



December 3, 2007

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

APPLICATION FOR CERTIFICATION of PUBLIC BODY
TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
AND/ OR
DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURES

1. Identification of Applicant

- (a) Legal name of Public Body: City of Seattle
- (b) Address: Seattle Municipal Tower
700 5th Avenue
Seattle, WA 98124-4669
- (c) Contact Person: Linneth Riley-Hall
Purchasing and Contracting Services Director
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2. Type of Certification Being Sought

- GC/CM D-B Both

3. Experience and Qualifications for Determining Whether Projects Are Appropriate for the Alternative Contracting Procedure

To date, the City of Seattle has implemented 12 projects using GC/CM or DB contracting based on City determinations that these projects were suitable for Alternative Public Works Contracting under RCW 39.10. These determinations have been made in adherence with criteria set forth under RCW 39.10 as well as other criteria developed by the City's departments.

Prior to the 2007 amendments to RCW 39.10, department recommendations to use Alternative Public Works Contracting were subject to legislative (City Council) oversight and approval. Consistent with the 2007 amendments to RCW 39.10, the City envisions using the process illustrated in the following flow chart (see page 3) for determining the appropriate contracting method for individual projects. This process involves review and oversight of all departmental recommendations by the City's Department of Executive Administration (DEA), which oversees all public works contracting practices within the City. DEA will make the final determination of whether or not to proceed with GC/CM or DB contracting for an individual project. In the past, DEA provided such oversight informally; the more formalized process described in the flow chart on page 3 will help assure consistency and knowledge transfer between City departments.

Criteria used to determine the potential benefits of GC/CM or DB will vary somewhat from department to department depending on project- and department-specific objectives, but generally will address the following types of issues (in addition to those delineated in RCW 39.10):

For GC/CM:

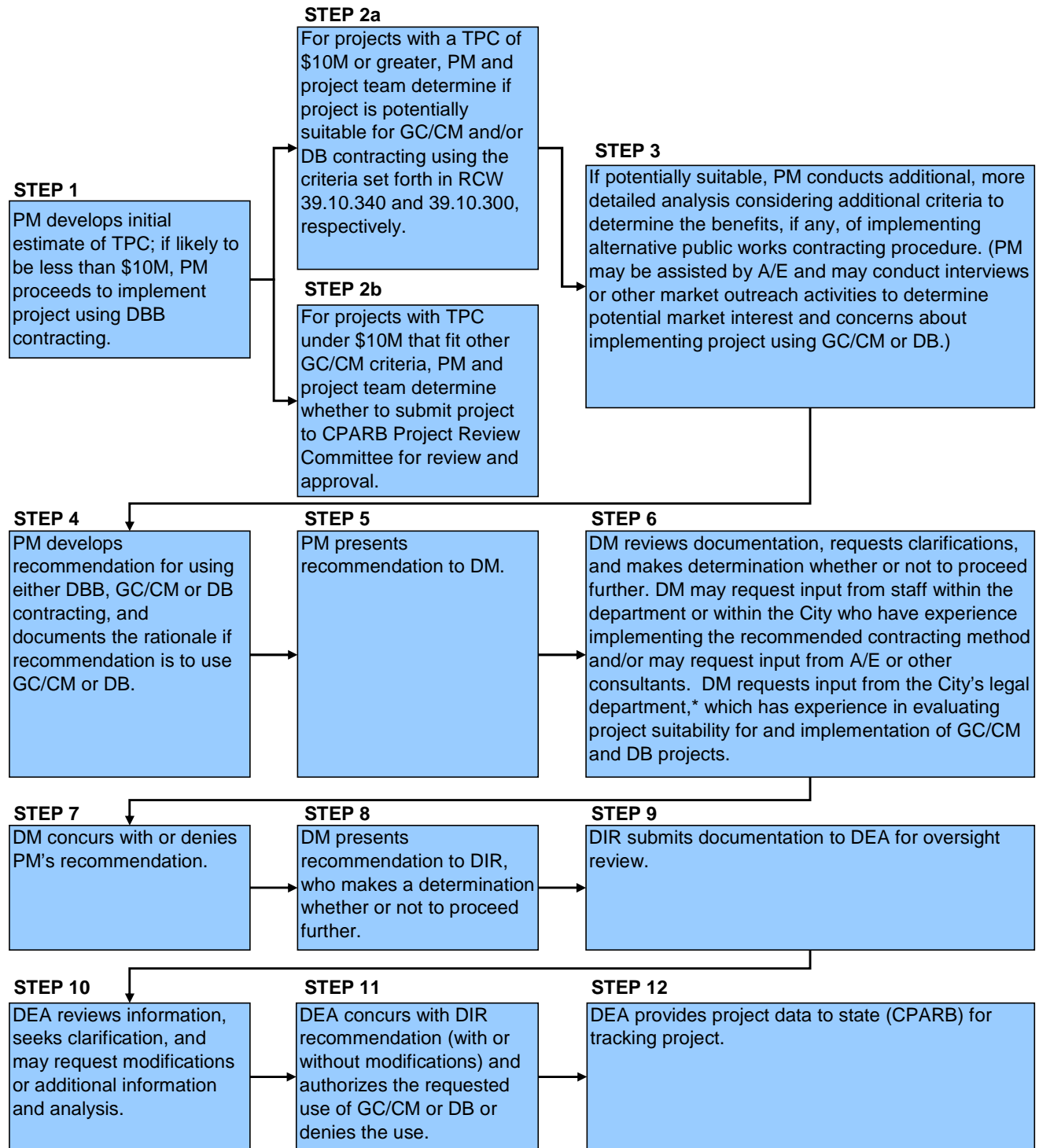
- Site (and/or existing facility) conditions are difficult to define and the risk of unforeseen conditions are difficult to characterize and quantify.
- City must play a significant role in permitting.
- The project is potentially attractive to firms with demonstrated GC/CM experience.

