

State of Washington
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 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): **City of Seattle**
- b) Mailing Address: **Seattle Municipal Tower 700 5th Ave., Suite 4350, Seattle, WA 98104**
- c) Contact Person Name: **Presley Palmer** Title: **Division Director, Purchasing and Contracting (PC)**
- d) Phone Number: **206-233-7158** E-mail: **Presley.Palmer@Seattle.gov**
- e) Expiration Date of current Certification: **9/26/2025** GC/CM **9/26/2025** 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

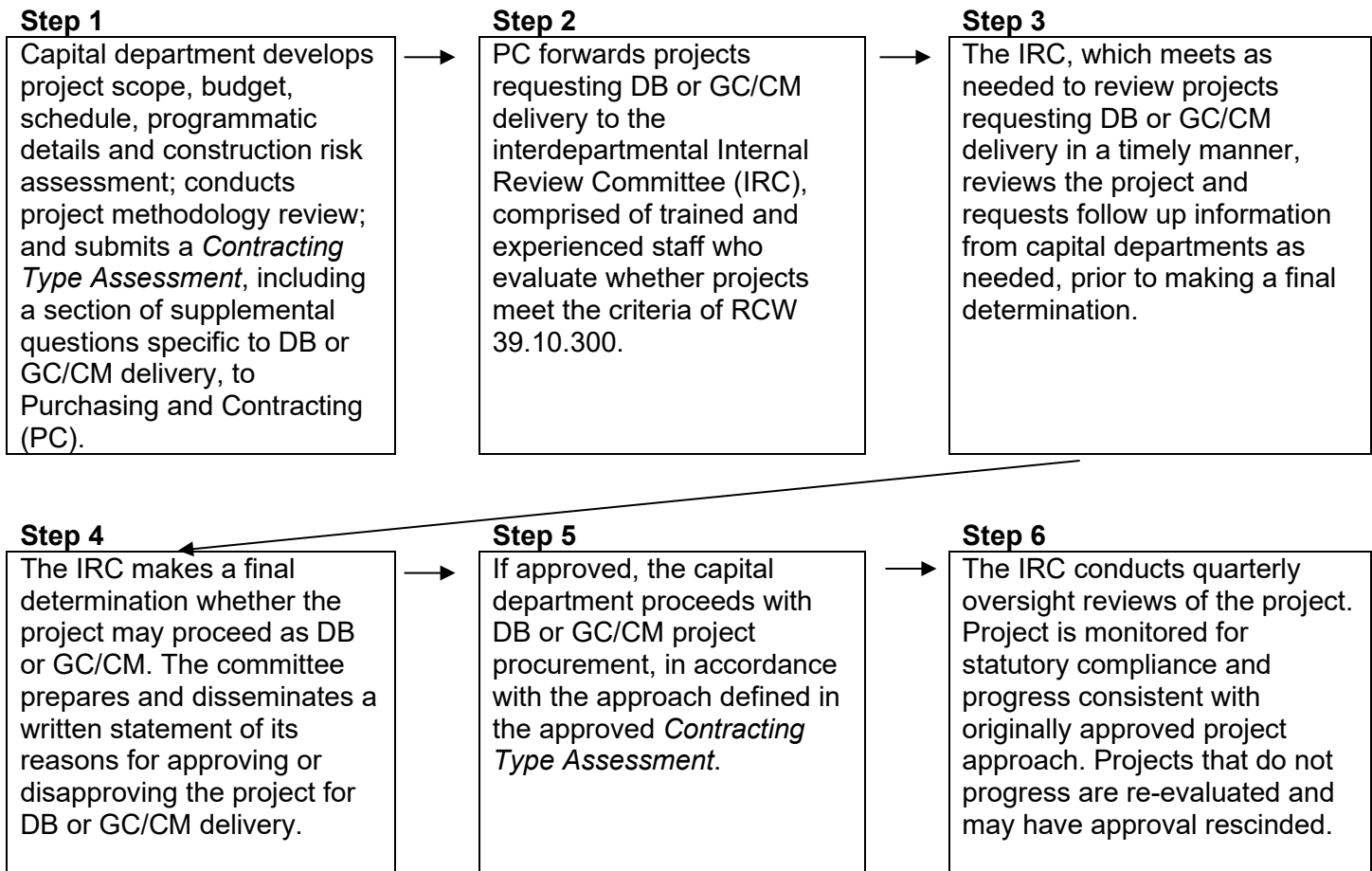
(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

Provide your agency's processes. If there have been any changes to your agency's processes since certification/recertification 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.

(Response begins on next page)

a. Steps taken to determine appropriate use of DB/GCCM:



b. Steps taken to approve DB or GC/CM determination:

All City public works projects proposing to use an alternative contracting procedure (anything other than design-bid-build) must fill out a Contracting Type Assessment (CTA) (**Exhibit A – Contracting Type Assessment**) administered by Purchasing and Contracting (PC). The assessment requests descriptive programmatic and project information relevant to determining the use of alternative contracting procedures. The CTA asks questions specifically pertinent to DB or GC/CM consideration, drawing from the PRC's own applications for DB and GC/CM project approval.

As described in the chart above, the Internal Review Committee (IRC) meets in a timely manner to assess and evaluate use of DB or GC/CM delivery. The City identifies membership of the IRC, which includes trained and experienced representatives from each of the capital departments that use alternative public works contracting and PC, with Law Department representatives available for consultation if requested.

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

The IRC weeds out projects that are determined to be inappropriate for Alternative Public Works. In considering projects, the IRC requests written and verbal presentations, followed by a detailed question and answer period. This process is intended to align with the format and structure of the PRC's process for considering individual Alternative Public Works projects.

Approved DB/GC/CM projects are added to the agenda for IRC quarterly project monitoring meetings. The projects stay on the agenda of these meetings through project closeout.

Projects that do not demonstrate progression through multiple quarterly reports are deemed “inactive” and re-evaluated by the IRC. The IRC reserves the right to remove a project from its list of approved DB/GC/CM projects if the administering department cannot demonstrate a path to move the project forward. The project is eligible to apply for re-approval if circumstances change.

The City of Seattle’s process for evaluating and approving the use Design-Build and GC/CM delivery has not changed since our 2022 recertification. We have found that consistent application of this process has allowed us to thoroughly and effectively evaluate potential alternative delivery projects.

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/recertification.
- (b) List lessons learned from your experience.

The City’s experience in delivering projects under Alternative Public works in the past three years includes the following:

- Successful completion of the Overlook Walk GC/CM (heavy civil) project (PW#2018-076A/AC), originally authorized by the PRC prior to the City’s 2019 public body certification.
- Successful completion of the West Seattle Bridge Rehabilitation and Strengthening GC/CM (heavy civil) project (PW#2021-007A/A; federally-funded and utilizing USDOT pilot authorization for the City’s Community Workforce Agreement) and the Metaline Falls Portage Park DB project (PW#2020-053A), both authorized under the City’s public body certification.
- Continued administration of the SMT Elevator Rehab DB project (PW#2020-081A) authorized under the City’s public body certification, as well as the Boundary Dam Units 51,52 & 54 Generators Rehabilitation (PW#2017-101A) and Cedar Falls 115-26kV Substation (PW#2018-079A) DB projects, both authorized by the PRC prior to 2019 certification.
- Authorization and ongoing procurement of the following projects: Broad Street Substation Switchgear Replacement DB (PW#2022-072A), Gorge Powerhouse Cranes DB (PW#2022-076A), Seattle Center Monorail Station Reconfiguration GC/CM (PW#2024-039A), Decarbonization Package 1 GC/CM (PW#2025-005A), and Underground Cable Replacement Project Progressive DB (City Public Works number TBD).

Over the past three years, the City has focused on providing consistent support to alternative delivery projects via the quarterly project reporting function of the IRC (as described in our response to question #1). Each project team is provided opportunity to share lessons learned and challenges on their projects, and receive feedback from staff experienced in successfully procuring and administering Alternative Public Works projects across departments, facilitating productive interactions that may not have occurred outside of the IRC.

The City has also provided opportunities for two additional capital departments to submit projects to the IRC for consideration: Seattle Parks and Recreation and Seattle Center. Previously, Alternative Public Works participation was limited to capital departments with a history of Alternative Public Works delivery prior to public body certification in 2019. Based on the City’s success using the IRC as an authorizing and monitoring body, as well as the identification of good candidate projects for alternative delivery, the City believes the time is right to expand its use of Alternative Public Works.

The attached Exhibit B – Alternative Public Works Capital Development Flow Chart illustrates the Alternative Public Works project delivery process, originally adopted at the time of 2019 certification, and updated to reflect the participation of two additional capital departments – Seattle Parks and Recreation and Seattle Center – since our 2022 recertification.

The attached Exhibit C – Alternative Public Works Project List responds to the specific information requested in subsections (a) and (b) of this question.

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/recertification. Do not include outside consultants.

