

State of Washington
Capital Projects Advisory Review Board (CPARB)

Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL

TO USE THE

GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)

CONTRACTING PROCEDURE

Seattle Multimodal Terminal at Colman Dock Project

Washington State Department of Transportation - Ferries Division



Washington State Ferries



Washington State
Department of Transportation



Lynn Peterson
Secretary of Transportation

WSDOT Ferries Division (WSF)
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Seattle, WA 98121-3014

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Lynne Griffith
Assistant Secretary for
Washington State Ferries

November 3, 2014

Project Review Committee
c/o State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

Attention: Robyn Hofstad, Administrative Support

Dear PRC members:

We have attached our application for approval to utilize GC/CM contracting for the Seattle Multimodal Terminal at Colman Dock Project. Our terminal at Colman Dock is a key regional multimodal transportation hub, connecting more than 9 million people a year between downtown Seattle and communities in Kitsap County and the Olympic Peninsula. Due to age and seismic deficiencies, our critical safety and mobility project to replace Colman Dock is a priority for the Washington State Department of Transportation - Ferries Division, known as Washington State Ferries (WSF).

Based upon our review of the project review criteria, we believe GC/CM is well suited for the project given the need for complex, phased construction in order to maintain continuous operation for all travel modes. Since the majority of project elements include marine construction, the newly authorized Heavy Civil provisions of HB 2208 are compatible with our project.

As you may know, WSF did undertake GC/CM delivery for the renovation of the Anacortes Ferry Terminal from 2005-2009. Although the project did not proceed beyond the preconstruction stage due to funding reprioritization to preservation and safety projects, such as our efforts at Colman Dock, we gained valuable exposure to the GC/CM process. Key members of our project team were intimately involved in the Anacortes Terminal Project, and their experience will improve the delivery of this project.

Lastly, we have a robust, experienced team ready to support GC/CM delivery, including key staff with past experience and/or comprehensive training, agency mentoring from the University of Washington, key integration with WSDOT's head construction staff, and consultants experienced with the GC/CM process.

We look forward to your review of our application.

Sincerely,

A handwritten signature in blue ink, appearing to read "Timothy M. Smith", written over a light blue horizontal line.

Timothy M. Smith, PE

Project Executive

Washington State Department of Transportation - Ferries Division



1. IDENTIFICATION OF APPLICANT

- (a) Legal name of Public Body (your organization): Washington State Department of Transportation - Ferries Division
- (b) Address: 2901 Third Avenue, Suite 500, Seattle, WA 98121-3014
- (c) Contact Person Name: Genevieve Rucki, P.E. Title: Project Manager
- (d) Phone Number: (206) 515-3461 Fax: 206-515-3740 E-mail: ruckig@wsdot.wa.gov

2. BRIEF DESCRIPTION OF PROPOSED PROJECT.

Colman Dock in Seattle is WSF's largest and busiest ferry terminal, supporting transportation across Puget Sound between downtown Seattle and communities in Kitsap County and the Olympic Peninsula. It serves general and commercial purpose traffic, high occupancy vehicles, transit, bicyclists, and pedestrians. King County also operates two Water Taxi routes from the south side of Colman Dock. In 2013 alone, Colman Dock served 9 million riders, including 4.8 million foot passengers. WSF, the Federal Highway Administration (FHWA), and the Federal Transit Administration (FTA) are planning to replace the aging and seismically vulnerable components of Colman Dock in order to maintain ferry service in the future. The project will also address existing safety concerns related to conflicts between vehicles and pedestrian traffic as well as operational inefficiencies.

Key elements of the project include replacement of the timber trestle, main terminal building, Slip 3 transfer span and overhead loading structures, and the passenger-only facility. The environmental review process and 30% Plans, Specifications & Engineering (PS&E) development for the project are nearing completion.

For additional information on the project, please visit:

<http://www.wsdot.wa.gov/projects/ferries/colmanmultimodalterminal/>

3. PROJECTED TOTAL COST FOR THE PROJECT:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 23M
Estimated project construction costs (incl. construction contingencies):	\$177M
Equipment and furnishing costs	\$ 1M
Off-site costs	\$ NA
Contract administration costs (Owner, CM etc.)	\$ 15M
Contingencies (design & owner)	\$ 9M
Risk Reserve	\$ 23M
Other related project costs (briefly describe*)	\$ 5M
Sales Tax	\$ 15M
Total	\$268M

*Agreements, environmental support, operations support

B. Funding Status

Design funds have been appropriated for the 2013-2015 biennium to cover preconstruction phase activities, including the preconstruction services of the GC/CM. Remaining design funds are expected to be appropriated in the 2015 legislative session for the 2015-2017 biennium.

Due to the critical life-safety nature of the project, WSDOT has also identified construction funding in the latest Agency's 16-year Capital Plan for future biennia. However, the future state funds have not yet been fully appropriated.

King County has secured \$12 million in federal grants for the replacement of the passenger-only facility that is part of the Colman Dock project.

Additionally, WSF plans to aggressively pursue federal grants for which the project is expected to be highly competitive.

4. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

Current milestone dates for the project (subject to funding and regulatory approvals) are:

Final design consultant selection	November/December 2014
FONSI issued	Early 2015
PRC approval	December 2014
GC/CM Selection	December 2014 – Spring 2015
Final Design, Permitting	Winter/Spring 2015 – Summer 2017
GC/CM Preconstruction services	Spring 2015 – Spring 2017
MACC negotiation complete	Summer 2017
Construction	August 2017 – January 2023

The project recently completed preliminary design and is in the final stages of its environmental review. Selection of the consultant to continue design beyond the preliminary phase is ongoing; it is anticipated that the GC/CM will be selected in time to join the project team before environmental permit applications have been submitted and before the start of the next phase of design, which is expected to follow the issuance of a Finding Of No Significant Impact (FONSI). The GC/CM is anticipated to be on board for approximately two years prior to the completion of Maximum Allowable Construction Cost (MACC) negotiations.

5. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

A. If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?

- Project construction must be phased to allow the facility to remain operational for all modes with minimal use of temporary facilities;
- Environmental and tribal commitments, as well as permit requirements will restrict in-water construction activities to approved work windows and will require intense monitoring;
- Project must coordinate staging and construction with major adjacent ongoing construction projects; and
- Construction funding appropriation may require a phased approach to match agency revenue stream.

B. If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

The facility will continue to support two WSF routes and two King County routes during construction. In order to support the sailing schedules and maintain the current level of service for all modes, the following operational requirements will be in place:

- Two slips operational at all times for WSF ferries;
- Minimal disruption to Water Taxis;
- One vehicle access lane at Yesler Way, two vehicle egress lanes at Marion Street and Yesler Way at all times;
- Minimal holding capacity on the dock for 450 vehicles;
- Passenger space sufficient to accommodate processing and queuing for walk-on customers, including accessible restrooms;
- Accessible route from the street to the vessel passenger deck; accessible ticket sales, restrooms, and vertical circulation;
- Separated pedestrian egress and access from/to vessels;
- Grade separation of foot passengers and vehicles and connection to the Marion Street pedestrian bridge;
- Temporary vehicle access across the dock to allow safe and efficient vehicle loading and unloading during construction; and
- Systems and utilities operational at all times, including security, communications, and sales.

Refer to phasing images provided in appendix.

C. If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

GC/CM involvement will be critical in informing the environmental permitting process, since key permits on the project critical path require in-depth description of construction methods and phasing. Strong coordination with the design team will also be expected to inform many aspects of the design effort, including:

- Pile design and installation;
- Pile removal;
- Environmental monitoring;
- Barging plan;
- Maintenance of traffic;
- Maintenance of systems and utilities; and
- Procurement of key long-lead items to match in-water work windows (the first in-water work begins in August 2017).

D. If the project encompasses a complex or technical work environment, what is this environment?

- Complex regulatory environment;
- High degree of stakeholder involvement;
- Challenging geotechnical conditions;

- Contaminated sediments;
- Adjacent projects – Alaskan Way Viaduct Replacement, Waterfront Seattle, Elliott Bay Seawall Replacement Project, and others (see figures 1 and 2); and
- Maintain continuous operations for 9 million passengers, including 4.8 million foot passengers; facility is operational 20+ hrs/day.



Figure 1: Adjacent waterfront projects

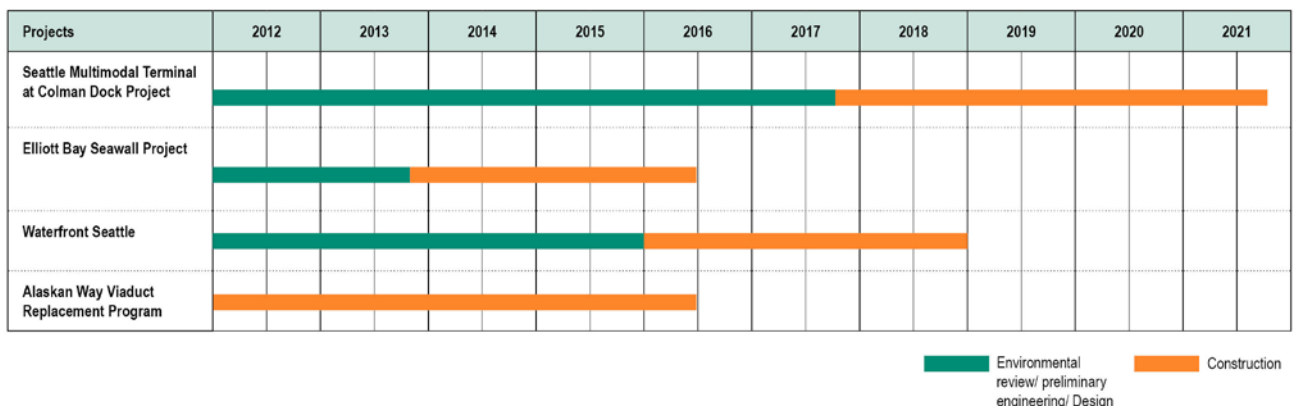


Figure 2: Timelines for key waterfront projects

E. If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

- Not applicable

F. If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

- The project is a blend of heavy civil/marine and building construction, but the predominant portion of the construction is heavy civil marine construction involving the replacement of an existing timber trestle with a new steel and concrete trestle. Marine contractors with the capability to perform this type of work generally own their equipment and employ the personnel who perform the majority of the work. This is consistent with the definition of the Heavy Civil industry code as defined by the Federal Bureau of Labor Statistics (<http://www.bls.gov/iag/tgs/iag237.htm>).

