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

APPLICATION FOR CERTIFICATION OF PUBLIC BODY

RCW39.10 Alternative Public Works Contracting - Design-Build (DB)

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-10 should not exceed 15 pages *(font size 11 or larger)*.

1. Identification of Applicant

Legal name of Public Body (your organization):	City of Seattle
Address:	Seattle Municipal Tower 700 – 5th Ave, Suite 4112 Seattle WA 98104
Contact Person Name:	Nancy Locke, Director City Purchasing and Contracting Services (CPCS) Dept. of Finance and Administrative Services (FAS)
Phone Number:	206-684-0444
E-mail:	Nancy.Locke@seattle.gov
Alternative Contact:	Aleanna Kondelis, Manager
Title:	City Purchasing and Contracting Services (CPCS)
Phone:	206-684-4542
E-mail:	Aleanna.Kondelis@seattle.gov

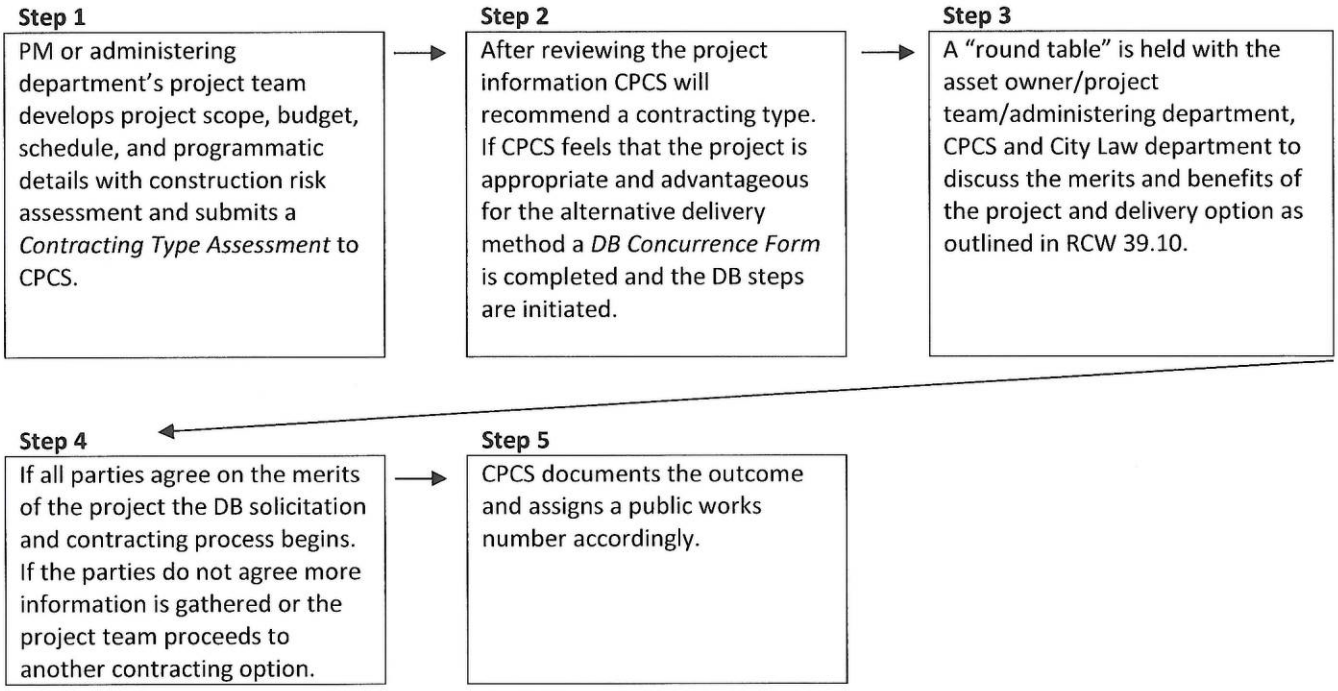
2. Experience and Qualifications for Determining Whether Projects Are Appropriate for DB under Alternative Contracting Procedure *(RCW 39.10.270 (2)(a)) Limit response to two pages or less.*

A. Please submit a *process chart* or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination.

B. Also, submit the *written guidelines or criteria* that your organization uses in determining whether this alternative contracting procedure is appropriate for a project. If the public body's organizational structure is sub-divided into agencies, divisions or departments discuss how the public body makes experience and qualification determination on a divisional or department level.

Due to page limitations, the following is a high-level summary of our alternative contracting program.

A. Process Chart



B. DB Consideration Criteria
- Project performance measures can be articulated
- The project has the potential for innovation in design and/or construction
- Design and/or construction innovations are likely to result in cost savings
- City quality and life-cycle objectives can be addressed
- City is willing to relinquish control over design details
- The project and contracting method is attractive to qualified firms

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

As the largest city in Washington, Seattle manages a complex capital program with an approximate annual budget of a billion dollars. The City routinely and successfully delivers a wide array of projects including facilities for city and public use; water, drainage and wastewater conveyance systems; solid waste; electric power and transportation projects. Projects range from small (thousands) to over $100M; they frequently require complex pretermitting and environmental review and extensive public input; they are often multi-year and phased. The City's capital project responsibilities are summarized below.

- **Transportation:** The City is responsible for maintaining, replacing, and upgrading the City's systems of streets, bridges, multi-modal (bike and pedestrian systems), urban forest, seawall, waterfront and traffic control devises. Seattle's transportation system includes 1,535 lane-miles of arterial streets and 2,412 lane-miles of non-arterial streets.

