

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

APPLICATION FOR CERTIFICATION of PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting- GCCM

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

- (a) Legal name of Public Body: Port of Seattle
- (b) Address: 2711 Alaskan Way, Seattle, WA 98121
- (c) Contact Person Name: Janice Zahn Title: Assistant Director of Engineering
- (d) Phone Number: 206-787-3798 Fax: 206-787-3188 E-mail: zahn.j@portseattle.org

2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GCCM under Alternative Contracting Procedure (RCW 39.10.270 (2)(a).) Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)

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. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

Prior to requesting Port's Commission approval to proceed with design and construction of a project, a project team consisting of members from Project Management Group, Construction Management Group, and Central Procurement Office holds a meeting with the project sponsor. The project sponsor defines the requirement with respect to scope and schedule. The project team strategizes and agrees upon how the project will be procured in a competitive manner while considering operations, risks, and scheduling needs.

The acquisition plan template is completed by the Project Manager, which documents the technical and business needs that will control how a project will be procured through design, purchasing, services and/ or construction. It summarizes the planning considerations, is used as the agenda for the planning meeting(s), documents the agreed upon procurement method and identifies the critical milestones in the acquisition process.

During the acquisition planning meeting(s), the project team determines if an alternative public works contracting method is appropriate based on estimated cost, project objectives, schedule considerations and risks. Since these factors and their priority of importance will vary from project to project, a detailed analysis for the best contracting method is performed. If the team recommends an alternative contracting procedure; a subsequent meeting is conducted with the Managing Director of Capital Development. If the Managing Director is in agreement with the team's recommendation, the Managing Director recommends this method to the Port's Commission for approval to proceed.

See Exhibit A for Process Chart.

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

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

The Port has a successful record of accomplishing an ongoing, major capital improvement program. Within the past ten years, the Port has completed over \$1.4 billion in its Capital Improvement Program (CIP), which included the \$412 million Rental Car Facility, the \$231 million Main Terminal 100% Baggage Screening project, the \$31 million Terminal Escalator Modernization project, as well as the \$85 million Runway 16L/34R Reconstruction project. Seaport and Real Estate projects include \$79 million Shilshole Bay Marina Renewal and Replacement, \$23 million Fisherman's Terminal improvement projects, the \$121.5 million T-30/T-91 Cruise Terminal and Container Redevelopment.

The majority of Port projects were procured using the Design-Bid-Build methodology with selective projects utilizing the GC/CM and Design-Build methodology. The Port utilized the GC/CM alternative contracting method for the C-1 Baggage Handling System at Seatac Airport, Shilshole Bay Marina Removal and Replacement project and the Rental Car Facility. The GC/CM method was the preferred method due to the complexity of these projects and the need for contractor input during the design and preconstruction period. For the C-1 project, the GC/CM method was used to address a combination of complex, evolving baggage screening technologies with complicated and interconnected design and construction scheduling/phasing. Coordination with the impacted airlines, the Transportation Security Administration (TSA), the Port's technical and operations staffs, the Port's design and construction management consultant firms, and the GC/CM firm were essential for development and delivery of the federally-mandated baggage screening system.

For the \$79 million Shilshole Bay Marina project, the construction had to be phased over multiple years to limit disruption to the 24/7 operations of the marina, which included 300 live-aboards and the relocation of 1,700 boat slips. Preconstruction discussion with the selected GC/CM was key to generating a schedule that limited operational impacts and optimized construction efficiencies. On the \$412 million Rental Car Facility project, the site is highly constrained and the level of coordination with rental car companies, public agency partners and internal Port stakeholders created significant challenges that required early contractor participation.

The Port utilized the Design-Build procurement method for the \$30.6 million Terminal Escalator Modernization project at Seatac Airport. The project included replacement of forty-two existing escalators and installing two new escalators in a 24/7 operating facility. The DB method was used to leverage the innovation of the proposer's designer, manufacturer and installer/contractor to develop an approach that minimized airport operational disruptions while achieving the performance requirements the most cost effectively based on the proprietary properties of the various vendor designs. The project completed on time and under budget.

Since 2011, the Port has utilized the Job Order Contract (JOC) format for its Noise Remedy Sound Insulation program in south King County. The program provides sound mitigation for eligible single family residential homes built before the enactment of applicable local jurisdiction codes. Each residence is unique, thus a separate design effort is required for each residence. The JOC format along with the issuance of Work Orders for each project, matches well with this separate design requirement. The Port will be procuring another JOC contract in 2014 in continued support of the Noise Remedy Sound Insulation program.

4. Personnel with Construction Experience Using various Contracting Procedures (RCW 39.10.270(2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those personnel that you reasonably expect will be with your organization over the next three years.

Significant to the effective performance of the CIP are the Port's Project Management Groups, Central Procurement Office and Construction Management Departments, all consolidated within a single Capital Development Division. This organizational structure provides for seamless, responsive and efficient design, construction and contracting support. Essential resources are available to support all types of procurement including the D-B-B, GC/CM and D-B methods.

See Exhibit B for the Port Personnel Experience History.

5. Management Plan and Rationale for Alternative Contracting Projects (RCW 39.10.270 (2)(b)(iii).) Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)

Please provide your typical management plan or protocol that you would use to manage a GGCM project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).

Overall responsibility for projects resides with the Managing Director, Capital Development Division. Reporting to the Managing Director, the Project Management groups will have the day-to-day management responsibilities with significant roles provided by the Central Procurement Office for procurement, award and closeout of construction contracts, and the Construction Management group for day-to-day management responsibilities of the construction contract. This integrated organizational approach is the standard approach used by the Port with successful results.

The project manager is responsible to manage and facilitate design development and review process utilizing the Port's Design Manual and the Document and Controls Review System, development and oversight of cost estimates and project schedule utilizing in-house and design consultant staffs, utilization of Port cost control procedures and systems, and submission of necessary documents for the Port Commission authorization of the contract advertisement and award, and project funding. Throughout these steps, the project manager will use Port procedures and guidelines to facilitate input from and review by the project team and stakeholders and any other resources necessary to address specific project concerns/issues. Oversight by Port senior management coupled with monitoring and reporting requirements for monthly and quarterly project reviews including funding, provide additional levels of controls. The Project Manager procures the consultant contract for the designer of record (if performed by outside consultants) and manages the performance of their work.