6. PUBLIC BENEFIT

A. How this contracting method provides a substantial fiscal benefit

- Allows for a more integrated, collaborative project team, including the contractor, to develop solutions to significant permitting, stakeholder, user, and project interface issues and to optimize the plan for construction;
- Earlier availability of information on project cost to inform agency budget decisions;
- Early involvement of the contractor to help manage risks, reducing the likelihood of change orders and claims;
- Ability to prequalify and select contractor and subcontractors with consideration of experience, key personnel, and approach to solving the technical challenges of the project while maintaining full operations critical to passenger service and system revenues;
- Provides a single point of accountability since the GC/CM will sign contracts with all subcontractors for multiple phases of project, enabling volume purchases (e.g. piling);
- Opportunity for owner to maintain control of the design and better respond to changing project requirements; and
- Opportunity for innovation.

B. How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules

- Developing construction means and methods and phasing once environmental permits have been issued increases risk of schedule delay;
- Insufficient time for coordination between contractor and WSF to maintain operations;
- External projects such as the Alaskan Way Viaduct Replacement and Waterfront Seattle may impact the project in areas such as user access and vehicle queuing; and
- Many of the systems, such as vehicle slips, passenger loading, and control systems require special expertise, and bidder prequalification to the level needed for this facility is better provided for in GC/CM.

C. Why the heavy civil contracting procedure serves the public interest

- The majority of the work will likely be performed by a marine contractor who controls the labor and equipment needed to provide the quality of construction needed within the tight in-water work windows allowed by permitting agencies.

7. PUBLIC BODY QUALIFICATIONS

7.1 Description of your organization's qualifications to use the GC/CM contracting procedure.

The Washington State Department of Transportation has a multi-billion dollar annual capital program. A significant amount of this work is being delivered by alternative project delivery contracting, primarily design-build contracting, including the SR99 Alaskan Way Viaduct Replacement Project and the SR520 Floating Bridge Replacement and Eastside projects. The Department has significant resources and capabilities that will be engaged to successfully develop GC/CM contracting procedures for the Seattle Multimodal Terminal at Colman Dock project.

In order to ensure the successful delivery of the project, WSF has chosen to supplement the competencies of internal staff by retaining experienced outside resources to ensure that the GC/CM process is managed in conformance with RCW 39.10, HB 2208, and best practices in the industry. Specifically, WSF hired Parametrix to support the GC/CM process through construction and entered into a mentoring agreement with the University of Washington, a recognized leader in the field of alternated public works delivery.

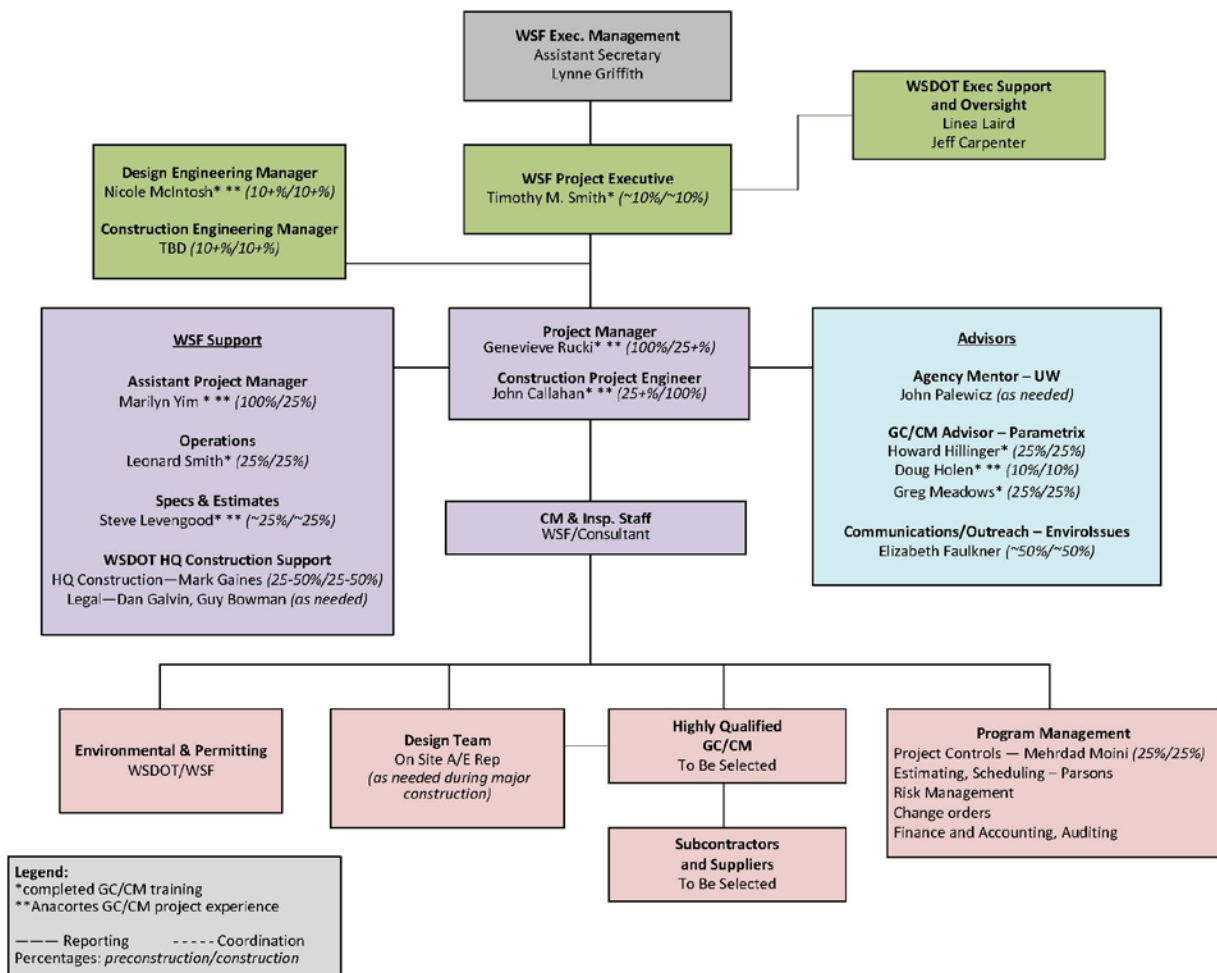
As a division of WSDOT, WSF has completed 192 projects since 2005. They represent over \$99 million of construction incorporating each of the elements that will be included in this project. These projects types are distributed as follows:

