Port of Seattle. MBA, Licensed Electrical Engineer, P.E.	Alternative Utility Facility	$37.2M	Building Engineering Systems	X	X	X	2008	Present
Ken Warren, Capital Program Leader	25 yrs: 3yrs private consulting firm designing mechanical, plumbing and fire protection for design build projects (50% of projects), 6 years private consulting firm designing mechanical and industrial consulting for design, bid, build projects in healthcare, transportation, aviation, manufacturing, public school and university sectors, Mechanical and Plumbing and energy code offical part time for cities of Burlington, Redmond, Lynnwood, and Sea-Tac . 10yrs Aviation Facilities Managment, Mechancial Engineer SeaTac Airport performing masterplanning, project pre-design recommendations, mechanical project review, setting standards, project punchlists, construction review, VE review, life cycle performnce and reports, feasibility studies, submittal reviews, commissioning closeout, owners representative, warranty, project sponsor and representative and maintenance engineering support for operating facility. 6yrs Aviation design and project manager and Program Leader for Sea-Tac Airport. Focus on design bid build and GC/CM projects. licensed PE, LEED AP, Certified Manager.	North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM	X	X	X	2013	present
Michael Dysart, Capital Project Manager	26 years total. 20 years US Navy NAVFAC Civil Engineer Corps experience. 1 year US Army Corps of Engineer Resident Engineer. 6 years Port of Seattle. Level III federal contracting officer for facilities support and Major Construction projects. Focus on Facilities Lifecycle Management (Planning, acquisition, maintenance and disposal) MSE Project Managment, Licensed PE (WA).	International Arrivals Facility	$968 M	Progressive D-B		x	x	2015	2018
		Alternative Utility Facility	$36.4 M	Building Engineering Systems	x			2014	2015
Greg Carey, Capital Program Leader	21 years. 16 years as construction project manager in both public and private sectors- 5+ years with Port of Seattle. MBA	International Arrivals Facility	$968 M	Progressive D-B		x	x	2017	2019
Janet Sheerer, Capital Project Manager	25 years. 18 years Port of Seattle at Sea-Tac International Airport as Capital Construction Project Manager focused on delivery of high visibility, complex terminal projects.	International Arrivals Facility	$968 M	Progressive D-B	x	x	x	2013	present

Frederick Robinson, Capital Project Manager	25 yrs: 5yrs in the practice of architecture and design, 6yrs public sector project management for City of Philadelphia, 9yrs aviation design and project management for Philadelphia International Airport, 5yrs aviation design and project management for Seattle-Tacoma International Airport. Focus on project recovery and delivery of critical, high visibility projects. Registered Architect, AAAE CM certification	International Arrivals Facility	$968 M	Progressive D-B	x	x	x	2014	2017
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM		x		2018	2021
Patty Bergstedt, Capital Project Manager	Worked for Washington State University for 34 years, serving the Facilities and Capital Project Departments in a variety of design, project management and management positions. Extensive experience in Public Work contracting including alternative contracting methods. Have worked for the Port of Seattle, AVPMG for almost 8 years as Captial Project Manager using Public Works contracting including alternative delivery methods. Focused on delivery of critical, high visibility, complex terminal projects. Licensed Architect, AIA, MPM, LEED AP, DBIA.	4	$9,179,000	D-B	x	x	x	2019	present
		Concourse D Hardstand Project	$38.4 M	D-B	x	x	x	2016	2019
CONTRACTING AND PROCUREMENT PERSONNEL									
Nora Huey, Director of Central Procurement Office	25 yrs: 8 at Port & 7 at King County	Concourse D Hardstand Project	$38.4 M	D-B	x			2016	present
		Alternative Utility Facility	$36.4 M	Building Engineering Systems	x			2015	present
		International Arrivals Facility	$649 M	Progressive D-B	x	x		2013	present
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM	x	x	x	2013	present
Sofia Mayo, Sr Manager Service Agreements	18 years; 6 yrs at Port, 15 years at public agencies in California.	International Arrivals Facility	$649 M	Progressive D-B	x	x		2013	2015
		North Satellite Expansion Program	$659M	GC/CM with MC & EC/CM	x	x		2013	2015
Kyle Dilbert, Sr Manager Construction Contracting	15 years; 1 year at the Port, 4 years at the Colorado Department of Transportation, and 10 years in the Federal Government. Numerous D/B, GC/CM projects in the Port and other state and federal level agencies. FAC-C Level II Federally certified, and active PRC Member.	West Side Fire Station	$5M	D-B	X			2019	Present
		Main Terminal Low Voltage	$100M	GCCM	X			2019	Present
Angela Peterson, Manager Construction		AUF	$28M	Building	X			2015	2017
Beth Sisk, Contract Adminstrator		Active Procruements	$XX	GCCM	X			2019	Present
Carol Bestwick, Sr Contract Administrator		NSAT	$659M	GCCM	X			2013	Present
Tina Hemingway, Sr Contract Administrator		Fire Station	$5M	D-B	X			2019	Present
Lisa Albanese, Contract Administrator		Main Terminal Low Voltage	$100M	GCCM	X			2019	Present
Valarie Jarvi, Sr Contract Administrator	30 years Public Works construction contracting experience (15 private; 15 public) with 5 years at the Port. Experience includes contract management, construction management and project management.	International Arrivals Facility	$649 M	Progressive D-B	x			2013 2016	2014 present
		Concourse D Hardstand Project	$38.4 M	D-B	x			2016	present
PROJECT CONTROLS									