- **Water, Wastewater, Drainage and Solid Waste:** The City serves as the water, wastewater, drainage and solid waste utility to businesses and residents within the City. The City also sells water to several wholesale customers in the region. The City is responsible for developing, maintaining,

upgrading and/or expanding two major water treatment facilities; major water transmission pipelines; the water distribution system; wastewater collection; drainage facilities including treatment, storage, conveyance and "green streets"" projects; solid waste transfer, recycling and household hazardous waste facilities.

- **Electric Utility:** The City serves as the electrical utility for approximately 800,000 residents living in 130-square-mile area, including the City of Seattle and adjoining jurisdictions. To serve these customers, the City is responsible for maintaining (including repairs and replacements), upgrading and expanding a multibillion-dollar asset base including: a distribution system with 14 major substations (soon to be 15), more than 2,500 miles of overhead and underground cable; a generation system that includes 7 hydroelectric plants; approximately 650 miles of high-voltage transmission lines and a state-of-the-ate System Control Center to coordinate these activities. We also sell power to neighboring regions.

- **General Government and Public Facilities:** The City is responsible for building, operating and maintaining a wide variety of government facilities including, but not limited to, fire stations, police precincts, support facilities and maintenance shops, court and judicial facilities; and office buildings. The City is also responsible for several community-based facilities such as Seattle Center, Seattle Library; Seattle Parks (parks, community centers, sports field, golf facilities, pools, etc.)

Because of the size and complexity of the City's capital program, the City maintains capital projects personnel that includes individuals with extensive design, construction, alternative public works and construction management experience. The public works contracting process is overseen by the City's Department of Finance and Administrative Services (FAS), which supports all departments. FAS and City departments are supported by the City's Law Department, which includes individuals with specific experience using a wide range of construction contracting methods. Where needed or beneficial the City will use design and/or support services consultants to deliver our capital programs.

Individual City departments use well established internal control systems (project management programs, scheduling systems; budgeting and accounting systems) to manage and track the City's projects. Inter-departmental teams (IDTs) are regularly used to help manage or deliver capital projects. In addition, as will discussed in Question 9, the City has resources permanently assigned to the FAS to manage and track the City's overall capital program and coordinate with City departments.

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

The City of Seattle has extensive staff with the management, engineering and construction management experience needed to successfully deliver its large, complex and various capital programs. Where the City sees the need or specialized expertise, or to augment staff, the City does not hesitate to supplement its personnel with experienced consultants.

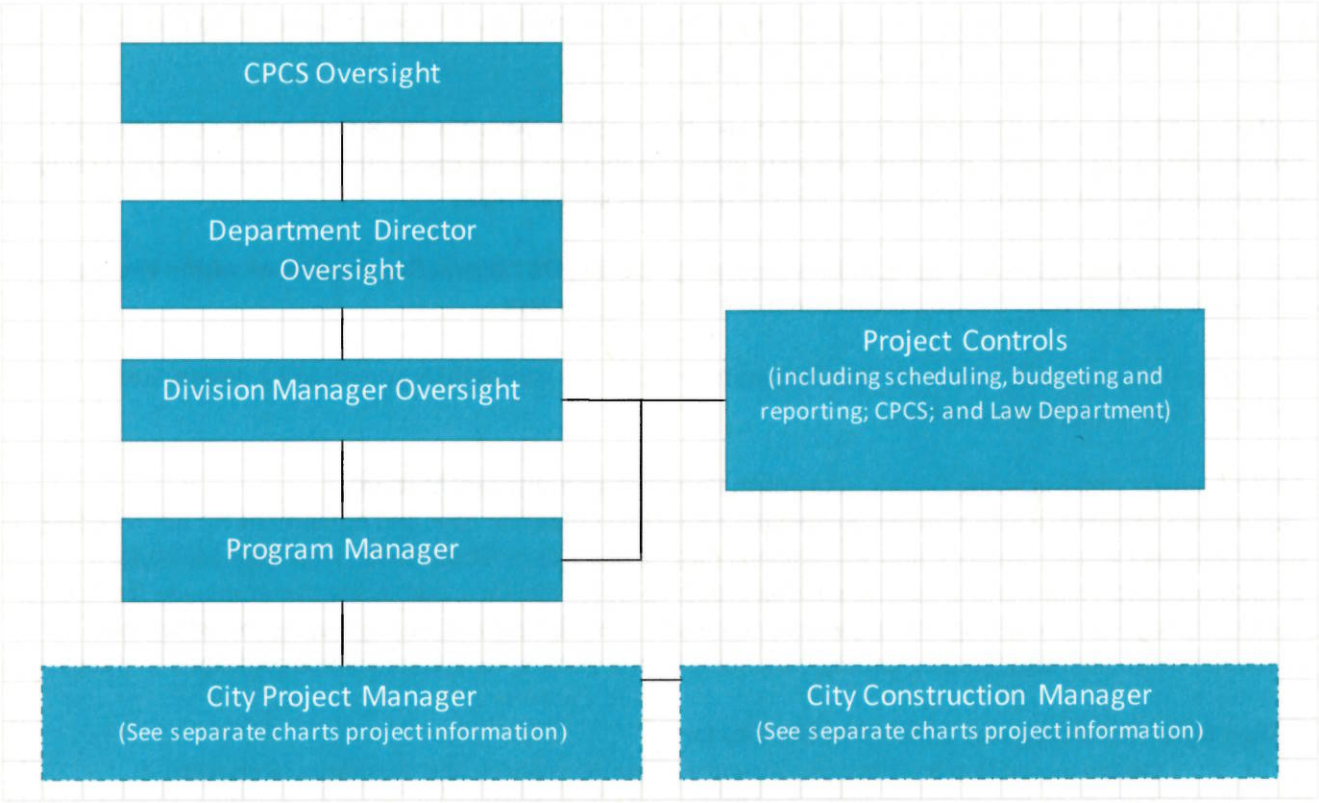
Attachment A summarizes the experience of City personnel with signification responsibilities in helping the City deliver capital projects. This includes individuals with experience in managing and supporting alternative public works. The attachment also includes FAS and Law staff who set policies, provide oversight and administer capital projects.