The proposal development and procurement of Port construction contracts are directed by the Central Procurement Office (CPO) Construction section. The Port will utilize outside consultant technical advisors as needed. A collaborative review between the Construction Manager/Resident Engineer, Project Manager, and Contract Administrator of all documents is also conducted to ensure accuracy and quality. The CPO Director will provide strategic

advice and oversight. The CPO Construction Contract Services Manager reviews and certifies all documents.

For the construction management phase of a project, the Port's Construction Management department will manage the construction contract. Cost growth during construction is tracked using a Construction Trend log database for change management. A construction contingency is established to fund changes during construction and justification codes are assigned to track causes of cost growth. Construction Manager, Resident Engineer, and assigned Port inspectors utilize the Livelink construction management software system to track and manage submittals, RFI's, CB's, change orders, and all other pertinent construction-related documents. The Livelink system complimented by the Regulations for Airport Construction and the construction contract documents govern the construction management and provide for effective project controls. The Port will also utilize outside consultants during the construction phase to assist in-house staff as needed.

See Exhibit C for the Project Organization Chart, identifying the key management positions.

6. Contracting Procedures (RCW 39.10.270 (2)(b).) (Limit responses to two pages or less. (See attached example table of how to display construction history.)

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- *Name of project*
- *Description of project*
- *Total project cost*
- *Method of delivery (GC/CM or other)*
- *Lead Design Firm (including current contact information)*
- *General Contractor or GC/CM (including current contact information)*
- *Planned construction start at authorization date*
- *Planned completion date*
- *Actual construction start date*
- *Actual completion date*
- *Reason for schedule overrun (if any)*
- *Original budget at authorization (not including land acquisition)*
- *Final Cost*
- *Reason for cost overrun (if any)*

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

See Exhibit D for Port Project History information.

7. Demonstrated Success in Managing at Least One Project Using the GCCM Contracting Procedure Within the Last Five Years (RCW 39.10.270 (2)(b).) (Limit response to one page or less.)

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- *Appropriateness of the alternative contracting method used for the project(s).*

- *Lessons learned from your experience.*

Consolidated Rental Car Facility – GC/CM Contracting Method

In 2012, the Port successfully opened the new five-story, 2.1 million-square-foot LEED Silver certified consolidated Rental Car Facility (RCF) with 50,000 square foot Customer Service Building on 23-acres that supports all airport-related rental car companies and operations at one location. The project scope also included four Quick Turn Around (QTA) facilities each having car washes, gas pumps, vacuums and minor maintenance areas, four operational floors (ready/return) each covering 400,000 square feet (10 acres) to accommodate up to 14,000 rental cars on a peak day.

Appropriateness of the alternative contracting method used

The Consolidated Rental Car Facility is a very large complex with many highly specified mechanical systems unique to a rental car processing facility. The worksite is highly congested (24 acre site to construct a 23-acre building footprint), with challenges in stormwater management due to the sheer volume of run-off as well as limited access during construction. There were complex phasing and sequencing with adjacent construction projects, coordination with multiple outside agencies, and scheduling of the various scopes of work over multiple years of construction. The rental car companies had requested a very aggressive schedule and the construction completion had to be phased and scheduled to be concurrent with the tenant improvement work in each area of the facility (customer service building, QTAs, etc). By selecting the GC/CM contracting method, the contractor was able bid out the site preparation and erosion control work prior to the start of the major construction to accelerate the schedule.

Lessons Learned from your experience

There are three main areas regarding lessons learned. First, the decision to procure this construction contract when the design was 45-50% complete did not allow the GC/CM to participate in the 30% design review process. The Port lost some of the advantages of early contractor involvement in preconstruction for some of the design elements. The second area was to provide more time and budget in the GC/CM contract for during the design process to leverage the preconstruction services for constructibility reviews, value engineering and risk assessments.

The third area is the use of building information modeling (BIM). The GC/CM utilized BIM for the mechanical/fueling systems to ensure that underground fuel pipes and bollards would fit within the allotted space as well as in the helix areas to verify that the structure could be constructed as designed. The project would have benefitted from using BIM for the mechanical systems in the Customer Service Building to identify ceiling conflicts.

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.)

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

Each year the Port of Seattle Commission adopts a six-year capital budget and plan of finance that includes both committed and business plan prospective projects. Business plan prospective projects are carefully screened by each Operating Division's senior leadership to ensure that there is sufficient justification before they are included in the capital budget and plan of finance.

Each project in the Port's capital budget is tracked as a capital improvement project (CIP) in both the Port's Enterprise Financial System (PeopleSoft) and Enterprise Project Delivery System (Skire Unifier).

In order for a business plan prospective project to become a committed project, a detailed project definition (Project Notebook) must be completed and approved by the Division's senior management. When this project definition step begins, a Project Manager is assigned and a Work Project (WP) is set up in both PeopleSoft and Skire Unifier under the CIP set up when the project was put in the capital budget. The Project Notebook includes detailed identification of the project's scope, the development of a detailed cost estimate to define the project's budget, the development of a detailed schedule, and other relevant factors as identified in the Port's Project Notebook Procedures. This notebook is the basis for requesting the initial project authorization from the Port Commission to proceed with project design. The approved notebook budget is used as the baseline budget for the WP within the PeopleSoft and Skire systems.

The project notebook cost estimate is either developed by the Project Management Group's Cost Estimators or by Port A/E consultants and reviewed by those cost estimators, using consistent conceptual cost estimating methodologies and based on the preliminary planning scope of work. Direct costs of the project are estimated (including a design development allowance), followed by contractor's markups, to establish a target bid amount, and then these costs are used as a basis for construction contingencies, and Washington State Sales Tax (WSST) to calculate a final construction cost. This final number then is used as the basis for soft costs such as Design, Project Management, Construction Management, etc., taking into account historical percentages for projects of a similar size and type and other factors relevant to the specific project.