Project Type	# of projects completed since 2005
Berthing Structures	37
Moveable Structures	23
Occupied Facilities	24
Systems	46
Trestle	26
Other	36
Total	192

Of particular note was the Eagle Harbor Maintenance Building Remodel and Dock Repairs project, which provided a full remodel of WSF's primary maintenance facility while it was continuously operational and occupied. This project was completed by the proposed Construction Project Engineer (CM) John Callahan. Prior to 2005, WSF delivered two other relevant projects – the Edmonds Ferry Terminal Overhead Loading and Terminal Building and the Clinton Ferry Terminal Dock Expansion projects, completed in 1999 and 2003 respectively.

7.2 A Project organizational chart, showing all existing or planned staff and consultant roles.

WSF will manage the project with in-house resources, supplemented by experienced consultants, WSDOT Headquarters contracting and construction staff, and mentoring by the University of Washington. Planned roles for key staff and their biographies are described below.



7.3 Staff and consultant short biographies (not complete resumes).

Timothy M. Smith – Project Executive

Timothy M. Smith is Director of Terminal Engineering for WSF, and as Project Executive will be responsible for the overall success of the project. He will devote at least 10 % of his time to the project. With over 30 years of experience, he is responsible for the planning, scoping, design, and construction of WSF's terminal capital and maintenance projects averaging \$25 to \$100 million of work in progress. As WSF Director of Terminal Engineering, he has the authority and relationships to support the project team with commitment of necessary resources to deliver the project. Prior to joining WSF, he served as Project Engineer (responsible in charge) for highway construction projects ranging up to \$100 million each (current dollars). These projects included SR18 Widening, I-5 HOV from Seattle to Lynnwood, and SR527 widening from I-405 to Mill Creek.

Genevieve Rucki – Project Manager

Genevieve Rucki will be the full-time project manager during the design phase and will continue to devote at least 25% of her time through the completion of construction. Managing the project since its inception in 2009, Genevieve Rucki has more than 20 years of experience in planning, design, and management of WSF Terminal Engineering projects. Over the last five years she has led a team of WSDOT and consultant staff in delivering the preliminary design and environmental phase of the project. As the Assistant Project Manager during the preconstruction phase of the Anacortes project, she gained valuable experience in GC/CM project delivery within a WSDOT environment. Her role as a design lead assigned to the Clinton Ferry Terminal Dock Expansion project provided her in-depth understanding of the specific technical and operational challenges of large ferry projects. Holding a dual Mechanical/Electrical Engineering degree from France and a Master's of Science in Civil Engineering (Structural) from the

University of Washington, she is a licensed Professional Engineer in the State of Washington. She completed the AGC/UW GC/CM training in June 2014.

