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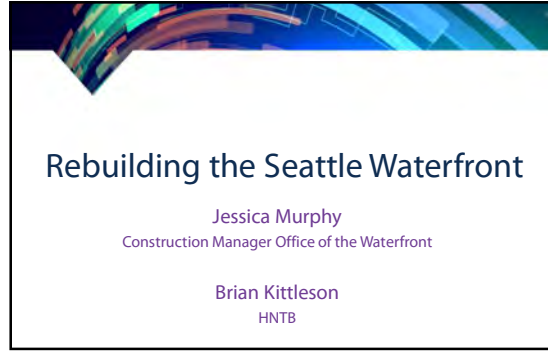
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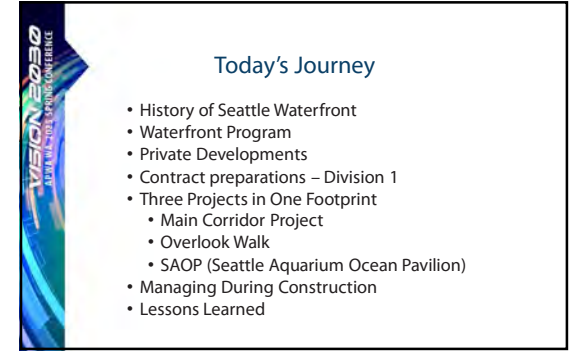
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**VISION 2030**  
SUSTAINABLE GROWTH CONFERENCE

### LEARNING OBJECTIVES

Objective 1 – Developing Contract Language for Contract Interfaces with Multiple Projects

Objective 2 – Best practices in Managing Multiple Projects During Construction

Objective 3 – Review Lesson Learned & Tips

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## History of Seattle Waterfront

1851    1890'S    1910 - 1940    1949 - 1959    2001    2013-2019    2019-2025

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Denny Party settled at Alki Point

Railroad Area in constructed

Second portion of Sewall is constructed

Alaskan Way Viaduct is constructed

Nisqually Earthquake

New bored Tunnel is constructed & Alaskan Way Viaduct is Removed

Seattle Waterfront Reconstruction

**6.8 SHOCKER**

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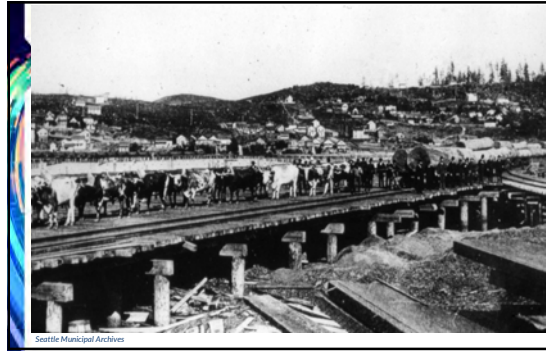
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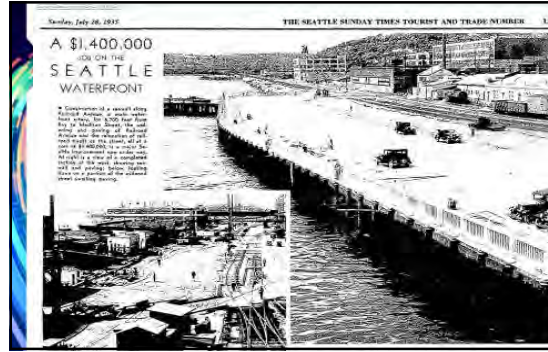
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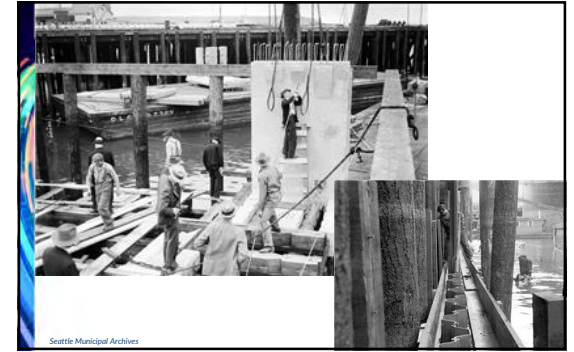
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 The slide features a blue and white graphic on the left with the text "VISION 2010 ALASKAN WAY VIADUCT CONFERENCE". The main content is a list of bullet points:
 