For DB:

- The project would benefit from or requires an accelerated delivery schedule.
- Project performance objectives can be enumerated, and the project would benefit from and has the potential for innovation in design and/or construction.
- Risks (site, permitting, subsurface, etc.) can be characterized and potentially assigned to or shared with the contractor.
- Design and/or construction innovation and/or delivery efficiencies are likely to result in cost savings.
- City quality and durability objectives can be addressed.
- City is willing to relinquish control over the details of design.
- The project is potentially attractive to firms with demonstrated DB experience.

(3. continued)

Contracting Method Assessment and Approval Process



* Experienced legal personnel include Rodney Eng, William McGillin, Helaine Honig and John Groh.

Key:

- A/E Architectural/Engineering Consultant
- DEA Department of Executive Administration
- DIR Department Director
- DM Division or Branch Manager

- PM Project Manager
- TPC Total Project Cost

4. Project Delivery Knowledge and Experience

As the largest city in Washington, Seattle manages a complex capital program with an annual budget of over half 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 projects; solid waste projects; electric power utility projects; and transportation projects. Projects range from thousands of dollars to over \$100 million; they frequently require complex permitting and SEPA review or extensive public input; and they are often managed over several years. The City's capital project responsibilities are summarized as follows:

- **Transportation:** The City is responsible for maintaining, replacing, and upgrading the City's systems of streets, bridges, retaining walls, seawalls, bicycle and pedestrian facilities, and traffic control devices. Seattle's transportation system includes 1,534 lane-miles of arterial streets and 2,412 lane-miles of non-arterial streets.
- **Electric Utility:** The City serves as the electrical utility for a population of almost 700,000 residents living in a 130-square-mile area, including the City of Seattle and several 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 and more than 2,500 miles of overhead and underground cable; a generation system comprising seven major hydroelectric plants with a combined capacity of almost 2,000 megawatts; 650 miles of high-voltage transmission lines linking these plants to Seattle; and a state-of-the-art System Control Center coordinating these activities.
- **Water, Wastewater, Drainage and Solid Waste Utilities:** The City serves as the water, wastewater collection, drainage, and solid waste utility to businesses and individuals within the City. The City also sells water to a number of 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 City's water distribution system; the City's wastewater collection system; drainage facilities including treatment, storage, conveyance and "green streets" projects; and solid waste transfer, recycling, and household hazardous waste facilities.
- **General Government and Public Facilities.** The City is responsible for building, maintaining, and operating a wide range of government facilities including fire stations and police precincts; maintenance shops and other support facilities; Seattle court facilities; and the City's downtown office buildings. The City is also responsible for the management, maintenance and construction of several community-based facilities owned by the City, including: Seattle Center; Seattle Library system; and Seattle Parks facilities (parks, community centers, Seattle Aquarium, sports fields).

Because of the size and complexity of the City's capital program, the City maintains capital projects staff that includes individuals with extensive design, construction, Alternative Public Works Contracting (GC/CM and DB), and construction management experience. The public works contracting process is overseen by the City's Department of Executive Administration (DEA), which works with all City departments. DEA and City departments are supported by the City's Law Department, which includes individuals with specific experience in implementing projects using GC/CM and DB contracting. Where needed or beneficial, the City routinely uses design and support services consultants to help deliver projects in its capital program.

Individual City departments use well established control systems (project management plans; scheduling systems; budgeting, accounting, and reporting systems) to manage and track the City's portfolio of projects. Oversight committees, in addition to oversight by division managers, department directors, and DEA, are routinely used to help manage the larger and/or more complex capital projects delivered by the City. In addition, as discussed in the response to Question 9, the City has resources permanently assigned in the Department of Finance to manage and track the City's overall capital program and coordinate with the City departments.

5. Personnel with Construction Experience Using the Contracting Procedure

The City of Seattle has an extensive staff with the management, engineering, and construction management experience needed to successfully deliver its large, complex, and wide ranging capital program. Where the City sees the need for specialized expertise or to augment staff, the City does not hesitate to supplement its staff capabilities with consultants.

The table in Attachment A summarizes the experience of project managers and other key staff members with significant responsibility in helping the City deliver its capital program. This includes individuals with experience managing GC/CM and DB projects. The table also identifies key staff in the Department of Executive Administration and Law Department who provide oversight and advice on GC/CM and DB projects, as well as support services consultants the City has used to help manage GC/CM and DB projects.

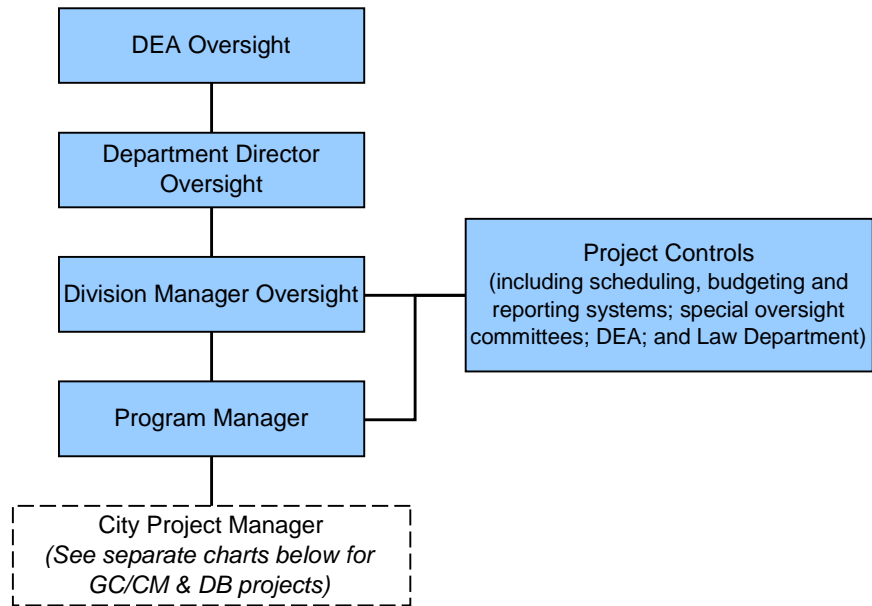
6. Management Plan and Rationale for Alternative Contracting Projects

The chart on the following page illustrates the City's typical management plan for GC/CM and DB projects. The roles and responsibilities of each position are described below.