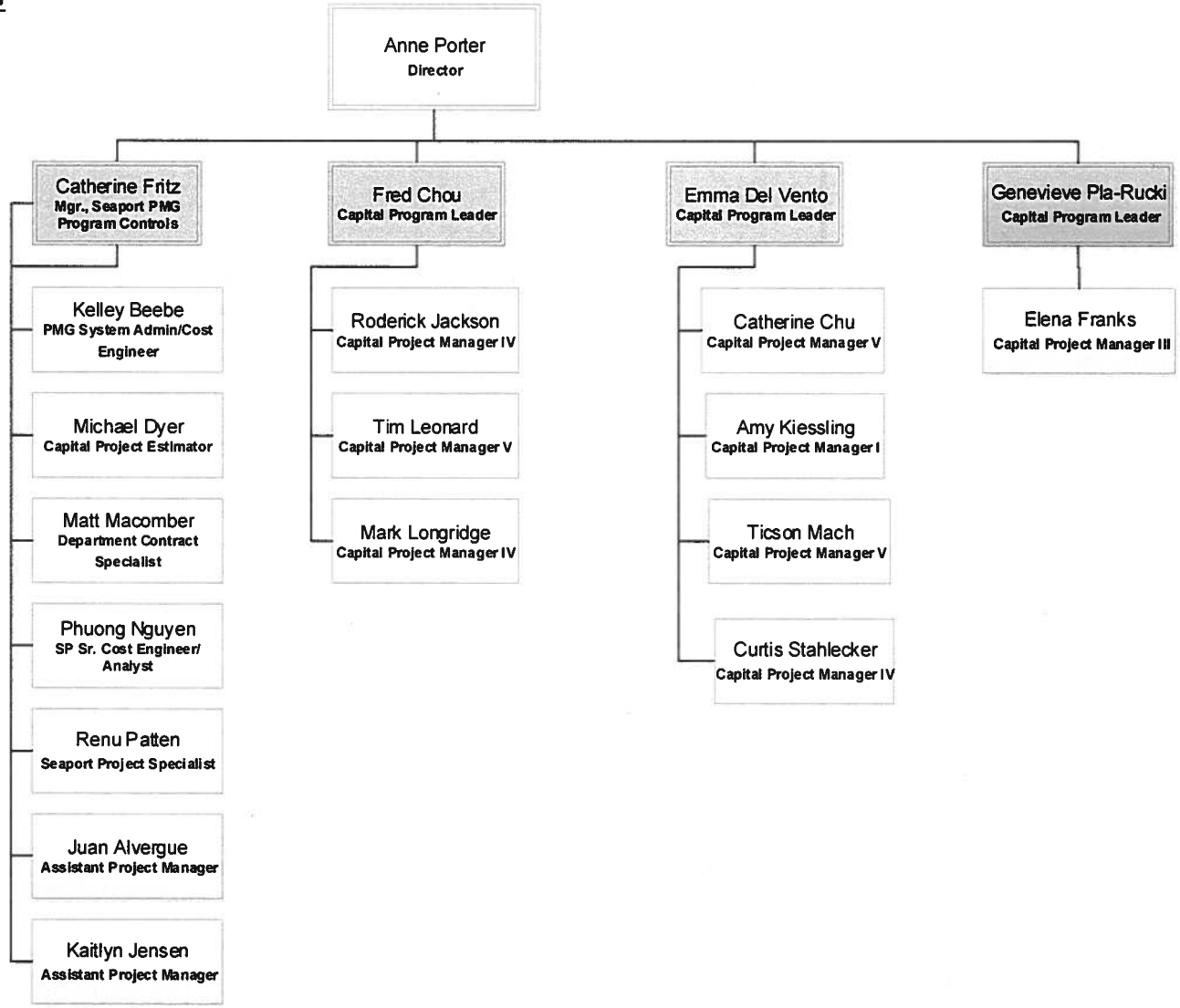
POS Organizational Chart –



AV/Project Management

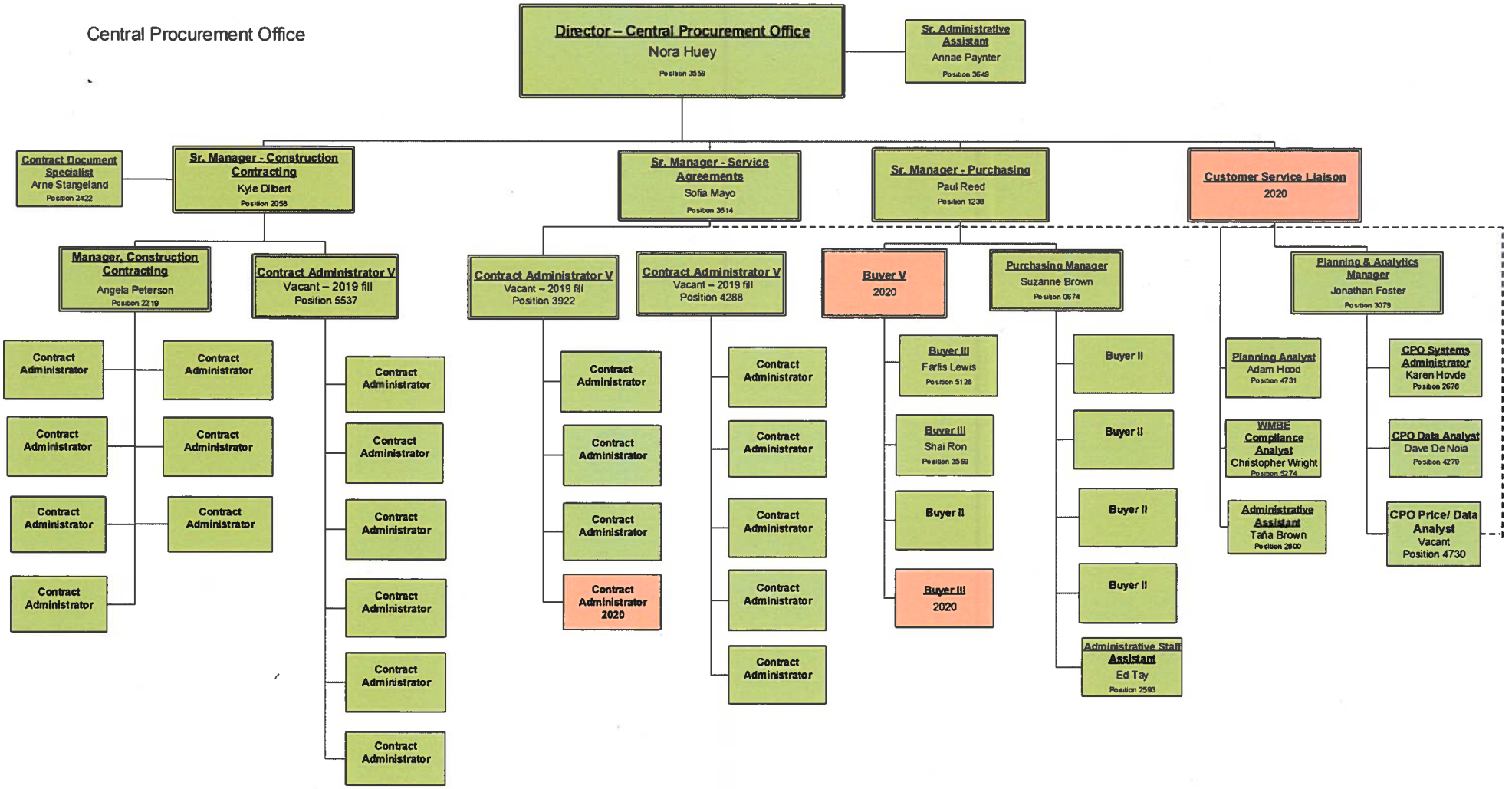


CDD Seaport PMG



Port of Seattle

Central Procurement Office



Port of Seattle

Assistant Director
Engineering Construction Services (1630)

Janice Zahn
Position 253

Construction Manager
INFRASTRUCTURE
Brian Sweet, Position 5550

- **Resident Engineer III** — Nick Schmitz, Position 1377
- **Resident Engineer III** — Toto Anuraga, Position 2480
- **Resident Engineer II** — Moshe Berman, Position 4080
- **Asst Resident Engineer-EH** — Elise Wuotila, Position 5858
- **Construction Inspector II** — Joseph Morton, Position 2240
- **Project Assistant** — Diane Rider, Position 2601
- **College Intern-Construction** — Shu Ki Chan, Position 5665

Construction Manager
IAF
Tyler Symbol, Position 2187

- **Resident Engineer IV** — Ann Paustian, Position 2747
- **Resident Engineer III** — Sara Mitchell, Position 2475
- **Resident Engineer I** — Tommy Kollman, Position 4770
- **Assistant Resident Engineer** — Vacant, Position 5143
- **Construction Inspector III** — Jermaine Murray, Position 2744
- **College Intern-Construction** — Ryan Dunne, Position 5668
- **Resident Engineer** — Vacant, Position 5569, Reports to 253
- **System Analyst** — New FTE in 2020, Reports to 1456

Construction Manager
BAGGAGE OPTIMIZATION
Chris Sherwood, Position 4058

- **Resident Engineer II** — Vacant, Position 4767; Vacant, Position 5844
- **Assistt Resident Engineer** — Kent Fisher, Position 5820
- **Assistant Resident Engineer** — Vacant, Position 4771