As the project progresses through the design phases, and the Project Manager receives updated estimates from the Port's Design Team (either A/E consultants or in-house), the Project Management Group's Cost Estimator reviews these estimates. The engineers' estimate is reviewed by the Cost Estimator and put into the standard Port format. On a quarterly basis, five year cash flow projections are updated by the Project Managers with input from the Project Controls staff. The cash flow projections are developed using a work project by work project approach and reported at the CIP level.

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.)

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

The Port believes strongly in complying with state laws and regulations and ensuring that our projects are managed in ways that are consistent and in compliance. Port staff is actively involved in CPARB, PRC and CPARB subcommittees and understands the importance of provisions within RCW 39.10.

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

If your organization had audit findings on any project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

Inadequate project controls procedures and practices were identified in the 2007 Washington State Auditor's Office (SAO) Performance Audit as areas requiring improved oversight and

procedures. In response to the audit findings, the Port established in 2008 a new Capital Development Division and a Central Procurement Office (CPO). The Capital Development Division consolidated the existing engineering, project management and construction functions with a new CPO, all steps to improve Port procurement practices, project oversight, and project delivery processes.

The Port has implemented and strengthened control procedures, specifically concerning engineer's estimates, change orders (negotiations, independent estimates, cost analysis, and secondary reviews of contractor change order proposals and documentation), and implemented revisions to the Port's Construction Manual Standard Operating Procedures and Contract Manual. Further, the Port has implemented comprehensive policies and procedures for Service Agreement procurement and contract management. Additional detailed information concerning the audit is available at

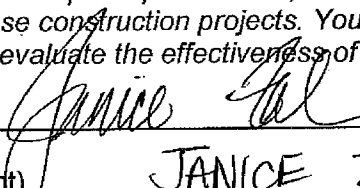
http://www.portseattle.org/downloads/news/Audit_Response_20090420.pdf

Since 2007, the Port has been audited annually in its SAO Accountability audit, with no findings. These SAO accountability audits focused on procurement, contracting and change orders. The audits evaluated internal controls and whether the Port of Seattle complied with state laws and regulations and its own policies and procedures.

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).

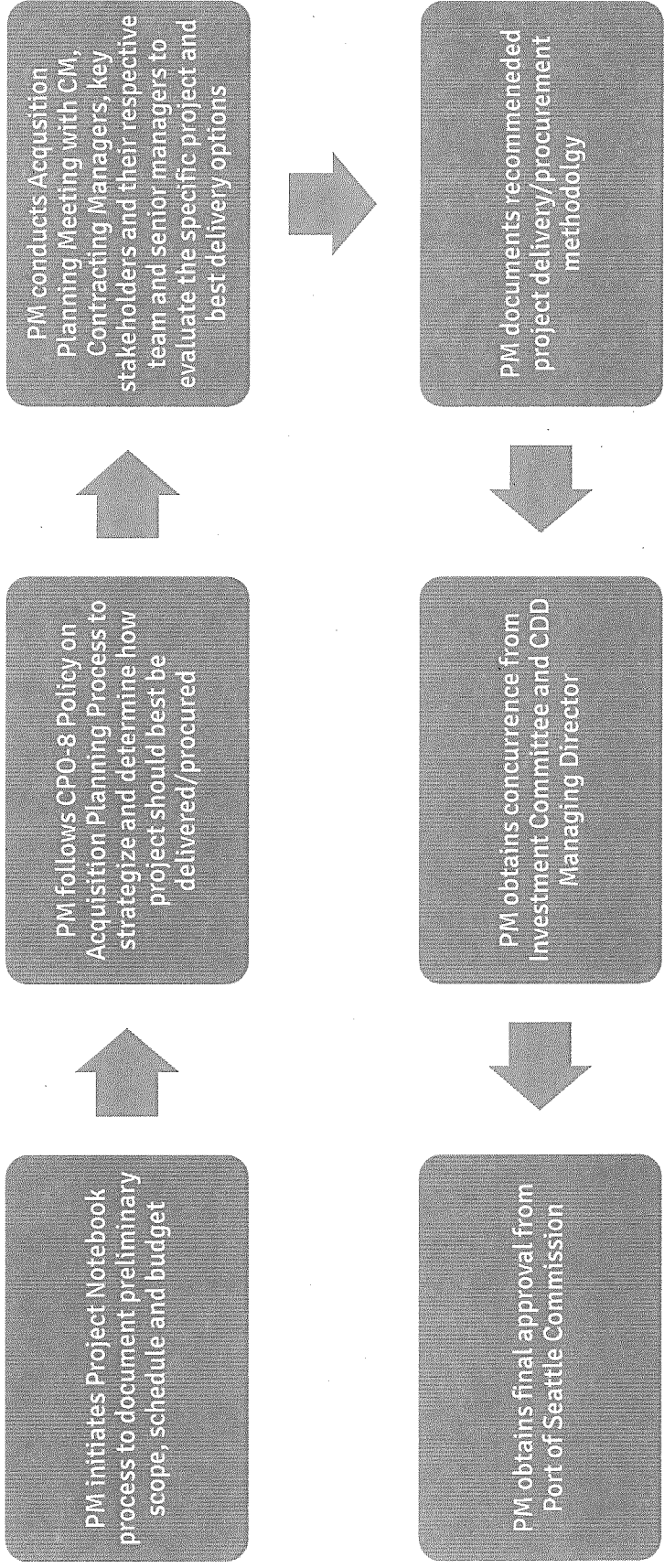
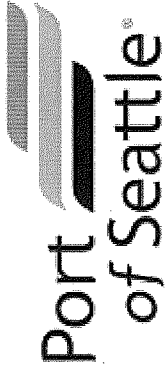


Name (please print) JANICE ZAHN

Title: ASSISTANT DIRECTOR OF ENGINEERING

Date: 12/30/13

EXHIBIT A: PORT PROJECT DELIVERY REVIEW FLOW CHART



Legend

- PM:** Project Manager
- CM:** Construction Manager
- CDD:** Capital Development Division