See attached Exhibit D – City Personnel Experience; changes are highlighted in blue (staff additions) and red (staff departures).

Please also see Exhibit E – Organizational Chart for Alternative Public Works, which illustrates the organizational structure the City has committed to and maintained throughout our three-year certification period.

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/recertification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

N/A

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]*
- Small-, minority-, women-, and veteran-owned business participation planned goals (%) and actual utilization (\$)
- Alternative Subcontractor Selection Procurement utilization, type and costs *(if applicable)*
- Is the project complete *[Yes or No]*

See attached **Exhibit C – Alternative Public Works Project List**.

The City currently has five Alternative Public Works projects that are in development or procurement, and are projected to start design and/or construction within the next three years. Two GC/CM projects, two traditional Design-Build projects, and one Progressive Design-Build project, which will be the City's first PDB project:

PW#2024-039A Seattle Center Monorail Station Reconfiguration (GC/CM)

PW#2025-005A Decarbonization Package 1 (GC/CM)

PW#2022-072A Broad Street Substation Switchgear Replacement (traditional DB)

PW#2022-076A Gorge Powerhouse Cranes (traditional DB)

Underground Cable Replacement Project (Progressive DB)

6. **GC/CM Self Performance** *(complete only if requesting GC/CM recertification)*

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.

The City of Seattle has completed construction of two Heavy Civil GC/CM projects since our 2022 recertification: PW#2018-076A/AC Overlook Walk and PW#2021-007A/AC West Seattle Corridor Bridges Rehabilitation and Strengthening. Final payments and closeouts are in process for both projects, the attached Exhibit F is provided as supporting documentation for both projects' compliance with the limitation on self-performed work per RCW 39.10.908.

7. **Subcontractor Outreach**

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation. Please include past performance inclusion goals (%) and actual utilization (\$).

The City of Seattle uses multiple avenues to conduct outreach to small and/or disadvantaged businesses to foster participation in the City's public works contracting opportunities, including an outreach plan, inclusion plans, underutilized business plan, Social Equity Plan, Technical Assistance and performance evaluations. Each department conducts individual outreach, and Citywide efforts are led by Finance and Administrative Services' Purchasing and Contracting (FAS-PC) division, which is directly involved in meeting participation goals for all City public works projects.

Outreach avenues have led to City success using WMBE firms. For example, in 2024, of the \$389.99M construction spend, \$54.6M, or 15.3% of overall construction spend, went to WMBEs. Of those WMBEs, around 6.8% of overall construction spend, went to state-certified WMBEs.

2024 Women- and Minority-owned Business Outreach Plan

While the City has seen success, there is always more to do to advance contracting equity. In late 2021, the City launched a five-point plan to engage WMBE businesses in all City contracting opportunities, including public works opportunities.

1. Engaging and Partnering with the WMBE Community

- The City reestablished the Mayoral Advisory Committee with 12 contracting community members, including 2 public works contractors, to regularly advise the City on WMBE engagement.
- The City regularly attends and presents at meetings led by the WMBE community. Meetings include Tabor 100, National Association of Minority Contractors (NAMC), the Association of Women and Minority Businesses (AWMB) and other events, including attending and presenting at meetings and conducting other forms of outreach to provide early notification of upcoming contract advertisements.

2. Expanding Contracting Equity for BIPOC-owned Firms:

- FAS holds monthly "Doing Business with the City" events in English and Spanish; and departments hold virtual events on individual projects or doing business with that department.
- FAS has developed a WMBE training for City staff that was held throughout FAS and will be rolled out to the rest of the City in 2025.

3. Providing Resources and Support for WMBEs:

- FAS contracts with two nonprofits to offer free technical assistance services to firms that want to do business with the City, including public works firms. These contracts target small and WMBE businesses. The City awarded contracts to Tabor 100 and Thurston County Development.

FAS is working with Seattle IT Department to update, improve or replace the City's Online Business Directory, a database of firms that want to do business with the City that identifies companies WMBE status, including DBE/SBE.

FAS operates a Citywide internal task force on improving language access in City procurement.

4. Strengthening Accountability and Transparency:

Each department sets annual WMBE goals and the City tracks progress against these goals and releases data in quarterly reports. The progress includes utilization by race/ethnicity.

The City of Seattle is undertaking a large-scale disparity study which will assess equity in City contracting throughout the City of Seattle. The final report will be released in 2025.

The City holds regular meetings with an interdepartmental team of staff from each department designated as WMBE advisors to review best practices, policy and technical updates, event coordination and provide education on how to improve WMBE utilization.

5. Improving City Policy and Practices:

FAS works with the WMBE Advisory Committee and an internal team to identify internal policy changes that could improve equity for BIPOC-owned firms.

FAS is working on a pilot to improve the consultant contracting inclusion process. If the pilot is successful, lessons learned may be applied to the public works inclusion plan.

WMBE Outreach in Action

To share a specific example of how the City connects with the WMBE community, in the fall of 2020 Seattle City Light (SCL) Procurement and Contracts and Asset Management group and Large Projects and Project Controls group hosted a WMBE Forum and Contracting Event. The event focused on prime and subcontractors interested in doing business with Seattle City Light and working on the Cedar Falls project specifically.

Approximately 400 contractors and consultants were invited to this online event. Pacific Communications Consultants Inc, a Black woman-owned firm, facilitated the event. Guest speakers included SCL's WMBE Manager, Project Manager and Project Controls Manager as well as staff from FAS Purchasing and Contracting. Speakers talked about participating on SCL's DB contracts, registering for the Citywide WMBE Program, meeting experience requirements, upcoming contracting opportunities and how WMBEs can partner with the City and prime contractors.

To share specific examples of how the City connects with the WMBE community, the City of Seattle hosted and participated in the following events:

- ***Regional Contracting Forum:*** City of Seattle hosted and lead the 2024 Regional Contracting Forum. Over 2,200 contractors, consultants and vendors were registered for this event. 1,100 represented WMBE firms. There were 94 exhibitors including, government agencies, organizations, and prime contractors. Business representatives met with prime contractors and consultants on upcoming opportunities in one-on-one sessions. Guest speakers included City of Seattle Department Project Managers talked about the upcoming contracting opportunities, projects diversity goals and how WMBEs can partner with the City and prime contractors. Panel speakers also provided information about City of Seattle business technical assistance.
- ***Reverse Vendor Trade Show:*** An annual event hosted by the City of Seattle, that attracts more than 600 businesses and allow vendors the opportunity to introduce themselves to a variety of City department and other public agency representatives. Vendors can learn about upcoming solicitations, procurement opportunities and sustainable purchasing while networking with other local vendors.
- ***City of Seattle Capital Consultant Connection Open House:*** in 2024 Seattle Department of Transportation (SDOT), Seattle Public Utilities (SPU) and City Light (SCL) hosted the City of Seattle Consultant connection open house. City of Seattle Departments, including the Purchasing and Contracting division, along with prime consultants and small business support services participated. This event was an opportunity for businesses to learn about upcoming City consulting opportunities, network and introduce themselves to City of Seattle departments capital project and program managers and prime consultants.

- **Seattle Information Technology Vendor Forum:** In 2024 the Seattle Information Technology held a vendor forum to talk about doing business with the City of Seattle IT.

WMBE Inclusion Plan

A key element of City strategies to ensure WMBE inclusion is that all City public works contracts estimated at \$300K and above are required to have a WMBE Inclusion Plan. The plan must be submitted with bids demonstrating the contractor's good faith efforts concerning the outreach and inclusion of WMBEs. The submission of an acceptable plan is a matter of responsiveness.

On DB and GC/CM projects, we developed a Underutilized Business Plan that proposers are required to submit with their proposal to demonstrate good faith efforts through a combination of establishing aspirational goals to using WMBE, small and veteran firms, , identifying scopes of work that can be subcontracted, committing to mentor WMBE, small and veteran firms , providing business support strategies (advanced mobilization, early retainage, subcontracting mentoring, etc.) and/or guaranteeing use of specific work scopes to WMBEs, small and/or veteran firms. These aspirational goals and/or potential WMBE guarantees, business support services and mentoring of WMBE firms are proactively monitored by the PC contract compliance staff via compliance software and monthly meetings. Every effort is made to support contractors in fulfilling their commitments.

The highest-ranked proposer agrees to use a WMBE implementation plan, which includes all commitments made in their Underutilized Business Plan and adds details of required outreach activities, capacity building, compliance monitoring (LCPtracker and B2GNow) and deliverables.

Where conditions of federal funding require contractors to meet assigned Disadvantaged Business Enterprise (DBE) requirements in lieu of the WMBE Inclusion Plan, PC's Contract Compliance team is experienced in evaluating proposed DBE commitments and reporting performance to the administering state agency.

Performance Evaluations

The City uses a performance evaluation process, administered by PC, that records and tracks contractor ability to conduct good faith efforts to meeting WMBE aspirational goals and subcontractor guarantees. The review process also creates a mechanism to evaluate bidder responsibility on future City projects based on past performance toward meeting WMBE subcontractor commitments.