John Callahan – Construction Project Engineer

John Callahan will serve as the Construction Engineer on the project, leading the administration of the contract. John will be dedicating at least 25% of his time to the project during preconstruction and 100% during construction (duties on other projects will be delegated to other WSF staff). He has been the construction Project Engineer for WSDOT Marine Division since 2005 and is responsible for the daily operations of the Terminal Construction Office, including management of all capital and maintenance projects for 19 ferry terminals and the Eagle Harbor Shipyard. In that capacity, he has led WSF construction management and inspection teams for over 120 WSF terminal projects including the Eagle Harbor Maintenance Facility. He served as construction project engineer for the preconstruction phase of the Anacortes Terminal GC/CM project and has completed GC/CM training. From 2001 to 2005 he worked as the Project Manager for the final design contract documents and initial execution of the Hood Canal Bridge East Half Replacement Project. From 1995 to 2001 John worked as a marine project inspector for WSDOT Marine Division and from 1993 to 1995 he acted as a bridge construction inspector for WSDOT highway division. John holds a BSCE from Saint Martin's College and is a Professional Engineer registered in the State of Washington.

Nicole McIntosh - Terminal Design Engineering Manager

Nicole McIntosh is a leader in the marine construction industry respected for her ability to inspire project teams and forge effective relationships with governments, regulators, and communities in the oversight of multiple ferry terminal projects along the Sound from Friday Harbor to Point Defiance. With 21 years of experience at WSF, she has developed an asset management system to ensure WSF is implementing the projects that provide the most benefit for the least cost. Nicole is the prime negotiator for multiple external agreements with local agencies, private companies, and tribes. She identified the need for and led the development of the first Terminal Design Manual. As the Design Engineering Manager she will support the project by providing engineering resources and expertise to the project team, as needed, during preconstruction and construction.

Doug Holen – GC/CM Advisor

Doug Holen is the former Director of the Capital Projects Office – South at the University of Washington where he was responsible for the planning, design and construction for the University of Washington Medical Center, School of Medicine, Health Sciences and at the King County Hospital at Harborview. Doug also served on the Alternative Public Works Oversight Committee (predecessor to CPARB) for five years and has participated in the execution of over 30 GC/CM, CMAR, and CM/GC projects in the Western United States utilizing a delivery model similar to the Heavy Civil GC/CM legislation. He is also experienced in marine construction, having served as a Navy Civil Engineer Corps Officer and more recently as the Chair of Dispute Review Boards for the Hood Canal Bridge, SR 520 Design Build Pontoon Construction, and the SR 520 Floating Bridge and Landings Project. Doug will be assisting WSF in preparing and reviewing GC/CM contract documents and will provide guidance to the project team during GC/CM selection, Subcontract Buyout and throughout the life of the project.

Howard Hillinger – GC/CM Advisor

Howard Hillinger is the GC/CM Project Advisor and has over 30 years of project management and construction management experience. He is the Principal Consultant and practice director with Parametrix for Project and Construction Management Services, including project director for CM roles on Hood Canal Floating Bridge East Half Replacement and West Half Modernization completion (\$417 million) and construction management support role on SR 520 (\$2+ billion). He is the GC/CM advisor currently advising on two historic school modernizations for Tacoma Public Schools, a member of GC/CM Heavy Civil task force, and has completed AGC/UW GC/CM class. Howard will be managing the GC/CM support resources process directly supporting Genevieve Rucki throughout GC/CM selection, preconstruction, and construction and will dedicate at least 25% of his time to the project during preconstruction and construction.

John Palewicz - Agency mentor

John Palewicz, AIA, DBIA, LEED AP, will be the Agency Mentor with engagement during preconstruction and construction, as required. John is the Director for Strategic Programs at the

University of Washington Capital Projects Office. In this role, he oversees the University's coordination with Sound Transit construction and the recent Husky Stadium Renovation. Since 1996 at the University he has been responsible for the design and/or construction of sixteen GC/CM major projects with a total project cost of \$715 million. These include new buildings for the law school, computer sciences school, and molecular engineering and business school; renovation and additions for recreational sports and Intercollegiate Athletics; and complete renovations of five historic buildings for the Restore the Core program. He currently serves on the Project Review Committee appointed by CPARB to review and approve projects and to certify public bodies to use GC/CM and Design-Build, is the Chairman of the Oversight Committee for the Seattle School District's \$700 million Building for Excellence program, and is an instructor for the Associated General Contractors yearly two day class on using GC/CM. A registered architect, John was with NBBJ Architects for fifteen years.

Leonard Smith – Operations Liaison

Leonard Smith will serve as the liaison between WSF Operations and the design and GC/CM teams through the preconstruction and construction phases. He has over 40 years of operational experience at Washington State Ferries, including 15 years working at 10 of the 20 ferry terminals in various positions from traffic attendant and ticket seller up to terminal supervisor. For the last 25 years, he has held the position of Operations Design/Construction Liaison. His primary role is to integrate the operating requirements of WSF into the design and construction of capital projects to minimize conflicts and maintain efficient service for WSF customers during construction projects. His project experience includes the Clinton Trestle Replacement, the GC/CM pre-construction phase for Anacortes, project manager/WSF representative for the Bremerton Transportation Center (Design-Build) project, Edmonds trestle replacement and overhead loading, and several transfer span/bridge replacement and overhead loading projects throughout the system.