- Seismic Vulnerability
- Structural Integrity
- Urban Planning
- 2004 Draft EIS analyzed alternatives
- 2011 FHWA approved "Tolled Bored Tunnel Alternative"
- July 30, 2013 - Construction begins

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## History

**2001- Nisqually Earthquake** – damaged Alaskan Way Viaduct and Elliot Bay Seawall

**2001-2009** – Multi-agency Viaduct/Seawall replacement planning, design and environmental process (WSDOT, City, County, Port) – parallel City waterfront planning efforts

**2009-2010**

- City/County/State decision on deep-bore tunnel replacement for SR99 viaduct structures
- Waterfront Committee and Team selection


**2010-2012**

- Broad community engagement
- Concept Design, Framework Plan, Strategic Plan adopted
- Seawall design and ballot measure

**2013-2018**

- OWCP created, detailed design and permitting begins
- Seawall reconstructed
- City, State funding secured
- Philanthropy, Waterfront LID advance to final agreements

**2019-2025 – Waterfront Construction**



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## Seattle Waterfront Program

- Main Corridor
- Overlook Walk (GCCM)
- Union Street Pedestrian Bridge
- Marion Street Pedestrian Bridge
- Pike – Pine
- Pier 58
- Pioneer Square
- Restroom
- Bell Street
- Pier 62 & Others



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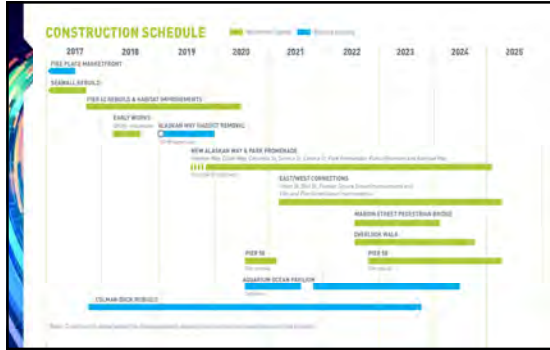
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### Adjacent Projects with Interface

- WSF Colman Dock – 2017 - 2025
- Seattle Aquarium – 2020 – 2025
- Citizen M Hotel - 2020 - 2022
- The Jack – 2020 to 2023
- PPM Garage Elevator Upgrades
- Victor Steinbeck Park
- WSDOT SA2
- And hundreds of other minor permit work by others.

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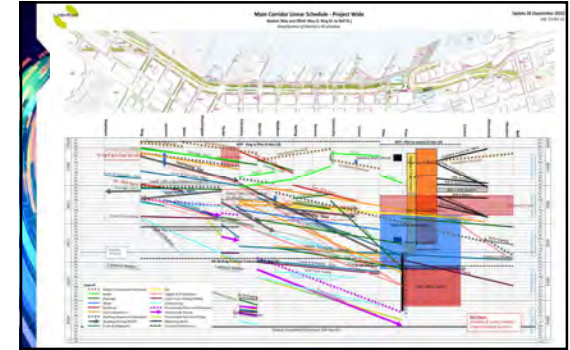
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### Three Projects – One Footprint

- MCP –Main Corridor Project
- Overlook Walk
- SAOP – Seattle Aquarium Ocean Pavilion

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### Contract Types

- Main Corridor Project – DBB
- Overlook Walk – GCCM
- SAOP – Negotiated (*Public-Private*)

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**Contract**

Specs to manage multiple projects in same footprint

- 1-05.14 - Cooperation with other Contractors
- 1-07.32 - Coordination
- 1-08.3(2)&(3) - Schedule Constraints & Phasing

Different tools with different evaluation factors and criteria for change.

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**Contract Language – Division 1**

- 1-05.14 Cooperation with Other Contractors
  - *(aka "play well with others" spec)*
- Bidders are notified that there will be other public or private construction projects in the general vicinity of the project site. The Contractor must coordinate with other projects in or around the project limits such that the schedule is maintained. Should another project impact the schedule in any way, the Contractor is required to notify the Engineer in accordance with Section 1-04.3.
- In the event that the Contractor's coordination efforts are unsuccessful with adjacent projects or street use permit holders, the Contractor must notify the Owner of the coordination issue 30 working days prior to the start of work in the disputed area.