- **Construction Inspector III** — Girard Holm, Position 4768; **Vacant, Position**
- **Construction Inspector II** — Vacant, Position 5146
- **Project Assistant** — Roxane Werven, Position 3082
- **College Intern-Construction** — Daniel Wadhwani, Position 5664
- **College Interns - Construction** — Brian Harkleroad, Position 5658; Alex Illas, Position 5667; Gavin McPhail, Position 5663; Collinge Cassidy, Position 5662

Senior Construction Manager
AIRFIELD
NWSA/MARITIME/ED
Jonathan Ohta, Position 2418

- **Resident Engineer II** — Richard Bradford, Position 3886
- **Resident Engineer II** — Matthew Weiss, Position 4082
- **Resident Engineer II** — Eliiot Brasch, Position 652; Vacant, Position 5844
- **Construction Inspector III** — John VanDeursen, Position 2496
- **Construction Inspector II** — Shawn Murphey, Position 5144
- **Construction Inspector II** — Justin Williams, Position 5145
- **Construction Inspector II** — Steven Dumont, Position 265; Vacant, Position 5842; Vacant, Position 5843
- **Project Assistant** — Sylvia Hawthorne, Position 4087

Senior Construction Manager
LANDSLIDE
N STAR
Scott Thomas, Position 1526

- **Erosion Control / Stormwater Engineer** — Dave Jenkins, Position 146
- **Assistant Resident Engineer** — Vacant, Position 5143
- **Construction Inspector III** — Saher Khilfeh, Position 1413
- **Construction Inspector III** — Lisa Pyper, Position 4056
- **Construction Inspector II** — Troy Modle, Position 2061
- **Construction Inspector II** — Vacant, Position 5842; Vacant, Position 5843
- **Project Assistant** — Diane McCartney, Position 3080
- **Project Assistant** — Barbara Wells, Position 4088

