



DARLING NAVA CONSULTING, PLLC

Darling shall be responsible for developing and implementing a DBE Performance Plan for this project. She will be assigned to the project full-time from NTP to Physical Completion and available to assist in issue resolution from NTP through Completion. Darling will coordinate and facilitate public engagement within the organization, focusing on designing new ways to effectively engage with the community and business partners. She will support the team implementing various public engagement projects, striving to build alliances and culturally inclusive practices that will create positive relationships and change within the community.

EXPERIENCE

16 years in construction industry

1 year at Darling Nava Consulting PLLC

EDUCATION

Technical Community College, Indiana, 13 months

AFFILIATIONS

AGC's Diversity Chair, 2017 – 2018 Active member

Darling is very familiar with the local DBE community. She is well-connected through her memberships in the National Association of Minority Contractors (seven years), Tabor 100 (seven years), and Construction Designers Entrepreneur (two years), and AGC (three years), including serving as the Diversity Chair. Darling is currently the Diversity and Inclusion Resource Specialist on the WSDOT SR 520 Montlake Phase Design-Build project. Darling is a dynamic individual who is community-oriented, hard-working, and ready to be a part of a fast-paced environment and experienced in managing multiple projects while working with a range of stakeholders.

Darling has seven years of experience in performing the assigned DBE duties. Prior to founding Darling Nava Consulting PLLC, Darling served as Director of Community and Small Business Engagement for Intelligent Partnerships, Inc. from February 2018 thru September 30, 2018. Prior to this, Darling was Diversity Manager for Lydig Construction, Inc. She worked for Lydig from July 2003 thru February 2018 and also served as a Project Engineer/Accounts Payable and Contract Administrator.

MENTORING SUCCESS STORY – CITY OF TUKWILA JUSTICE CENTER

In June of 2018 Darling was introduced to Victoria Richardson by the NAMC Washington Chapter. Victoria is the owner of Construction Site Services, LLC, providing temporary construction site fencing and portable toilets. Victoria was new to the construction world and needed to be connected with people and organizations that could help her get company exposure, as well as navigating through some of the issues that small businesses face, such as PLA Agreements, registering with various business lists (City of Seattle business list, Tabor 100, King County Business lists, etc.).

Darling invited Victoria to a few outreach events and meetings and advised her to provide handouts such as capability statement, required certifications, scopes of work, and a rate sheet.

One such event was the City of Tukwila open house for BNBuilders' Justice Center early demolition project. As a result of Darling's suggestions, Construction Site Services, LLC is now contracted with BNBuilders for both portable toilets and temporary fencing. Darling continues to mentor Victoria and introduce her to contractors and associates.

DARLING NAVA CONSULTING PLLC

WSDOT SR 520 MONTLAKE PHASE DESIGN-BUILD

\$455M | DESIGN-BUILD | OCT. 2018 – ONGOING

This project will reconstruct the SR 520 corridor from the Montlake interchange to the Evergreen Point Floating Bridge, resulting in a six-lane corridor, including two HOV lanes. Work includes replacing the West Approach Bridge and include an added eastbound HOV lane, replace the Montlake Blvd. (SR 513) undercrossing with a new community enhancement lid structure with modifications to two interchanges, reconstruct two new direct-access ramps, and new pedestrian overcrossing, and improving connections for paths and trails at various locations. The voluntary MSVWBE goal is 26%.

Darling is the Diversity and Inclusion Resource Specialist as a subconsultant to Zann, Inc. She serves as Zann's local representative, identifying and attending meetings, events, conferences, trade associations, and any other stakeholder events. Darling also utilizes her existing relationships to identify and engage small businesses; provides direction and assists in developing the Inclusion Plan and the Community Workforce Agreement/PLA for the project; and provides contract compliance monitoring using B2GNow and the Zann tracking system. Darling is co-located with WSDOT as needed.

CITY OF TUKWILA FIRE STATIONS 51 AND 52

\$22.5M | GC/CM | DEC. 2017 – ONGOING

Fire Station 51 is a 9,426 sq. ft., two-bay neighborhood fire station that will house one ladder truck and one aid car. This station will also provide storage for additional fleet vehicles, as well as the Self Contained Breathing Apparatus (SCBA) maintenance room. Fire Station 52 is a 15,068 sq. ft., three-bay main fire station that will house one ladder truck, one aid car, and one Battalion Chief vehicle, as well as the headquarters spaces for the Fire Department. There will be a training room that will double as a Back Up Emergency Operations Center for the city.

