

December 1, 2022

**Port of Seattle
Public Body Recertification
for GC/CM and Design-Build**



Introducing the Team

- Janice Zahn – Acting Director of Engineering
- Brian Sweet – Senior Construction Manager
- Kyle Dilbert – Senior Manager, Construction Contracting
- Eileen Francisco – Director, Aviation Project Management Group,
- Lawrence Coleman – WMBE Program Manager
- Angela Peterson – Manager, Construction Contracting
- Anne Porter – Director, Waterfront Project Management Group
- Tin Nguyen – Senior Manager, Waterfront Project Management Group

About the Port of Seattle

Seattle-Tacoma International Airport

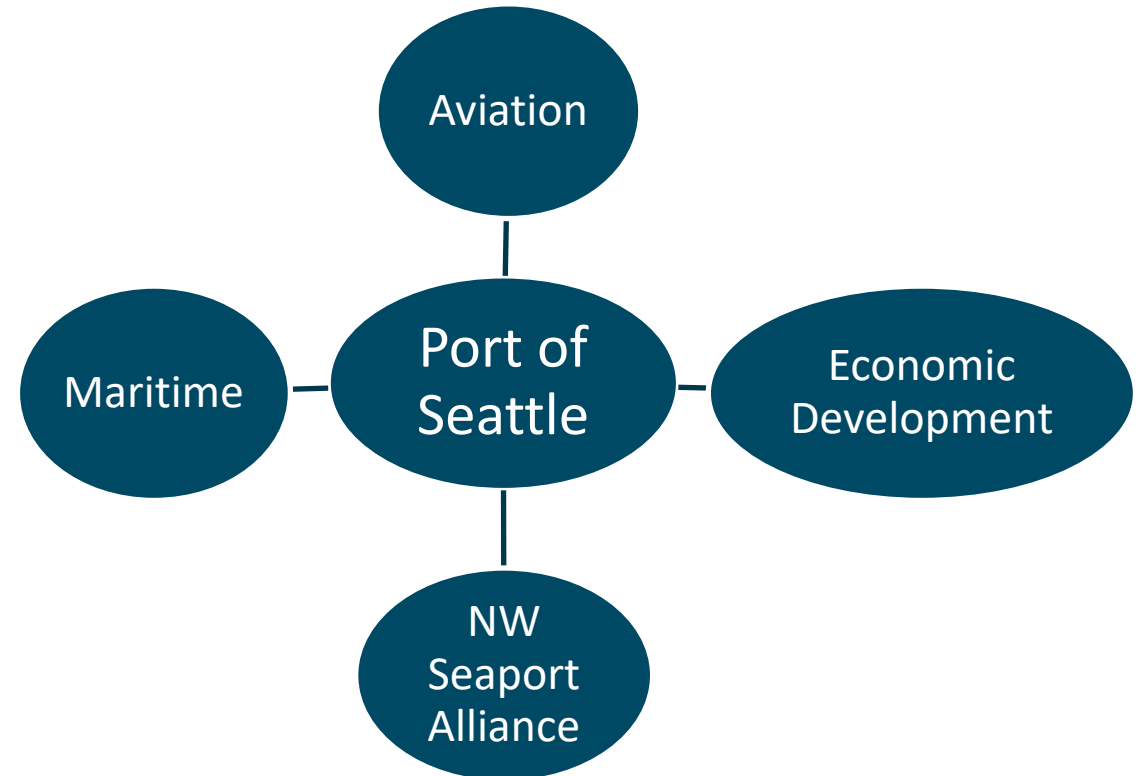
Two cruise terminals

Fisherman's terminal

Four public Marinas