**EXHIBIT B:
Personnel with Construction Experience Using Various Contracting Procedures**

Name and Title	Summary of Experience	Project Name	Project Size	Project Delivery Type	Role during Project Phases			Role Start	Role Finish
					Planning	Design	Construction		
Ralph Graves, Managing Director of Capital Development Division	39 years of experience, with 29 years at the Army Corps of Engineers responsible for numerous major construction projects. After his military career, Mr. Graves was a project manager in the Seattle Parsons Brinckerhoff office prior to joining the Port in 2008.	Terminal Escalator Modernization Rental Car Facility at STIA Fort Lewis, WA Deployment Center Military Base Housing & Dormitory Projects US Air Force Academy Athletic Fac., CO	\$16.9M \$234.4M \$30 M \$70 M \$25 M	D-B GC/CM D-B D-B D-B	X X X X X	X X X X X	X X X X X	2009 2008 2002 1992 2001	2013 present 2003 2003 2003
CONSTRUCTION MANAGEMENT PERSONNEL									
Janice Zahn, Assistant Director of Engineering - Construction Services	25 yrs experience in the design, construction and project management of capital projects, with last 14 years at the Port. Extensive directly relevant experience with alternative contracting methods. Construction Manager and Project Manager for the Shilshole Bay Marina GC/CM project. C-1 baggage handling system project and currently leading the Construction Management team on the GC/CM Rental Car Facility. Actively involved with CPARB subcommittees and task forces, including RCW 39.10 Reauthorization, GC/CM Heavy Civil, bidder responsibility, industry-wide, Best Value subcommittee and the IPVBV task force. Licensed PE, MSCE, CMAA and DBIA member.	Consolidated Rental Car Facility Terminal Escalator Modernization C-1 Baggage handling system project Shilshole Bay Marina Redevelopment New Cruise Ship Terminal	\$250 M (Const.) \$16.9M \$162.5M \$60M (Const.) \$45M (const.)	GC/CM D-B GC/CM GC/CM D-B-B	X X X X X	X X X X X	2008 2009 2008 2004 2006	present 2013 2009 2009 2010	
Andrea DeMuro, Construction Manager	26 yrs of experience as Construction Manager, Project Manager for General Contractor providing constructibility review and cost estimating services from program through construction completion, with last 5 years at the Port. DBIA member and certified.	Marquis residential and commercial projects Commercial retail project - 25 bldgs on 65 acres Terminal Escalator Modernization	\$20M-56M \$96M \$16.9M	G-Max D-B D-B	X X X	X X X	1997 2006 2009	2006 2008 2013	
Scott Thomas, Construction Manager	30 yrs of experience in construction project management. 13 years at the Port as Construction Manager and Resident Engineer. 17 years at several construction companies working in the roles of Project Manager, Project Engineer, Lead Estimator, VP, with many years experience in scheduling and claims management. Licensed PE	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM		X	2008	present	
Jonathan Ohta, Construction Manager	24 yrs of experience in the design and construction of capital projects. 12 years at the Port as a Construction Manager and Resident Engineer. Licensed PE.	Shilshole Bay Marina Redevelopment New Cruise Ship Terminal Everett Events Center	\$60M (Const.) \$45M (Const.)	GC/CM D-B-B		X X	2008 2008	2009 2010	
Kyle Richardson, Construction Manager	24 years of Construction experience, 20 years of Management including Construction Manager Special Projects Division Manager, Sr Project Manager, Programming, Development, Estimating, Cost Management, Claims Management, Advanced Scheduling, Closeout and Commissioning	Terminal Escalator Modernization Northgate Mall Parking Garage Husky Baseball Stadium Multiple projects as a General Contractor	\$75M (const) \$16.9M \$17M \$13M 15-30M	D-B D-B D-B D-B G-Max		X X X X X	2003 2012 2006 2012 1999	2005 2013 2006 2012 2012	
Rad Mlcosavljevic, Resident Engineer	20 years of construction experience with progressing level of responsibility from inspection to management of large capital improvement program projects. Projects include work in both public and private sector environments, ranging in value between \$500,000 and \$250,000,000. 12 years with the Port of Seattle. BS and MS. in Aeronautical Engineering, CMAA Member	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM	X		2008	present	
Ann Paustian, Resident Engineer	25 yrs experience with the construction and project management of capital projects. Worked at the Port of Seattle since 2001 with last 3 years as a Port RTE. Licensed PE.	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM		X	2009	present	
Tom O'Connell, Resident Engineer	36+ years of Construction experience as a Contractor's Quality Control Manager, Field Engineer, Superintendent, Estimator, Project Manager, VP of a small subcontracting firm, Senior Inspector and Resident Engineer. Over 30 years of this time was related to public projects for the Port of Seattle, Corps of Engineers, Navy/ROICC, FAA and various	Consolidated Rental Car Facility Shilshole Bay Marina Redevelopment Terminal Escalator Modernization Shilshole Bay Marina Redevelopment Runway 16L/34R Reconstruction	\$250 M (Const.) \$60M (Const.) \$16.9M \$60M (Const.) \$49M	GC/CM GC/CM GC/CM D-B GC/CM D-B-B		X X X X X	2008 2005 2011 2006 2009	2010 2009 2013 2008 2009	
Beckie Pitts, Resident Engineer/Scheduler Chris Sherwood, Resident Engineer	14 yrs of construction management experience with progressing levels of responsibility at the Port of Seattle. Licensed PE.	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM		X	2010	2011	
Alisha O'Haver, Resident Engineer	17 yrs experience in design and construction management for both public and private projects. Licensed PE.	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM		X	2010	2011	
Heather Munden, Resident Engineer	9 yrs of construction management experience with progressing levels of responsibility. 5 years at the Port. Licensed PE.	Consolidated Rental Car Facility Shilshole Bay Marina Redevelopment	\$60M (Const.)	GC/CM		X	2006	2008	