Darling is the Outreach Consultant for Lydig. She provides strategic leadership and oversight to the project team; engages, trains, and educates small business firms; plans, supports, and facilitates outreach events/public meetings, including innovative and accessible on line and 1:1 meeting with the project team; continues to develop close relationships with community organizations, such as NAMC, Tabor 100, Contractors, Designers and Entrepreneurs, and AGC; and provides monthly WMBE/DBE and apprenticeship reporting.

CITY OF TUKWILA JUSTICE CENTER

\$68.5M | GC/CM | APRIL 2017 – ONGOING

This includes building a new Justice Center to provide secure, efficient and modern facilities for the Tukwila Police Department, Municipal Court, and Emergency Operations Center (EOC); replacing the city's three seismically-deficient fire stations; guaranteed funding for 20 years for

fire apparatus and equipment; and replacing the city's Public Works Shops. This bond measure is the largest capital program executed to date in the city.

Darling is the Outreach Consultant for BNBuilders. She provides strategic leadership and oversight to the project team; engages, trains, and educates small business firms; plans, supports, and facilitates outreach events/public meetings, including innovative and accessible on line and 1:1 meeting with the project team; continues to develop close relationships with community organizations, such as NAMC, Tabor 100, Contractors, Designers and Entrepreneurs, and AGC; and provides monthly WMBE/DBE and apprenticeship reporting. Lydig Construction, Inc.:

CITY OF SEATTLE NORTH TRANSFER STATION – SEATTLE, WA

\$58M | GC/CM | MAY 2014 – MARCH 2018

This multi-phase project replaced a 187,092 sq. ft. transfer station. The first phase involved the demolition of a building, asphalt, concrete, retaining walls, and all site utilities. The second phase included the construction of a new transfer station facility with a lower level trailer maneuvering area, recycle buildings, and an administration building. On-site improvements included a playground, sports court, field, exercise stations, and art installations, and off-site improvements included new sidewalks, cross-walks, and utility replacement.

Darling was the Outreach Consultant. Project WMBE participation was 17% at closeout. The initial proposed goal was 25%.

CITY OF SEATTLE LANDSBURG FACILITIES AND CHLORINATION – RAVENSDALE, WA

\$7.9M | GC/CM | MARCH 2014 – AUG. 2015

Construction of a new 4,500 sq. ft. Operations Center Building with control room, locker rooms, offices, and water lab. The project also replaced the existing chlorine gas system with a liquid sodium hypochlorite system.

Project WMBE participation 15% at closeout. The initial proposed goal was 25%.

PORT OF SEATTLE CENTRAL PRE-CONDITIONED AIR – SEATAC, WA

\$40M | GC/CM | OCT. 2010 – OCT. 2014

Construction of a centralized plant that pumps hot and cold fluids through 15 miles of pipes to each of the airport's 73 jet gates, where a unit then pre-conditions warm or cool air blown into the aircraft. The plant is designed with potential airport expansion in mind to manage up to 100 gates in the future. DBE Goal was 17%

With Darling's participation as Diversity Manager this project received the award of 2015 Champions of Award from Port of Seattle for exceeding participation WMBE/DBE goals.

PORT OF SEATTLE GSE ELECTRIC CHARGING STATION – SEATAC, WA

\$3.6M | DESIGN BID BUILD | FEB. 2013 – FEB. 2014

This project provides nearly 600 electric charging stations throughout the airport for ground support equipment (GSE) such as baggage tugs, bag ramps and pushback vehicles. There were no goals set on this specific project.

KING COUNTY BOW LAKE RECYCLE AND TRANSFER STATION – TUKWILA, WA

\$45M | GC/CM | NOV 2010 – OCT 2013

The new 2,400 ton per day facility features an enclosed, long-span Transfer Building designed to protect self-haul customers from high-volume waste handling while providing the flexibility to allow selective material recovery and baling. An Automated Traffic Management System regulates traffic through four vehicle scales, allowing independent reweighing of mixed loads headed for both the Transfer Building and the dedicated yard waste and recycling area. The U.S. Green Building Council has certified Bow Lake with the highest level of certification: Platinum. The project was completed on schedule and \$7M under budget, while maintaining a stellar safety record. SCS Participation was 18%

REFERENCES

1. City of Seattle North Transfer Station GC/CM

Name: Jan Keiser, President of J. Keiser and Associates, LLC (Mentor)
Email: jan@keisergroup.com
Phone: (206) 714-8955