5. Management Plan and Rationale for Alternative Contracting Projects
(RCW 39.10.270 (2)(b)(iii)) Limit response to one page or less.

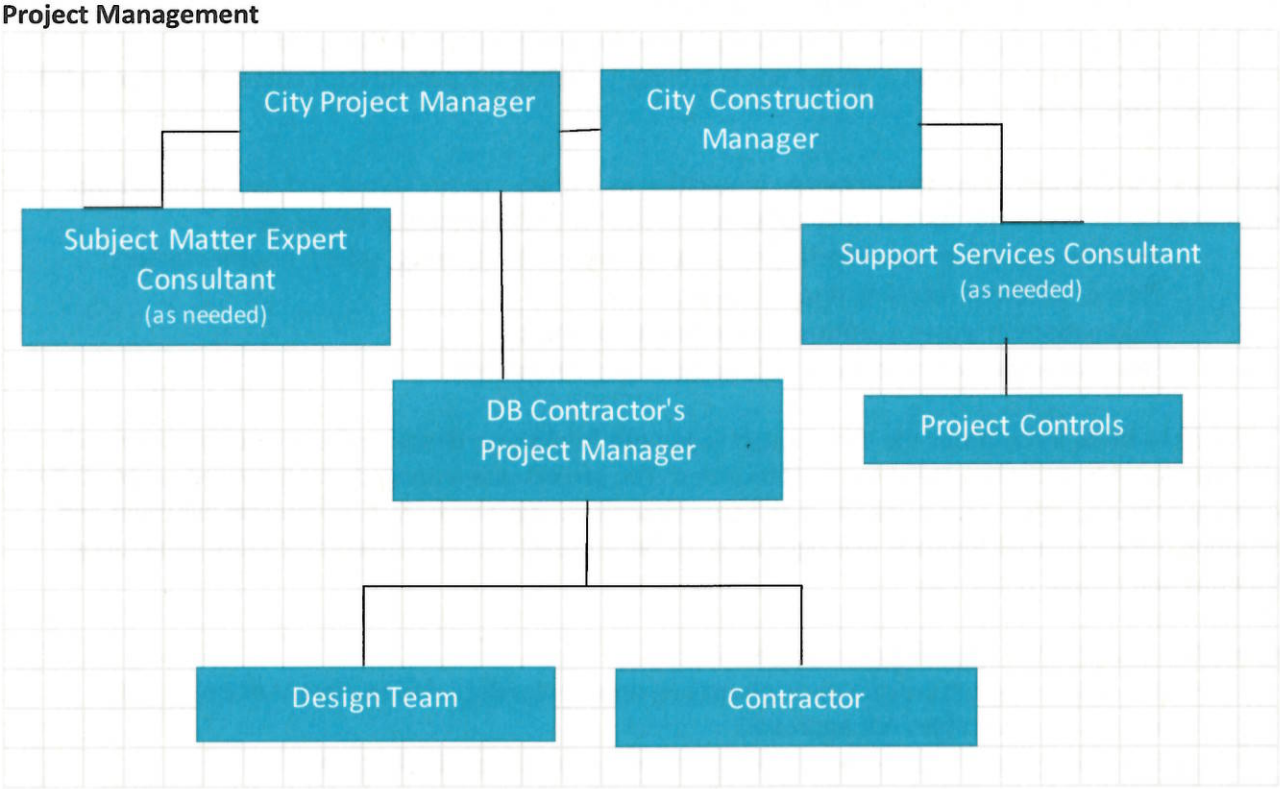
The chart of the following page illustrates the City's typical project management plan for DB projects. The roles and responsibilities are described below.

- **FAS(CPCS):** Is the City's contracting and procurement authority. Official oversight for all capital projects and contracting methods. Reviews and approves projects individually to determine the appropriate contracting type; ensures that internal policies and procedures are followed and documented. Experienced staff members administer the City's purchasing and contracting process, procedures and programs. Maintains contracting templates and procurement records.
- **Department Director:** Reviews and approves projects for submission to FAS; ensures funding; responds to Executive-level or City Council requests; responsible for the overall function of the asset.
- **Department Division Manager or Director:** Ensures that all internal requirements for DB projects are met; assigns staff with experience and knowledge or hires qualified consultants to augment staff or run the projects; ensures reporting and data collection. Along with FAS and Law, advises on projects.
- **Law Department:** Is experienced in developing and defending capital construction contracts including DB. Advises city departments and is available during all contract phases for legal interpretation or defense.
- **Department Program Manager:** Supervises the department personnel; responsible for technical performance criteria of the asset and general oversight of project execution. Is the main decision maker for the asset owner. Elevates high-level issues, enforces project controls and reviews reports for department tracking.
- **Project Manager/Engineer:** The lead department staff that develops and executes the project implementation plan, including scope, schedule, budget, project tracking and reporting. Communicates with stakeholders and community liaisons and regulatory agencies; leads the permitting and project coordination team. Coordinates with FAS and Law for advice on the project.
- **Resident Engineer/Construction Manager:** The department staff responsible for construction activities on the site. Oversees work performed by the DB team to ensure contract requirements are met and performance outcomes secure. Coordinates with FAS and Law for advice on the project.