Real estate holding

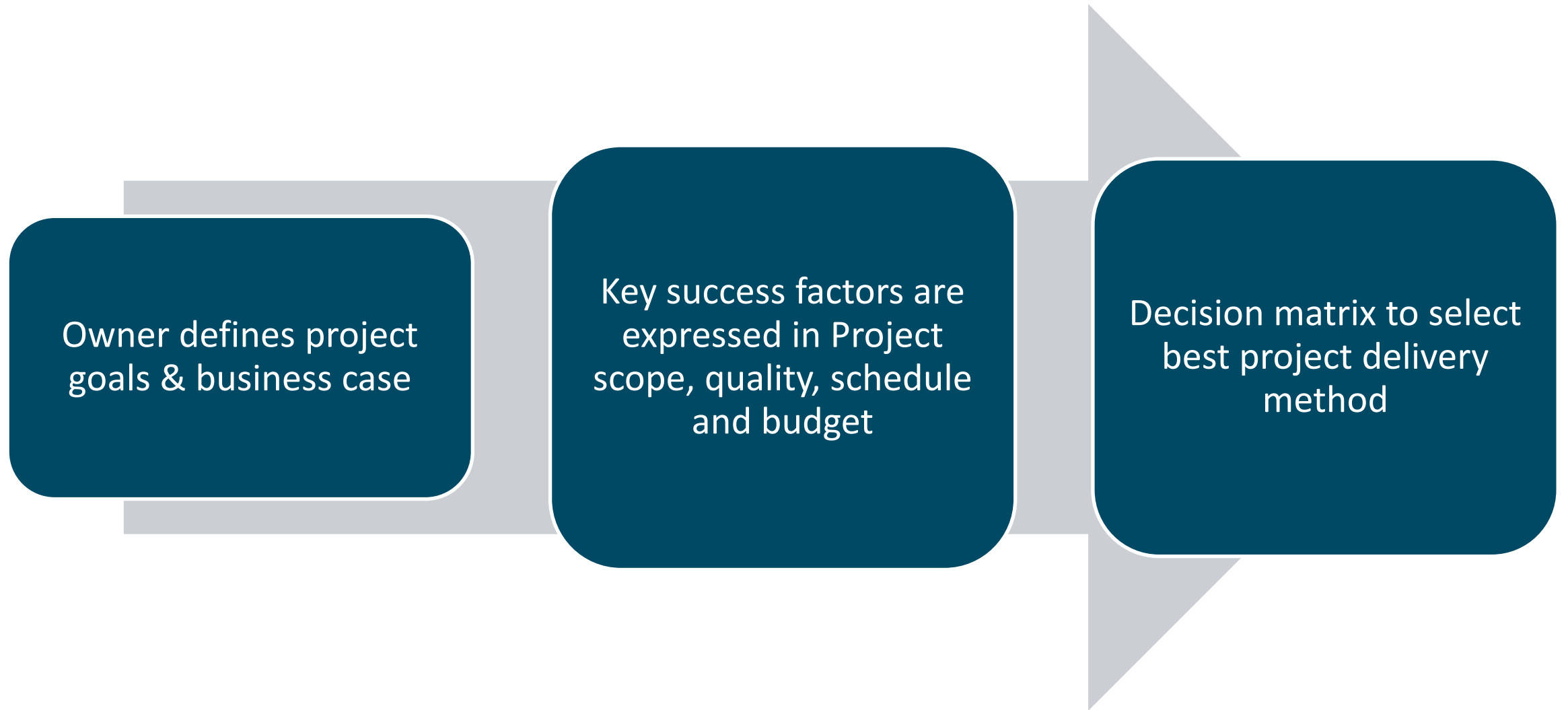
Four cargo handling terminals



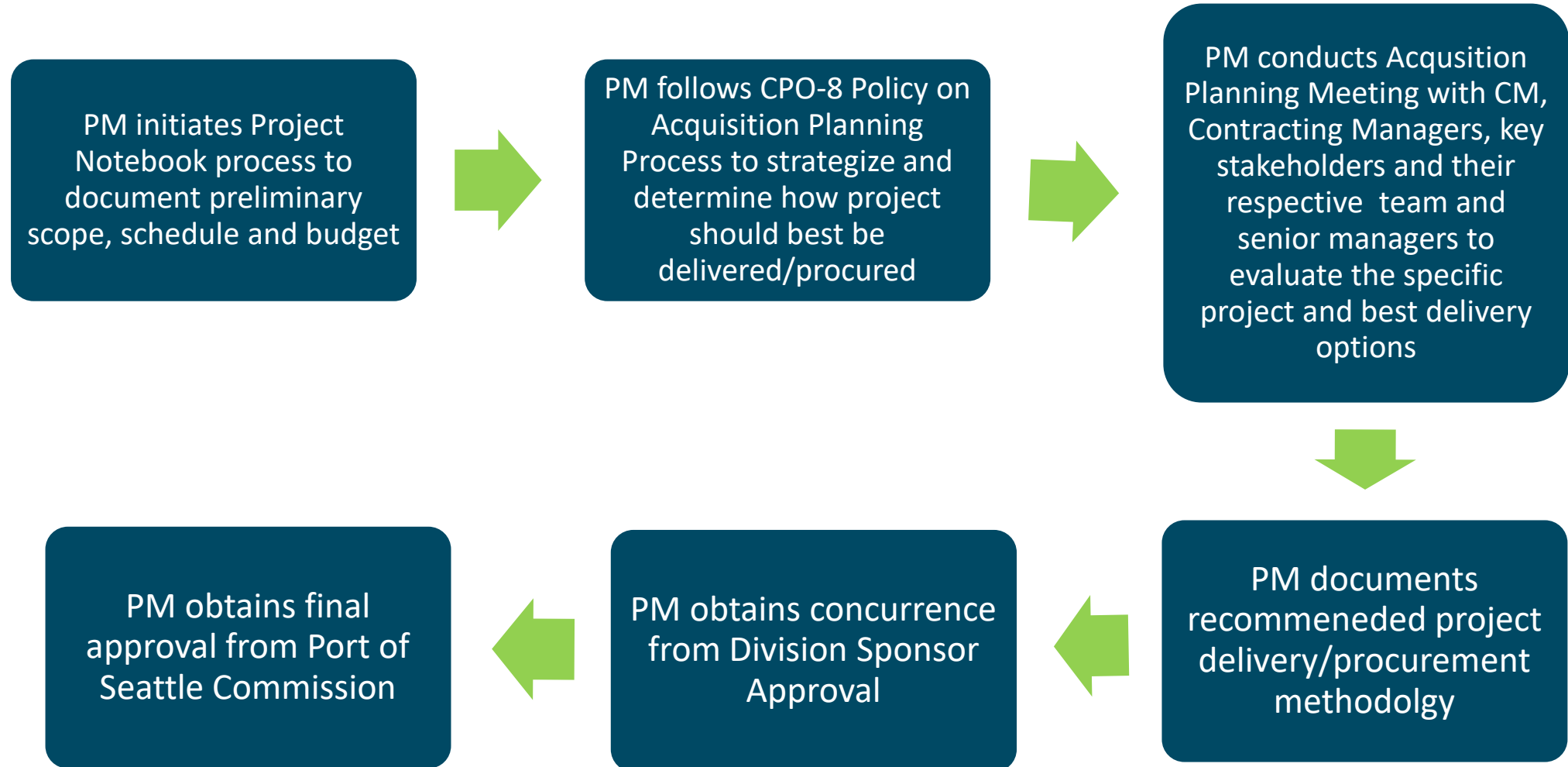
Project Delivery Leadership Team

- Sandra Kilroy – Senior Director, Engineering, Environment and Sustainability
- Janice Zahn – Acting Director of Engineering
- Jonathan Ohta – Senior Construction Manager
- Brian Sweet – Senior Construction Manager
- Scott Thomas – Senior Construction Manager
- Nora Huey – Director, Central Procurement Office
- Kyle Dilbert – Senior Manager, Construction Contracting
- Eileen Francisco – Director, Aviation Project Management Group
- Anne Porter – Director, Waterfront Project Management Group
- Mian Rice – Director, Diversity in Contracting