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**Contract Language – Division 1**

- 1-05.14 Cooperation with Other Contractors
  - Alaskan Way Viaduct Demolition Project
  - Seattle Multimodal Terminal at Colman Dock Project (Colman Dock Project)
  - Alaskan Way Viaduct – Replacement South Access - Street Connections Project
  - Waterfront Seattle – 7 projects
  - Seattle Aquarium Ocean Pavilion
  - Pike Place Market Garage Remodel

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### Contract Language – Division 1

- 1-07.32(2) COORDINATION WITH SEATTLE CITY LIGHT
- 1-07.32(3) COORDINATION WITH SEATTLE PUBLIC UTILITIES
- 1-07.32(4) COORDINATION WITH KING COUNTY METRO (STREETCAR, BUSES)
- 1-07.32(5) COORDINATION WITH PUGET SOUND ENERGY
- 1-07.32(6) COORDINATION WITH PRIVATE COMMUNICATION COMPANIES
- 1-07.32(7) COORDINATION WITH WASHINGTON STATE FERRIES (WSF)
- 1-07.33 RELATIONS WITH THE RAILWAY (SP 09-07-17)

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### Contract Language – Division 1

1-08.3 Critical Path Schedule & Schedule Constraints

Schedule Constraints

- Submittal requirements & review durations
- Traffic control restrictions
- Environmental restrictions
- Holiday Construction Moratorium
- Phasing requirements
- Property access requirements
- Work area restrictions

Phasing Requirements

- Roadway
- Utilities
- Other Project Constraints
- Area Reserved for Others

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### Contract Tools

- Scheduling & Software Requirements
- Monthly CPM Update Submittals
- 4 week look ahead schedule
- Traffic/Pedestrian/Bike Control Requirements
- Hours, Season, Special Events
- HUB Coordination Meetings

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### Managing the Work

- Develop **Partnering** Approach with Key Decision Makers
- Understand the strengths and weaknesses of the team
- Weekly Online meetings
- Weekly On-Site meetings
- Schedule Interfaces
- Linear Schedules & Construction sequencing graphics

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### Managing the Work

- Decisions on WHO works where & Cost/Schedule Implications
- MOT
- Traffic/Detours
- Bikes/Peds
- Emergency Vehicles
- Pier Access & Deliveries
- Deferring-Transferring Work between Contracts

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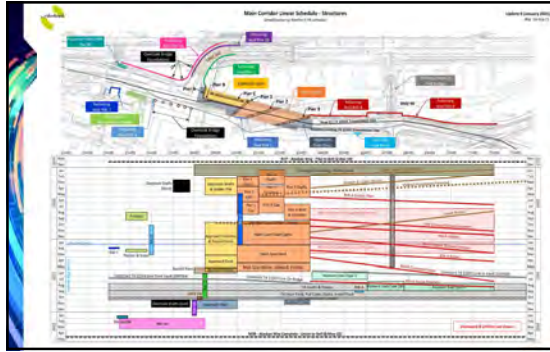
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### Managing the Work

- January 2021 Main Corridor Project – Behind Schedule by 3 months
- Overlook Walk – Optimal Start Date
- SAOP – Ground improvements – accelerated

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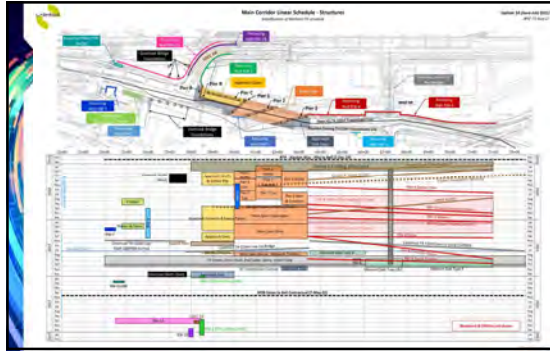
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### Managing the Work