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 information in a timely manner and understand that failure to do so may delay action on your application.

The 2021 Legislature updated RCW 39.10.330(8) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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 also agree to provide additional information if requested. Public Bodies may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

Signature: 

Name: (please print) Presley Palmer

Title: Director, Purchasing & Contracting Div

Date: 6/25/25



CONSTRUCTION CONTRACT-TYPE ASSESSMENT

REQUIRED only for the following procurement types: 1.) Building Engineering Systems; 2.) Unit Priced Contracting; 3.) Design Build (DB); and 4.) General Contractor/Construction Manager (GC/CM)

PROJECT INFORMATION

Department/Division: *Enter Department*

Project Manager: *Enter Name and E-mail*

Project Name: *Enter Project Name*

Scope Summary:

Provide brief description of project's scope of work

Estimated Project Costs:	Engineer Estimate	<i>Enter costs</i>
	Soft and Other Project Costs	<i>Enter costs</i>

Project Funding Source:

Is the project federally funded? ☐Yes / ☐No

Is the project subject to any grants or special other funding requirements? ☐Yes / ☐No

APPLICABLE PROJECT DELIVERY METHODS

Check the box of the procurement method in which you are seeking approval.

☐

Building Engineering Systems Procurement Methodology (RCW 39.04.290)

"Building engineering systems" is the procurement of building systems that typically require a contractor to provide final design and specifications. Examples: fire alarm systems, building sprinkler systems, pneumatic tube systems, pile foundations, and curtain wall systems.

Does the work require the design, fabrication, and installation of a "building system?" ☐Yes / ☐No

Explain: *[If "yes," provide brief description of the building system required and what industry standard requires the contractor to perform the design.]*

Is the required work part of a standalone system? ☐Yes / ☐No

Explain: *[If "yes," provide short explanation.]*

☐ **Unit Priced Contracting Methodology (RCW 35.22.620)**

Unit Priced Contracting is the procurement of a competitively bid contract to address public works delivery for specified tasks of an indefinite quantity of work. Unit Priced Contracts will be capped to a maximum of \$2,000,000 with a duration no longer than 18 months.

- 1) Is the work repetitive with limited scope and an undefined quantity? ☐Yes / ☐No

Explain: [If “yes,” provide brief description of the anticipated scopes of work.]

- 2) Does departmental project manager have experience procuring and managing public works projects? ☐Yes / ☐No

☐ **Design-Build (DB) Procurement Methodology (RCW 39.10.300)**

*“Design Build” procurement is the selection of a design-builder to serve both as the designer and contractor for a public works project. PC approval will require an affirmative response to question 1 and question 2. Projects approved by PC will be subject to additional review and approval by the City’s alternative public works **Internal Review Committee (IRC)**.*

- 1) Is the total project cost over \$2 million? ☐Yes / ☐No

- 2) Project meets requirement(s) of RCW 39.10.30.

- a. Will the construction activities be highly specialized where the design-build approach is critical in developing the construction process or methodology? ☐Yes / ☐No

Explain: If “yes,” provide brief description.

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

Explain: : If “yes,” provide brief description.

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

Explain: : If “yes,” provide brief description.

☐ **General Contractor/Construction Manager (GC/CM) Procurement Methodology (RCW 39.10.340)**

*“GC/CM” procurement is the selection of a contractor to perform both pre-construction services and construction for a public works project. The GC/CM selection process must be completed prior to the completion of the schematic design phase. Projects approved by PC will be subject to additional review and approval by the City’s alternative public works **Internal Review Committee (IRC)**.*

Anticipated Project Milestone Schedule:

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

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

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

Explain: [If “yes,” please provide a brief description.]

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

Explain: [If “yes,” please provide a brief description.]

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

Explain: *[If “yes,” please provide a brief description.]*

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

Explain: *[If “yes,” please provide a brief description.]*

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

Explain: *[If “yes,” please provide a brief description.]*

6) Will this project be a “heavy civil construction project?” ☐Yes / ☐No

Explain: *[If “yes,” please provide a brief description.]*

FAS PC - PROJECT DELIVERY METHOD APPROVAL

Based on the information provided, PC supports the following contracting method:

Construction Contracts Manager

Date:

NOTE:

Once a contract type has been approved and established, subsequent changes to the project’s contract type will require approval by PC.

City of Seattle

EXHIBIT B

Capital Development

Alternative Public Works

(Participation open to: Seattle City Light, Seattle Public Utilities, Seattle Dept. of Transportation, FAS-Capital Development, Seattle Parks and Recreation, and Seattle Center)