Our Project Delivery Method Selection Process



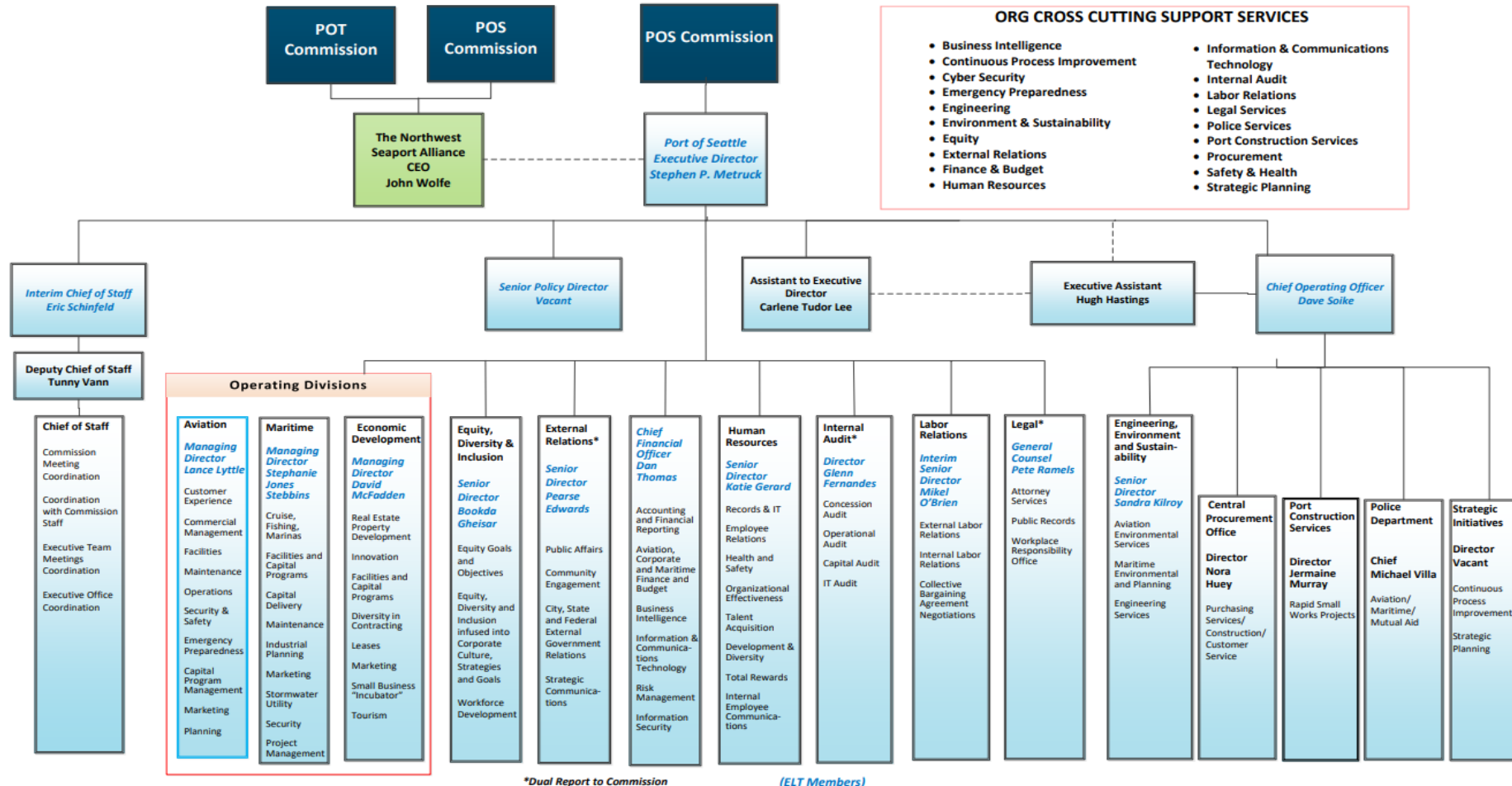
Port Project Delivery Review Flow Chart



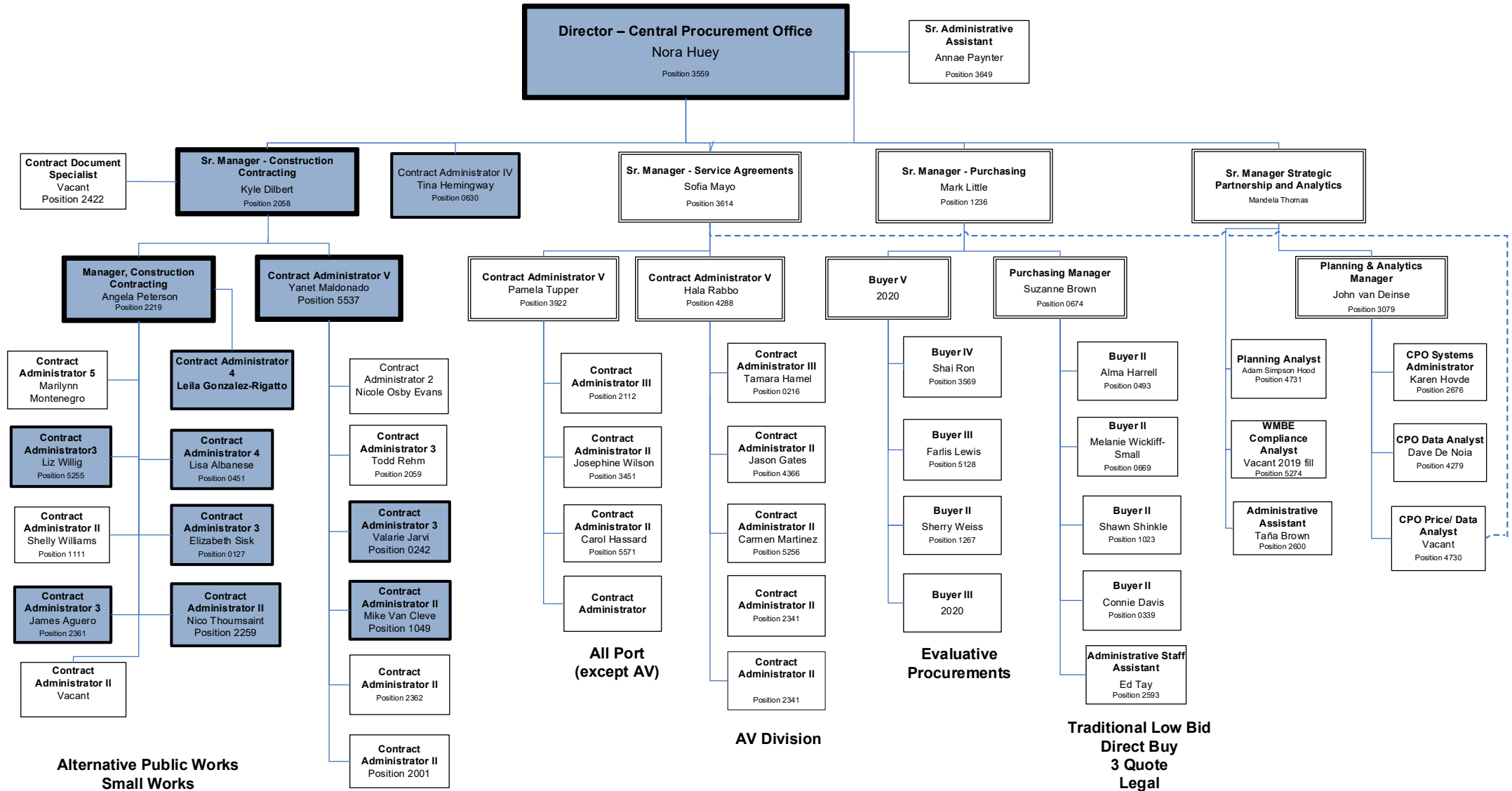
Port of Seattle Organization Charts



POS Organizational Chart – As of 11/21/2022



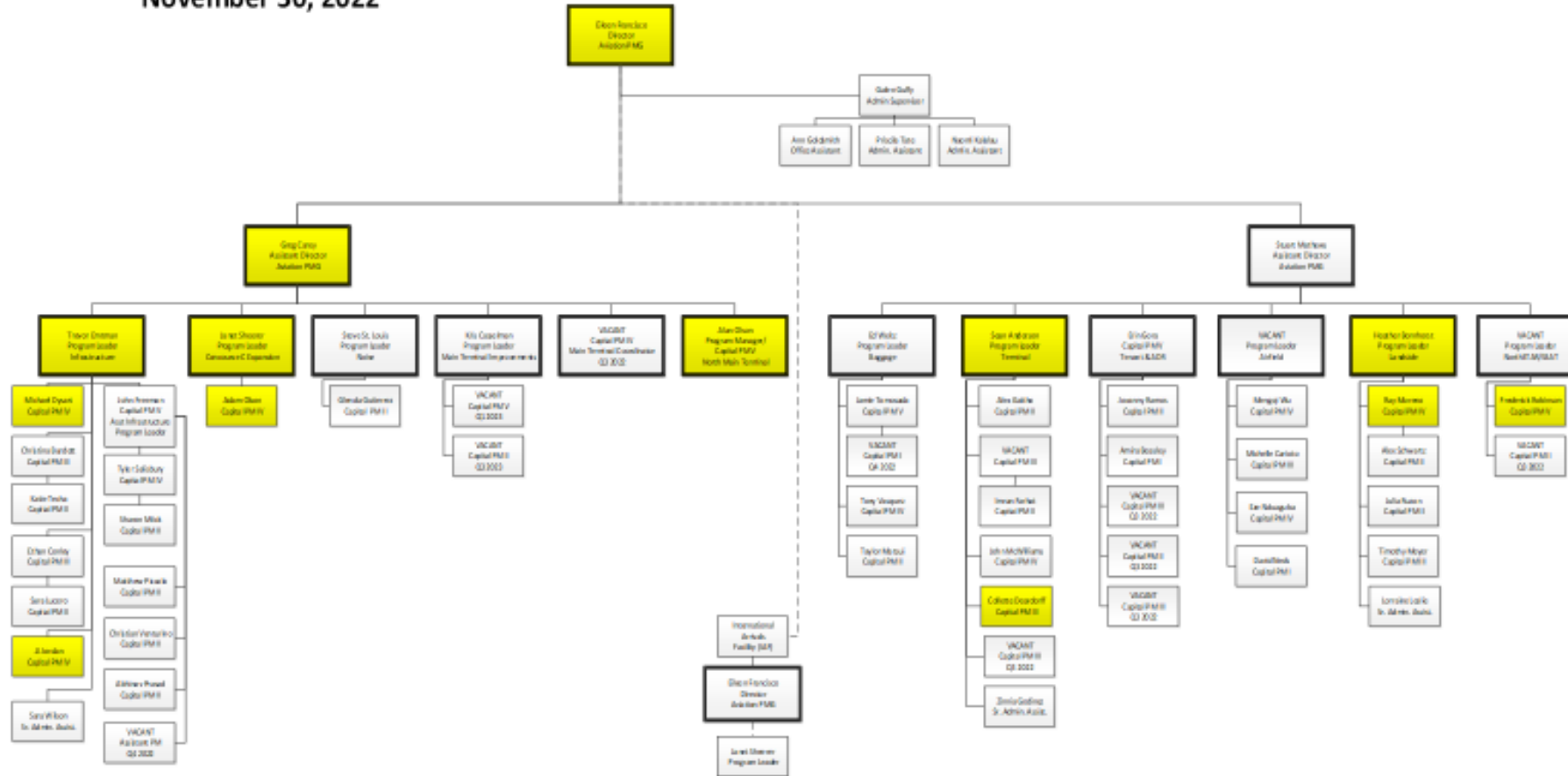
Central Procurement Office