Greg Meadows – Preconstruction and Construction Management Support

Greg Meadows is the Deputy Construction Project Engineer for Hood Canal Floating Bridge West Half Modernization and East Half Replacement (\$419 million), including site manager for float in, and currently Deputy Construction Project Engineer for SR 520 Floating Bridge and Landings project (\$800 million). In that role, he has been the lead for negotiation and resolution of more than 180 change issues. He has completed AGC/UW GC/CM training and will support WSF Construction Project Engineer for GC/CM negotiations and preconstruction services, and will be onsite for construction. Greg will provide support at 25% during preconstruction and construction.

Dan Galvin – Assistant Attorney General

Dan Galvin serves as an Assistant Attorney General assigned to Transportation and Public Construction Division (TPC) of the Office of the Attorney General (AGO). Dan joined the AGO in 2014 with more than 25 years of experience as a construction attorney. The major focus of his practice while at TPC has been the development of the Washington State Department of Transportation design-build program. He has provided counsel on a number of large projects including the \$1.4 billion Alaskan Way Viaduct Bored Tunnel Project and the SR 520 Bridge Replacement and HOV Program. Prior to joining the AGO, Dan spent 15 years in private practice representing owners, contractors, subcontractors, and suppliers in construction disputes and contract development. Dan has prior GC/CM experience while in private practice representing a major subcontractor on the Stafford Creek Correctional Facility GC/CM project. In addition, he has a degree in Civil Engineering and is a registered Professional Engineer in California, Oregon, and Washington. Dan will provide support as needed during preconstruction and construction, and will be supported as needed in a mentorship capacity by UW Capital Projects legal staff experienced in GC/CM.

Mark Gaines – WSDOT State Bridge Construction Engineer

Currently serving as the State Bridge Construction Engineer assigned to support the project, Mark Gaines will dedicate 25% of his time to the project during preconstruction and construction. Mark will provide technical and construction support to the project. Major duties include development and enforcement of State policy related to bridge and structures construction, liaison with industry through the Association of General Contractors/WSDOT Structures Team and the Association of Drilled Shaft Contractors/WSDOT Team, and developing WSDOT General Contractor/Construction Manager contracting policy. Mark is also involved in the review and support of WSDOT and national research,

implementation of new technologies into the WSDOT construction program, updating existing specifications, and development of new specifications. During 2012 and 2013, Mark provided full-time construction engineering support to the SR520 Pontoon Construction project and Floating Bridge and Landings project. He also provided construction engineering support for the Hood Canal Bridge east-half replacement project, including approximately three months of on-site support during the bridge closure period. Mark also provided construction engineering support for several movable bridge projects, including the Hood Canal Bridge and the Seattle's 1st Ave. South electrical/mechanical rehabilitation project. He holds a Bachelors of Science in Civil Engineering and a Master's of Science in Civil (Structural) Engineering from the University of Washington. Mark is licensed as a Professional Engineer in the State of Washington.

7.4 Provide the experience and role on previous GC/CM projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.

A. The qualifications of the existing or planned project manager and consultants.

See Section 7.3 and Appendix B.

B. If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not applicable

7.5 A brief summary of the construction experience of your organization's project management team that is relevant to the project.

WSF successfully procured and negotiated its first GC/CM project, the Anacortes Terminal Building and Site Improvement Project, with a Total Construction Cost of \$25.8 million. Many of the key WSF employees proposed for the Seattle project were involved in the Anacortes Ferry Terminal project, including:

WSF Staff Member	Proposed Role	Role on Anacortes
Genevieve Rucki, PE	Project Manager (Project Engineer)	Assistant Project Manager
John Callahan, PE	Construction Project Engineer	Construction Project Engineer
Tim McGuigan	WSF Legal	WSF Legal support
Steve Levensgood	Estimating, Specifications	Estimating, Specifications
Doug Holen, PE (consultant)	GC/CM Advisor	GC/CM Advisor
MariLyn Yim, PE	Assistant Project Manager	Civil Design Lead
Leonard Smith	Operations Liaison	Operations Liaison

7.6 A description of the controls your organization will have in place to ensure that the project is adequately managed

Consistent with previous major capital projects, this project will be managed by the Terminal Engineering unit of WSF with support from experienced consultants following proven WSDOT project and construction management processes. Project staffing will include a full-time project manager from start of design through occupancy, on-site construction representatives, and support from Terminal Engineering, Terminal Construction, WSDOT Headquarters Construction, and consultant staff. Maintenance and operations staff will be routinely consulted throughout the project and will participate in all design phase reviews, value analysis, and constructability reviews.

WSF has developed a comprehensive management system that has been successful in delivering occupied terminal renovation and alteration projects on time and within budget, including during periods of high escalation.

The roles and responsibilities of WSF, consultants, and the GC/CM have been established in a matrix of responsibilities that will be published with the Request for Proposal and included in the GC/CM contract documents. The Project Manager will monitor the activities and the deliverables established in the matrix and keep the appropriate party on point for their respective work throughout the life of the project.

Controls are also exercised through a signature authority process for changes, which is consistent across all projects in the capital program.

The MACC will include a buyout contingency. Use of any contingencies by the GC/CM shall be reviewed by and subject to the approval of WSF. The Project Engineer can approve spending from the Owner's contingency funds up to the set limits with certain controls. The day-to-day site project management team will work closely with the project manager to keep them fully informed of any potential cost issues. The Project Engineer has a \$50,000 per occurrence signature authority. This allows most items to be resolved at the site, reserving more expensive matters for further review. Changes and directives below \$500,000 are signed by the Project Executive while those above are signed by the Assistant Secretary of Transportation for WSF.