(5 continued, graphic representation of management plan)



Project Management



6. **Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures** *(RCW 39.10.270 (2)(b)) Limit responses to two pages or less.*

In the last 10 years, the City has delivered 64 projects over $5M. **Attachment B** represents a sampling of projects in the City's capital program. Projects were selected for being completed and representing a range of complexities and construction types. Contracting types are identified.

7. **Demonstrated success in managing at least one project using DB Contracting procedure within the last five years** *(RCW 39.10.270 (2)(b)) Limit response to one page or less.*

In addition to question 6, within the last five years, the City has successfully completed 2 design-build projects. One is highlighted below.

South Transfer and Recycling Center (aka South Recycling and Disposal Station)
This project included: a new transfer building(s), including compactor bays and equipment for nonrecycled municipal solid waste, organics, and self-hauled construction / demolition waste; new scale facility(ies); employee, visitor, and transfer vehicle parking areas; operator facilities; administrative employee facilities; a maintenance facility; a fueling station; associated roads and utilities; and, storage areas for loaded and unloaded containers and tractors. During construction, the existing recycling facilities continued to operate.

Design-Build contracting was selected by the City for:

- Design innovation to enhance efficiency, customer service and aesthetics/architecture;
- A single point of responsibility for design and construction;
- Enhanced design and construction schedule certainty;
- Allocation of project risks to the party best able to manage those risks, and
- Good long-term value and cost predictability, including the potential for cost savings due to DB delivery efficiencies.

Specifically, the City was interested in design innovation as it relates to site layout and use, architectural design, and the ability of the station to adapt to future needs. These upcoming needs were:

- Possible changes in operational practices that improve efficiency, safety, or other factors;
- New or different recycling requirements;
- Fluctuations in waste quantities or composition; and/or
- New and improved processing technologies and equipment

In addition to these innovations the City wanted to benefit from those design and construction teams who have experience in delivering these types of facilities. The project was managed and delivered successfully by clearly defining project scope, schedule and cost objectives; appropriately using internal oversight and consulting; legal, financial advisors; and rigorously applying project control systems including scheduling, budgeting and regular reporting.

Lessons learned from the City's experience were:

- Ensure an internal culture and decision making process conducive to the intent of DB (e.g. the review of DB deliverables not approval)
- Update and revise the City's general terms and conditions specifically for DB
- Define a clear payment and/or draw down schedule
- Scope a clear process to define and direct changes and alterations

8. **Ability to Properly Manage the Public Body's Capital Facilities Plan**
(RCW 39.10.270 (2)(b)(vi)) Limit response to one page or less.

Also, referred to as Capital Improvement Program, the City employs staff who are specifically responsible for managing the City's overall capital planning and budgeting process in the City's Budget Office (CBO). Capital department staff prepare a city-wide, six-year Capital Improvement Program (CIP) every year and continually updates and revises the plan throughout the year as better project information is development and City priorities evolve. The most recently adopted CIP (2017-2022) totals nearly $7B for six years and represents approximately 600 individual projects.

The CIP is prepared by CBO staff, based on the submissions from City departments using standardized City project reporting process and templates, focused on the schedule and budget. Capital projects are planned and managed by professional project managers and support staff throughout the City. FAS assists in project planning by: lining up projects for timely Executive decision-making, verifying costs estimates with an independent assessment as necessary and participating on oversight committees to provide input on the planning and execution of public works, capital projects.

The CIP requires approval from the Mayor and is then submitted to the City Council for review and adoption, along with the City's annual budget. The 6 year CIP also forecasts financial impacts and includes project details on funding and schedule within each department divisions. The CIP does not appropriate funds, but rather acts a budgeting tool, supporting the actual appropriates that are made through adoption of the budget.

9. **Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington** *(RCW 39.10.270 (2)(b)(vii)) Limit Response to one page or less.*

The City provides a particularly strong environment for effective project management because of the number and diversity of the project managers and construction subject matter experts working in different departments. This creates a project delivery system that can be drawn upon for advice and support. Internal project delivery teams are also supported by a "Capital Cabinet" with management and executive representatives from all departments with capital projects. The Capital Cabinet meets regularly to coordinate capital projects strategy across the departments and resolve share project planning and execution issues.

FAS, through CPCS, provides consistency and uniformity for contracting services and oversight to all City capital projects and sponsors working groups on various project issues. FAS is responsible for the procurement programs, training and implementation of citywide policies and practices. CPCS also monitors for compliance and assures consistency. Finally, various departments provide presentations and training open to all departments to improve project management skills as well as fostering networking between project managers.

The City has also been at the forefront of Alternative Public Works Contracting as envisioned by RCW 39.10, specifically having implemented 18 GC/CMs since 2003. Rebecca Keith, from the City's Law Department is the cities representative on CPARB and Aleanna Kondelis, Contracting Manager, has participated and volunteered on several CPARB subcommittees including 39.10 reauthorization in 2014 and the development of GC/CM Heavy Civil.

10. Resolution of Audit Findings on Previous Public Works Projects
(RCW 39.10.270 (2)(c)) Limit response to one page or less.

There have been no audit findings on any project listed in question 6.

ATTACHMENTS

Signature of Authorized Representative

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

Should the PRC approve your request for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s).