Construction Manager
TENANT / TERMINAL
Heather Munden, Position 2478

- **Resident Engineer V** — Rad Milosavijevic, Position 638
- **Resident Engineer IV** — Alisa O'Haver-Alaya, Position 2210
- **Resident Engineer III** — Tom O'Connell, Position 1254
- **Resident Engineer I** — Oliver Konkel, Position 4769
- **Resident Engineer I** — Kim Law, Position 2474
- **Resident Engineer 1** — Vacant, Position 3885
- **Construction Management Cost Estimator** — John Ellis, Position 2753
- **Construction Inspector III** — Ernie Padua, Position 2214

- **Resident Engineer III** — Nick Gabriel, Position 2746
- **Resident Engineer II** — Anne Monks, Position 540
- **Resident Engineer II** — Lisa Mach, Position 2420
- **Resident Engineer II** — Robert Dahl, Position 4084
- **Assistant Resident Engineer** — Tanisha Delgardo, Position 4081
- **Assistant Resident Engineer** — Michael Vied, Position 2602
- **Construction Inspector II** — Ryan Howe, Position 1110
- **Construction Inspector II** — Shawn Close, Position 1010

Construction Labor Manager
Sheri Cook, Position 3650

Construction Labor Priority Hire Program Manager
Sam Pierce, Position 5275

Construction Labor Specialist
Omar Rubi, Position 2481

Construction Labor Specialist
Helayne Wesson-Perkins, Position 5140

Construction Labor Specialist
Vacant, Position 5841

- **Resident Engineer III** — Stacy Heilgeist, Position 1456
- **Construction Inspector II** — William Damon, Position 1215
- **Department Contract Specialist** — Ann Davidson, Position 2752
- **Construction Inspector II** — Russell Backman, Position 4086
- **Construction Inspector II** — Yvette Steinbrink, Position 1174
- **Project Assistant** — Rocio Trujillo, Position 2748
- **College Interns-Construction** — Leila Jackson, Position 5666; Vacant, Position 5398

Port of Seattle GCCM and DB Re-Certification Attachment F - Project Data Collection - Project Listing

CIP #	Master Project Name	Project Statement	Project Complete?	Delivery Method	Project Value
C800688	Construction Logistics Expansion	The construction logistics facilities were originally constructed in 2001 at the Logistics site located in the vicinity of 28th Avenue South and South 192nd St. The logistics facilities included a 560 stall contractor parking lot, and six construction laydown areas providing 12 acres of support space.	Yes	Design Bid Build	$ 8,487,792
C800549	SSAT Interior Renovations	This project replaces all podiums, backstands and casework; door portals and wall panels in the SSAT.	Yes	Design Bid Build	$ 5,956,000
C800251	Vertical Convey Modernztn Aero	Modernization and upgrade of multiple elevators and escalators in the Main Terminal	Yes	Design Bid Build	$ 12,306,408
C800825	Interim Baggage System	Implement program of individual projects with the objective of increasing reliability and capacity of the baggage handling system through the interim period between the upcoming summer and Baggage Optimization Project.	Yes	Design Bid Build	$ 13,450,000
C800019	Gate Utilities Improvements	All Port owned PLB's to same standard	Yes	Design Bid Build	$ 14,737,508
C800761	Concourse B Ramp Level Holdroom	Renovate 3400 sq ft of ramp level space into a hold room for hardstand operations.	Yes	Design Bid Build	$ 5,994,000
C800538	Alternate Utility Facility	New 30MW Electrical Alternate Power Generation Facility	Yes	Building Engineered System	$ 37,200,000
C800770	Concourse B Roof Replacement	Replace the Concourse B Roof, replace and refinish the Concourse B Kalwall.	Yes	Design Bid Build	$ 5,262,000
C800914	2018 Taxiway Improvement Proj	This project consists of taxiway, runway and apron modifications, reconfiguration, repairs and relocation for safety and continued operational access by aircraft. This project also includes improvement to the industrial waste system and new taxiway signage.	Yes	Design Bid Build	$ 47,500,000
C800695	C3 Holdroom Expansion	Expand Gate C3 holdroom with 1,500 sf building addition, 500 sf at ramp level, 1,130 sf remodel, paving replacement.	Yes	Design Bid Build	$ 6,300,000
C800642	Video Systems Improvements	Install new cameras and upgrade Video Management System (VMS) at Sea-Tac International Airport	Yes	Design Bid Build	$ 13,000,000
C800833	Holdroom Seatting and Electrical for Concourse B & C	Installation of Electrical and Seating for Concourse B & C	Yes	Design Bid Build	$ 9,300,000
C800658	Stage 3 Mechanical Conservation	Imprlve efficiency of airport heating and cooling systems and add additional energy metering	Yes	ESCO	$ 7,121,000
C800769	Concourse D Hardstand Holdroom	Construct a 32,500 SF building on the east side of Concourse D. This will house six holdrooms for hardstand operations.	Yes	Design Build	$ 35,900,000
U00050	T-46 Stormwater Improvements	T-46 Lease Amendment Improvements	Yes	Design Bid Build	$ 5,860,118
U00186	T102 Roof & HVAC Replacment	Replacement of existing roof and applicable HVAC units on Bldgs A, B, C and D.	Yes	Design Bid Build	$ 6,200,000
104395/39	Lora Lake Apartments MTCA Remediation WP 104395 & 104396	Contaminated soil removal and remediation, lake cap and fill.	No	Design Bid Build	$ 21,410,000
C102112	Service Tunnel Renewal/Replacement (WP 104694)	This project will seismically retrofit the Service Tunnel to withstand a 475-year interval quake.	No	Design Bid Build	$ 39,505,000
C800842	AOA Perimeter Fence Line (WP U00369)	Replace portions of the 7-foot AOA perimeter fence with 12-foot fence with 1 foot barbed wire at the top.	No	Design Bid Build	$ 6,935,000
C800583	International Arrivals Facility - IAF	New IAF with Sterile Corridor at Concourse A and Pedestrian Walkway between South Satellite and Concourse A with new outbound baggage.	No	Progressive Design Build	$ 968,445,000
C800605	Security Exit Lane Breach Control Phase 2	Install automated exit lane breach control equip. at Concourses A, C, N & S STS exit lanes, replace equipment at Conc B (Placed On-Hold)	No	Building Engineered Systems	$ 11,100,000
C800722	CT Infrastructure & HVAC Upgrade Project	CT Infrastructure Upgrade Project	No	Design Bid Build	$ 21,834,000
C800980	SD Pond Bird Deterrent Improv (WP U00445)	Upgrade/Replace bird netting system over stormwater ponds and IWS ponds at SEA.	No	Design Bid Build	$ 10,492,000
C800585	Ramp WiFi Improvements	This project will replace the existing, outdated Wi-Fi system used throughout much of the Airport.	No	Design Bid Build	$ 10,676,000
C800876	FIRE STATION - WESTSIDE	Install modular type building and truck shelter to facilitate interim Fire Station.	No	Design Build	$ 6,000,000
C800483	Airfield Pavement Program 2016-2020	These projects proposes to replace distressed pavements and joint seals on the airfield in 2019 and 2020. These projects are necessary for safe and efficient airfield operation.	No	Design Bid Build	$ 25,830,000
C800826	ARC Flash Hazard Mitigation	Replace or modify the medium-voltage fused switches, with medium-voltage breakersto reduce the severity or mitigate Arc Flash incident energy levels to below 40cal/cm2	No	Design Bid Build	$ 7,533,000