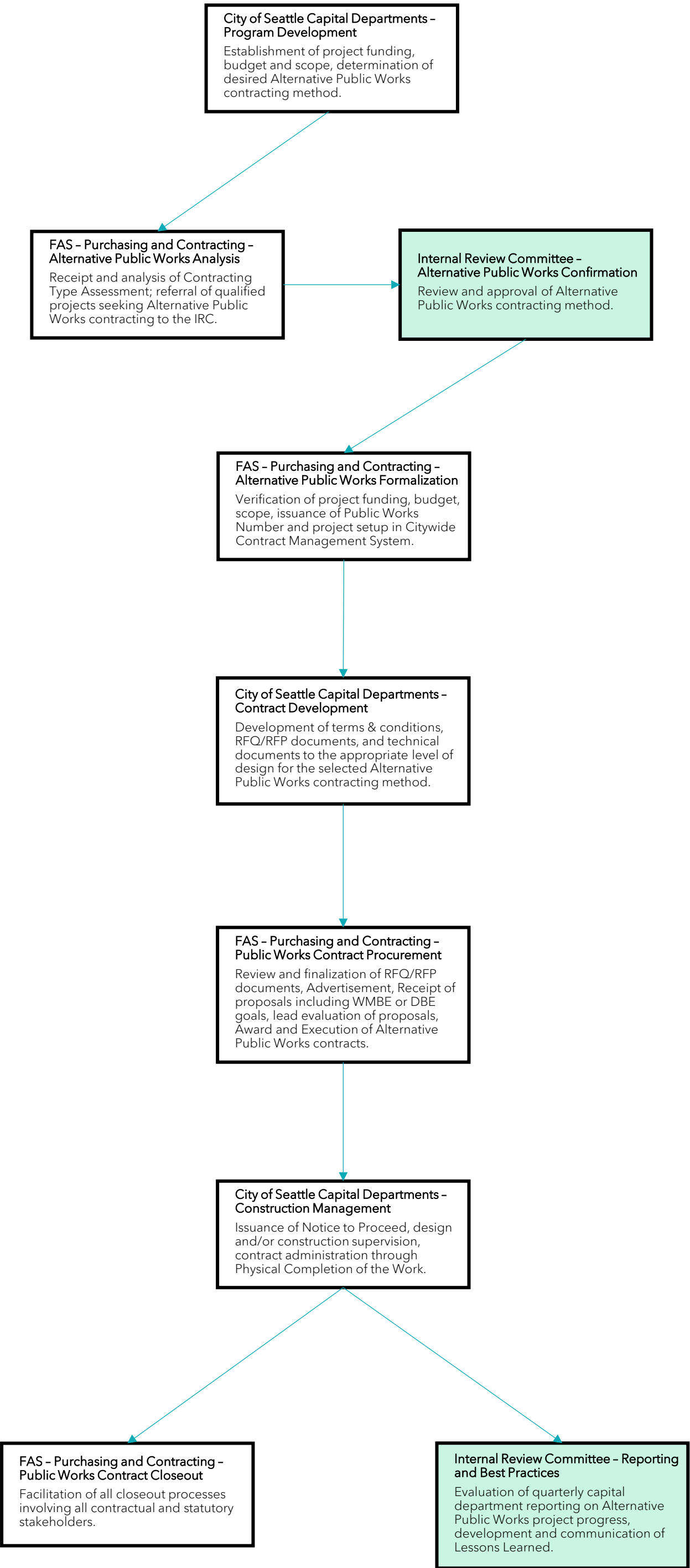


EXHIBIT C - ALTERNATIVE PUBLIC WORKS PROJECT LIST - This project list is limited to Design-Build and GC/CM projects active on or after September 2022 (date of previous 3-year certification)															
Project Name and Description	Delivery Method	Lead Design Firm	General Contractor (inc. current contact info)	Actual Preconstruction (GC/CM) or Design (DB) Start Date	Actual Completion Date <i>Physical Completion (PC)</i>	Planned Const. Start Date	Planned Completion Date	Original Construction Budget at Authorization	Original Awarded Construction Price (w/o tax)	Total Construction Cost (to date) (w/o tax)	Underutilized Business Participation Goals	Underutilized Business Final Actual Utilization	Alternative Subcontractor Selection Procurement Utilization, Type and Cost	Explanation of Cost and/or Schedule Overruns (if any) since 2022 Recertification	Litigation or Significant Disputes (if any) since 2022 Recertification
Boundary Dam Units 51, 52 & 54 Generators Rehabilitation (PW#2017-101A, SCL) Design, manufacture and construction services for the replacement, repair or refurbishment of three hydroelectric generators.	DB	GE Renewable Energy/Alstom Renewable US	GE Renewable Energy/Alstom Renewable US	6/20/2018	ongoing	7/1/2019	5/1/2022	\$42,000,000.00	\$41,283,027.00	\$32,954,235.00	3.02% (City of Seattle WMBE Utilization Goal)	Pending	N/A	The actual completion date is now expected to be April 2027. Multiple delays due to COVID, internal SCL resource availability, and a delay in the final unit outage due to other equipment failures in the powerhouse have contributed to the change in completion date. Additional work has been awarded to the contractor for components that could not be inspected at the time of bid or failed at a later date.	
Cedar Falls 115-26kV Substation (PW#2018-079A, SCL)	DB	Quanta Electric Power Construction Management Inc.	Quanta Electric Power Construction Management Inc.	8/1/2021	7/31/2024	11/1/2020	1/12/2021	\$13,500,000.00	\$15,632,570.56	\$21,853,602.95	11% (City of Seattle WMBE Utilization Goal)	38.66% (WMBE)	N/A	Schedule: 2-yr delay due to contract and NTP issuance delay, COVID-19, slow pace of permit issuance, changed condition (bedrock and contaminated soil), concrete delivery strike. Cost overrun to date at \$1.2M to date to cover contract delay, engineering and system redundancy, changed condition, COVID-19.	There was a large disput regarding contaminated soils and several delays that totaled approximately \$4.2M of agreed to costs. SCL paid the contractor \$1.2M as a unilateral change order after SCL unsuccessfully attempted to mediate. Upon notice by the contractor to pursue litigation, SCL agreed to an additional \$3.0M. This has been paid.
Seattle Municipal Tower Elevator Rehab (PW#2020-081A, FAS)	DB	DLR Group	Balfour Beatty Construction LLC, dba Howard S. Wright	9/15/2021	ongoing	7/1/2021	12/30/2025	\$25,000,000.00	\$19,957,073.00	\$19,957,073.00	18% (City of Seattle WMBE Utilization Goal)	Pending	N/A	No forecasted budget nor schedule overruns. Two change orders are in process which are within budget contingencies and current schedule.	
Overlook Walk (PW#2018-076AC, Office of the Waterfront)	GC/CM Heavy Civil	Jacobs/Miller Hull/JCFO	Hoffman Construction Co. of Washington	4/6/2022	ongoing	4/1/2022	2024	\$57,600,000.00	\$62,790,545.00	\$66,878,712.49	14% (City of Seattle WMBE Utilization Goal)	Pending	No	Differing site conditions and Owner-initiated change within Owner contingency amounts.	
West Seattle Corridor Bridges Rehabilitation and Strengthening (PW#2021-007AC, SDOT)	GC/CM Heavy Civil	WSP	Kraemer North America LLC	11/17/2021	2/14/2025	11/29/2021	1/3/2023	\$40,000,000.00	\$44,477,674.00	\$35,778,664.00	2% (WSDOT assigned DBE)	7.5% (DBE)	No	Project was Substantially Complete 12/8/2022. Time between SC and PC was due to an Office of Inspector General Buy America audit. The audit took 18 months and brought up a different interperations of the requirements than what SDOT uses. SDOT chose to keep the contract active during the audit and ultimately have the contractor re install some components to make sure we met both OIG and SDOT interpretations of Buy America.	
Metaline Falls Portage Park (PW#2020-053A, SCL)	TD&H Engineering	Versatile Industries	11/30/2022	ongoing	ongoing	5/15/2024	\$2,903,007.77	\$2,903,007.77	\$2,903,007.77	\$3,989,673.16	4.83% (City of Seattle WMBE Utilization Goal)	Pending	N/A	Change orders were necessary to address contaminated materials and bank stabilization.	
Broad Street Substation Switchgear Replacement (PW#2022-072A, SCL)	DB	TBD	TBD	Not Started	N/A	TBD	TBD	TBD	Not Awarded	N/A	TBD	TBD	N/A		
Gorge Powerhouse Cranes (PW#2022-076A, SCL)	DB	TBD	TBD	Not Started	N/A	TBD	TBD	TBD	Not Awarded	N/A	TBD	TBD	N/A		
Seattle Center Monorail Station Reconfiguration (PW#2024-039A, Seattle Center)	GC/CM	Signal A+R	GLY Construction, Inc.	Not Started	N/A	6/29/2026	9/30/2027	\$14,391,178.00	Not Awarded	N/A	TBD	TBD	No		
Decarbonization Package 1 (PW#2025-005A, SPR)	GC/CM	TBD	TBD	Not Started	N/A	TBD	TBD	TBD	Not Awarded	N/A	TBD	TBD	No		
Underground Cable Replacement Project (PW# TBD, SCL)	PDB	TBD	TBD	Not Started	N/A	TBD	TBD	TBD	Not Awarded	N/A	TBD	TBD	N/A		

Exhibit D - City Personnel Experience (new staff additions since 2022 in blue, staff departures since 2022 in red)							
Personnel	Certifications	Other Bio Info	Project	Time on project	Role	Task	% time devoted
Brett Richardson (FAS-CD)		26 years construction & project management experience	Airport Way Center C HVAC	3 years	Project Manager	Manage project	10%
			Airport Way Center E HVAC	3 years	Project Manager	Manage project	10%
			FS 31 Demolition	2 years	Project Manager	Manage project	10%
Jessie McClurg	Licensed Architect	15 years experience in architecture and construction management	St. Jude Medical facilities, St. Paul MN [design-build]	3 years	Project Architect	Manage A/E Team	100%
Nigel Horton (FAS-CD)	Assoc. DBIA, PMP, OSHA 30	10 years commercial TI experience, worked on DB projects at UW, taking a UW Masters course on Design-Build Spring 2025	UWMC Infusion/Rheumatology TI	1 Year	Construction Manager	Manage Project	40%
Michael Johnson (FAS-CD)	PMP & DBIA trained; civil engineering/const. management	45 years construction and project management experience	SMT Elevator Rehab D/B SMT Weatherization Fire Station 33	5 years 12 years 3 years	Project Manager Program Manager Project Manager	Manage Projects/Program	50%
Joe Hampton (FAS-FO)	MBA	26 years construction & project management experience	DB: Sound Transit Eastlink	5 years	Sr. Project Manager (Seattle City Light)	Manage projects	100%
Eileen McHugh (FAS-CD)	Licensed Architect	28+ years licensed architect, project management experience	Swedish First Hill Enabling Projects	1 years	Project Manager	Manage projects	100%
			Center for Life Sciences 600,000 SF Life science Lab/Office, San Diego, CA	3 years	Project Manager/Project Architect	Manage A/E Team	100%
			The Northwest School Gym/Dining/Theatre Building, Seattle, WA	2 years	Project Manager/Project Architect	Manage A/E Team	100%
			Seattle Prep Commons and Chapel/Theatre, Seattle, WA	3 years	Project Manager/Project Architect	Manage A/E Team	100%
			First Presbyterian Church of Bellevue Classroom building, Bellevue, WA	2 years	Project Manager/Project Architect	Manage A/E Team	100%

David Kunselman (Seattle Center)	Licensed Architect	35+ years project management experience	PW#2010-006A/AC GC/CM: Fire Station 14	5 years	Division Director - Capital Development	Manage project	50%
			PW#2013-018 Fire Station 20	5 years			
			PW#2016-001 Fire Station 22	5 years			
			PW#2013-031A Fire Station 32	5 years			
Mark Miller (FAS-CD)	Licensed Architect	28+ years licensed architect, business owner and owner's project design and management	Nimitz Hall Dining Hall	1 year	DB Entity	Submitted DB proposal	10%
			Navy Commissary - Everett	2 years	DB Entity	DB - A/E side	10%
			Lummi K-12 School	3 years	DB Owner's Representative	Project management	10%
			Paccar Hall - UW	3 years	GC/CM Owner's representative	Furnishings and move management	5%
			Denny Hall - UW	2 years	GC/CM Owner's representative	Furnishings and move management	5%
			Life Sciences - UW	2 years	GC/CM Owner's representative	Furnishings and move management	5%
			Husky Union - UW	2 years	GC/CM Owner's representative	Furnishings and move management	5%
			Continental Mills	3 years	Owner's A/E - Negotiated Construction	Redesign and construction phase services	10%
			Lynwood Commons	3 years	Owner's A/E - Negotiated Construction	Project management and design services	10%
			Office Building	3 years	Owner's A/E - Negotiated Construction	Project management and design services	10%
Alex Parry (FAS-CD)	Licensed Arch (CA) LEED AP	30+ Years Licensed architect, Project Manager experience	Santa Monica Main Library	3 years	PM/CM team member	Processed Submittals/Shop drawings, Change Orders, contractor pay requests, tracked sub contract buy outs, tracked "shared savings", coordinated special inspections, coordinated FFE selections and final ordering, CA site review, tracked overall budget over four accounts, Haz Mat remediation.	90%