Adherence to the established scope, phasing of the work, and budget will be paramount in the management and control of the project. Construction cost estimates by the Design Consultant and the GC/CM Contractor are reconciled at the end of each design phase. Value analysis and Constructability review will be ongoing and are an established agenda item in the weekly coordination meetings. Market prices will be constantly monitored for impacts to the current estimates or the established Total Contract Cost (TCC). Once the MACC is negotiated following completion of the 90% construction documents and issuance of permits, the GC/CM, Project Manager, and Design Consultant will regularly evaluate the construction documents to determine if there are any changes that impact the agreed to MACC. If so, these changes will be brought back in line with the budget and the established MACC.

At an intermediate review of the construction documents, the design team will be required to provide a list of changes/further development of design from the previous submittal as a means to identify and control scope that is not part of the TCC. At completion of the construction documents, the GC/CM is required to review the specifications and the drawings to determine if there are any changes that may have been incorporated and to re-confirm the MACC and the TCC.

As part of the preconstruction services, the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement. The design deliverables will be integrated with the GC/CM bidding and construction plan. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help to ensure that permit comment requirements that may affect the MACC will be mitigated.

7.7 A brief description of your planned GC/CM procurement process.

Our procurement process will build upon our previous experience with GC/CM project delivery and best practices in GC/CM, and will including the following:

- Outreach to experienced, potential GC/CM candidates through industry forums and groups such as the AGC Bridge and Structures Committee;
- Soliciting input and comments by publishing the draft RFP, RFFP in advance of beginning the selection process;
- Soliciting and ranking initial Statements of Qualifications;
- Interviewing shortlisted GC/CM candidates. We expect to have an extended interview format to allow the selection committee to better acquaint themselves with candidates prior to developing the final shortlist of firms from whom to solicit Final Proposals;
- Soliciting pricing proposals from the highest ranked firms; and
- Recommending award to the highest ranked firm.

We anticipate advertising the GC/CM Request for Proposals shortly after PRC approval, completing the selection process by spring 2015, and negotiating the Preconstruction Services Contract with the successful firm before the end of May 2015. This timeline allows the GC/CM team to join the project

team early in the 60% design process (the final design team was recently selected and will be starting their work as soon as the FONSI has been issued (expected in late 2014/early 2015).

7.8 Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

WSF previously developed GC/CM contract terms for the Anacortes Terminal Building and Site Improvement Project in 2006. The GC/CM contract was competed and a preconstruction services contract was awarded effective October 1, 2005. While the project lost funding due a shift in legislative priorities to focus on preservation and safety projects (such as Colman Dock), the RFP, RFFP, and construction contract were developed based on the UW forms supplemented as needed by WSDOT and State of Washington building contract forms.

Contract terms for the Terminal Building construction will be developed based upon the State General Conditions for Facility Construction. General Requirements for the Heavy Civil portion of the project will be based upon the WSDOT Standard Specifications modified as required to be in conformance with RCW 39.10, including the Heavy Civil GC/CM provisions in HB 2208. Provisions unique to WSF, as well as FHWA and FTA specific Federal Requirements will be incorporated. Finally, best practices employed by Sound Transit and the UW will be reviewed and included where appropriate.

The draft RFP, RFFP, and contract provisions will be published in advance of the selection process in order to receive industry input and comment to inform the development of final documents.

8. PUBLIC BODY (YOUR ORGANIZATION) CONSTRUCTION HISTORY:

The table below provides a summary of some of the key projects delivered by the agency since 2005.