Aviation Project Management Group



AV/Project Management
November 30, 2022

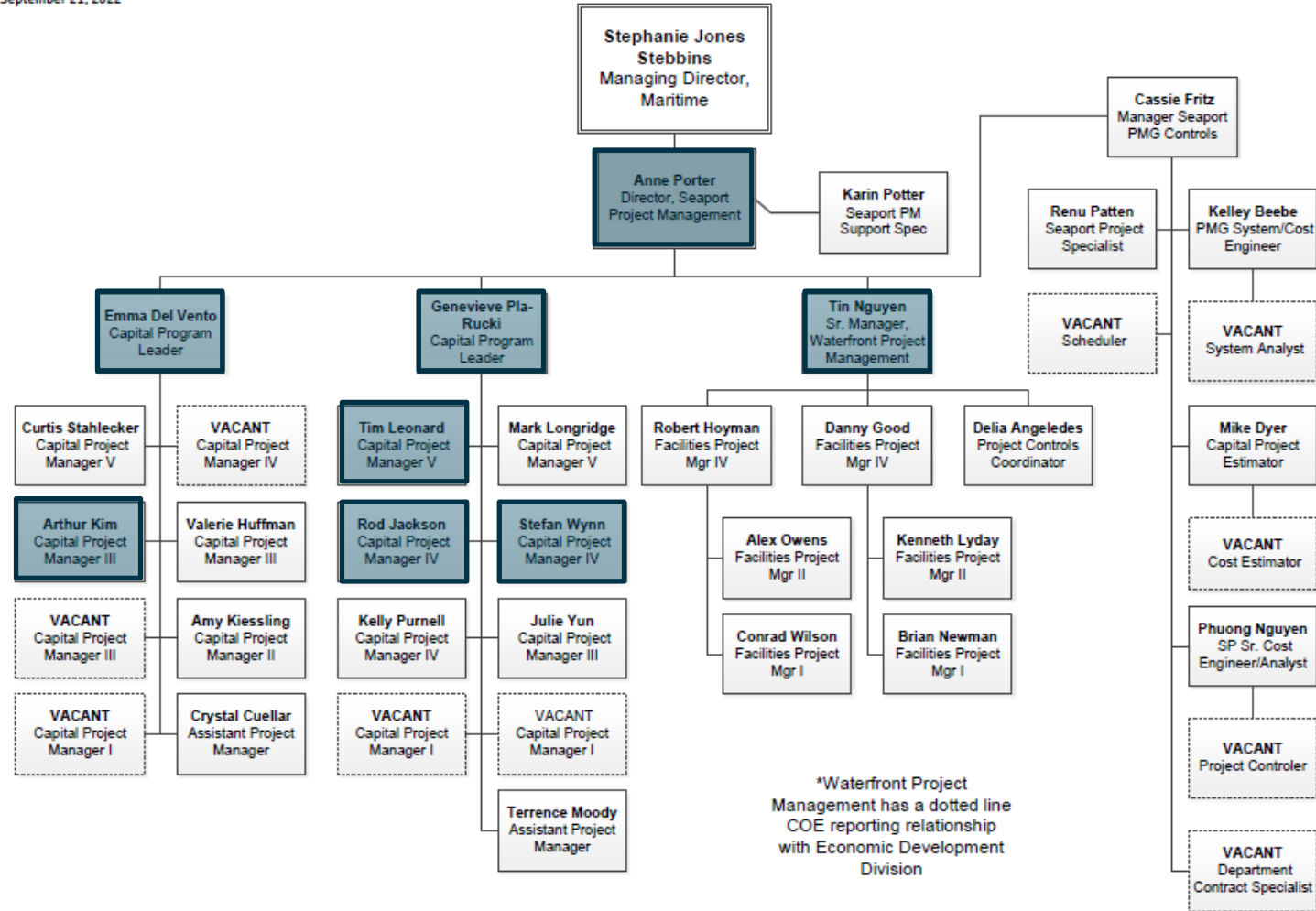


Waterfront Project Management Group



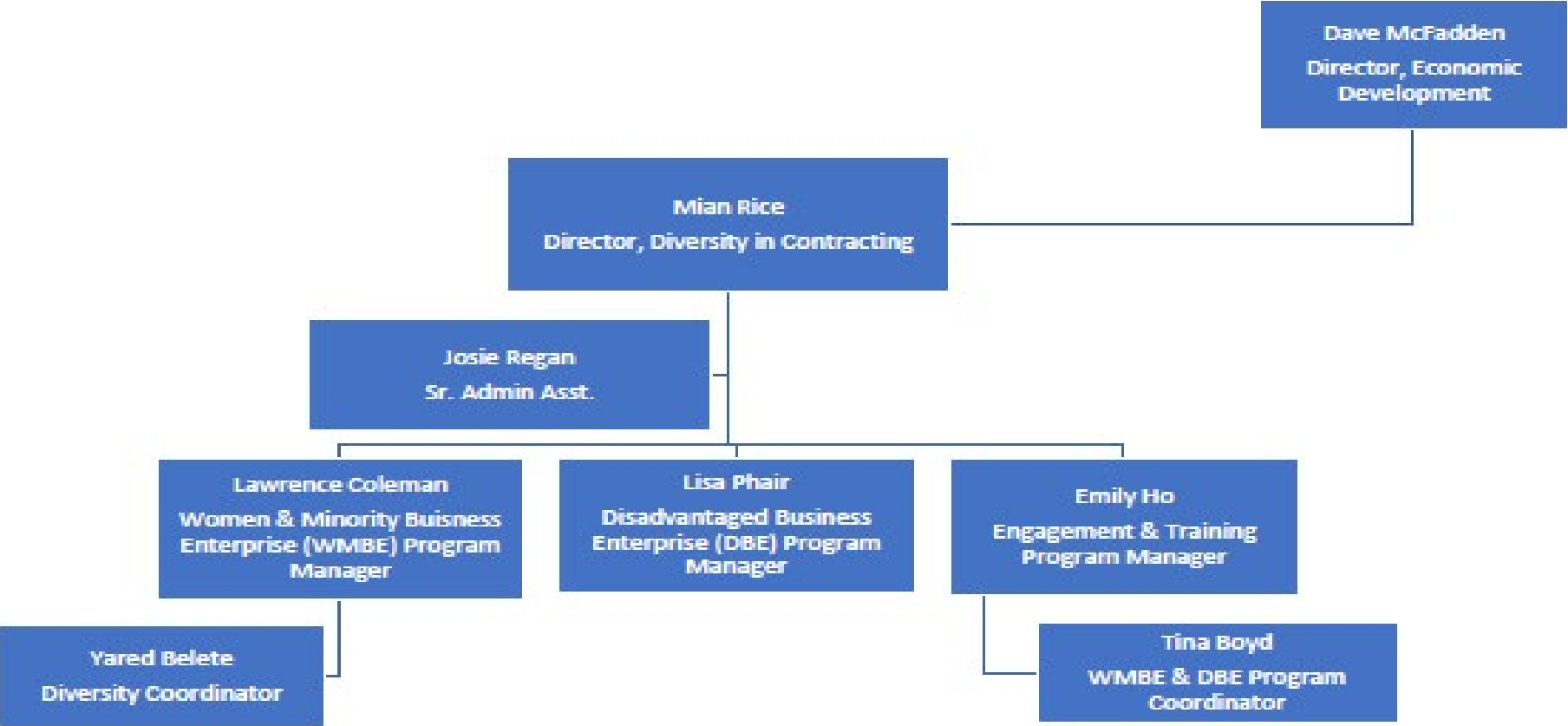
Waterfront Project Management

September 21, 2022

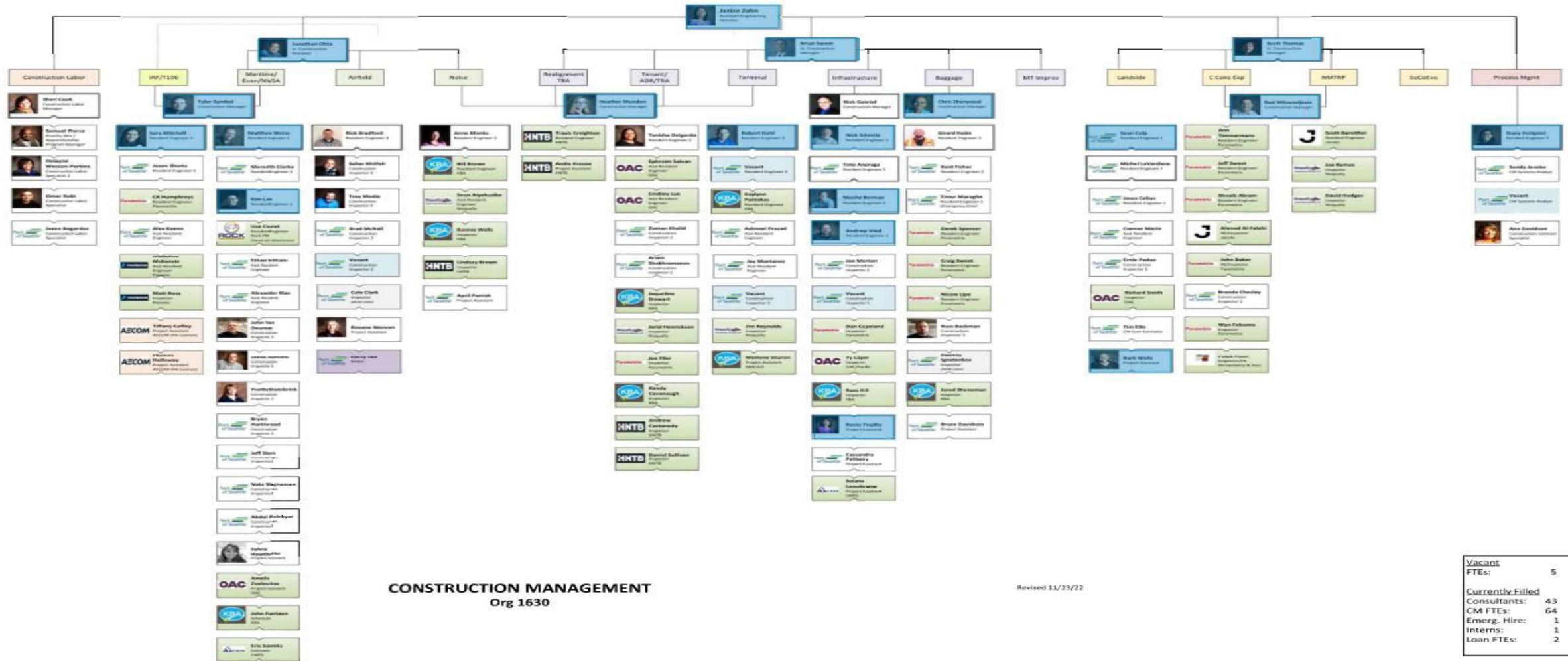


Economic Development – Diversity in Contracting