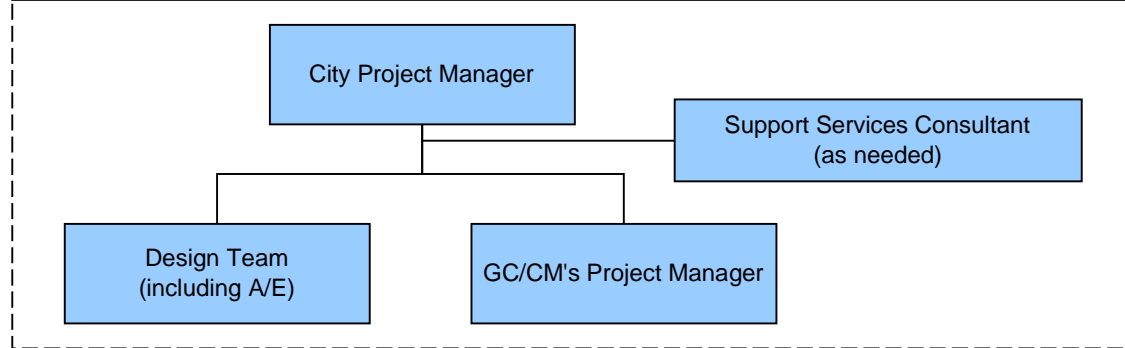
- **DEA:** Is the City's contracting and procurement authority. Reviews and approves all projects individually to determine whether GC/CM or DB is appropriate; ensures that guidelines for projects are met. Experienced staff members administer the City's purchasing and contracting process, procedures and programs.
- **Department Director:** Reviews and approves projects for submission to DEA; ensures that all procedures are met; responds to Executive-level or City Council requests; submits reports to City Council as required.
- **Division Manager:** Ensures that all internal criteria for alternative public works projects are met; assigns staff with experience and knowledge to projects full time, or hires qualified consultants to augment or run the project; ensures that data is submitted to the State CPARB as required. Along with the Law Department and DEA, advises on projects.
- **Law Department:** Is experienced in developing construction documents and negotiating construction contracts for Design-Bid-Build, GC/CM, and DB projects. Advises departments and is available during negotiation and finalization of contracts.
- **Program Manager:** Supervises the project managers; problem-solves issues and provides general oversight of project execution. Elevates high-level issues to the Division Manager. Enforces project controls; reviews reports for project tracking.
- **Project Manager:** Develops and executes project implementation plan, including scope, schedule, budget, project tracking and reporting, and services agreements. Oversees work performed by contractor and/or designer to ensure contract requirements are met. Communicates with community liaisons, oversight committees, regulatory agencies; leads the permitting and project coordination team. Experienced with type and size of project, as well as the alternative contracting methodology. Coordinates with the Law Department and DEA staff for advice on project.

(6. continued)

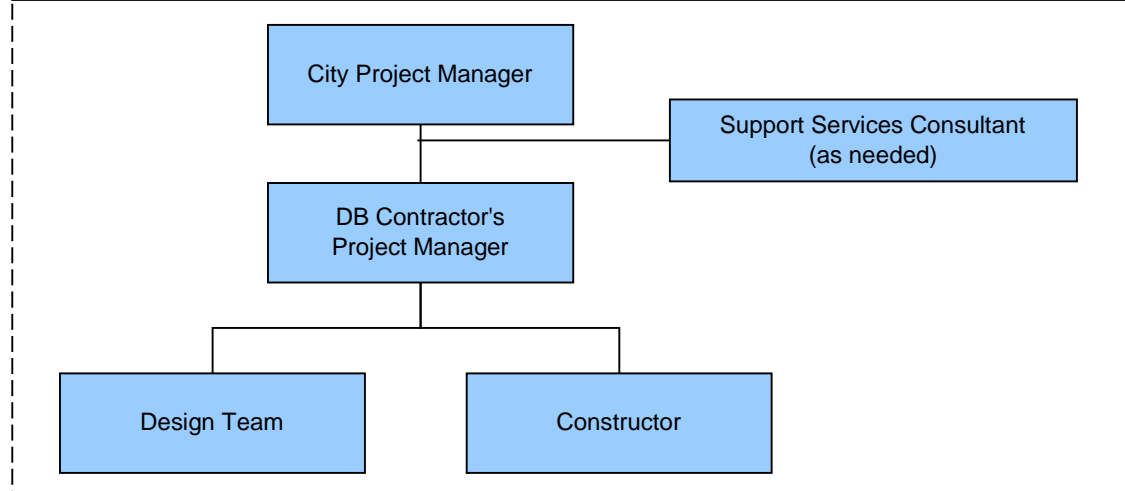
Typical Management Plans for GC/CM or DB Projects



GC/CM Projects



DB Projects



7. Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures

The table in Attachment B illustrates recent projects in the City's capital program. Projects have been selected to represent the complexity and diversity of projects developed by the City. GC/CM and DB projects are specifically identified.

8. Demonstrated Success in Managing at Least One Project Using the Contracting Procedure within the Last Five Years

Within the last five years, the City has successfully delivered projects using both GC/CM and DB contracting.

McCaw Hall, completed in 2003, was one of the most complex projects delivered by the City using GC/CM contracting. This project involved a complete renovation of an existing building and an extensive expansion. This "building within a building" project included a major seismic upgrade; full ADA compliance; new mechanical, electrical, plumbing and sound systems; expanding stage and backstage areas; relocation of the loading dock; new lobby, roof and building skin; raised fly loft and new stage rigging system; doubling of the women's restrooms; a renovated sky bridge across Mercer Street; and a lecture hall and exterior courtyard.

The City gave careful consideration to which delivery method was most appropriate before deciding on GC/CM. One of the reasons GC/CM was chosen was the specialty mechanical and theatrical systems and exacting acoustical requirements of the building. Also, the project required intricate sequencing due to the constrictions of the site and precision of the schedule. In order to maintain the performance schedules of Seattle Opera and Pacific Northwest Ballet, a temporary venue was included in the project (\$7 million) as part of the early phase of work 6 months prior to the main project. GC/CM allowed for early bid packages to be released before the completion of bid documents for the entire project.

