

City of Seattle Design-Build and GC/CM Public Body Recertification

Presented to the CPARB Project Review Committee
Sept. 25, 2025



Our Team

Certification Team Presenters:

Presley Palmer – Finance and Administrative Services, Purchasing and Contracting (PC)

Joshua Jackson – Seattle City Light

Ken Lee – Seattle Public Utilities

Kris Lepine – Seattle City Light

Jessica Murphy – Seattle Parks and Recreation (former Office of the Waterfront)

Eric Strauch – Seattle Department of Transportation

Other Certification Team Members

Frank Coulter – Seattle Public Utilities

Michael Danielsen – Seattle City Light

Ian Hernandez – Finance and Administrative Services, Purchasing and Contracting (PC)

Russell King – City Attorney's Office

Mark Nakagawara – Finance and Administrative Services, Purchasing and Contracting (PC)

Erik Turner – Capital Development, Department of Finance and Administrative Services

Hui Yang – Seattle Public Utilities



Personnel with Knowledge and Experience

- 57 staff members with DB and GC/CM project delivery experience including:
 - 10 new experienced staff added since 2022
 - Eight experienced staff departed since 2022
 - Net gain of three experienced personnel in the past three years
 - Internal Review Committee membership draws from this talent pool – 10 members representing five Capital Departments that utilize DB and GC/CM delivery
- Active industry participation:
 - Mark Nakagawara, CPARB Member (FAS Purchasing and Contracting)
 - Jessica Murphy, PRC Member (Seattle Parks and Recreation)
 - Mark Nakagawara and Ian Hernandez, CPARB GC/CM Best Practices Manual Committee (FAS Purchasing and Contracting)

Design-Build and GC/CM Approval Process (Internal Review Committee)

- Per the terms of our 2022 recertification, Purchasing and Contracting (PC) and the Internal Review Committee (IRC) have diligently followed the internal approval process detailed in our response to Question #1 of the recertification application.
- Since 2022, the IRC has approved three new GC/CM projects and one new Progressive Design-Build project.
- In that same time frame, the IRC has rejected one Design-Build application that did not meet the requirements for alternative delivery.
- Project progress reports are submitted quarterly, giving the IRC regular opportunity to provide constructive feedback to project teams.

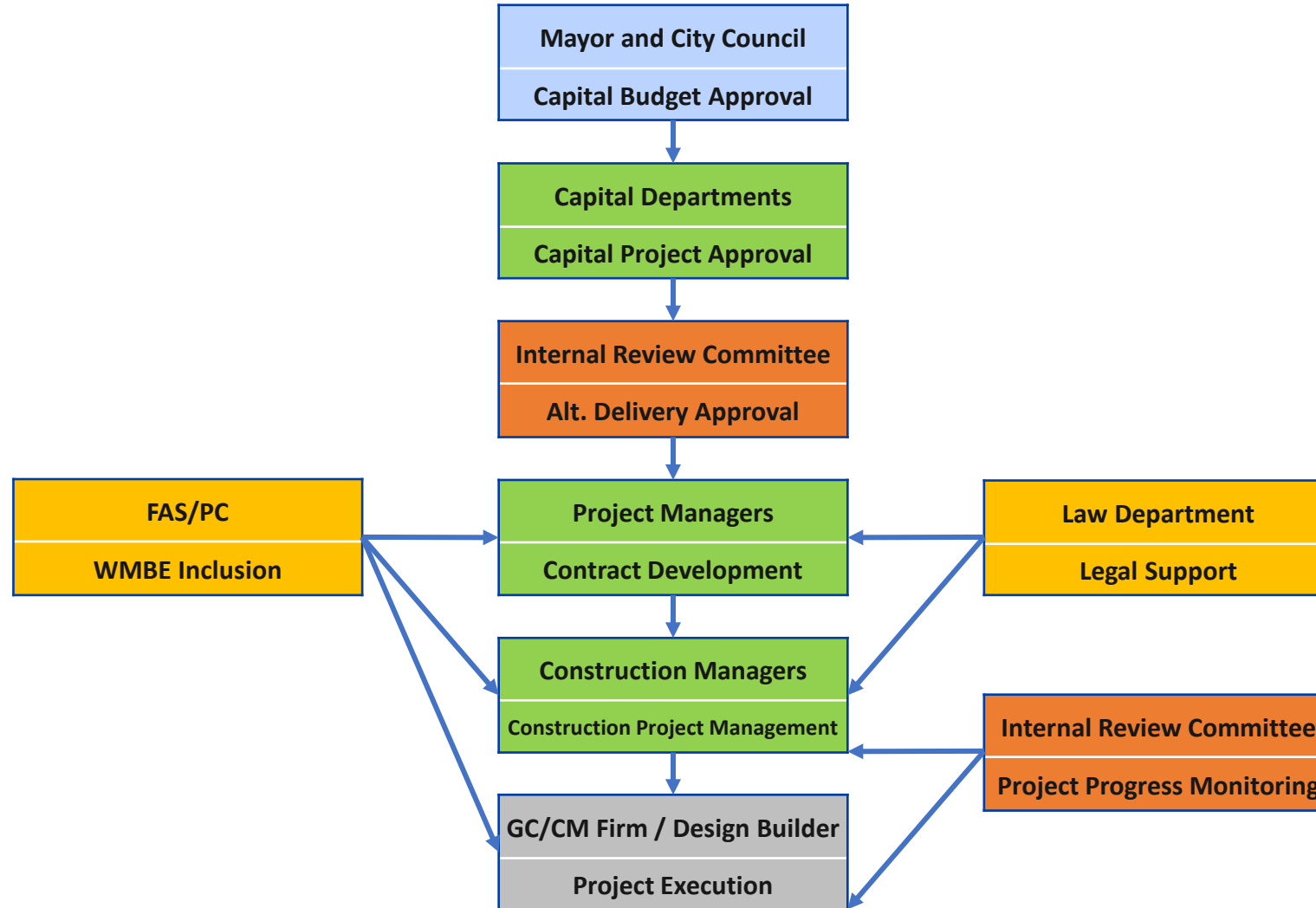
Alternative Public Works Management Since 2022