Economic Development Division- Diversity in Contracting July 2022



Construction Management



Alt Public Works Projects – Last 3 years

Design Build Projects

Interim Westside Fire Station

TSE Phase II: Bollards and ADA Ramps

T106 CBP Facility Renovation

Telecom Meet Me Room - Building

T46 Substation Replacement

International Arrival Facility

GC/CM Projects

Sites 23-25 Restoration (T117)

North Satellite Renovation

Main Terminal Low Voltage

C Concourse Expansion

Post IAF Airline Realignment

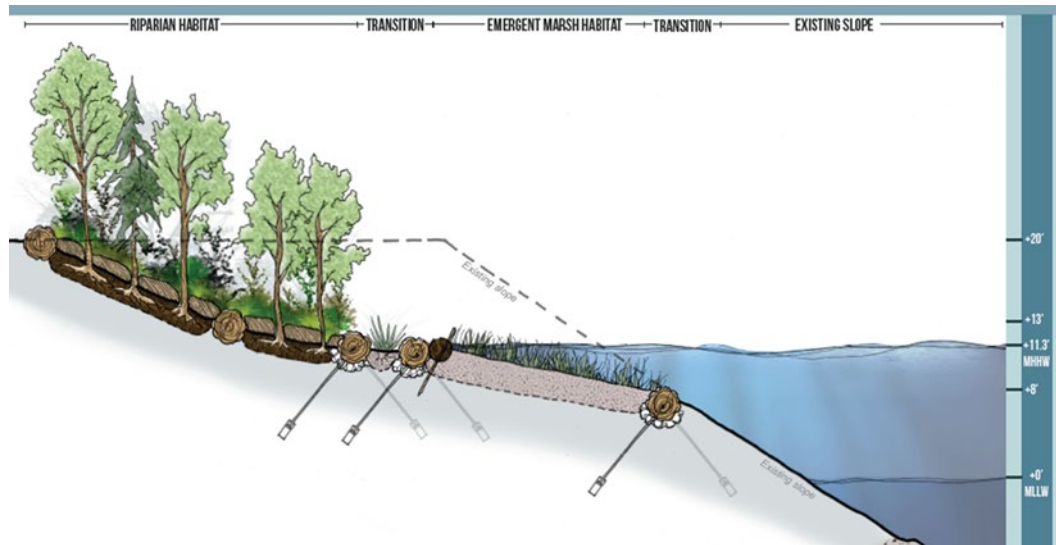
Primary Fire Station Continuing Operations Preservation

Concourse Low Voltage

Project Example – Heavy Civil GC/CM

T117 Site 23-25 Restoration

- Total Contract Cost: \$16 Million