Management of the project included direction from the Performance Hall Executive Leadership Team (PHELT), which included the Director of Seattle Center; the Director of Redevelopment; and representatives of the primary building tenants, Seattle Opera and Pacific Northwest Ballet, and the Seattle Center Foundation. The management team included the director of redevelopment, two senior project managers, and contracted project management services. The project management team met on a regular basis to manage the details of the project, following the direction of the PHELT. The project was successfully completed within budget and received several awards.

Park 90/5 Project. The City also used GC/CM to renovate three buildings in a campus environment for use as police support facilities and a building maintenance shop. This project was determined to be appropriate for GC/CM contracting for the following reasons:

- GC/CM allowed the City to evaluate different structural repair options considering constructability input from the GC/CM contractor;
- The City needed to manage a complex and tight project schedule; and
- The GC/CM was able to assist with clearly documenting options, both in terms of cost and scope, for the purpose of obtaining insurance and FEMA funds.

Central Library. From early in the planning stages, the Library and City officials identified the Central Library project as a good fit for GC/CM contracting process due to its cost, size and complexity. Using GC/CM allowed the contractor to have input during design. This benefited the project by providing a contractor's viewpoint on fabrication, installation and sequencing of construction work for this innovative and unusual structure. (For example, the ladder-like linear sections of the sloping curtain wall on Level 3 were sized for weight and dimensions to allow them to

be transported to the site and lifted into place based on input from the contractor.) Also, because of the complexity of the structure, with traditional bidding, it would have been difficult for bidders to fully learn all the details of the project, even from well-documented bid sets.

Lessons learned on these GC/CM projects include:

- GC/CM allows prospective construction contractors' qualifications and experience to be considered as part of the procurement process where such qualifications and experience is critical to the success of a project.
- GC/CM is particularly effective at identifying opportunities to re-use materials, use sustainable materials, and use sustainable construction methods in order to achieve City environmental goals.
- GC/CM allows the designer and contractor to begin working together earlier on in the project development process and fosters early communication between the designer and contractor. Regular meetings between the designer and GC/CM should be held with the owner to ensure an atmosphere of teamwork develops.
- The GC/CM has the market presence to secure bids from multiple subcontractors, which is a significant benefit to owners in the current bid climate.
- Complex schedules driven by the need to maintain existing services during construction are best served through collaborative schedule development with the GC/CM.
- GC/CM allows time to get to know the true needs of the end user, particularly in a building that is partially occupied during construction (i.e., Aquarium), and to facilitate continued use during construction.
- Additional oversight and controls would be beneficial when the GC/CM bids on a subcontractor bid package in order to ensure that the bidding process is open and competitive. The City has implemented a policy and procedure to address this.

Tolt and Cedar Water Treatment Facilities. These two projects, completed in 2000 and 2004, respectively, were delivered using Design-Build-Operate contracting. The Tolt Treatment Facility uses filtration to remove turbidity from South Fork Tolt River water and contributes about 1/3 of the treated water supplied by the City. The Cedar Treatment Facility uses ozone and UV disinfection to treat Cedar River water, and contributes about 2/3 of the water supplied by the City.

Design-build-operate contracting was selected by the City for these two projects for several reasons. First, the City wanted to gain the benefits (cost savings, delivery schedule) of design and construction innovation (in particular, treatment process innovation) offered by design-build. To accomplish this, the City established performance requirements and let competing firms develop their best design concepts to meet those objectives. On the Tolt Project, innovations included high-rate direct filtration and common wall construction, saving the City approximately 33% on a life-cycle cost basis relative to planned "benchmark" project. On the Cedar Project, innovations included use of UV disinfection, reuse of an existing pipeline to serve as the ozone contact chamber, the intake design, and a layout that minimized impacts to onsite wetlands, saving the City approximately 27% on a life-cycle basis. In addition to innovation, the City wanted to benefit from having experienced contractors operate these types of treatment processes where City staff had little applicable experience.

Both projects were managed and delivered successfully by clearly defining project scope, schedule, and cost objectives; appropriately using oversight committees and consulting, legal, and financial advisors; and rigorously applying project control systems including scheduling, budgeting, and

regular reporting. Lessons learned from the City's experience with the DBO process included the following:

- It was very beneficial to have a single point of responsibility for design and construction, including a single entity responsible for correcting design errors, correcting problems arising from miscommunication between the designer and contractor, schedule risks and cost escalation risks.
- The ability to allow prospective construction contractors' qualifications and experience to be considered as part of the procurement process was extremely important.
- A successful strategy was to emphasize early outreach and feedback from prospective contractors to align private sector interests with those of the City.
- Specifying performance standards, encouraging innovation, and assigning risks to the party best able to manage it were other important strategies.

9. Ability to Properly Manage the Public Body's Capital Facilities Plan

The City employs staff within its Department of Finance (DOF) who are specifically responsible for managing the City's overall capital planning and budgeting process. DOF staff prepare a City-wide six-year Capital Improvement Program (CIP) every year and continually update and revise the overall capital plan as better project information is developed and City priorities evolve. The most recently adopted CIP (2008–2013) totals nearly \$4 billion for six years and includes 832 individual projects.

The CIP document is prepared by DOF based on submissions from City departments using standardized City project reporting processes and templates, focused on schedule and budget. Capital projects are planned and managed by professional and experienced project managers within the City. DOF assists in project planning by: lining up projects for timely Executive decision-making, verifying cost estimates with an independent assessment as necessary, and participating on oversight committees to provide input on the planning and execution of major 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 six-year CIP also forecasts financial impacts and includes project details on funding and schedule within each department's division. The CIP does not appropriate funds, but rather acts as a budgeting tool, supporting the actual appropriations that are made through adoption of the budget.

10. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington

The City provides a particularly strong environment for effective project management because of the number and diversity of the project managers working in different departments. This creates a project management network that can be drawn upon for advice and support. This network is supported by a Capital Cabinet with management representatives from all departments with capital projects. The Capital Cabinet meets monthly to coordinate capital project strategy across departments and resolve shared project planning and execution issues.