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: _____

Name *(please print)*: ALEHNNA KONDELIS

Title: CONSTRUCTION CONTRACTS MGR.

Date: 12/23/16

Attachment A

Personnel	Experience	Project	Size	Type	Dates	Role
Aigbe, Fred- [SPU]	Sr. PM/Manager; 28 yrs exp. in project planning, design, const. and managing support svcs consultant contract and alternative delivery.	Cedar River Treatment Facility	$87M (DB portion)	DBO	2001-2003	Project Engineer
		Tolt Treatment Facility	$77.5M (DB portion)	DBO	1997-2000	Project Manager and Project Engineer
		North Recycling and Disposal Station Rebuild	$57M	DB	2007-Present	Program Manager
		South Recycling and Disposal Station Rebuild	$51M	DB	2007-2014	Program Manager
		Morse Lake Pump Plant	$60M	DBB	2007-Present	Program Manager
Enrico, Dan [SPU]	Sr PM/Supervisor; 23 yrs exp. in project planning, project management, design and construction of private and municipal capital projects using DBB and alternative delivery methods.	Morse Lake Pump Plant	$60M	DBB	11/08 – Present	Program Manager
		Ship Canal Water Quality	$200M	DBB	2015-Present	Program Manager
		Landsburg Chlorination Facility Renovation	$10M	GC/CM	2011-Present	Project Director
		South Lake Union Street Car	$40M	GC/CM	2003-2006	Project Manager for GC/CM
O' Brien, Eric [SDOT]	Senior Civil Engineer / PM: 15+ years experience as a civil engineer in Seattle, WA while working for regional- and international-sized engineering firms. 6+ years experience as a civil engineering technician while working for a nation-wide engineering firm at national and international job-sites.	Alaskan Way Viaduct and Seawall Replacement Program (WSDOT)	$3.1B	DB	2009-Present	Project Manager
		Tacoma/Pierce County HOV Program (WSDOT)	$1.6B	DB	05/07-06/08	Project Manager
		I-405 Corridor Program (WSDOT)	$3.0B	DB	11/03-10/06	Project Manager
Nakagawara, Mark [FFD]	Attorney and certified landscape architect with 8+ years in capital improvement public works project management.	Fire Station 14	$10M	GC/CM	2009-2012	Project Manager
		Fire Station 32	$12M	GC/CM to DBB	2012-Present	Project Manager

Patterson, Gavin [SPU]	Sr PM/Strategic Advisor, 16 yrs of exp in directly managing utility CIP projects; 5 yrs environmental compliance mgmt.	Alaska Way Viaduct	$80M	DB/DBB (led by WSDOT)	2005-Present	Project Manager
		Park 90/5	$43M	GC/CM	2003	Project Manager
Yang, Hui [SPU]	Senior Civil Engineer, 18 years' experience in project planning, design, const. and managing support svcs consultant contract and Design Build.	North Recycling and Disposal Station Rebuild	$57M	GC/CM	2010-present	Project Engineer
		South Recycling and Disposal Station Rebuild	$51M	DB	2008 – 2014	Project Engineer
Cocran, Shaunie [SPU]	Senior Project Engineer and construction services support, 13+ years in project planning, design, and construction	South Lake Union Street Car	$40M	GC/CM	2003-2009	Senior Engineer
		Morse Lake Pump Plant	$60M	DBB	2015-Present	Sr. Construction Supervisor
		Windermere CSO	$30M	GC/CM	2011-Present	Sr. Construction Supervisor
Honig, Helaine [Law]	33+ years of construction related legal experience. A senior City attorney since 1990 and a member of CPARB since 2010, a former member of WSBA Construction Law Governing Council.	Central Utilities Plant Replacement	Under $10M pilot	GC/CM		Legal Counsel
		First Hill Street Car	$68M	GC/CM	2009-Present	
		McCaw Hall		GC/CM	2005	
		Central Library		GC/CM	2006	
McGillin, William [Law]	41+ years' experience in construction law in both private and public section. A senior City Attorney since 1998.	Justice Center	$92M	GC/CM	1999-2003	Legal Counsel
		Park 90/5	$12.5M	GC/CM	2000-2003	
		Fire Station 10	$23M	GC/CM	2005-2008	
		West Seattle Precinct	$14M	GC/CM	2002-2005	
		Windermere CSO	$30M	GC/CM	2009-Present	
		First Hill Street Car	$68M	GC/CM	2009-Present	
		N Henderson CSO	$43M	GC/CM	2011-Present	
		Landsburg Chlorination Facility Renovation	$10M	GC/CM	2011-Present	