- Construction Start: Aug 2020
- Construction Complete: In Progress



Restoration Technique



Intertidal Marsh

Project Example – GC/CM with M & EC/CM

North Satellite Renovation

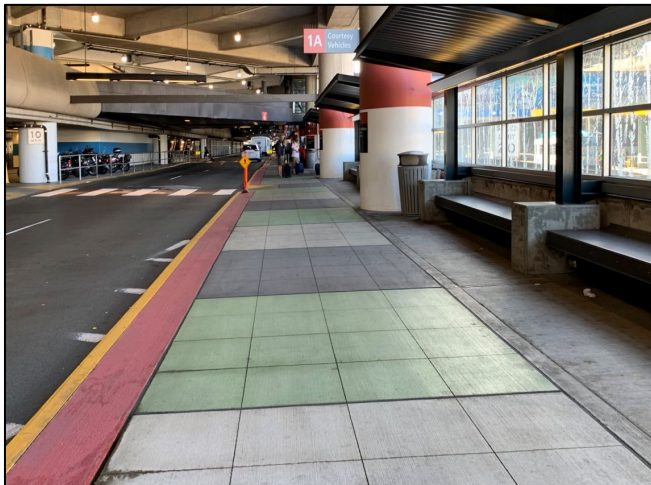
- Total Contract Cost: \$500 Million
- Construction Start: July 2017
- Construction Complete: July 2021