The Department of Executive Administration provides consistency and uniformity for contracting services and oversight to all City capital projects and also sponsors working groups on various project issues. DEA analyzes statutes, implements City-wide policies and procedures based on the statutes, administers the contracting process, monitors for contract compliance, and assures that project planning and delivery is consistent City-wide. Finally, various departments provide presentations and training open to other 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 successfully implemented 10 GC/CM and 2 DB projects. Rodney Eng, with the City's Law Department, serves on CPARB and participated in the process which resulted in the 2007 amendments to RCW 39.10. Mr. Eng and other attorneys within the City's Law Department have advised on the implementation of both GC/CM and DB projects.

11. Resolution of Audit Findings on Previous Public Works Projects

Seattle Central Library: The Washington State Auditor conducted an audit of procurement at the Seattle Public Library, with a primary focus on internal control over the Central Library project and compliance with the alternative public works laws, in 2002. The State Auditor reviewed the pre-award process, including the determination to use the alternative public works process, as well as the award to the GM/CM. There were no audit findings related to these processes.

Beacon Hill Library: The State Auditor reviewed information on the Beacon Hill Branch construction project in 2005. There were no audit findings.

McCaw Hall: The Washington State Auditor conducted an audit of McCaw Hall. There were no audit findings.

Tolt Water Treatment Facility: During the Washington State Auditor's 2000 audit of the City of Seattle, an audit of procedures related to public works projects at Seattle Public Utilities was conducted. Audit findings were related to change orders, progress billings, and retainage. The City addressed various findings by amending the contract, correcting an erroneous accrual, and modifying its project controls to prevent recurrence of the situations identified.

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) Linneth Riley-Hall

Title: Director, Purchasing & Contracting Services Division

Date: December 3, 2007

Attachment A

**Personnel with Construction Experience Using the General Procedure
(Question #5)**

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Aigbe, Fred	Senior PM/ Manager; 19 years exp. in project planning, design, construction, and managing support service consultant contracts	Cedar River Treatment Facility	\$87M (DB portion)	DBO	PM	PM	Project Engineer	02/01-06/03
		Tolt Treatment Facility	\$77.5M (DB portion)	DBO	None	PM	Project Engineer	1997-12/00
Bigham, Lawrence	Senior PM; 23 years professional PM and engineering exp., including planning, scoping, budgeting, contract management and documentation.	Burien Undergrounding Ph II	\$4M	DBB	None	None	PM	3 mo.
		Seattle Area Fiber Ring	\$2M	DBB	PM	PM	PM	3 yr.
Browne, Colleen,	15 years exp. Capital Project Management; 10 years in project planning, design & construction	Pier 59 Piling Replacement/Seattle Aquarium Renovation	\$43M	GC/CM	None	PM	PM	3/05-7/07
Colasurdo, Linda	Senior PM; 19 years project mgmt. exp. in project planning, design and construction	UW Bothell Campus	\$200M	GC/CM	PM (under Proj. Dir.)	PM (under Proj. Dir.)	PM (under Proj. Dir.)	11/99-07/03
		522 Access	\$21M	DBB	PM	PM	None	01/02-07/03
		Everett CC – Arts & Sciences	\$27M	GC/CM	PM	PM	PM	07/03-07/06
		Everett CC – Undergrad Ed	\$52M	GC/CM	PM	PM	None	09/03-07/06
		Edmonds CC – Instructional Lab	\$21.5M	DBB	PM	PM	PM	08/03-07/06
		Edmonds CC – Brier Hall	\$13M	DBB	PM	PM	PM	09/03-07/06

Attachment A (continued)

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Coulter, Frank	Senior PM; 15 years exp.	Edmonds SD Small Works	\$20M	DBB	Ass't PM	Ass't PM	Ass't PM	1994-1997
		Seaview Elementary	\$10M	DBB	Ass't PM	Ass't PM	Ass't PM	1994-1998
		Edmonds Woodway H.S.	\$43M	DBB	None	Ass't PM	Ass't PM	1997-1998
		Pine Lake Middle School	\$10M	DBB	None	PM	PM	1998-2001
		Pac. Cascade Freshm. Campus	\$30M	DBB	PM	None	None	2000-2001
		Rainier Beach Branch Library	\$3M	DBB	PM	PM	PM	2000-2004
		Green Lake & West Seattle Branch Libraries	\$3M	DBB	None	None	PM	2002-2004
		North East Branch Library	\$5M	DBB	PM	PM	PM	2000-2004
		Greenwood Branch Library	\$7M	DBB	None	None	PM	2003-2005
		Douglass-Truth Branch Library	\$7M	DBB	PM	PM	PM	2000-2006
		South Park Branch Library	\$3M	DBB	PM	PM	PM	2001-2006
		Lake City Civic Core	\$6M	DBB	None	None	Multi-dept lead PM	2005-2006
Crary, Jill	Redevelopment Director, 8 years exp. in project mgmt.	McCaw Hall	\$128M	GC/CM	PM	PM	PM	1999-2003
Eng, Brian	Senior PM; 7 years project mgmt. exp. in project design, permitting and construction	Tolt Pipeline No. 1 Rehab Phase 3B	\$5.2M	DBB	None	Design Engineer	PM	2000-2005
Hennings, Rich	Senior PM; 32 years exp. in project planning, design and construction	Aquarium Pier 59 Piling Project	\$24M	GC/CM	PM	PM	None	09/03-03/05
Johnson, Michael	Senior PM; 25 years exp. in project planning, design and construction; arrived at City in 7/06 and has worked on a host of smaller projects as part of asset preservation (building system renovation) program.	G. Samaritan Hosp.; W. Wing Expansion	\$45M	DBB	PM	PM	PM	12/03-03/05
		G. Samaritan Hosp.; Emerg. Svcs. Tower	\$125M	DBB	PM	PM	None	02/04-12/04
		Family Fun Center (Tukwila)	\$14M	DBB	None	None	PM	03/00-10/00
		West Towne Center (Boise)	\$18M	DBB	None	None	PM	02/01-11/01