		Elliott Bay Seawall	$220M	GC/CM	2011-Present	
		Genesee CSO	$31M	GC/CM	2010-Present	
		North Recycling and Disposal Station Rebuild	$57M	GC/CM	2010-0presen t	
		Boundary Dam Generator 55/56 Rebuild	$30M	DB	2009-Present	
		South Recycling and Disposal Station Rebuild	$47M	DB	2008-present	
		Morse Lake Pump Plant	$60M	GC/CM-DBB	2009-Present	
Nordin, Mike [SCL]	34 years construction management and contracting including work as resident engineer, supervising engineer, and supt. on various projects: Certified Construction Manager (CCM). **SCL Construction Program Manager.**	Landsburg Fish Passage Project	$14.8M	GC/CM	2002-2004	Utility Construction Manager
	[Oversees all major construction for SCL]	Denny Substation	$80M	DBB	2012-Present	Construction Advisor
		Denny Way Network	$60M	DBB	2012-Present	Construction Advisor
		Boundary Dam Generator 55/56 Rebuild	$30M	DB	2009-Present	Construction Manager
		Central Waterfront Program (SCL)	Various	Various	2005-Present	SCL Construction Manager
Yesuwan, Kay [SPU]	Civil Engineer, 8 years experience in public works project management	Landsburg Chlorination Faciltiy Renovation	$8M	GC/CM	2011-Present	Project Manager
Lord, Alan [SPU]	Project Manager with 18 years' experience as a project manager and design engineer delivering municipal capital improvement projects from planning through construction, primarily using DBB delivery.	N Henderson CSO	$43M	GC/CM	2011-Present	Project Manager
Blazina, Cynthia [SPU]	Construction Engineering Supervisor; 18+ yrs experience at the City of Seattle in project and construction management of Seattle's public works capital projects using DBB and alternative delivery methods.	Genesee CSO	$22M	GC/CM	2010 - 2016	Sr. Construction Supervisor
		Windermere CSO	$30M	GC/CM	2009-Present	Sr. Construction Supervisor

Fowler, Jeff [SPU]	SPU Director of Construction Management, 18 years' experience in Construction Management and Design of Public Works Projects including Design-Bid-Build and alternative public works delivery methods.	Genesee CSO	$22M	GC/CM	2010 - 2016	Construction Director
		North Recycling and Disposal Station Rebuild	$57M	GC/CM	2010-present	
		South Recycling and Disposal Station Rebuild	$51M	DB	2008-2014	
		Morse Lake Pump Plant	$60M	GC/CM-DBB	2009-Present	
		Windermere CSO	$30M	GC/CM	2009-Present	
		N Henderson CSO	$43M	GC/CM	2011-Present	
Murphy, Jessica [SDOT]	Senior Civil Engineer, 18+ years of public works project management exp. including the City's Arterial Asphalt Paving Program	First Hill Street Car	$68M	GC/CM	2009-2012	Sr. Project Manager
		Lander Street Grade Separation	$140M	DBB	2015-Present	Sr. Project Manager
		Elliott Bay Seawall	$220M	GC/CM	2011-2014	Sr. Project Manager and Construction Supervisor
Bovey, Bill [SDOT]	21 years with planning, design, and construction on complex transportation related improvement projects. In addition to working for the City of Seattle, Bill worked for over 16 years as an Engineering Consultant leading to vast experience with contract administration on projects for various local agencies, Sound Transit, Washington State Department of Transportation, and the Federal Aviation Administration (FAA).	First Hill Street Car	$68M	GC/CM	2013-Present	Resident Engineer/ Construction Management
Kondelis, Aleanna [Central Contracting]	12 years in construction management, 18 years in construction contracting and capital development administration. Manages central construction contracting for the City of Seattle.	Windermere CSO	$30M	GC/CM	2009-Present	Construction Contracts Manager
	ALL ALTERNATIVE CONSTRUCTION PROJECTS SINCE 2011 FOR THE CITY.	First Hill Street Car	$68M	GC/CM	2009-Present	
		Boundary Dam Generator 55/56 Rebuild	$30M	DB	2009-Present	

		Genesee CSO	$22M	GC/CM	2013-Present	
		North Recycling Transfer Station	$53M	GC/CM	2013-Present	
		North Henderson CSO	$43M	GC/CM	2013-Present	
		Morse Lake Pump Plant	$60M	GC/CM-DBB	2009-Present	
		Elliott Bay Seawall	$340M	GC/CM	2011-Present	
		Mill Pond Dam Removal	$15M	DB	2010-Present	
		Diablo Unit 31/32 Rehab	$20M	DB	2014-Present	
		Seattle North Precinct	$90M	GC/CM	2014-Present	
		Fire Station 32	$12M	GC/CM to DBB	2013-Present	
		Landsburg Chlorination Facility Renovation	$10M	GC/CM	2011-Present	
Lundstrom, Jeff [SDOT]	25 years in transportation engineering capital projects. DBIA certified.	Elliott Bay Seawall	$220M	GC/CM	2011-Present	Deputy Project Manager
		WSDOT SR520-Medina I-405	$306M	DB	2010-2011	Task Force Group Manager
		WSDOT SR 167	$140M	DBB	2006-2013	Consulting Engineer
		SR 519 South Seattle Intermodal Access	$22M	DB	2006-2008	Engineering Senior Manager
		WSDOT1-5 Everett SR 526 to US 2 HOV Lanes	$220M	DB	2006-2007	Quality Assurance Manager
Ishizaki, Andy [FAS - Capital Development]	10+ years Sr. Project Manager, specializing in government and commercial facility construction	Seattle North Precinct	$90M	GC/CM	2014-Present	Project Manager
		Cedar Falls Administration Building	$20M	DBB	2014-Present	Sr. Construction Supervisor
Keith, Rebecca [Law]	10 years in construction law with the City. Cities representative to CPARB.	Mill Pond Dam Removal	$15M	DB	2014-Present	Attorney
		Job Order Contracting and public works contracting	All	Various	2006-Present	
		North Transfer Station	$30M	GC/CM	2015-Present	