- Transferring scope from OLW to Main Corridor
- Negotiating scope changes
  - 6 each 7'2" Diameter Shafts – 342 Total Lineal Feet
  - 2 each 8'2" Diameter Shafts – 120 Total Lineal Feet
- June 2021 – MCP to construct all shafts

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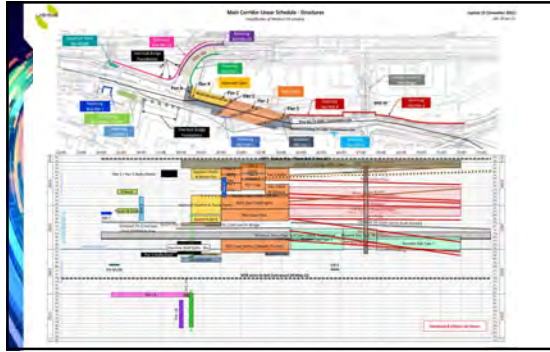
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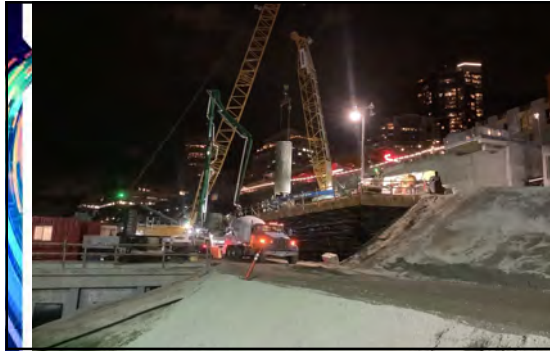
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**Managing the Work**

- Main Corridor Project – Delayed
- Concrete Strike – December 2021 to April 2022
- Overlook Walk – NTP June 2022

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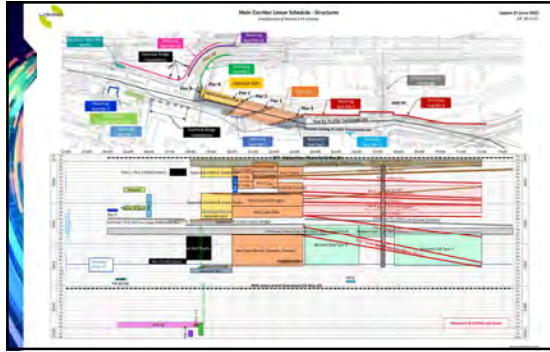
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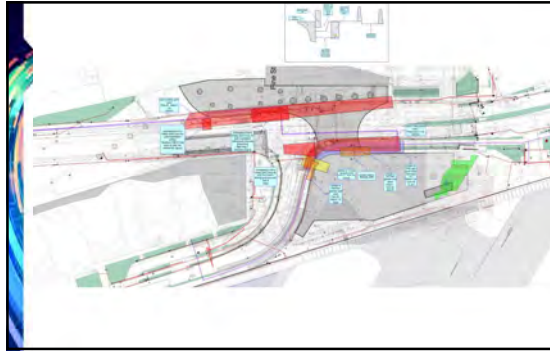
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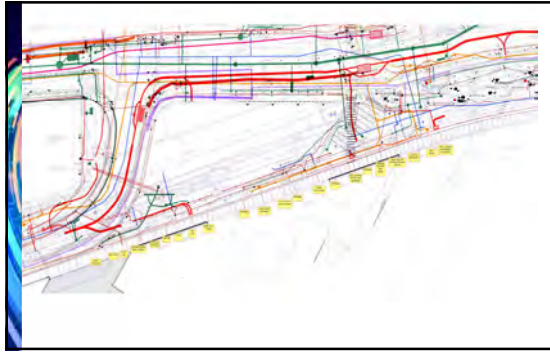
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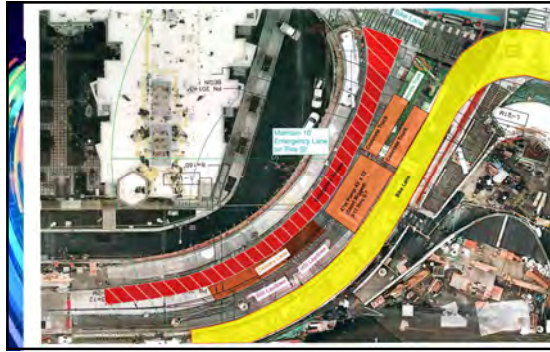
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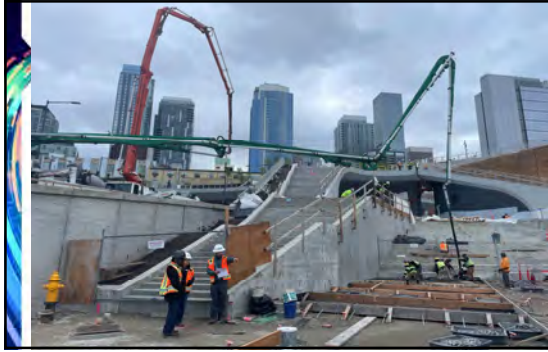
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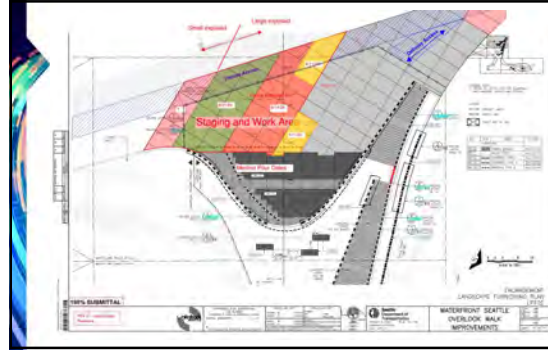
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**Lessons Learned & Best Practices**