- Steady increase in the use of alternative delivery throughout the City's capital departments.
- Seattle Center and Seattle Parks and Recreation are now utilizing alternative delivery, specifically GC/CM.
- The City currently has its highest ever number of active Design-Build and GC/CM projects (nine total), with three more IRC-approved Design-Build and GC/CM projects in development.
- The IRC has approved the City's first Progressive Design-Build, currently in development.



Above: the mobile work platform for under deck work on the West Seattle Bridge GC/CM project.

Management Plan for Alternative Public Works - Unchanged Since 2022



Demonstrated Success in GC/CM Delivery

Overlook Walk

- **Why selected:** Continuously occupied involving complex scheduling, phasing, and coordination with adjacent construction projects.
- **Benefits:** Qualification-based selection allowed us to select the right contractor partner with the right teamwork approach to solve dynamic coordination challenges.
- **Lessons learned:** Actual level of design detail needed to construct architectural elements of the project was realized during construction, leading to a high volume of negotiated changes.



Above: overhead shot of the Overlook Walk under construction

Demonstrated Success in Design-Build Delivery

Metline Falls Portage Park

- **Why Selected:** Efficiencies between designer and builder allowed for project schedule acceleration to meet FERC license obligations.
- **Benefits:** Having a design-builder familiar with working in this remote area helped mitigate the design and scheduling issues associated with substantial site contamination and geotechnical conditions that were discovered mid-project.
- **Lessons learned:** Commit sufficient budget to characterize the site for potential contamination and geotechnical conditions up front, and don't underestimate the number of issues that can arise.



Above: View from the lookout of the Pend Oreille River
Photo Credit: Brian Belanger, KXLY News Spokane

Audit Findings

There have been no audit findings since our public body re-certification in September 2022.



Women & Minority-Owned Business Utilization

- FY2024 Construction Spend: \$389.99M
 - WMBE contract payments (self and state-certified): \$54.6M **(15.3%)**
 - State-certified contract payments: \$26.52M **(6.8%)**
- WMBE Training for City Staff will be deployed citywide in 2026
- Large-scale disparity study to assess equity in City contracting will be finalized in 2025
- Outreach: Regional Contracting Forum (annual), Reverse Vendor Trade Show (annual), Capital Consultant Connection Open House (2024)



Summary

- Internal Review Committee approval process diligently and successfully followed.
- Quarterly meetings promote open dialogue and sharing of lessons learned, which are applied to new projects.
- Net gain of experienced alternative public works professionals.
- Additional City departments now utilizing alternative delivery.
- More active Design-Build and GC/CM projects than ever before.
- Success with alternative public works procurement and management since recertification in 2022.



Questions?



Above: the completed Overlook Walk