Jeff Roy (FAS-CD)	PMP	Over 13 years of construction, engineering/design and project management	DB: Sound Transit East Link (E360)	5	Sr. Systems Engineer	Led civil/systems integration efforts for the besign builder. BMS designer	75%
			DB: Sound Transit Fed. Way Link (F200)	5	Sr. Systems Engineer	Led building systems design efforts for the besign builder	75%
			DB: WSDOT SR 99 Tunnel	1.5	Cx Agent	Commisioned Tunnel systems for the DB team.	50%
			DB: WSDOT SR520 Montlake Phase	4	Cx Project Manager	Managed commissioning scope for the design build team	75%
			DB: Sound Transit OMFS	1.5	Design Build Project Manager	Owners Rep: Developed Technical Project Requirments.	50%
Ian Hernandez (FAS-PC)	DBIA Trained	18 years experience in project management, contract procurement and contract administration	PW#2021-007A/AC: West Seattle Corridor Bridges Rehabilitation and Strengthening	1 year	Senior Construction Contracting Specialist	Interviews, selection committee, contract development, procurement officer for Design-Build contract, GC/CM preconstruction contract, GC/CM construction contract, and GC/CM bid to self-perform subcontracts (if applicable)	50%
			PW#2020-053A: Metaline Falls Portage Park	6 months			25%
			PW#2022-072A: Broad Street Substation Switchgear Replacement	1 year			25%
			PW#2024-039A/AC: Seattle Monorail Station Reconfiguration	6 months			25%
Liz Alzeer (FAS-PC)		33 years procurement experience including purchasing, consulting and public works	Various	N/A	Division Director - City Purchasing and Contracting Services	Oversee the City's public works contracting program; develop and direct procurement policies, including management of the City's alternative public works certification process	100%
Mark Nakagawara (FAS-CPCS)	Licensed Landscape Architect, JD, Assoc. DBIA	Attorney and certified landscape architect with 13+ years in capital improvement public works project management	PW#2010-006AC GC/CM: Fire Station 14	2 years	Senior Project Manager/Owner's Representative	Project manager for design and construction phases	60%
			PW#2015-102 Fire Station 32	2 years	Senior Project Manager/Owner's Representative	Project manager for design and construction phases	60%
			Various	4 years	City Construction Contracts Manager	Manages contract processes for City of Seattle public works projects	100%

Russell King (Law Dept.)		23+ years in construction and insurance law in both public and private practice	Various	N/A	Attorney	Legal interpretation or defense available to all departments utilizing alternative public works; provides input on the City's public body certification/recertification efforts	Varies
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Rebecca Keith (Law Dept.)		18 years in construction law with the City; serves as City's representative to CPARB	Various	N/A	Attorney	Legal interpretation or defense available to all departments utilizing alternative public works; provides input on the City's public body certification/recertification efforts	Varies
Michael Danielsen (SCL)	Licensed Architect	Combined 33+ years experience in building design, construction, contracts and public works construction; numerous projects utilizing alternative project delivery methods; owned business to develop and deliver scope schedule, budget and provide ultimate legal responsibility for all work	Construction management oversight of City Light PW contracts, \$30M-\$45M/year	2.5 years	City Light Construction Management, Manager	Public Works contracting manager for City Light	100%
			PW#2018-079A DB: Cedar Falls Substation	1.5 years	City Light Construction Management, Manager	concurrent with CM Manager Role noted above. Track and consult on developing cost issues and claim potentials, track cost and payment processes.	5%
			DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	5 years	City Light Senior Project Manager (2013-2017)	Contract development, technical construction, damage assessment, construction contract delivery, cost estimating, project management	33%
			PW#2012-050 GC/CM: Elliott Bay Seawall Replacement	4 years	City Light Senior Project Manager	Lead Senior Project Manager representing City Light; main project contact	80-100%
			PW#2016-126: Pier 62 Reconstruction	2 years	City Light Senior Project Manager	Lead Senior Project Manager representing City Light; main project contact	33%
			Architect	18 years	Principal Architect and Business Owner	Contracts, permits, building design and project delivery	100%
			DB architect-contractor	8 years	Principal Architect and Business Owner	Contracts, permits, design, Design-Build and alternative project delivery	100%

Mike Fernandes (SCL)	Licensed Architect CA and WA, CMAA Certified Construction Manager, LEED AP	33 years of public works experience for educational and governmental facilities	SCL AWW / SR 99 / Viaduct Replacement Program	4 years	Sr. Project Manager	Senior Project/Construction Manager for Design-Build Project	100%
			University of Washington - Savery Hall Renovation, molecular Engineering Building, Law School, Science and Administration Building	9 years	Construction Manager/Project Manager	Construction Manager for large GC/CM projects	100%
			City of Seattle FAS - miscellaneous Public Bid and Tenant Improvement projects	3 years	Sr. Project Manager	Senior Construction Manager for Job Order Contract Projects	100%
Jason Devaney (SCL)		25 years of environmental, development, utility, and project management experience for private and public sector projects at a variety of locations across the US.	DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	4 years	Sr. Project Manager	managed the scope, budget and schedule related to SCL; coordinated with other agencies and Design-Builder	100%
Bob Fuchs (SCL)	PE, CWI	Senior mechanical engineer	PW#2009-042A DB: Boundary Rewind U55 and U56	6 years	Mechanical Engineer	Subject matter expert; support procurement, design, manufacturing and construction	100%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction	33%
Subash Gautam (SCL)	PE	Fifteen years of design and construction engineer experience in utility with focus on hydro; five years of experience in designing and manufacturing medium voltage switchgear; three years of experience in hydro consulting firm as an electrical engineer	PW#2015-033A DB: Diablo U31 and U32 rewinds	2 years	Electrical Engineer	Electrical engineering project support, procurement, design, construction and inspection	95%

Robert Gordon (SCL)	PE, CWI	21 years industrial engineering experience; 10 years welding and construction experience	PW#2015-033A DB: Diablo U31 and U32 rewinds	4 years	Mechanical Engineer	Subject matter expert; support procurement, design, manufacturing and construction	95%
Hans Gutmann (SCL)	PE, PMP, DBIA trained	19 years project management; utility design and construction experience	PW#2009-042A DB: Boundary U55 and U56 rewinds	4 years	Project Engineer, Electrical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	90%
			PW#2015-033A DB: Diablo U31 and U32 rewinds	6 years	Electrical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	20%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	3 years	Electrical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	20%
			PW#2018-079A DB: Cedar Falls Substation	1 year	Electrical Engineering supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	20%
Ben Jabbari (SCL)	Civil Engineer, Project manager, DBIA certified	13 years project management experience; 15 years civil engineering experience	PW#2018-079A DB: Cedar Falls Substation	2 years	Project Manager	Manage contracting and procurement	75%
			PW#TBD Underground Cable Replacement	0.5 years	Project Manager	Scoping, contract development	50%

Josh Jackson (SCL)	PMP, DBIA trained	15 years project management experience	PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	9 years	Project Manager	Manage contracting, design and manufacturing	100%
Tamara Jenkins (SCL)	Election-certified Mayor of DuPont (2008-2011), appointed to City Council and Planning commission, BSCE and advance certificate in Transit and Community Management	27+ years experience in government facilities, public works design and construction including alternative design and construction methods	LEASE-LEASE BACK design and construction: City of DuPont - Civic Center	3 years	Mayor (2008-2011), Council and citizen advisory	Executive and legislative Mayoral leadership, provided reporting; prior to being mayor, provided contracts reporting as a council member and strategic guidance as a citizen volunteer	15%
			DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	11 years	City Light Program Manager (2014 - 2022, 50%) and Senior Project Manager (2011-2014, 30%)	Interagency Management/executive reporting and strategic guidance	50%
			PW#2012-050 GC/CM: Elliot Bay Seawall Replacement	11 years	City Light Program Manager (2014 - 2022, 15%) and Senior Project Manager (2011-2014, 70%)	Interagency Management/executive reporting and strategic guidance	15%
Daniel Kirschbaum (SCL)	PE, CWI	36 years mechanical engineering experience in power plant operation, design and construction	PW#2009-042A DB: Boundary Rewind U55 and U56	6 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	33%
			PW#2015-033A DB: Diablo U31 and U32 rewinds	4 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	33%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Mechanical Engineering Supervisor	Subject matter expert; support procurement, design, manufacturing and construction; Supervising Professional Engineer	33%
Paul Larson (SCL)	PE		PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Manager of Civil, Mechanical & Structural Engineering	Oversight	15%
			PW#2018-079A DB: Cedar Falls Substation	4 years	Manager of Civil, Mechanical & Structural Engineering	Oversight	15%
Corey E. Lew (SCL)	MBA Utility Management Certification, LEED AP	Over 33 years experience in public works vertical and horizontal design and construction including ACDM	PW#2018-101T: Streetlight Repair Unit Price Contract	3 years	Project Management Oversight (PMO) Manager	Oversight	5%