Jeff Nelson, Assistant Resident Engineer	5 years experience in construction management as an assistant Resident Engineer for the Port	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM		x	2008	2013	
PROJECT MANAGEMENT PERSONNEL									
Wayne Grothetter	33 years professional experience including 26 years engineering management experience in public & private sectors, 4 years experience in current position responsible for all Sea-Tac airport capital projects, 2 years experience as senior manager responsible for Port of Seattle Seaport & Real Estate capital projects amongst other responsibilities. MBA, MSE, licensed PE.	Terminal Escalator Modernization	\$16.9M	D-B			2009	2013	
Rick Jenkins	32 yrs: 30 yrs at US Army Corps of Engineers, 2 yrs w/ PoS as Dir of Seaport Project Mgt.	Rental Car Facility at STIA (HNC Surge Barrier (New Orleans, LA)	\$234.4M ~ \$1B	GC/CM D-B	x		2009 2007	2012 2008	
George England	35 yrs: 2 yrs US Forest Service, 9 yrs US Army Corp of Engineers and 24 yrs Port of Seattle. Focus on structural design, multi-mega program and project experience in Aviation and Seaport projects.	Parking Facility Expansion Rental Car Facility	\$47.5M (Const) M (Const.)	Des-Bid GC/CM	x		1990 2001	1993 2012	
Mike Tasker	I have 15 years of Navy Civil Engineer Corp Experience managing several projects utilizing the Design Build contract method. I have also attended design build work shops and have the ACOE Design Build Training.	Bachelor Enlisted Quarters	\$68M	D-B	x		2009	2010	
		Small Boat Launch	\$2.1M	D-B	x		2010	2011	
		Applied Instruction Bldg	\$15M	D-B	x		2009	2011	
		Small Arms Range	\$4.8M	D-B	x		1999	2001	
		Applied Instruction Bldg	\$5M	D-B	x		2000	2002	
Greg Vouros		Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM	x		2008	2012	
Steve Schmidt	40 years professional experience including 26 years engineering management experience in public & private sectors, 30 years design experience, 16 years in construction. Marine and aviation projects. MBA, BSEE, licensed PE.	Consolidated Rental Car Facility	\$250 M (Const.)	GC/CM	x		2009	present	
		Port of San Francisco, Third St Bridge	\$10M	D-B	X		2005	2007	
		Port of Seattle, Satellite Train System Renovation	\$150M	D-B	x		2002	2005	
		C-1 Baggage Handling System	\$50M	D-B	X		2004	2006	
		US Coast Guard Pier 36 Admin Building	\$18M	D-B	X		2004	2006	
Joe Nessel	33 years of experience in managing an extensive, yet diverse number of capital projects and programs, the most relevant experience for the subject project consists of the 15 years at Maryland Aviation Administration (modal agency of the MD DOT and owner of BWI Airport) and the 2+ years at the Port. While at MAA, Mr. Nessel oversaw the capital programming, procurement, design and construction programs, all key to delivery of the \$1.8 billion BWI expansion program and, in particular, the Best Value contract for the \$220 million BWI Terminal NB project.	Terminal Escalator Modernization	\$16.9M	D-B	X		2009	2013	
Ray Moreno	More than 20 years experience in the design and construction of highway projects and approximately 1.5 years for Aviation projects. Deputy project manager on the referenced D-B project.	The I-5 SR 526 to SR 2 HOV Project - Everett, WA	\$240 M	D-B	X		2002	2005	
Anne Porter		Shilshole Bay Marina Redevelopment	\$60M (Const.)	GC/CM	x		2004	2006	
CONTRACTING AND PROCUREMENT PERSONNEL									
Nora Huey, Director of Central Procurement Office	22 yrs: 6 at Port & 7 at King County	Terminal Escalator Modernization	\$16.9M	D-B	x		2009	2013	
		Brightwater Outfall	\$27.5M	D-B	x		2005	2008	
		Brightwater Treatment		GC/CM	x		2004	2008	
Paul Powell, Sr. Manager Public Works Contracting	39 yrs: 15 yrs as Port Construction Contracting, 25 yrs U.S.N.	Terminal Escalator Modernization	\$16.9M	D-B	x		2009	2013	
		Consolidated Rental Car Facility	\$234.4M	GC/CM	x		2008	Present	
		Shilshole Bay Marina Redevelopment	\$54.5M	GC/CM	x		2003	2009	
		C-1 100% Baggage Screening	\$162.5M	GC/CM	x		2003	2009	
Sofia Mayo, Manager Major Works Construction	15 years: 3 yrs at Port, 12 years at public agencies in California.	San Joaquin Regional Transit District Downtown Transit Center	14.5M	D-B	x		2005	2007	
		Sunline Transit District Bus Maintenance Facility	\$3.5M	D-B	x		2009	2010	
PROJECT CONTROLS									
Michael Dyer, Capital Projects Estimator	35 yrs. of experience as Construction Manager, Project Manager and Estimator for consultant providing constructability review and cost estimating services from program through construction completion. Project manager and estimator for building and civil general contractors. Project and construction manager for National shopping mall developer. 3 years at the Port as capital projects estimator	FT Lewis Brigade Combat Team Complex Increments 3 & 4 (FT. Lewis, WA)	\$68 M	D-B	x		2008	2009	
		Northtown Mall Addition (Spokane, WA)	\$13 M	D-B	x		1998	2000	
		Alderwood Mall Life Style Center 500,000 SF Addition	\$160 M	GC/CM	x		2004	2006	
Debra Heilman, Senior Programs Control Manager		Terminal Escalator Modernization	\$16.9M	D-B	x		2009	2013	
Connie Means, Cost Engineer	20 yrs of experience supporting both design and construction projects in both private and public sector, with 8 years in the cost engineering role, supporting the Port of Seattle's Aviation Capital Improvement Program.	Terminal Escalator Modernization	\$16.9M	D-B	x		2011	2013	