Port of Seattle GCCM and DB Re-Certification Attachment F - Project Data Collection - Project Listing

C800977	RCF Pavement Remediation (WP U00470 and WP U00409)	This project would address pavement performance issues at the Consolidated Rental Car Facility (“CRCF”).	No	Design Bid Build	$	8,453,000
C800779	Safedock Upgrade and Expansion (WP U00402 and U00474)	Installation of a Gate Operating System, new SafeDock units and upgrade existing units.	No	Design Bid Build	$	28,218,250
C800717	North Terminals Utilities Upgrade	Replace and extend existing 45 year old Steam/Condensate/Chilled Water Suppy/Return	No	Design Bid Build	$	40,000,000
C800556	NS NSAT Renovation & Expansion	Expansion and Renovation of the North Satellite (NSAT) terminal to add 5 additional aircraft gates for a total of 20 gates, seismic reinforcement, North Satellite Transit Systems (STS) stations "refresh", renovation of concourse elvel finishes, structure and amenities, expansion, renewal and replacement of mechanical, electrical, plum,bin, vertical transportation and communication systems, aircraft taxi lane changes around the NSAT, and addition of a rooftop Alaska Airlines premium traveler lounge.	No	GC/CM	$	659,825,232
C102162	Air Cargo Rd Safety Imp DC (WP U00085)	This work project is to capture all costs associated with the completion of safety and renewal/replacement improvements along Air Cargo Road between South 154th Street and the Service Tunnel.	No	Design Bid Build	$	10,700,000
C800984	AF EMPL Security Screening (WP U00333) - ON HOLD	Secure the entrances to the airfield by adding security screening for vehicles and employees at the exterior gates. As one of the Port of Seattle Values; we honor our commitments to one another, the community, and our customers by providing a safe environment by screening all exterior entrances to the airfield which give access to planes and the concourses.	No	Design Bid Build	$	7,900,000
C800930	Airfield Pavement Replacement 2021 (WP U00539)	Replace aging airfield pavement and joint seal as they reach the end of their design lives.	No	Design Bid Build	$	42,629,000
C800798	SSAT HVAC Infrastructure Upgrade	Replace and upgrade the existing air handler and HVAC system, replace the ceiling, lighting, sprinkler system, and signage at the concourse, STS, mezzanine, and above the escalators. Replace carpeting on the concourse level and conduct full RMM abatement	No	Design Bid Build	$	52,232,000
C800724	Concourse C New Power Center	Concourse C New Power Center	No	Design Bid Build	$	10,500,000
C200095	Condominium Sound Insulation	Noise Remediation for three Condominium Complexes.	No	Design Bid Build	$	20,000,000
C801035	Remote Aircraft Deicing (WP U00541)	Construct two remote aircraft deicing locations on taxiway A.	No	Design Bid Build	$	24,300,000
C800699	ELECTRIC UTILITY SCADA	This project will install an industrial computer system to allow for the safe operation, monitoring, and control of the electrical power distribution system at Sea-Tac Airport.	No	Design Bid Build	$	11,950,000
C800335	GSE Electrical Charging Stations	eGSE Airport-wide electrical charging system	No	Design Bid Build	$	30,700,000
C800959	Seating Replacement	Provide Terminal seating and associated electrical power.	No	Design Bid Build	$	14,347,000
C800944	Building Controls Upgrade 2018	Upgrade Siemens DDC System field panels converting UC's to PXC's and install fiber on Concourse B, C and D.	No	Design Bid Build	$	5,104,000
C800905	Conc C - Low Voltage System Upgrade	Replacing or renewing the identified electrical system components in Concourse C.	No	Design Bid Build	$	6,131,085
C801039	Elevator Escalator Comm Cards	The elevator/escalator lift monitoring system provides real time information on the status of the 174 elevators, escalators, and moving walk ways. The serial devices that communicate this information for 56 of the elevators, escalators and moving walkways are obsolete and need to be replaced. These serial devices will also be relocated in order to provide required accessibility.	No	TBD	$	6,000,000
C800870	Parking Revenue Infrastructure	Design/construct within Parking Garage: automated parking guidance system, striping & painting, and EV Charging stations	No	Design Bid Build	$	22,898,000
C800898	Airport Signage - Phase 1	Design/construction of signage and wayfinding short-term improvements for the airport terminal, garage, and roadways.	No	Design Bid Build	$	8,000,000
C800789	Parking Garage Elevators Modernization	Modernize the required elevators, upgrade the elevator lobbies and refurbish the 8th floor vestibules.	No	Design Bid Build	$	23,276,000
C800697	Restroom Upgrades Conc B, C, D	Renovate 8 restrooms and increase restroom capacity on Concourses B, C and D.	No	Design Bid Build	$	38,379,000