Tim Lorkowski (SCL)		23 years of construction management resident engineer	PW#2015-033A DB: Diablo U31 and U32 rewinds	3 years	Resident Engineer	Lead construction management; main site contact	100%
Jade Mott (SCL)	PE	29 years of engineering design and construction experience	I-5 Everett HOV	2 years	Design Engineer Level 3/Project Manager	Designer, reviewer and coordinator	80%
Kris Lepine (SCL)		24 years project management experience	PW#2020-053A: Metaline Falls Portage Park	2.5 years	Project Manager	Manage project	60%
Eduardo Plana (SCL)	DBIA Certified	23 years project management experience	PW#2018-079A DB: Cedar Falls Substation	6 years	Project Manager	Manage contracting and procurement, construction, leading most aspects of coo	20%
			PW#2022-076A DB: Gorge Powerhouse Bridge Crane	7 years	Project Manager	Manage contracting and procurement, construction, leading most aspects of coo	80%
Alex Katz (SCL)	PMP Trained	15 years project management experience, 8 years design-build	Starbucks Chicago Reserve Roastery DB	3 years	Project Manager	Managed manufacturing portion of project from inception to start up	50%
			Starbucks York Roasting Plant - Train 30 DB	6 years	Project Manager (50%) Engineering Manager (10%)	Initial project manager during inception, contract negotiation, design, equipment procurement. Managed next project manager during installation and start up.	50%
Caleb Rush (SCL)	PE	16 years utility design and construction experience	PW#2009-042A DB: Boundary U55 and U56 rewinds	4 years	Electrical Engineer	Subject matter expert; support design, manufacturing, construction, inspection and testing	90%
			PW#2015-033A DB: Diablo U31 and U32 rewinds	6 years	Electrical Engineer	Subject matter expert; support procurement, design, manufacturing, construction, inspection and testing	85%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	6 years	Electrical Engineer	Subject matter expert; support procurement, design, manufacturing, construction, inspection and testing	95%

Casey Holter (SCL)	PE	10 years utility design and construction	PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	2 years	Mechanical Engineer	Subject matter expert; support procurement, design, manufacturing, construction, inspection and testing	50%
Chris Shultz (SCL)	PE	33 years of engineering design and construction experience	PW#2018-079A DB: Cedar Falls Substation	4 years	Engineering Manager	Oversight	5%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	1 year	Engineering Manager	Oversight	5%
			Mossyrock Rebuild	3 years	Principal Electrical Engineer	Subject matter expert; support procurement, contract negotiation design, manufacturing, construction, inspection and testing	80%
Chris Woelfel (SCL)	PMP, DBIA trained	18 years project management experience	PW#2015-033A DB: Diablo U31 and U32 rewinds	3 years	Project Manager	Manage project	90%
			PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	3.5 years	Program Manager	Oversight	5%
Kay Yesuwan (SDOT)	PE, PMP, DBIA	Senior Civil Engineer/Strategic Advisor, 10 years experience in public works project management	PW#2012-020AC GC/CM: Landsburg Facilities and Chlorination	4 years	Project Manager / Project Engineer	Project management and oversight of consultant design	80%
Vanessa Bacurin (SDOT)	PE		I-405 Auxiliary Lanes DB (WSDOT)	9 months	Engineer	Structural design	100%
			SR 519 – South Seattle Inter-modal Access, Royal Brougham Design-Build (WSDOT)	1 year	Engineer	Structural design	100%
Jeff Bertram (SDOT)	PE		PW#2012-050AC GC/CM: Elliott Bay Seawall	3 years	Project Manager	Construction management	100%
Ganth Lingam (SDOT)	PE, PMP	10+ years experience in civil, utility design and construction experience including alternative design and construction methods	DB: Demolition of the Viaduct, Decommissioning of the Battery Street Tunnel and North Surface Street Restoration	1 year	City Light Sr. Project Manager	Managed design and construction activities; managed the scope, budget and schedule related to SCL; coordinated with other agencies and Design-Builder; provided QA/QC	100%
			GC/CM: Olympia Transit Center Extension	1 year	Civil Design Manager	Wrote specifications; managed civil and utility design; provided QA/QC	50%
			DB: Upper Kotmale Hydro Power Project	2 years	Construction Engineer	Managed construction activities; coordinated with sub-consultant and clients; provided QA/QC	80%
			DB: Sound Transit Eastlink	1 year	Design/coordination Engineer	Coordinated between design/package leads; provided QA/QC	50%

Jesse Lopez (SDOT)			PW#2012-050AC GC/CM: Elliott Bay Seawall	4 years	Office Engineer	Manage document control, funding, change orders, payments	100%
			PW#2010-071AC GC/CM: First Hill Street Car	2 years	Office Engineer	Manage document control, funding, change orders, payments	100%
			PW#2009-034A GC/CM: King Street Station Rehab	1 year	Asst. Office Engineer	Manage payments	50%
Mario Macias (SDOT)	PE		SR 520 – Eastside Transit and HOV DB (WSDOT)	1 year	Engineer	Design of MOT and illumination	100%
			SR 519 – South Seattle Inter-modal Access, Royal Brougham DB (WSDOT)	1 year	Engineer	Design of MOT and illumination	100%
Eric Strauch (SDOT)	DBIA Trained	32 years design, construction and PM experience.	PW#2016-012A DB: Washington Street Boat Landing Pergola Restoration	1 year	Project Manager	Project Management	40%
			PW#2021-007A/AC: West Seattle Corridor Bridges Rehabilitation and Strengthening	2.5 years	Project Manager	Project Management	100%
Jessica Murphy (SDOT)			SLU Streetcar GC/CM	5 years	PM/CM	Projec management, construction management	50%
			First Hill Streetcar GC/CM	5 years	PM/CM	Projec management, construction management	50%
			PW#2018-076A/AC: Overlook Walk GC/CM	5 years	PM/CM	Projec management, construction management	50%
Ross Brazzale (SDOT)	PE, SE		PW#2018-076A/AC: Overlook Walk GC/CM	2 years	Structural Engineer	Structural engineering support during construction	30%
Loann Nyugen (SDOT)			PW#2018-076A/AC: Overlook Walk GC/CM	2 years	Office Engineer	Construction Administration	15%
Stephen Anderson (SPU)	PE	DWW project manager with 15 years in project/program management, 10 years of which are specific to water and wastewater utility capital project planning and delivery, including construction management.	I10-900055 US30 Water Main Replacement - Mississippi St to 1500-FT W of Clay St., Hobart, IN	1 year	Project Manager	Managed project through design and construction phases	20%
			2021 Lift Station Rehabilitation Project, Joint Base Lewis McChord, WA	2 years	Project Manager	Developed RFP and project scope, managed project through contracting, design, and construction phases	20%
			2021 Madigan Water Main Replacement - Wilson Ave, Hayes St, & Lincoln St, Joint Base Lewis McChord, WA	2 years	Project Manager	Developed RFP and project scope, managed project through contracting, design, and construction phases	20%

Ken Lee (SPU)	PE, PMP, DBIA	Senior Civil Engineer/Strategic Advisor, 20+ years experience in public works project management, many of which were alternative delivery	Sounder Yard Expansion, Lakewood, WA DB	2 years	Project Manager	CE, Ad, Procure, Construction, Closeout.	60%
			Puyallup Station Access Improvement Project DB	7 Years	Senior Project Manager	Alternatives Analysis, Environmental, PE, Ad, Procurement, Construction	50%
			Sumner Station Access Improvement Project DB	4 Years	Senior Project Manager	Alternatives Analysis, Environmental, PE.	50%
			Auburn/Kent Station Access Improvement Project DB	4 Years	Senior Project Manager	Alternatives Analysis, Environmental, PE.	50%
Christina Kapoi (SPU)	PE, EnvSP	DWW Senior Project Manager 10+ years of experience in structural engineering, design management, and project management	PW#2012-010AC GC/CM: Henderson North CSO Reduction	3 years	structural engineer, EIT	Design, Construction Support	40%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	3 years	structural engineer, EIT	Design, Construction Support	40%
			PW#2016-117 DBB: Buried Reservoir Seismic Program - West Seattle, Beacon, Myrtle, and Maple Leaf	4 years	structural engineer, EIT	Construction and Closeout support	15%
Kyle MacDonald (SPU)	PMP	15 years of experience as a field engineer, project controls professional, and project manager working on private and public projects.	PW#2014-050 Morse Lake Pump Plant	1.5 years	Project Controls	Schedule and budget review, analysis, and forecasting.	15%
Keith Ward (SPU)	PE, PMP	Manager with 30 years experience as a program director, project manager, and design engineer delivering municipal capital improvement projects from planning through construction, using DBB delivery for at least three projects totaling over \$120M	PW#2012-010AC GC/CM: Henderson North CSO Reduction	2 years	Manager	Oversight and support	10%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	3 years	Manager	Oversight and support	10%
			PW#2010-073AC GC/CM: Windermere CSO	3 years	Manager	Oversight and support	10%
Stephanie Secord (SPU)	PE, PMP	30 years as Project Manager and Senior Project Engineer delivering large municipal capital improvement projects from planning through construction.	PW#2010-073AC GC/CM: Windermere CSO	2 years	Project Manager	Project Manager	60%
William Benzer SPU	PE, LEG, PMP	30 years experience as Program Manager, Project Manager and Design Engineer delivering municipal capital improvement projects from planning through construction using design, bid build and design build methods.	SR 520 - Montlake Phase (WSDOT lead project)	6 years	Project Manager	Project Manager for SPU design and construction phases	50%
			SR 520 - Portage Bay Bridge Phase (Design-Build, WSDOT lead project)	4 years	Project Manager	Project Manager for SPU RFP development	50%