Project Example – Traditional Design Build

Transportation Security Enhancements

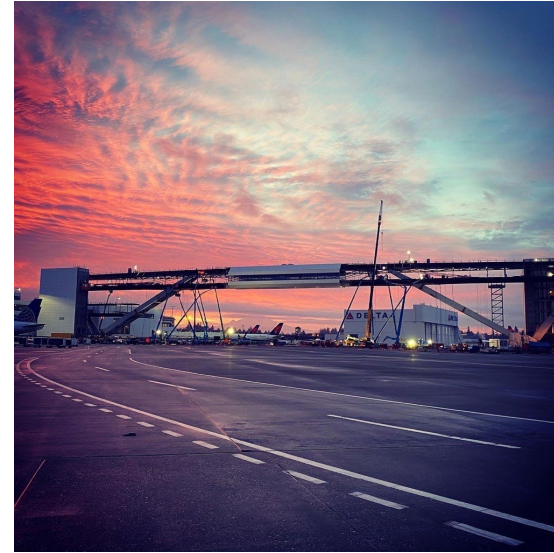
- Total Contract Cost: \$13.8 Million
- Construction Start: November 2022
- Construction Complete: In Progress



Project Example – Progressive Design Build

International Arrivals Facility

- Total Contract Cost: \$986 Million
- Construction Start: October 2016
- Construction Complete: 2023



GC/CM Subcontractor Bidding Summary

- T-117 Site 23-25 Restoration (Heavy Civil)
 - 42% Negotiated/11% Competitive self performance
- Main Terminal Low Voltage
 - 4.33% Competitive self performance
 - EC/CM
- Concourse C Expansion
 - 0% Competitive self performance (To date with construction just beginning)
 - MC/CM, EC/CM, SC/CM (Curtain Wall)

Port of Seattle Alternative Delivery Industry Engagement and Learning

- Capital Projects Advisory Review Board (CPARB)
- CPARB Subcommittees –Project Review Committee (PRC), GC/CM, SW, BEDBI, JOC, Subcontractor Work listing
- Design Build Association of America (DBIA) Owners Subcommittee
- Public Owners Roundtables
- AGC DB Training and Education
- Washington Public Ports Association (WPPA) -Port Procurement Group
- Construction Management Certification Institute (CMCI)

Workforce Development

- Apprenticeship goals: 15%
 - Actual for 2021: 22%
- Priority Hire goals within Project Labor Agreements: 20%
 - Actual for 2021: 25%

WMBE Performance 2019-2022

Design Build

Number of Contracts: 10

Number of WMBE Firms: 78

Total Number of Subs: 732

Total Dollars Spent: \$55 mill

Total WMBE Dollars: \$10 mill

WMBE Percentage: 18.39%

GC/CM

Number of Contracts: 7

Number of WMBE Firms: 54

Total Number of Subs: 472

Total Dollars Spent: \$69 mill

Total WMBE Dollars: \$4.6 mill

WMBE Percentage: 6.6%*

***9.19%** when you remove SBE Contracts (IAF/NSAT). This also includes 3 GC/CM Preconstruction contracts which if removed brings the number to **10.45%**

Benefits Realizes

- ✓ WMBE Design Firms involved in meaningful ways early
- ✓ Lends to a greater variety of WMBE partners
- ✓ Best Value Evaluation of qualifications, past performance, outreach efforts
- ✓ Adds ability to be adaptable to environment and needs of WMBE firms
- ✓ Reduced affirmative efforts on alt deliveries in comparison to low bid
- ✓ Once executed, primes have coordinated outreach, partnering, packaging

Panel Question #1

- Do you have executed completed attachment Form C
- Response: Yes, sent via email 11/29/2022

Panel Question #2

- Have your design build projects been qualifications based or a design competition (Progressive versus Design Competition)?
 - a. What are the lessons learned for each of the types as it seems your lessons learned in section 2 (b) are mostly for GC/CM

Answer - Panel Question #2 -Additional lessons learned

GC/CM Specific

- Agree upon format of estimates with GC/CM & SC/CM, Designer, and Owner prior to quantifying costs.
- Utilizing SC/CM when appropriate has been helpful for our complex operations
- Contracting with the GC/CM as early as possible in design (As early as 5%)

DB Specific

- Port still improving on basis of design & Spec development that our early D/B projects could have benefited from.
- Improving on Role Clarity to ensure all stakeholders and roles are understood for efficient use of time at meetings.
- Awareness around Port's technology requirements that may be out of date. CAD standards do not allow searchable or linked documents and may not be design industry standard.
- DB team weekly meeting included key stakeholders which supported collaborative approach and design engagement, enabling an aggressive schedule with creative solutions for operational issues & limitations and making decision quickly.

Overall

- APW provided increased opportunity for our WMBE Program, where goals & commitments led to excellent results.
- Port has implemented lessons learned after each phase: procurement, design, and construction versus at end of project.

Panel Question #3

- Does the Port have baseline data for its DB projects (FY 2021 and FY 2022 year-to-date) for W/MBE utilization, and if so, could you provide it.
- Answer: 2021-2022 (YTD) W/MBE Utilization for D/B is 18.39%

In Summary

- The Port meets the requirements for recertification
 - Understands the RCW 39.10 provisions and best practices
 - Right processes to determine when alternative delivery (GC/CM or DB is appropriate) is appropriate
 - Right people to deliver the projects using GC/CM or DB for success
- We request approval of the Port to be recertified for GC/CM and DB

THANK YOU

QUESTIONS?