EXHIBIT C: GCCM PROJECT MANAGEMENT PLAN

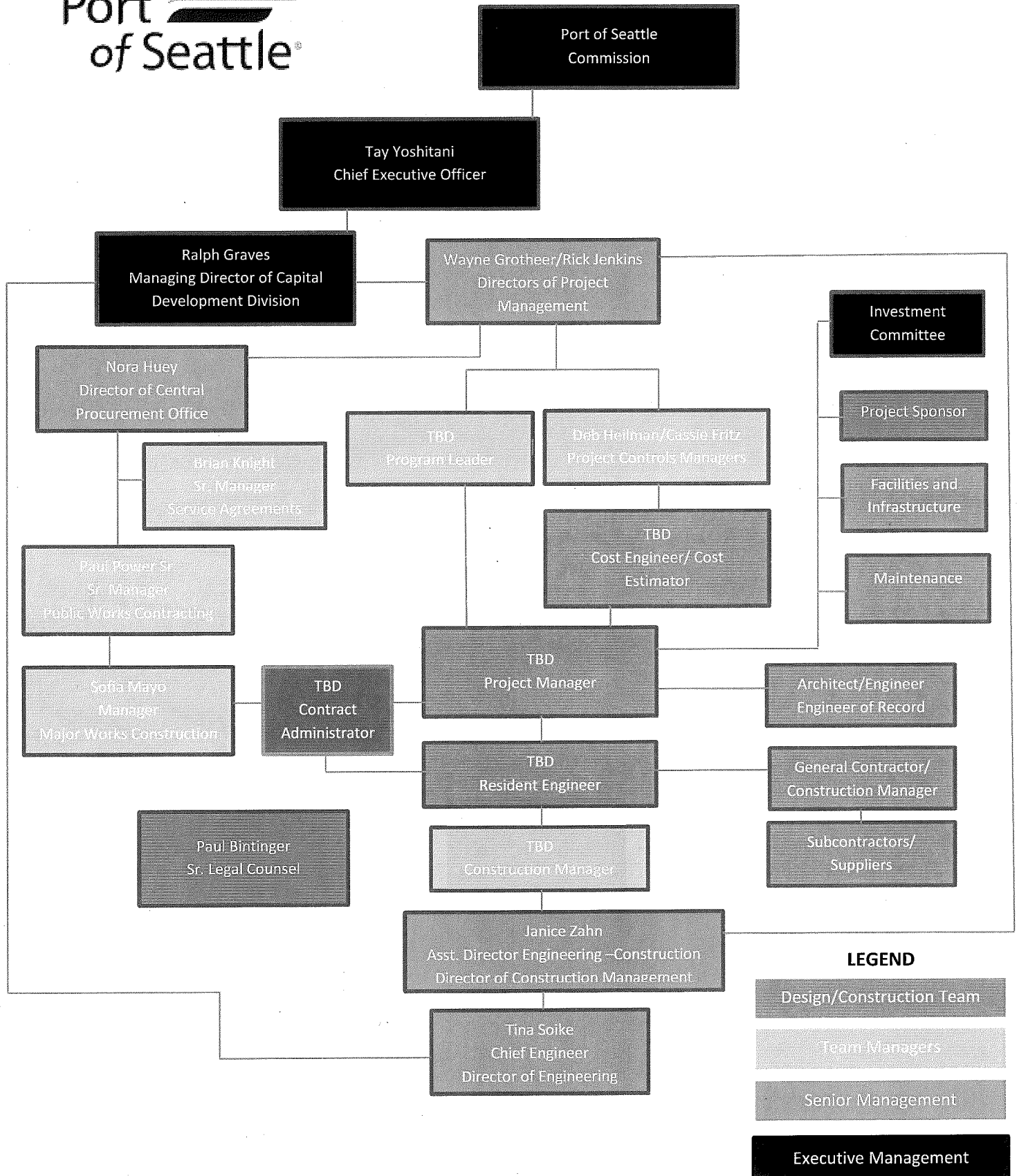


EXHIBIT D: Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures

The Port of Seattle has managed 40 projects with a total individual cost of at least \$5M over the past 10 years, at a total of approximately \$1.5B.