Strauch, Eric [SDOT]	Sr. Porject Manager with 10+ years of experience in large transportation projects	WSDOT SR 520	$300M	DB	2011-2015	Project Manager
		Washington Street Boat Landing Pergola Restoration	$12M	DBB	2015-Present	
Armstrong, John [SCL]	Manager, Boundary Dam License Implementation. 15 years of experience in managing various Capital Projects at SCL and 10 years of experience managing Hydro Licensing Process–related projects.	Mill Pond Dam Removal	$15M	DB	2014-Presene t	Program Manager
Owen, John [SCL]	Licensed in the State of Washington as a Professional Mechanical Engineer with 15 years of experience in managing multiple, concurrent, capital improvement projects at City Light generation facilities. Attended DBIA Cert training.	Diablo Unit 31/32 Rehab	$20M	DB	2014-Presene t	Project Manager
Williams, Lorelei [SDOT]	Director of Captial Projects and Roadway Structures, 15+ years in transportation planning and construction. Cities representative to APWA.	All	All	Various	2005-Present	Capital Director
Dixon, Lloyd [SCL]	I have 15 years of engineering and project management experience in the field of stream and wetland habitat restoration. I have been with SCL since 2012 and am the project manager for the Mill Pond Dam Removal and other license related habitat restoration projects. Working through DBIA certification.	Mill Pond Dam Removal	$15M	DB	2014-Present	Project Manager
Guerrette, Jessica [Central Contracting]	20 years as Project Manager and Senior Project Engineer in civil engineering, 8 years as owner's advisor for alternative delivery contracting. Currently Senior Program Administrator in CPCS assisting with alternative delivery procurements. DBIA certified; licensed PE in WA State.	Washington Street Boat Landing Pergola Restoration	$2M	DB to DBB	2015-Present	Contract Coordinator
		South Recycling and Disposal Station Rebuild	$51M	DB	2007-2009	Owner's Advisor for procurement and execution
King, Russel [Law]	18+ years in construction and insurance law in both the public and private practice.	Elliott Bay Seawall	$340M+	GC/CM	2014-Present	Attorney
		Waterfront Seattle		Various	2014 - Present	

No.	Project Name and Description	Delivery Method	Lead Design Firm	Contractor	Planned Contract Days	Actual Contract Days	Summary of Overruns and Changes	Original Cost	Total Project Cost
1	**Spokane Viaduct Widening (PW#2009-028, SDOT)** Spokane Viaduct Widening and rehabilitation of existing structure and the reconstruction of westbound lanes of the South Spokane Street surface roadway. (FHWA/ARRA)	DBB	PB	PCL	660	853	Project schedule delays documented as dispute resolution issues.	$60,282,278.07	$68,425,184.49
2	**King Street Station Rehabilitation (PW#2009-034A, SDOT)** Work included seismic upgrade, complete mechanical, electrical, plumbing system replacement and restoration to historic interior and exterior architectural features. (FHWA, FTA, FRA)	GC/CM	ZGF	Sellen	450	1077	Mutli-phased MACC, operational train station, most overruns and changes associated with unforeseen conditions of working in an historic building and coordination challenges of operating during construction.	$11,155,370.00	$39,601,296.13
3	**Thomas Street Pedestrian Overpass (PW#2010-005, SDOT)** Construction of a new pedestrian overpass which included fabrication and placement of precast restressed concrete girders, construction of drilled shafts, and working around multiple existing utilities and mainline railroad tracks. (FHWA)	DBB	ABKJ	MidMountain	200	291	Project schedule delayed by Contractor, Liquidated damages assessed. Other issues related to unforeseen conditions in this heavy traffic area.	$4,912,469.50	$5,287,948.57
4	**NE 45th Street Viaduct West Approach Replacement (PW#2010-012)** Remove and replace the west approach with mechanically stabilized flowable fill walls, relocate CSO line, improve drainage and reconstruct 45th to a new grade.	DBB	Exceltech	Guy F. Atkinson	175	190	Unforeseen conditions, including mitigation and remediation.	$4,510,198.86	$5,486,698.05
5	**Cedar River Sockeye Hatchery Project (PW#2010-020, SPU)** This project consists of the construction of a new 14,500 sq ft fish hatchery building and adult holding and spawning facility.	DBB	Tetra Tech	McClure & Sons	1 year	4 years	Design and commissioning issues, contractor suspended for most of the contract time.	$6,263,471.33	$7,450,911.15
6	**Madison Valley NW Diversion and WA Park Stormwater Storm (PW#2010-022, SPU)** Construction of steel casing for stormwater conveyance to connect a 1.3 Million Gallon partially buried stormwater storage facility for additional surface stormwater.	DBB	MWH	IMCO General Construction	340	528	Unforeseen obstructions and erosion issues that forced significant mitigation needs to the nearby	$12,446,067.52	$17,533,493.58