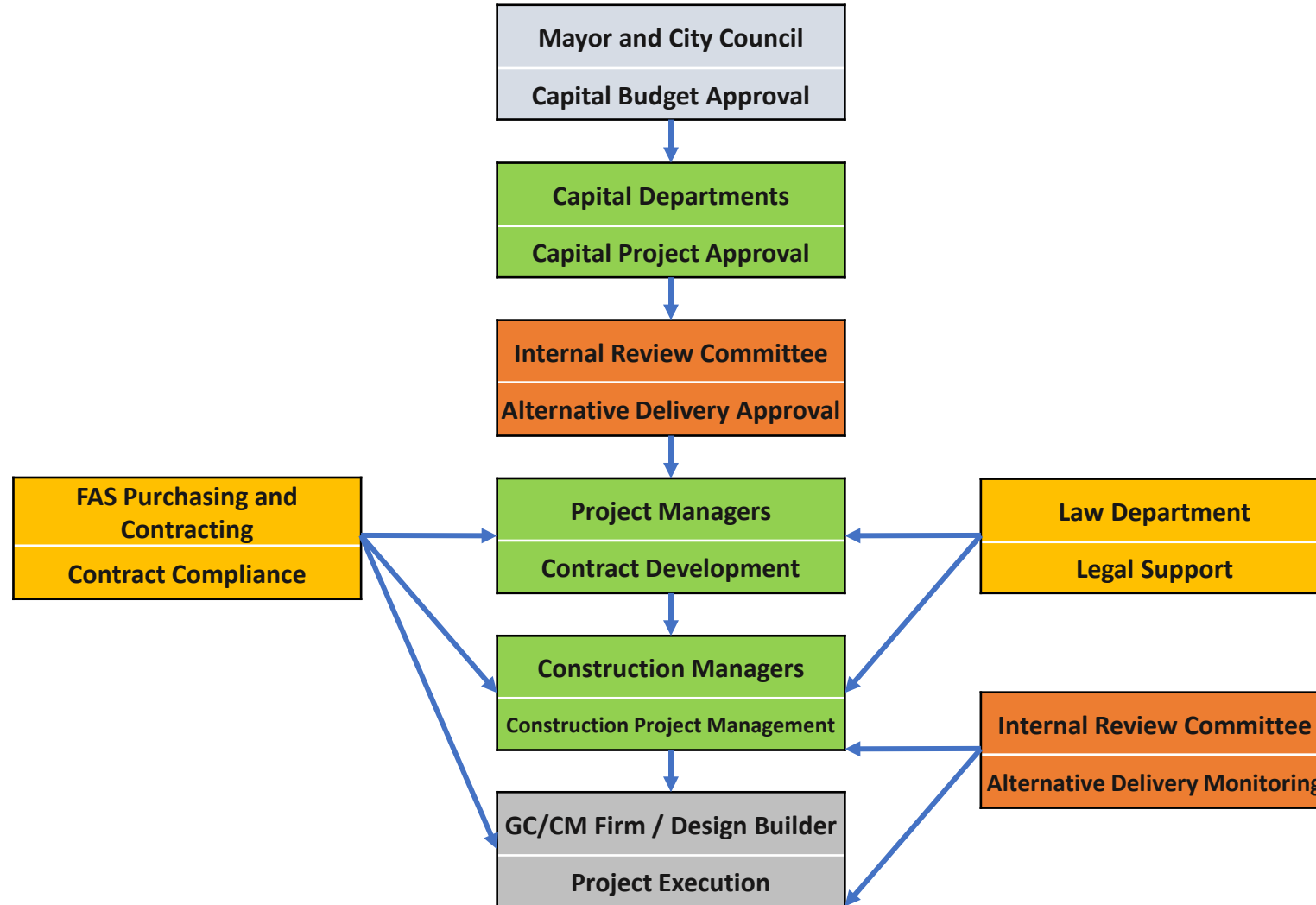
Cynthia Blazina (SPU)	PE, CCM	Construction Manager, 27 years experience in public workd	PW#2011-063AC GC/CM: Genesee CSO Reduction Project	4 years	Supervising Construction Engineer	GC/CM selection process, Also Administered the GC/CM contract; supervise Resident Engineer, inspectors and office support staff	70%
			PW#2012-003AC GC/CM: North Transfer Station	4 years	Supervising Construction Engineer	Administered the GC/CM contract; negotiated NSS, supervised Resident Engineer, inspectors and office support staff	70%
Michael Panlasigui (SPU)	PE	Construction Manager with 20+ years of experience delivering municipal projects using DBB and alternative delivery methods.	PW#2012-010AC GC/CM: Henderson North CSO Reduction	2 years	Resident Engineer	Administered contract, negotiated NSS, reviewed payments	100%
Jeff Fowler (SPU)	PE, CCM, DBIA	Current Director of Solid Waste Line of Business, former SPU Director of Construction Management, 20 years experience in Construction Management and Design of Public Works Projects including Design-Bid-Build and alternative public works delivery methods	PW#2012-010AC GC/CM: Henderson North CSO Reduction	4 years	Director of Construction Management	High level negotiations; provide support to CM field staff	10%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	4 years			
			PW#2012-020AC GC/CM: Landsburg Facilities and Chlorination	4 years			
			PW#2012-003AC GC/CM: North Transfer Station	4 years			
			PW#2008-048A DB: South Recycling and Disposal Rebuild	4 years			

Jessica Guerrette (SPU)	PE, DBIA	25 years as Project Manager and Senior Project Engineer in civil engineering, 10 years as owner's advisor and procurement specialist for alternative delivery (Design-Build) contracting	PW#2017-101A DB: Boundary U51, U52 and U54 rewinds	1 year	Procurement Specialist	Developed, compiled, and published the RFP and addenda; facilitated the evaluation and selection process; captured negotiations into the final executed contract	100%
			PW#2016-012A DB: Washington Street Boat Landing Pergola Restoration	1 year	Procurement Specialist	Developed RFQ for DB; facilitated evaluation of SOQs and short list before project was terminated and re-bid as DBB	65%
			PW#2008-048A DB: South Recycling and Disposal Rebuild	2 years	Owner's advisor for procurement and execution	Developed, compiled and published the RFP and addenda; facilitated the evaluation and selection process; captured negotiations into the final executed contract	100%
Karen Iwasaki (SPU)	PE, PMP trained	20+ years as Project Engineer in Civil Engineering	PW#2008-048A DB: South Transfer Station	2 years	Project Engineer	Oversite of construction phase as the Project Engineer	70%

Alan Lord (SPU)	PE, PMP	Manager with 20 years experience as a project manager and design engineer delivering municipal capital improvement projects from planning through construction, primarily using DBB delivery	PW#2012-010AC GC/CM: Henderson North CSO Reduction	4 years	Project Manager	Project Manager	60%
			PW#2011-063AC GC/CM: Genesee CSO Reduction Project	4 years	Project Manager	Project Manager	60%
Shaunie Vail (SPU)	PE, CCM, WDM4	Construction Engineering Supervisor, 20+ years experience in public works capital projects using DBB and alternative delivery methods	PW#2012-010A GC/CM: Henderson North CSO Reduction	2 years	Supervising Construction Engineer	GC/CM selection process, Also Administered the GC/CM contract; supervise Resident Engineer, inspectors and office support staff	30%
			PW#2010-073AC GC/CM: Windermere CSO	4 years	Resident Engineer	Administered contract, negotiated NSS, reviewed payments	100%
			PW#2005-096AC GC/CM: South Lake Union Streetcar	5 years	Project Manager for SPU then assistant RE	GC/CM selection Process, Project management and oversight of SPU Utility design, MACC negotiation, assist resident engineer, inspection and payments	50% in design and 100% construction and certification
Greg Steves SPU	PE	25 years experience as Program Manager, Project Manager and Project Engineer delivering municipal capital improvement projects from planning through construction.	SR 520 - Montlake Phase (WSDOT lead project)	9 years	Project Engineer	Project Engineer for SPU RFP development, design and construction phases	15%
			SR 520 - Portage Bay Bridge Phase (Design-Build, WSDOT lead project)	5 Years	Project Engineer	Project Engineer for SPU RFP development and design phases	15%
Keri Burchard-Juarez (SPU)	PE, PMP	Deputy Director of Project Delivery and Engineering, 25 years experience designing and managing municipal infrastructire projects.	Downtown Wastewater Tunnel	3 years	Executive in Charge	Executive oversight, project management, claims resolution	15%
			Handcox Water Treatment Plant	5 years	Executive in Charge	Executive oversight, project management, claims resolution	30%