Contract

- Contract Type
- Anticipated start & approximate duration
- Anticipate/Partner with Adjacent Contracts
  - Up to 2 Hours of Weekly Teams Meetings
  - Weekly On-site Meetings
  - Schedules, Agendas, Meeting Minutes

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**Lessons Learned & Best Practices**

- Budget for the RISK and Probability of the Risks
- Bidding Environment & Timing
- Mandatory Prebid Meetings
- Supplemental Bidder criteria vs post-bid qualifications
- Partnering

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### Lessons Learned & Best Practices

- During Construction
- PARTNERING
- Celebrate Accomplishments & Milestones

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### Lessons Learned & Best Practices

Coordination Meetings

- Graphics for tracking progress & space
- Project schedules and interface
- Decisions on lessor of two evils
- On-site meetings with field operations and safety teams

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LEARNING OBJECTIVE 1  
*Developing Contract Language for Contract Interfaces with Multiple Projects*

- Ensure ALL known adjacent project are listed in Contract & have a catch-all for new ones
- All projects listed have estimated durations
- Ensure Contract language clearly defines expectations – performance-based contract requirements vs process-based coordination

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LEARNING OBJECTIVE 2  
*Best practices in Managing Multiple Projects During Construction*

- Develop **Partnering** Approach with Key Decision Makers
- Conduct effective weekly meetings
- Effective Agendas & Meeting Minutes
- Utilizing most current schedule information
- Utilize graphics (Online & Onsite meetings)
- Keep safety as a priority

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LEARNING OBJECTIVE 3  
*Review Lesson Learned & Tips*

- Partnering from DAY 1
- Ensure Contract Language clearly defines expectations and outcomes
- Anticipate/Partner with Adjacent Contracts
- Up to 2 Hours of Weekly Teams Meetings
- Weekly On-site Meetings
- Schedules, Agendas, Meeting Minutes

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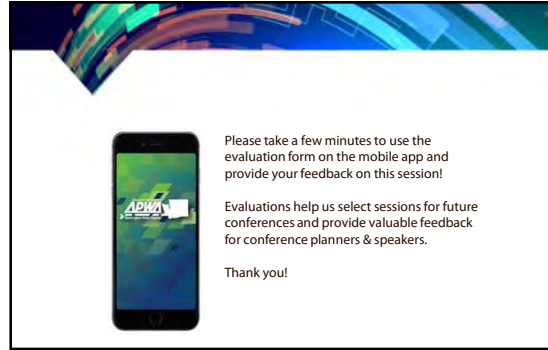
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