Project No.	Project Name	Project Description	Total Project Cost	Method of Delivery	General Contractor	Lead Design Firm	Planned Start	Planned Completion	Actual Start	Actual Completion	Original Construction Budget	Final Construction Cost	Cost or Schedule Overrun (Reason if any)
1	Gate Improvements - Electrical Upgrade	The Work includes upgrading the Port-owned Passenger Loading Bridges (PLBs) at the South Satellite to the Port's current standard for 400-HZ power and upgrade the potable water systems at South and North Satellites and Concourse B. The Project includes Asbestos Abatement work.	\$12,211,000	D-B-B	Elcon Corporation	Harris Group	Jun-13	Sep-14	Jun-13	I/P	\$5M	I/P	
2	2013 Airfield Improvement Projects	Work includes removal and replacement of 105,000 linear feet of pavement joint sealant within Taxiway W, Taxiway B, and the Apron Pavement Replacement areas. Work also includes removal and replacement of 13,300 square yards of Portland cement concrete paving (PCCP) panels near the South Satellite.	\$6,201,855	D-B-B	Gary Merlino Construction Co Inc	Port of Seattle	Jun-13	Jan-14	May-13	I/P	Jan-00	I/P	
3	Terminal 117 Clean Up	The Work includes: remediation of T-117 Early Action Area of the Lower Duwamish Waterway (LDW) Superfund Site located in King County, Seattle, Washington. Contractor to perform demolition, excavation, dredging, disposal, upland and dredge backfilling, and all related work at the T-117 EAA of the LDW.	\$10,205,117	D-B-B	IMCO General Construction Inc	Crate Consulting	Jan-13	May-14	Jan-13	I/P	\$10.5M	I/P	
4	Exterior Gates and Airfield Improvement Projects	Apron Pavement Replacement - Work includes removal and replacement of Portland cement concrete paving (PCCP) panels at various locations throughout the apron. Fuel Hydrant System and Docking Guidance System Additions. Show Dump Pavement Expansion, Docking Guidance System Additions.	\$6,201,855	D-B-B	Gary Merlino Construction Co Inc	Port of Seattle	May-12	Jan-13	May-12	Apr-13	\$6.6M	\$6.8M	Differing Site Conditions
5	8th Floor Weatherproofing Project	Removal and replacement of approximately 599,000 square feet of failing weatherproofing membrane with more durable materials. Rehabilitate the roof slab addressing cracks, ponding, and leaking issues. Remove and replace or upgrade 2,000 linear feet (as may be adjusted following complete condition assessment) of existing expansion joints	\$8,067,627	D-B-B	PCL Construction Services Inc	Carl Walker	May-11	Oct-12	Apr-12	I/P	\$6.0M	I/P	
6	Terminal Escalator Modernization	The Design-Builder will be responsible for providing all necessary design and construction services for the replacement of forty-two (42) existing escalators and the installation of two new escalators at STIA that are fully-functional, completely operational and that demonstrate achievement of contract requirements and performance standards.	\$30,579,947	D-B	Turner Construction Company	URS	Jan-11	Oct-13	Jul-11	May-13	\$16.9M	\$22.4M	Unforeseen conditions and added scope
7	Bus Maintenance Facility	Construct a Maintenance and Operations Facilities for a fleet of compressed natural gas (CNG) buses.	\$22,728,471	D-B-B	Ferguson Construction Inc	APRA/JACKSON	Dec-10	Dec-11	Feb-11	Jul-12	\$13.1M	\$13.4M	Unforeseen conditions and added scope
8	Central Pre-Conditioned Air	Provide and install a centralized chiller plant including chillers, pumps, piping, heat exchangers, ice storage, chilled brine piping to 73 gates and electrical power and switchgear. Provide and install zone steam-to-water heat exchangers, pumps and piping to approximately 73 aircraft gates. Provide and install 73 gate air handling units for aircraft comfort conditioning.	\$52,900,157	D-B-B	Lydig Construction	STANTEC CONSULTING	Sep-10	Dec-12	Nov-10	I/P	\$27.0M	I/P	
9	CRCF Offsite Roadway Improvements and SR99 Bridge Seismic Upgrade	This project provides for improvements to SR-518, International Blvd (SR-99), S. 160th St, Host Rd, and the Northern Airport Expressway.	\$18,118,245	D-B-B	MidMountain Contractors Inc	KPFF	May-10	Mar-12	Jul-10	Oct-12	\$7.6M	\$10.6M	Unforeseen conditions
10	East Marginal Way Grade Separation Const (EMWGS)	Construction of a new vehicular overpass structure and other related work. The project (referred to as East Marginal Way Grade Separation) provides for the construction of a new vehicular overpass structure (to separate vehicular traffic from rail traffic) located south of S. Spokane Street (lower Spokane Street) and East Marginal Way intersection in Seattle, Washington.	\$55,204,919	D-B-B	Mowat Construction Company	BERGER ABAM ENGINEERS	Oct-09	Mar-11	Oct-09	Apr-13	\$18.2M	\$19.9M	Differing Site Conditions, E&O - Owner
11	RW 16L-34R Reconstruction	The work includes the reconstruction of 11,900 foot runway 16L-34R and portions of five taxiways. Related work includes pavement demolition, excavation, grading, portland cement concrete and asphalt concrete paving, storm drainage, water mains and flush fire hydrants, electrical ductbanks, airfield lighting systems and guidance signs and other miscellaneous work.	\$59,320,900	D-B-B	ICON Materials	Port of Seattle	Apr-09	Oct-09	Feb-09	Oct-09	\$51.6M	\$49.0M	
12	Rental Car Facility (RCF) - GCCM Construction Final Construction	Scope is for the construction of the Rental Car Facility building and will include a terminal-quality lobby, a transportation center for customer busing, short-term vehicle staging areas, ready/return spaces and multiple quick-turn-around areas (QTAs) for fueling and washing of vehicles.	\$34,627,204	GCCM	Turner Construction Company	KPFF	May-08	Nov-11	May-08	May-12	\$224.8M	I/P	
13	Terminal 91 Cruise Ship Terminal	Relocate the passenger terminal for cruise vessels from Terminal 30 to Terminal 91. The project includes demolition of 4 structures, the construction of 12 structures, the construction of existing open areas throughout the terminal for accessory parking of about 1300 vehicles, staging areas and traffic/queuing lanes.	\$112,650,656	D-B-B	PCL Construction Services Inc	KPFF	N/A	Dec-08	Aug-07	May-09	\$38.8M	\$43.9M	E&O, Regulatory Requirement
14	Terminal 30 Upgrade	Upgrade the 43-acre Terminal 30 (T30) for year-round container cargo use, including the restoration of 24 acres to its former container cargo use, and other improvements to Terminals 25 & 30, to create large container cargo facility of 80 acres.	Final cost reported as T-30/T-91 program cost.	D-B-B	General Construction Company	BERGER ABAM ENGINEERS	N/A	Jun-09	Aug-07	Oct-09	\$32.8M	\$47.2M	Scope Change
15	3rd Runway-2007-08 Construction	3rd Runway/Taxiway Construction: The work includes the construction an 8,500 foot runway and 8 connecting taxiways which includes 280,000 square yards of portland cement concrete pavement and 35,000 tons of asphalt pavement. Related work includes grading, installation of subbase and base course sections, water mains and hydrants, electrical ductbanks, electrical services, airfield lighting systems, fencing and other miscellaneous items.	\$108,451,553	D-B-B	ICON Materials	Port of Seattle	Apr-06	Nov-08	Feb-07	Nov-08	\$79.8M	\$62.9M	Unforeseen conditions