Port of Seattle GCCM and DB Re-Certification Attachment F - Project Data Collection - Project Listing

C800612	Baggage Optimization - Phase 2	The Baggage Optimization Project replaces the six individual baggage-screening systems with a centralized system that optimizes the operation and functionality of the baggage system. Phase 2 expands the centralized baggage screening area by adding more Explosive Detection Systems (EDS) machines and increasing the Checked Baggage Resolution Area (CBRA). This phase will also replace conveyor systems to the north portion of the bagwell, construct the final baggage sortation matrix, and add more capacity to the South Satellite baggage system.	No	Design Bid Build	$	237,673,000
C800866	Widen Arrivals Approach (WP U00337)	Widen the Arrivals Curbside approach from two to three or more lanes	No	Design Bid Build	$	50,000,000
C800934	Airport Employee Services Center	This project will create a new Airport Employee Business Office.	No	Design Bid Build	$	9,164,000
C800875	Additional STS Cars	Purchase three train cars for the Satellite Transit System to meet increased service requirements by our airline customers into the future.	No	Design Bid Build	$	17,450,000
C801043	Upgrade STS Train Control	Upgrade the STS (Satellite Transit System)Automatic Train Control and Communication Subsystem which was installed in 2003 and is approaching the end of its useful life.	No	Design-Bid-Build	$	57,220,000
C800941	Airport-wide & RCF LED Lights	Retrofit obsolete, energy-inefficient lighting to efficient LED lighting at multiple locations.	No	Design Bid Build	$	8,405,000
C800061	Combined Low Voltage System Upgrade	This project covers the renewal and replacement of end of life low-voltage electrical distribution switchboards, feeders, panels, and metering in the Main Terminal served by the five Main Terminal Power Distribution Load Centers. The work will be carried out in a manner that minimizes disruptions to normal airport operations. The Main Terminal's low-voltage distribution system serves power to every floor of the main terminal and is at the end of its serviceable lifespan	No	GC/CM with ECCM	$	100,300,000
C801135	North Cargo Area Improvements	Project install 7 in-ground power units with drainage and aircraft nose tether units	No	Design Bid Build	$	5,500,000
C801131	North End Airport Support Equipment Area	Increase the available GSE storage, within the AOA.	No	Design Bid Build	$	10,000,000
C800969	MT Fire Sprinkler-Smoke Cntrl	Provide and install fire sprinklers and smoke control system in Main Terminal Ticketing, baggage claim and esplanade areas.	No	Design Bid Build	$	79,220,000
C800922	Baggage Claim Refresh Asethetic Updates	Improve the outdated and dark appearance of baggage claim by replacing; the remaining 2/3 of bag claim wall panels with the new stainless steel standard, replacing the four different column finishes with one consistent product, improve lighting for safety, perceived cleanliness, and improved aesthetics. Remove old baggage cages to create more space, restore wall and floor areas for passenger movement.	No	Design Bid Build	$	11,036,900
C801127	Baggage Claim Device R&R Program	Baggage claim device renewal and replacement program will prioritize the sixteen baggage claim devices and create a multiyear program to replace these devices based on age and condition.	No	TBD	$	71,000,000
C800799	Trenchless Replacement of Pipe - ON-HOLD	Rehabilitate water pipes located in the airfield vicinity.	No	Design Bid Build	$	7,173,000
C800845	C1 Building Floor Expansion	An expansion of the C1 Building with (4) additional floors.	No	TBD	$	50,000,000
C800940	Utility Meter Networking - ON HOLD	Install infrastructure and meters required to automate data collection from utility meters.	No	Design Bid Build	$	10,367,000
C800945	Terminal Solid Waste Improvements	Design and construct the preferred alternative to accommodate the Environmental Strategy Plan of diverting waste to compost.	No	Design Bid Build	$	6,400,000
C801034	Digital Signage: Ticketing, Baggage Claim and Drives	Replace current signage in ticketing corridor, airport drives and baggage claim device	No	TBD	$	5,000,000
C801037	C4 Generator Controls	This project will replace the obsolete controls for the C4 emergency generator and move the room controls onto the building control system. These controls are required in order to meet code for the 911 dispatch center.	No	Design Bid Build	$	6,800,000
C801038	Domestic Water Piping Phase 2	The domestic water piping in the main terminal is 50 years old and needs to be replaced. In addition this project is proposing adding purple pipe to support future water conservation efforts.	No	Design Bid Build	$	11,500,000