Attachment A (continued)

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Kelly, Liz	Licensed professional engineer; 17 years of project mgmt. & public sector division mgmt.	Cedar River Treatment Facility	\$87M (DB portion)	DBO	Program Manager	Program Manager	Program Manager	4/01-06/04
		Tolt Treatment Facility	\$77.5M (DB portion)	DBO	Program Manager	Program Manager	Program Manager	1996-12/00
Kunselman, David	Program Manager, 20 years exp. in project planning, design and construction	Northgate Library/Community Ctr./Park	\$20M	DBB	PM	PM	PM	1999-2006
		Edmonds Woodway H.S.	\$43M	DBB	PM	PM	PM	1994-1997
		Ballard Lib. & Neighborhood Svc. Ctr.	\$11M	DBB	PM	PM	PM	1999-2006
		Beacon Hill Branch Library/Neighborhood Svc. Ctr.	\$5M	DBB	PM	PM	PM	2000-2004
		Delridge Branch Library	\$3M	DBB	PM	PM	PM	1999-2002
Maki, Duane	Sr. Capital Projects Coordinator; 12 years exp in project mgmt., environmental compliance, and construction	Cedar River Treatment Facility	\$87M (DB portion)	DBO	Envir./Permitting support	Envir., Permitting, Site Coord.	Construction PM	4/01-2004
		Tolt Treatment Facility	\$77.5M (DB portion)	DBO	None	Envir. Compl./Site Coord.	Envir. Compl./Proj. Inspector	1998-2001
Martin, William	Deputy Director; 17 years exp. in project mgmt, project planning, design, and const. mgmt.	Fremont Bridge Project	\$32.3M	DBB	Deputy Director	Deputy Director	Constr. Negotiation	11/04-11/07
McDonald, Frank	Senior PM/Manager; 24 years exp. with project delivery as PM, Resident Engineer, Inspector, and Spec Writer	Cedar River Treatment Facility	\$87M (DB portion)	DBO	Project Engineer	Project Engineer	Constr. Program Manager	4/01-2004
		Tolt Treatment Facility	\$77.5M (DB portion)	DBO	None	Constr. PM	Constr. PM	1997-2003
		Landsburg Fish Passage Project	\$14.8M	GC/CM	None	Project Engineer	Construction Oversight	2002-2004
Mesic, Lorelei	Senior PM; 10 years exp. in project mgmt, project planning, design, and const. mgmt	Fremont Bridge Project	\$32.3M	DBB	None	PM	PM	11/04-11/07

Attachment A (continued)

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Middleswart, Brent	Professional engineer, manager; 27 years exp. in project mgmt.; design and construction	Lake Forest Park Reservoir Covering Parking	\$7.8M	DBB	PM	PM	PM	03/02-12/02
		Lincoln Reservoir Replacement	\$19.3M	DBB	PM	PM	PM	03/03-12/04
Moderie, Mike	Quality Control, 20 years construction mgmt. exp.	Fremont Bridge Project	\$32.3M	DBB	None	QA/QC	QA/QC	11/04-11/07
Murphy, Stephanie	Senior PM; 16 years exp. in design, permitting; construction of large water CIP projects.	Tolt Pipeline Ph. II & III	\$54.7M	DBB	PM	PM	PM	03/91-12/01
		Lincoln Reservoir	\$19.3M	DBB	None	None	PM	09/03-12-05
		Beacon Reservoir	\$39.6M	DBB	None	PM	PM	04/05-present
		Myrtle Reservoir	\$11.3M	DBB	None	PM	PM	04/05-present
		West Seattle Reservoir	\$37.7M	DBB	PM	PM	None	04/05-present
		Maple Leaf Reservoir	\$59.7M	DBB	PM	PM	None	04/05-present
Nelson, Stuart	Manager, 30 years exp. in design and project mgmt.	West Galer Flyover	\$17.7M	DBB	Design Manager	Design Manager	Manager, Project Mgt	07/99-05/02
Patterson, Gavin	Senior PM/Strategic Advisor; 10 years directly managing utility CIP projects; 5 years environmental compliance exp.	Jackson Park Detention Phase II	\$10.5M	DBB	PM	None	None	10/99-09/03
Pendergrass, Bonnie	Chief Project Manager; 30 years exp. in consulting engineering, project and construction mgmt.	Fisher Pavilion	\$11M	DBB	PM	PM	PM	2000-2002
Quan, Jun	Senior PM; 22 years exp. in project planning, design and construction	Justice Center	\$92M	GC/CM	Project Coord.	Project Coord.	Project Coord.	06/99-09/03
Ressler, Toby	8 years PM exp.; GC/CM PM Training	Lake Union Park	\$6M	DBB	None	PM	PM	6/05-12/07
Rodriguez, Teresa	Senior PM; 30 years exp. in project planning, design and construction	SW Precinct Police Station	\$12M	DBB	PM	PM	PM	04/99-03/03
		Fire Station 10	\$60M	GC/CM	PM	None	None	10/03-10/04
		Leschi Fireboat	\$12M	DBB	None	PM	PM	12/05-04/07
		Park 90/5	\$43M	GC/CM	None	None	PM (Bldg B only)	03/03-12/03
Stockwell, Clarke	Construction Supervisor, 36 years exp. as Insp., RE & Spvsr.	West Galer Flyover	\$17.7M	DBB	None	None	Constr Engineer	07/00-05/02

Attachment A (continued)

NAME	EXPERIENCE	PROJECT	SIZE	TYPE	Role During Project Phases			TIME ON PROJECT
					PLANNING	DESIGN	CONSTR.	
Terrell, Michael	Construction Manager, 22 years exp. in project mgmt, project planning, design, and const. mgmt	Fremont Bridge Project	\$29.5M	DBB	None	None	Constr./CIP Manager	05/05-11/07
Wells, Bill	Senior Engineer; 19 years exp. in project mgmt, project planning, public works contract mgmt., design, and const. mgmt.	Landsburg Fish Passage Project	\$14.8M	GC/CM	PM	PM	PM	01/00-3/04
		Cedar River Treatment Facility	\$87M (DB portion)	DBO	WQ/Treatment Engineer	WQ/Treatment Engineer	None	2001-2002