							Washington Park. Sensitive area with flooding issues.		
7	**2011 Arterial Asphalt and Concrete 15th Ave NE and 55th (PW#2010-061, SDOT)** Street reconstruction, illumination, signals, channelization	DBB	SDOT	Gary Merlino	274	522	220 calendars days assessed in changes for poor weather conditions to pour hot mix asphalt.	$5,515,641.50	$6,566,780.08
8	**Airport Way Viaduct @ ARGO RR Yard & AAC Pavement Rehab (PW#2010-075, SDOT)** Main spans deck replacement and seismic retrofit.	DBB	HNTB	Mowat	440	479	Unforeseen conditions and significant design revisions of ground improvements.	$17,911,857.50	$20,552,012.55
9	**King Street Station Bridges Seismic Retrofit (PW#2010-080, SDOT, FHWA)** Seismic retrofits to improve seismic response of four bridge structures.	DBB	HDR	Graham Contracting	320	377	Changed conditions, revisions to the design were made during retrofit to accommodate performance criteria.	$6,005,208.00	$7,786,395.30
10	**Fire Station 6 (PW#2010-086, Facilities)** Demolition of old station, site improvements and construction of new 11,200 sq.ft. fire station.	DBB	Weinstein and Magnusson Kemlencic	Commercial Structures	425	507	Design implementation and commissioning issues	$5,628,700.00	$6,041,233.62
11	**Rainier Beach Community Center Redevelopment (PW#2011-005, Parks)** Demolition of community center and construction of a CC with new parking lot, playground area and delivery area.	DBB	ARC	CE&C, Inc.	375	574	Revisions to interior support systems (e.g. controls) and commissioning items.	$16,250,895.00	$18,128,667.80
12	**Linden Ave N Complete Street (PW#2011-033, SDOT)** Rebuild the asphalt roadway to provide wider travel lanes, parking and buffered bike lanes.	DBB	SDOT	Titan Earthwork	261	268	ADA compliance field modifications.	$4,677,546.10	$5,364,009.85
13	**Ballard Bridge Seismic Retrofit Phase II (PW#2011-034, SDOT)** Seismic retrofit of existing Ballard Bridge approach structures. Work involves in-water and over-water work. Work also involves working over and within railroad right of way.	DBB	Berger/ABAM	Quigg Bros.	469	500	Overruns and changes due to design changes and weather delays.	$7,092,370.00	$7,909,052.75
14	**2012 AAC N/NW 85th Street (PW#2011-043, SDOT)** Pavement removal and repair, concrete removal and repair, new curb ramps and pedestrian lighting.	DBB	Perteet	MidMountain	382	540	Contract suspended several days for compiling discrepancies and resolving disputed work items.	$10,285,066.78	$10,509,633.98

15	**Central Waterfront Transmission Line Relocation (PW#2011-050, SCL)** Install approximately 2,400 linear feet of ductbank and four underground vaults.	DBB	CH2M	MidMountain	140	207	Weather delays, Viaduct and Seawall coordination issues	$7,812,874.28	$9,481,573.02
16	**Genesee CSO Reduction Project (PW#2011-063A)** Construct two separate offline storage facilities and associated appurtenances for Genesee CSO Basins.	GC/CM	HDR/CH2M	Hoffman	395	648	Weather delays, public impacts (Seafair) and suspension for final inspection and commissioning.	$19,682,144.00	$21,667,420.28
17	**1250 Denny Way Property Remedial Action for North Downtown (PW#2012-002, SCL)** Demolition of existing building, removal of hazardous materials, site and right-of-way restoration.	DBB	KPFF	Glacier Environmental Services	190	270	Unforeseen/Changed conditions, additional remediation was required to meet requirements.	$5,635,974.92	$11,400,537.78
18	**Landsburg Facilities & Chlorination (PW#2012-020A)** New water treatment system and new building for administrative functions with crew facilities.	GC/CM	KPG	Lydig	297	549	Allowed a year growing season for landscape establishment prior to acceptance. 90% design factor.*	$6,869,999.83	$7,949,012.53
19	**2013 Arterial Asphalt and Concrete Delridge Way SW (PW#2012-024, SDOT)** Pavement removal and replacement, installation of stormwater detention facilities installation of new curb ramps and spot sewer repair and replacement of sections damaged.	DBB	Perteet	Gary Merlino	210	224.5	Weather and coordination delays.	$6,662,123.43	$7,654,545.38
20	**Jefferson Park Golf Course Facility Renovations (PW#2012-027, Parks)** Demolition of existing clubhouse and driving range structure, hazardous material abatement and import structural fill to new grades and build a new 19,000 SF pre-manufactured cart storage building including parking lot, sidewalks and landscaping.	DBB	Bassetti	CE&C, Inc.	300	395	Unforeseen conditions and design alterations (parking lot and security features)	$5,940,210.75	$6,929,901.40
21	**Warren G. Magnuson Park Building 30 Renovation (PW#2012-053, Parks)** Interior build-out of an existing shell with some associated site work.	DBB	S.M. Stemper	CE&C, Inc.	210	393	Design alterations and changed condition for working in an existing, historic building	$5,164,692.33	$6,664,288.25
22	**2013 AAC-TIB N 105th St & N Northgate Way (PW#2012-058, SDOT)** Full depth pavement reconstruction of the curb side lanes, new sidewalks on both sides of the street, drainage, and water quality treatment.	DBB	SDOT	Gary Merlino	260	327	Unforeseen conditions (three buried tanks), coordination changes	$9,120,079.35	$11,114,218.89
23	**Fire Station 20 (PW#2013-018, Facilities)** Construction of a new City of Seattle Fire Station 20 of approximately 10,000 sq.ft. designed to meet LEED Platinum requirements.	DBB	Schact/ Aslani	Berschauer Phillips	450	508	Protecting site walls, added items and design changes.	$7,494,180.00	$8,062,679.70

24	**Boundary Dam Unit 53 Emergency Generator Rehab (PW#2013-055E, SCL)** Generator suffered damaged to the core. The CO2 system also damaged and a fire threat to the power house and the other units being rebuilt. (Replace in-kind)	Emergency	SCL	Alstom Power	6 months	6 months	Emergency, completed in six months from NTP.	$11,553,012.00	$11,713,721.68
25	**Boundary Dam Units 55/56 Rebuild (PW#2009-042A, SCL)** Design and rebuild in place 2 hydroelectric power generators with turbines	DB	Toshiba	Toshiba	2 years	6 years	Manufacturing, commissioning and performance issues	$31,561,929.24	$40,967,625.34

*Established best practices around the ownership and process of the 10% not designed at the time of MACC negotiation.