Port of Seattle GCCM and DB Re-Certification Attachment F - Project Data Collection - Project Listing

C801041	HVAC Upgrade Concourses C & D	The air handlers on Concourses C & D are out of capacity. In addition to the concourses becoming too warm during the summer, currently any project buildouts require project specific air handlers until this project is complete. This project would replace and add additional air handlers as needed on Concourses C & D. This project will provide smoke control on Concourses C & D. The building controls upgrade project is an enabling project for this effort.	No	Design Bid Build	$	50,000,000
C801046	Concourse D Electrical Upgrade	Electrical panels on Concourse D are obsolete and need to be upgraded to current standards. In addition, this project will add capacity in locations on Concourse D that are currently out of capacity for electrical power.	No	Design Bid Build	$	8,400,000
C801056	New Leasable Space	Create additional occupiable /leasable space in the existing airport footprint for tenant, contractor or Port offices.	No	Design Bid Build	$	28,600,000
C801121	Port Shared Lounge Concourse A Expansion	Port Shared Lounge Concourse A Expansion	No	TBD	$	7,700,000
C801122	IWTP Controls Conversion	IWTP Controls Conversion	No	Design Bid Build	$	10,600,000
C801123	IWTP Improvements	IWTP Improvements	No	Design Bid Build	$	27,000,000
C801132	Pre-Security Tenant Offices 2	Pre-Security Tenant Offices 2	No	TBD	$	7,900,000
C800950	Cargo Buildings Improvements	Various improvements including roof replacements, HVAC installations Electrical upgrades.	No	Design Bid Build	$	6,610,000
104827	T46 Dock Rehabilitation	Conduct rehabilitation project on Terminal 46 Dock that represent priority and maintenance distress levels in critical development units and berth areas.	No	Design Bid Build	$	21,119,000
105563	Sites 23-25 Restoration_T117	Sites 23-25 Restoration (T117)	No	GCCM	$	20,188,000
U00100	T5 Dock Upgrade	T5 Dock Upgrade	No	Design Bid Build	$	272,250,000
U00141	SBM Restroom_Service Building Replacements	Replacement and renovation of existing restroom and laundry facilities at Shilshole Bay Marina with new multi service tenant buildings	No	Design Bid Build	$	12,900,000
U00309	P66 Interior Modernization	Much of the Bell Harbor International Conference Center's interior was of the original vintage and is about 20 years old. To help maintain existing and attract new customers; responsive to customer feedback and needs.	No	Design Bid Build	$	10,860,000
U00546	New Cruise Terminal	Development of a new cruise terminal at the south harbor along the Seattle waterfront	No	Design Bid Build	$	100,000,000
Future Prc	T46 Replace N Pier Structure	Replace N Pier	No	Design Bid Build	$	64,351,000
Future Prc	T46-S Dock Rehabilitation	Conduct rehabilitation project on Terminal 46 South Dock that represent priority and maintenance distress levels in critical development units and berth areas.	No	Design Bid Build	$	8,400,000
Future Prc	T106 NH CBP Office & Facility Improvements	Facility improvements for Customs & Border Patrol at T06	No	Design Bid Build	$	6,271,000