2. Port of Seattle, Central Pre-Conditioned Air and GSE Charging Station

Name: Amanda Lanier
Email: Lalanier@bellevue.wa.gov
Phone: (206) 316-6010

3. WSDOT SR 520 Montlake Phase Design-Build

Name: Regina Glenn, SR 520 Diversity and Inclusion Manager
Email: RGlenn@pccus.com
Phone: 425.295.4626

SECTION 3

MAJOR PARTICIPANTS

WSDOT SR 520 MONTLAKE PHASE DESIGN-BUILD

\$455M | DESIGN-BUILD | OCT. 2018 - ONGOING

This project will reconstruct the SR 520 corridor from the Montlake interchange to the Evergreen Point Floating Bridge, resulting in a six-lane corridor, including two HOV lanes. Work includes replacing the West Approach Bridge and include an added eastbound HOV lane, replace the Montlake Blvd. (SR 513) undercrossing with a new community enhancement lid structure with modifications to two interchanges, reconstruct two new direct-access ramps, and new pedestrian overcrossing, and improving connections for paths and trails at various locations.

GOAL 1

c. Meet the needs of businesses and Local Agencies while meeting Contract requirements.

11. WSDOT SR 520 MONTLAKE PHASE

Through her association with NAMC, Darling has been mentoring two subcontractors over several years—1 Alliance and Fryer Knowles—and is now helping them navigate Graham’s contracting process on WSDOT’s SR520 projects. Darling continues to engage with 1 Alliance, especially when scope of work issues need resolution. Since this project is still in the design phase, Darling continues to engage with other subcontractors/suppliers and make them aware of any upcoming bid opportunities.

GOAL 3

h. Effective and early integration of the Project team to meet Contract deliverable requirements and efficiently deliver the Project on schedule.

11. WSDOT SR 520 MONTLAKE PHASE

On SR 520 Montlake Phase, Darling integrated with the team after the project was awarded in October 2018. Significant outreach efforts began in Mary 2019. To date, there have been five well-attended outreach events. Darling continues to reach out to the community by attending monthly organization meetings (COMTO, NAMC, Tabor 100, etc.) and announcing any upcoming outreach events.

One of Darling’s mentees, 1 Alliance, brought up concerns with a change order during an AGC Diversity meeting. The change order scope of work was not included in the original scope of work. Darling advised that 1 Alliance document all inquiry and communications with the prime contractor and recently during a MSWVBE meeting she heard that 1 Alliance had received a \$340,000 change order.

i. Thorough and efficient close-out to meet the Contract requirements.

WSDOT SR 520 MONTLAKE PHASE

~~On SR 520 Montlake Phase, Darling is responsible for DBE record keeping, including change orders. She began this work immediately.~~

12. CITY OF SEATTLE NORTH TRANSFER STATION

On the City of Seattle Transfer Station project (and others), Darling was the Diversity Manager, responsible for providing the client the following at construction closeout:

Warranties/Guarantees/O&M Manual; As-Builts; Consultant Performance Evaluation; Final Subcontractors/Suppliers and support services invoices; certificate of acceptance; asset valuation memorandum. Previous clients have also included the following closeout items: maintaining and updating all WMBE/DBE firms' City of Seattle and State/Federal certifications, insurance and bonding, certified payroll (LCP Tracker), payments (B2GNOW), change orders that affects the WMBE/DBE goals, warranties; and creating and maintaining change orders and RFI tracking logs, and records, with a copy of all correspondence.

GOAL 4 50 points

Meet or exceed UDBE requirements throughout the life of the Project with an integrative approach to maximize UDBE participation.

11. WSDOT SR 520 MONTLAKE PHASE

The SR 520 Montlake Phase project's robust outreach program includes facilitating timely access for opportunities; continuing to enhance existing and new relationship within the community; continuing to expand the pool of accessible UDBE/FSBE, and continuing to increase UDBE/FSBE awareness of the project to meet or exceed the goals. During the procurement phase, Darling and the team will maintain transparency and connect with UDBE/FSBE until contracts are signed; provide support to UDBE/FSBE by reviewing any challenges to eliminate barriers while bidding, and follow up with UDBE/FSBE firms to ensure they are successfully meeting the requirements of the project.

12. CITY OF SEATTLE NORTH TRANSFER STATION

On the North Transfer Station project, the general contractor hired a cabinet contractor that Darling identified as eligible for the City of Seattle's self-identification as an MBE. She spoke with the cabinet company's owner and requested that he review the requirements of WMBE for City of Seattle. He called back to report that he had successfully received an approval for MBE self-identification. Their contract (\$81K) was added to WMBE participation for North Transfer Recycling project.