City of Seattle DEA and Law Department Staff

Eng, Rodney – Contracting Director, Office of City Attorney	Rodney has 15 years' construction-related legal experience. He has been a member of APWMOC from 1994 to 2001 and a member of CPARB from 2004 to present. Rodney has worked on over 50 construction projects in a legal advisory capacity. He was the lead attorney on the Tolt River DBO project; Cedar River DBO project; Landsburg Fish Passage GC/CM project; and Justice Center GC/CM project.
Honig, Helaine – Sr. Assistant City Attorney	Helaine has 27 years' construction-related legal experience and has been a Senior City of Seattle Attorney since 1990. She has been a member of WSBA Construction Law Governing Council since 2006. She was the lead attorney on the Central Utility Plant Replacement project, which was a pilot GC/CM project under \$10M, and lead attorney on the McCaw Hall and Central Library projects.
Groh, John	John has over 20 years' experience working on all aspects of construction law including GC/CM and private-party DB. Projects include Pier 59 (GC/CM) and South Lake Union Streetcar.
McGillin, Bill – Senior Assistant City Attorney	Bill has over 32 years' experience in construction law in both the private and public sectors. He has 10 years of construction law experience with the City of Seattle, handling all aspects of construction. His roles on significant GC/CM projects include lead attorney for the Justice Center and City Hall projects, and work on the Fire Station 10 project.
Riley-Hall, Linneth – Purchasing and Contracting Services Director, Department of Executive Administration	Linneth has 7 years of public works experience at the City of Seattle. Responsibilities include developing and implementing City-wide policies and procedures related to the award, execution and administration of public works projects. In addition to ongoing training related to public works, in September 2007 she attended the two-day GC/CM: General Contractor/Construction Manager course.

Support Services Consultants

NAME	PROJECT	TYPE	ROLE
Shiels Oblatz Johnson	City Hall	GC/CM	Project management support including management services, including design team and GC/CM solicitation, selection process, contract negotiation, design oversight and construction management
	Justice Center	GC/CM	Project management support including design team and GC/CM solicitation, selection process, contract negotiation, design oversight and construction management
R. W. Beck, Inc.	Cedar River Treatment Facility	DBO	Preparation of solicitation documents; advisor on procurement and during contract implementation
	Tolt Treatment Facility	DBO	Preparation of solicitation documents; advisor on procurement and during contract implementation
Malcolm Pirnie	Cedar River Treatment Facility	DBO	Preparation of solicitation documents; advisor on procurement and during contract implementation; technical advisor on treatment technology
	Tolt Treatment Facility	DBO	Preparation of solicitation documents; advisor on procurement and during contract implementation; technical advisor on treatment technology
The Seneca Group	Central Library	GC/CM	Preparation of solicitation documents; advisor on procurement; construction management oversight
Barrientos	McCaw Hall	GC/CM	Project management support

Attachment B

**Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures
(Question #7)**

#	Project	Description	Total Proj. Cost (\$M)	Delivery Method	Lead Designer	GC, GC/CM or DB Firm	Planned & Actual Start	Planned & Actual Finish	Original & Final Cost (\$M)	Reason for Schedule or Cost Overrun
1.	Central Library	362,987 s.f., 11-level building; 143-stall UG parking garage; LEED silver	\$169.5	GC/CM	Office of Metropolitan Architecture and LMN 206-682-3460	Hoffman Construction 425-974-3220	03/01 09/01	01/03 06/04	\$155.3 \$169.5	Groundwater problems delayed excavation shoring process; steel fabrication delays impacted schedule and construction sequencing; increased costs for an insulated glass exterior (which improved energy performance); added capacity in book storage area increased costs; additional investments allowed building to achieve LEED status, which was not anticipated at the time project budget was established.
2.	Aquarium Pier 59 Piling Project & Tenant Improv./ Exhibit	Replace pier shed & reconstruct piling; build 18K sf. exhibit & public space	\$30.3	GC/CM	Seattle Structural P.S., Inc. 206-343-3000	Turner Construction 206-505-2261	05/05 05/05	09/06 05/07	\$24 \$30.3	Budget and schedule expanded with a change order to add 18k sf exhibit and public space to the project.
3.	Fremont Bridge Project	Bridge upgrade	\$32.3	DBB	PB Americas	Mowat Construction Company 253-8725466	07/05 09/05	05/08	\$29.5 \$32.3	N/A
4.	35th; 65th; 75th Street	Upgrade & connect 23 traffic signals	\$11.5	DBB	David Evans & Assoc. 425-519-6500	Gary Merlino Construction 425-867-2331	07/05 09/07	09/07	\$7.9 \$7.8	N/A
5.	Cedar River Watershed Education Center	10K s.f. space & (+) decking	\$76	DBB	Jones & Jones; Landscape Architects 206-624-5702	Berschauer Phillips Construction 206-626-0256	05/00 05/00	09/01 09/01	\$7.5 \$7.6	N/A
6.	Lake Forest Park Reservoir	Install bottom liner & cover: disinfection & circulation system	\$7.6	DBB	URS 206-324-6478	Strider Construction Co. 360-380-1234	03/02 03/02	12/02 12/02	\$7.6 \$7.6	N/A

Attachment B (continued)