Project No.	Project Name	Project Description	Total Project Cost	Method of Delivery	General Contractor	Lead Design Firm	Planned Start	Planned Completion	Actual Start	Actual Completion	Original Construction Budget	Final Construction Cost	Cost or Schedule Overrun Reason (if any)
16	South 160th St Loop/NER Phase 1	Demolition/relocation of a water tower and adjacent facilities. Demolition of the Radisson Hotel and former bank buildings. Demolition of three return-to-terminal bridges. Construction of temporary detours. Temporary erosion and sediment control. Approximately 5,000 ft. of Northbound lanes. Approximately 3,000 ft. of Southbound lanes. Approximately 9,500 ft. of ramps, and 3 new bridges.	\$73,117,362	D-B-B	Mowat Construction Company	HUITT-ZOLLARS	Sep-06	Aug-08	Jul-06	Dec-09	\$93.4M	\$101.3M	Unforeseen conditions & schedule delay due to linkage with another project
17	3rd Runway-2006 Embankment Construction/RW 16L Safety Area Expansion	Clearing approximately 35 acres, construction of embankments comprising 4,600,000 cubic yards, onsite excavation of 1,800,000 cubic yards and off-site import of 2,800,000 cubic yards. Construction of 35,000 square feet of mechanically stabilized retaining wall. Associated work includes, but is not limited to, storm drainage, modification to FAA facilities, temporary erosion and sediment control, fencing and asphalt paving.	\$ 147,370,088	D-B-B	TTI Constructors	Port of Seattle	Feb-06	Dec-06	Feb-06	Nov-06	\$124.8M	\$122.6M	
18	T-18 North Apron Upgrade	Addition of a new 100-foot gauge landside crane rail and strengthening the vertical load carrying capacity of the waterside crane rail over a length of 2480 linear feet to accommodate future new 100-foot gauge container cranes at the terminal between berths 162 and 286. The 50-foot gauge landside crane rail will be realigned and reconstructed. New steel pile tender system for 2440 linear feet and rehabilitation of the existing timber tender system at the extreme north end of the terminal. New water lines, electrical and lighting work, pavement replacement and demolition. 1,000 linear feet of berth deepening will be required.	\$46,518,559	D-B-B	Manson Construction Company	KPFF	N/A	Aug-08	May-05	Aug-08	\$36.1M	\$39.6M	Unforeseen conditions
19	GC/CW Shilshole Bay Marina Renewal and Replacement	Project involves pre-construction work and construction for replacement of docks at Shilshole Bay Marina. Construction of 23 all new floating docks of various sizes (409 moorage slips). Construction of access piers, gates, and ramps to floating docks. Demolition of existing docks and piling. Demolition of Central Pier and 1,000 sf maintenance building. New access control system. New Marina Building. Demolition of Existing Marina Building and Existing Restroom/Laundry/Shower Building. Installation of new infrastructure and demolition and abandonment of replaced systems.	\$78,184,241	GCCM	Hoffman Construction Co of Washington	REID MIDDLETON & MITHUN	N/A	May-08	Feb-05	Feb-05	\$50.2M	\$54.5M	Unforeseen conditions and added scope
20	2004 Airfield Improvement Projects - Contract 1 (Fuel System)	Project includes the completion and commissioning of the new aircraft fuel hydrant system at SeaTac International Airport. Modifications and improvements to the existing fuel farm facility, refurbishment to the three existing fuel tanks, construction of a new Operations Building, modifications to the existing Operations Building, construction of a new Disaster Containment System, and new Fire Protection System; construction of 7,000 linear feet of aircraft fuel piping and 30 fuel hydrant pits and removal and replacement of 20,000 square yards of Portland Cement Concrete pavement.	\$48,943,435	D-B-B	Gary Merlino Construction Co Inc	HNTB	Jun-04	Aug-06	Jun-04	Nov-06	\$49.4M	\$56.0M	Added scope
21	Third Runway - 2004-05 Embankment/S 154th St Construction	Clearing and grubbing approximately 150 acres, construction of embankments comprising 9,000,000 cubic yards, onsite excavation of 3,300,000 cubic yards, off-site import of 6,000,000 cubic yards, and removal and replacement of 500,000 cubic yards of material for subgrade improvements. Construction of 200,000 square feet of mechanically stabilized retaining walls. Relocation of South 154th Street and 156th Way from Des Moines Memorial Drive to 24th Avenue South. Relocation of 1000 linear feet of Miller Creek Instream and Wetland Area Enhancements.	\$228,511,362	D-B-B	TTI Constructors	HNTB	Feb-04	Jan-06	Jun-04	Feb-06	\$192.6M	\$197.4M	Added scope
22	C-1 100 % Final Baggage Screening Project	The system consists of two independent EDS modules, each of which has two Explosive Detection machines. Capacity of the system with all machines operational is 1600 bags per hour. The Explosive Trace Detection (ETD) platform will allow for the provision of up to 12 ETD operators. Stairs from the main terminal bagwell floor provides access to the platform. The project also requires relocation of an existing inbound conveyor transport conveyor and the outbound conveyor.	\$216,901,043	GCCM	Turner Construction Company	URS	Aug-04	Mar-07	Jul-04	Jan-09	\$111.3M	\$162.5M	Added scope, termination/ rebidding of key sub-bid package
23	C-60 Baggage Handling System	Installation and modifications of C60, C62, and C96 outbound baggage sortation and 100% in-line security screening. Installation of interim outbound systems C60-NT2, NT3, NT4, NT8 and NT9. Fire protection systems under BHS conveyor, etc.	\$81,110,816	D-B-B	G & T Conveyor Systems	NBBJ	May-04	Sep-08	Sep-04	May-07	\$25.3M	\$44.9M	Added scope
24	IWTP/WWS Pump Station	Construct a new Industrial Wastewater System Pump Station. Improvements to the Industrial Wastewater Treatment Plant. Upgrade the sludge handling system, etc.	\$13,617,632	D-B-B	URS Corporation	Kennedy/Jenks	Jun-03	Sep-06	Aug-04	Jun-06	\$6.7M	\$8.3M	Added scope
25	Auburn Wetland Development	Construction is within wetland and upland areas. Site dewatering, excavation, haul and disposal of 383,000 cubic yards of soil for construction of 42 acres of new wetlands and enhancement of 18 acres of existing wetlands including ponds and drainage ditches; incorporating compost into approximately 35 acres and incorporating bentonite into 5 acres for wetland soils preparation; vegetation removal and surface preparation of 16 acres of wetland buffer areas. Installing 60 acres of wetland and upland plantings and maintaining over a 12-month plant establishment period.	\$117,267,180	D-B-B	Northwest Construction Co.	PARAMETRIX	Apr-04	Jul-07	Jul-04	Aug-07	\$7.9M	\$8.0M	Added scope