Hui Yang (SPU)	PE, PMP, DBIA	Supervising civil engineer, 24 years experience in project planning, design, construction and managing support services, consultant contracts and Design-Build	PW#2008-048A DB: South Transfer Station	4 years	Project Engineer	Oversight of consultant design and helped create the RFP for DB	70%
			PW#2012-003AC GC/CM: North Transfer Station	4 years	Project Manager	Project management	70%
Robert Leykam (Seattle Center)	Registered Architect	35 years of A/E design and construction management experience	Northwest Major League Baseball Ballpark (now T-Mobile Field), Seattle, WA (GC/CM)	1 year	Project Architect	30% Design through Construction Documents, coordinate A/E Team	100%
			McCaw Hall and Mercer Arena, Seattle, WA (GC/CM)	1 year	Project Designer	Conceptual Design	100%
			Snohomish County Administration Building, Civic Plaza and Parking Garage, Everett, WA (GC/CM)	2 years	Project Designer/Project Architect	Design lead and manage A/E Team	100%
			Seattle Center Monorail Station Reconfiguration (GC/CM)	1 year	Project Manager	Development of solicitation documents, evaluation of proposals, interviews	100%

EXHIBIT E - Organizational Chart for Alternative Public Works



2025 Exhibit F - Overlook Walk TCC-MACC Summary

Category	MACC (as signed)	MMMs	Change Orders	Current Contract (net of Buyouts, MMMs, and COs)	Pending Items	Projected Finish
Bid Packages	\$17,250,492	\$549,933	\$1,407,339	\$19,207,764	\$1,008,616	\$20,216,381
NSP	\$26,807,150	\$876,344	\$1,460,993	\$29,144,487	\$336,205	\$29,480,693
NSS	\$7,821,049	(\$148,747)	\$215,816	\$7,888,118		\$7,888,118
Prov Sums (1 to 11)	\$2,150,000	\$132,828	\$816,607	\$3,099,435		\$3,099,435
MACC Contingency	\$1,556,068	(\$1,403,136)		\$152,932		\$152,932
MACC	\$55,584,759	\$7,222	\$3,900,756	\$59,492,737	\$1,344,822	\$60,837,558
Percent Fee (5.75%)	\$3,072,499	(\$7,222)	\$228,618	\$3,293,895	\$57,995	\$3,351,890
Specified GCs	\$3,600,000		\$280,790	\$3,880,790		\$3,880,790
Subtotal	\$62,257,258	\$0	\$4,410,164	\$66,667,421	\$1,402,817	\$68,070,239
Sales Tax (est.)	\$533,287	(\$59,540)	\$123,201	\$596,948		\$596,948
Total Contract Cost	\$62,790,545	(\$59,540)	\$4,533,365	\$67,264,369	\$1,402,817	\$68,667,187

	At MACC Signing	Current Contract	Final Projected
NSP/MACC	48.23%	48.99%	48.46%
Bid Package Work	31.03%	31.57%	33.23%

Package Number	Scope	Approx Scope Value	Draft to SDOT/WSDOT	Target Advertisement Date	Target Bid Opening	Aspirational DBE Goal (%)	DBE Amount	Apparent Low Bidder	Bid Amount	DBE Provided	Pre Bid Meeting #1	Pre Bid Meeting #1
18	Core Drilling	\$ 389,985	8/31/2021	9/29/2021	10/20/2021	0%	\$ -	Penhall	\$ 388,075	\$ -	10/5/2021	10/6/2021
8	Hydro Demo	\$ 638,000	9/27/2021	9/29/2021	10/20/2021	0%	\$ -	Rampart	\$ 438,705	\$ -	10/5/2021	10/6/2021
1	Concrete Paving	\$ 84,100	11/9/2021	11/17/2021	12/8/2021	25%	\$ 21,025	Salinas Construction	\$ 74,753	\$ 342,231	10/13/2021	10/14/2021
5	Waterproofing	\$ 65,994	9/30/2021	10/5/2021	10/27/2021	0%	\$ -	Combined	\$ 101,940	\$ -	10/13/2021	10/14/2021
9	Scaffolding	\$ 399,000	NSS				\$ -					
15	CFRP	\$ 5,000,000	9/30/2021	10/5/2021	10/27/2021		\$ -	Pullman	\$ 3,068,167	\$ -	10/12/2021	10/13/2021
16	Surveying (NSS)	\$ 170,000	9/30/2021	10/5/2021	10/27/2021	25%	\$ 42,500	O'Bunco Eng.	\$ 66,230	\$ 58,365	10/13/2021	10/14/2021
19	CFRP Bridge 131EA	\$ 1,500,000	9/30/2021	10/5/2021	10/27/2021	25%	\$ 375,000	Pullman	\$ 406,474	\$ -	10/12/2021	10/13/2021
3	Concrete Overlay	\$ 1,300,000	10/15/2021	10/20/2021	2/9/2022	15%	\$ 195,000	Kraemer North America	\$ 1,921,800	\$ -	1/31/2022	2/1/2022
11	Pavement Marking	\$ 1,244,167	10/15/2021	10/20/2021	11/10/2021	0%	\$ -	Specilized Pavement Markings	\$ 897,422	\$ -	10/27/2021	10/28/2021
4	Electrical	\$ 1,646,000	10/15/2021	10/20/2021	11/10/2021	25%	\$ 411,500	Valley Electric Company of Mount Vernon, Inc.	\$ 2,102,217	\$ 638,863	10/27/2021	10/28/2021
13	Rebar	\$ 120,825	10/15/2021	10/20/2021	11/10/2021	25%	\$ 30,207	PNW Reinforcing	\$ 294,685	\$ 428,117	10/27/2021	10/28/2021
14	Sawcutting	\$ 8,000	11/10/2021	11/17/2021	12/8/2021	0%	\$ -	NCES, LLC	\$ 9,092	\$ 29,528	11/30/2021	12/1/2021
6	Grading	\$ 25,324	11/9/2021	11/17/2021	12/8/2021	25%	\$ 6,331	Lee's Demolition	\$ 86,669	\$ 86,669	11/30/2021	12/1/2021
7	Landscaping	\$ 50,500	11/9/2021	11/17/2021	12/8/2021	25%	\$ 12,625	No Bids			11/30/2021	12/1/2021
22	Sign Bridges	\$ 4,000,000	11/9/2021	11/18/2021	12/9/2021	10%	\$ 400,000	Valley Electric Company of Mount Vernon, Inc.	\$ 2,546,200	See Line 12 for total	11/30/2021	12/1/2021
27	Impact Attenuators	\$ 275,000	11/9/2021	11/17/2021	2/16/2022	25%	\$ 68,750	Coral Construction	\$ 236,632	\$ -	2/1/2022	2/2/2022
29	Fencing	\$ 60,000	11/9/2021	11/17/2021	12/8/2021	0%	\$ -	Commercial Fence Corp.	\$ 57,776	\$ -	11/30/2021	12/1/2021
17	Traffic Control (NSS)	\$ 770,000	NSS			100%	\$ 770,000	AGS	\$ 800,000	\$ 331,862		
12	Quality Control (NSS)	\$ 337,500	NSS			25%	\$ 84,375	AAR Testing and Inspection, Inc				
20	Site Security (NSS)	\$ 568,800	NSS			25%	\$ 142,200	American Copr. Security	\$ 468,449	\$ 648,648		
21	Community Outreach (NSS)	\$ 100,000	NSS			100%	\$ 100,000	Zann	\$ 100,000	\$ 24,328		
23	Sweeping (NSS)	\$ 79,200	NSS			100%	\$ 79,200	KCD Trucking	\$ 74,400	\$ 52,547		
24	Concrete Pumping (NSS)	\$ 20,000	NSS			0%	\$ -					
25	Crane Service (NSS)	\$ 15,000	NSS			0%	\$ -					
26	GPR	\$ 125,000	11/9/2021	11/17/2021	12/8/2021	0%	\$ -	Bridge Diagnostics, Inc.	\$ 72,034	\$ -	11/30/2021	12/1/2021
28	Tug Service (NSS)	\$ 38,000	NSS			0%	\$ -					
						Potential DBE	\$ 2,738,713	7.7%	\$ 14,211,720	\$ 2,641,158		
						MACC	35,778,664					
						2%	\$ 715,574		Current DBE	7.38%		

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