2019 POS Recertification -Attachement G Project info on Subcontract Awards

North Satellite Renovation and Expansion GCCM Subcontractor Bidding Summary

Number	Contract #	ITEM	SUBCONTRACTOR NAME	BID PRICE	MC/CM and EC/CM Subtotals
1	PWP-1	Demolition and Abatement	Construction Group International, LLC	$ 1,978,235	
2	PWP-1	Apron Paving	Titan Earthwork, LLC	$ 294,664	
3	PWP-1	Drilled Concrete Piers & Shafts, Concrete & Rebar	Belarde Company	$ 245,310	
4	PWP-1	PLB Relocation and Removal	AERO Bridgeworks, Inc.	$ 276,815	
5	PWP-1	Fuel Systems	SE Pipeline	$ 351,535	
6	PWP-1	Temporary Stairs and Miscellaneous Metals	The Erection Company	$ 587,700	
7	PWP-1	Striping and Striping Eradication	Apply-A-Line	$ 94,839	
8	PWP-1	Drywall, Metal Studs & Fireproofing	Northwest Partitions	$ 291,800	
9	PWP-1	Doors, Frames, and Hardware	Frontier Door and Cabinet, LLC	$ 49,200	
10	PWP-1	Roofing and Sheet Metal	Queen City Sheet Metal & Roofing, Inc.	$ 144,637	
11	PWP-1	Painting	Purcell Painting and Coatings	$ 39,300	
12	PWP-1	MC/CM (PWP-1)	Hermanson Mechanical	$ 784,527	$ 784,527
13	PWP-1	EC/CM (PWP-1)	VECA Electric	$ 4,035,280	$ 4,035,280
14	PWP-2	3.01 Concrete and Reinforcing	Mid Mountain	$ 4,969,000	
15	PWP-2	3.02 Temporary Site Utilities	Mid Mountain	$ 997,000	
16	PWP-2	3.03 Drilled Concrete Piers and Shafts	Malcolm	$ 2,518,502	
17	PWP-2	3.04 Earthwork	Mid Mountain	$ 4,969,000	
18	PWP-2	3.06 Vertical Conveyance	Schindler	$ 10,696,177	
19	PWP-2	3.07 Waterproofing	FD Thomas	$ 200,775	
20	PWP-2	3.08 Structural Steel, Metal Decks, Steel Stairs	Sun Steel LLC	$ 21,090,148	
21	PWP-2	3.09 Exterior Glazing and Metal Panels	Crown Corr	$ 18,876,900	
22	PWP-2	MC/CM (PWP-2)	Hermanson Mechanical	$ 2,168,920	$ 8,674,131
23	PWP-2	Mechanical Excavation	Mid Mountain	$ 255,211	
24	PWP-2	Fire Suppression	Transbay Fire Protection	$ 6,250,000	
25	PWP-2	EC/CM (PWP-2)	VECA Electric	$ 1,507,284	$ 1,758,399
26	PWP-2	Fire Alarm System	Simplex Grinnell	$ 99,765	
27	PWP-2	Electrical Excavation	Mid Mountain	$ 151,350	
28	PWP-3	4.01 Concrete and Reinforcing	Mid Mountain	$ 9,859,000	
29	PWP-3	4.02 Earthwork and Shoring	Mid Mountain	$ 9,195,000	
30	PWP-3	4.03 Apron Paving	Mid Mountain	$ 14,730,000	
31	PWP-3	4.04 Fuel Systems	JH Kelly	$ 3,892,129	
32	PWP-3	4.05 Striping and Striping Eradication	Apply a line	$ 291,137	
33	PWP-3	4.06 Demo and Abatement	Performance Abatement Services	$ 14,266,567	
34	PWP-3	4.07 Concrete Masonry Units and Reinforcing	Henson	$ 3,642,000	
35	PWP-3	4.08 Overhead Doors and Draft Curtains	Inter Technology	$ 777,892	
36	PWP-3	4.09 Site Utilities	Mid Mountain	$ 7,686,000	
37	PWP-3	4.10 Roofing and Sheetmetal	Wayne's	$ 5,796,593	
38	PWP-3	4.11 Concrete Sealer and Fluid Applied Flooring	Lewins	$ 1,386,375	
39	PWP-3	4.12 Waterproofing	FD Thomas	$ 649,690	
40	PWP-3	4.13 Applied Fireproofing	Performance Contracting Inc	$ 5,280,800	
41	PWP-3	4.14 Painting	Purcell Painting and Coatings	$ 2,835,000	
42	PWP-3	4.15 Terrazzo Flooring	North American Terrazzo	$ 2,407,220	
43	PWP-3	4.16 Baggage Handling System	MD Moore	$ 8,888,097	
44	PWP-3	4.17 Doors, Frames, and Hardware	Frontier Door	$ 2,202,902	
45	PWP-3	4.18 Framing and Drywall	NW Partitions	$ 11,362,000	
46	PWP-3	4.19 Fall Protection	Safe guard	$ 144,868	
47	PWP-3	4.20 Signage	Tube Art	$ 692,382	
48	PWP-3	4.21 Tile	Rubenstein's	$ 405,940	
49	PWP-3	4.22 Resilient Flooring and Carpet	Rubenstein's	$ 530,540	
50	PWP-3	4.23 Acoustical and Specialty Ceilings	Acoustical Design	$ 6,959,657	
51	PWP-3	4.24 Wall Protection, Wall Panels and Finish Carpentry	ISEC	$ 1,940,000	
52	PWP-3	4.25 Miscellaneous Metals and Stairs	The Erection Company	$ 7,877,700	
53	PWP-3	4.26 Ornamental Metals	ISEC	$ 3,698,000	

54	PWP-3	4.27 Interior Glazing	Crown Corr	$ 2,863,023	
55	PWP-3	4.28 Building Specialties	ISEC	$ 748,000	
56	PWP-3	4.31 Chain Link Fence	Perimeter Security	$ 38,340	
57	PWP-3	EC/CM (PWP-3)	VECA Electric	$ 12,530,558	$ 24,587,471
58	PWP-3	Communication system	McKinstry	$ 6,403,626	
59	PWP-3	Electrical Distribution	Sundancer	$ 4,968,287	
60	PWP-3	Electrical Excavation	Mid Mountain	$ 685,000	
61	PWP-3	MC/CM (PWP-3)	Hermanson Mechanical	$ 8,798,389	$ 22,560,202
62	PWP-3	Mechanical controls	Siemans	$ 6,254,570	
63	PWP-3	Mechanical Insulation	Hudson Bay Insulation	$ 6,874,000	
64	PWP-3	Mechanical Testing and Balance	Neudorfer Engineers	$ 633,243	
65	Final MACC	5.01 Passenger Loading Bridge Installation	AERO Bridgeworks, Inc.	$ 1,618,626	
66	Final MACC	MC/CM (Final MACC)	Hermanson Mechanical	$ 36,336,212	$ 36,336,212
67	Final MACC	EC/CM (Final MACC)	VECA Electric	$ 51,551,185	$ 51,551,185
				$ 351,624,422	$ 150,287,407

Number		SUMMARY BY GCCM, MCCM AND ECCM	CONTRACTOR NAME	TOTALS
1		Total work bid to be self-performed by the GCCM	Hensel Phelps	**None**
2		Total work bid out by the GCCM		$ 201,337,015
3				
4		Total work self performed by the MCCM	Hermanson Mechanical	$ 48,088,048
5		Total work bid out by the MCCM		$ 20,267,024
6				
7		Total work self performed by the ECCM	VECA Electric	$ 69,624,307
8		Total work bid out by the ECCM		$ 12,308,028
9				
10		**Total Subcontractors**		$ 351,624,422