#	Project	Description	Total Proj. Cost (\$M)	Delivery Method	Lead Designer	GC, GC/CM or DB Firm	Planned & Actual Start	Planned & Actual Finish	Original & Final Cost (\$M)	Reason for Schedule or Cost Overrun
7.	Lincoln Reservoir	Reservoir replacement	\$19.3	DBB	Tetra Tech/KCM 206-443-5300	Mid-Mountain 425- 202.3600	03/03 03/03	12/04 12/04	\$19.3 \$19.3	N/A
8.	Tolt Pipeline Ph II & III	Install 11 miles of new 54- to 81- inch pipe in Duvall	\$54.7	DBB	CH2M Hill 425-635-4500	Frank Coluccio Construction Company Tri-State Contractors 206-725-0212	1987 1987	Ph II W. Seg.: 2000 2000 Ph III E. Seg.: 2001 2001	\$54.7 \$54.7	N/A
9.	Justice Center	New municipal courts/offices; Police HQ	\$89.7	GC/CM (Shiels Obletz Johnson – support services consultant)	NBBJ 206-223-5555	Hoffman Construction 425-974-3220	07/00 07/00	11/02 11/02	\$92.0 \$89.7	
10.	City Hall	New Seattle City Hall	\$72.7	GC/CM (Shiels Obletz Johnson – support services consultant)	Bassetti and Bohlin Cywinski Jackson	Hoffman Construction 425-974-3220	02/01 02/01	08/03 08/03	\$72.0 \$72.7	
11.	Southwest Police Precinct	New Police Precinct	\$12	DBB	Arai Jackson	Cree	08/01 08/01	02/03 02/03	\$12.2 \$12.0	
12.	Greenwood Branch Library	15K s.f. building with underground parking garage	\$6.6	DBB	Buffalo Design; Chris Carlson 206-467-6306	W.G. Clark Construction 425-488-3900	03/00 09/03	03/02 03/05	\$6 \$6	Schedule delays due to site location change, resulting in additional design work.
13.	Fisher Pavilion	Build 14K s.f. exhibit	\$11	DBB	Miller Hull Partnership 206-682-6837	Howard S. Wright Construction	09/01 09/01	08/02 08/02	\$10.6 \$11	Overrun is due to acceleration of project to meet Festival requirements.
14.	McCaw Hall	Renovate Opera House	\$127	GC/CM (Barrientos–support services consultant)	LMN Architects 206-682-3460	Baugh Construction (now Skanska) 206-726-8000	05/01 05/03	09/03 11/03	\$127 \$127	

Attachment B (continued)

#	Project	Description	Total Proj. Cost (\$M)	Delivery Method	Lead Designer	GC, GC/CM or DB Firm	Planned & Actual Start	Planned & Actual Finish	Original & Final Cost (\$M)	Reason for Schedule or Cost Overrun
15.	Central Utility Plant	Install water pumping & control systems	\$9	GC/CM (pilot project under original RCW 39.10)	LMN Architects 206-682-3460	Baugh Construction (now Skanska) 206-726-8000	05/99 05/99	05/00 05/00	\$8.8 \$9 (\$8.8M after energy rebate revenue)	
16.	West Police Precinct	New Police Precinct & 911 Call Center	\$18	GC/CM	Weinstein Copeland Architects	Mortenson	10/97 10/97	6/99 6/99	\$17.9 \$17.9	
17.	Park 90/5	Renovate State Patrol offices, labs & maint. shop (3 bldgs.)	\$38	GC/CM	Donald King Architects	Turner Construction 206-505-2261	01/03 01/03	07/04 07/04	\$37.6 \$37.6	
18.	Tolt Treatment Facility	Construct a drinking water treatment plant	\$75.5 (excludes 25-yr operating cost)	DBO (R.W.Beck/Malcolm Pirnie – support services consultant team)	Camp Dresser & McKee 856-309-4813	CDM Philip & Dillingham Construction, 425-453-8383	Summer '98 Summer '98	12/00 12/00	\$75.5 \$77.5 (excludes 25-yr operating cost)	Sensitive archaeological findings on site discovered during construction.
19.	Cedar River Treatment Facility	Construct a drinking water treatment plant	\$87 (excludes 25-yr operating cost)	DBO (R.W.Beck/Malcolm Pirnie– support services consultant team)	CH2M Hill 425-635-4500	CCI Constructors 480-966-8188	Spring '02 Summer '02	Spring '04 Spring '04	\$86.5 \$87.0 (excludes 25-yr operating cost)	Additional services requested by the City for various fiber optic cable installations, various improvements to portions of the nearby transmission system, and various security services.
20.	Landsburg Fish Passage	Construct 2 fish ladders & modify dam spillway gates.	\$14.7	GC/CM	Montgomery Watson Harza	Natt McDougall Company 503-968-7552	05/02 05/02	03/04 03/04	\$14.6 \$14.7	N/A
21.	S. Lake Union Ph I	Replace bulkhead; create boat moorage & new bridge.	\$15.2	DBB	Hargreaves Associates	American Civil / Hurlen Wil Clark 206-763-1230	10/06 10/06	02/08 12/07	\$15.2 \$15.2	N/A

Attachment B (continued)

#	Project	Description	Total Proj. Cost (\$M)	Delivery Method	Lead Designer	GC, GC/CM or DB Firm	Planned & Actual Start	Planned & Actual Finish	Original & Final Cost (\$M)	Reason for Schedule or Cost Overrun
22.	Beacon and Myrtle Reservoir Projects	5-MG (Myrtle) and 50-MG (Beacon) cast-in-place reinforced concrete buried structures	Myrtle \$11.3 Beacon \$39.6	DBB	MWH Americas, Inc.	Mid-Mountain Contractors, Inc.	05/06	12/07 02/08 (Myrtle) 12/08 11/08 (Beacon)	Myrtle \$11.3 Beacon \$39.6	Schedule change due to August 2006 concrete strike and winter 2006/07 weather impacts.
23.	Fire Station 10	31,000 sf fire station; 11,000 sf emergency operation center; and 16,000 sf fire alarm center	\$60	GC/CM	Weinstein AU	Hoffman	01/06 01/06	12/07	TBD	Completion of construction is expected to be on time.
24.	Joint Training Facility	12.5-ac training center for fire, transportation and utility employees	\$25.7M	DBB	Boxwood	W.G. Clark Construction Co.	8/04 8/04	03/07 12/06	\$26.5M \$25.7M	Was broken into two phases (after start of construction) to address site environmental concerns that were not fully addressed in original one-phase approach. Phase 1 was completed on time and within budget.
25.	West Galer Street Flyover	Grade-sep. access across railroad track to waterfront port terminal	\$17.7	DBB	CH2M Hill	Atkinson Construction	10/00 10/00	01/03 08/02	\$19.5 \$17.7	Early completion – contract had incentive bonus