Project Number, Name, and Description	Contracting method used	Planned start and finish dates	Actual start and finish dates	Planned and actual budget amounts	Reasons for budget or schedule overruns
SR16 Tacoma Narrows Br. (C6441)	DB	2002-2008	2002-2008	\$615M/\$627M	Minor contract errors
I-5 48th St. to Pacific Ave. (C6958)	DBB	2005-2008	2005-2008	\$73M/\$78M	Minor contract errors
I-5 Everett HOV (C6991)	DB	2004-2008	2004-2008	\$185M/\$221M	Added work, differing site conditions.
I-405/SR520/SR522 Stage 1 HOV (C7042)	DB	2005-2008	2005-2008	\$48M/\$49M	Minor contract errors
I-405 NE 112 th Ave. SE to SE 8 th added lanes (C7283)	DB	2007-2009	2007-2009	\$124M/\$126M	Minor contract errors
I-405, I-5 to SR 169 Stage 1 Widening (C7295)	DB	2007-2010	2007-2010	\$92M/\$96M	Minor contract errors
I-5/SR16 WB Nalley Valley I/C (C7594)	DBB	2008-2011	2008-2011	\$120M/\$115M	N/A
SR519, I-90 to SR99 Intermodal Access (C7597)	DB	2008-2010	2008-2010	\$67M/\$68M	Minor contract errors
Lopez Island Dolphin Replacement (C7161)	DBB	2006-2007	2006-2007	\$2.8M/\$3.3M	Weather related operational issues required modification of Contractor method, single slip Lopez Island
Vashon Island Dolphin Replacement (C7704)	DBB	2009-2009	2009-2009	\$2.1M/\$2.1M	Additional timber piling removed.
Mukilteo Floating Dolphin Preservation (C7964)	DBB	2010-2010	2011-2011	\$1.9M/\$1.9M	Additional ballast needed
Lopez Island Floating Wingwall Rehabilitation (C8235)	DBB	2012-2012	2012-2012	\$1.9M/\$2.2M	Unanticipated costs, schedule recovery, added overhead, single slip springline operation
Shaw Island Dolphin Replacement (C7922)	DBB	2010-2011	2010-2010	\$1.8M/\$1.8M	Difficulties with pile driving methods and rock anchors
Eagle Harbor Maintenance Facility Slip B Replacement (C7013)	DBB	2005-2006	2005-2006	\$3.9M/\$3.9M	Piling required lengthening
Port Townsend Slip 1 Transfer Span Replacement (C8333)	DBB	2012-2012	2013-2013	\$3.0M/\$3.4	Minor contract errors and late arrival of WSF provide T-Span, schedule recovery
Port Townsend Slip 1 Transfer Span Fabrication (C8254)	DBB	2012-2012	2012-2013	\$2.0M/\$2.1	Minor contract errors. \$175,000 LD's charged to Contractor
Eagle Harbor Maintenance Building Remodel and Dock Repairs (C7614)	DBB	2008-2011	2009-2010	\$10.8M/\$12.1M	Bid item overrun, discovered work, added in scope work
Seattle Electrical Distribution System Upgrade (C8198)	DBB	2011-2012	2011-2013	\$2.9M/\$3.6M	Plan errors, 80 days added
Bainbridge Preservation Project (03W021). (C6995)	DBB	2005-2006	2005-2006	\$6.5M/\$6.8M	Material substitution, plan error info, unanticipated condition, quantity overrun
Anacortes Dolphin Replacement Phase II (7189_05W011_XL2717)	DBB	2006-2007	2006-2007	\$1.5M/\$1.6M	Change orders – wingwall repairs, overrun on pile removal

9. PRELIMINARY CONCEPTS, SKETCHES OR PLANS DEPICTING THE PROJECT

See Appendix A.

10. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

There have been no findings.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. 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 to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature:  _____

Name: Timothy M. Smith, PE _____

Title: Project Executive _____

Date: 3 Nov. 2014 _____

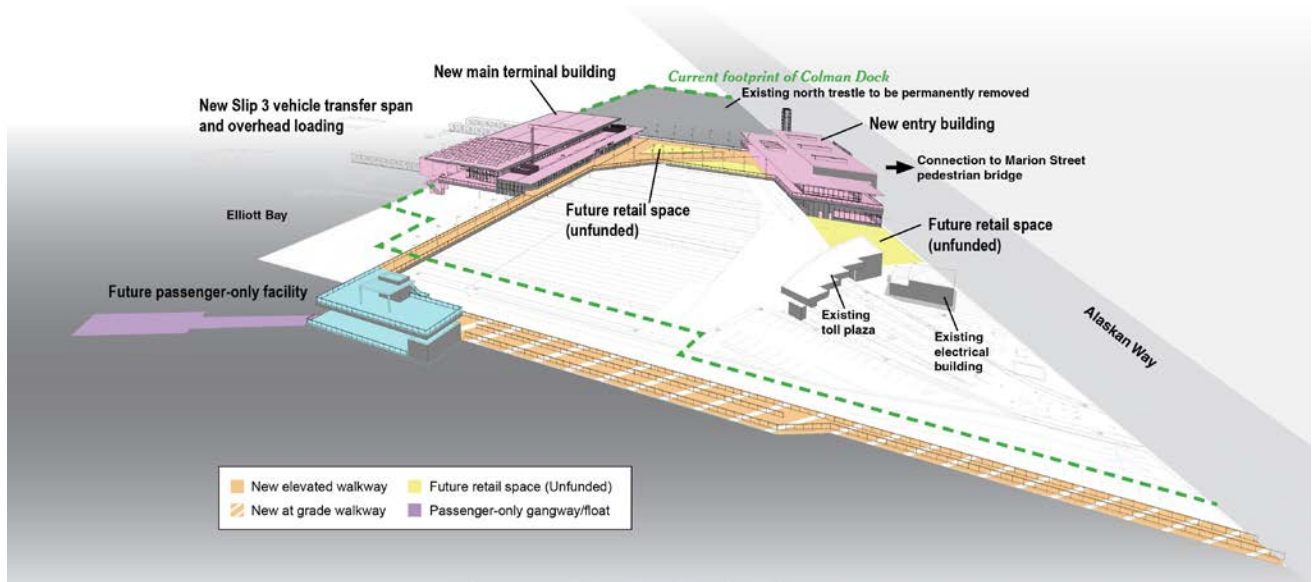
Appendices

Appendix A: Project Drawings and Illustrations

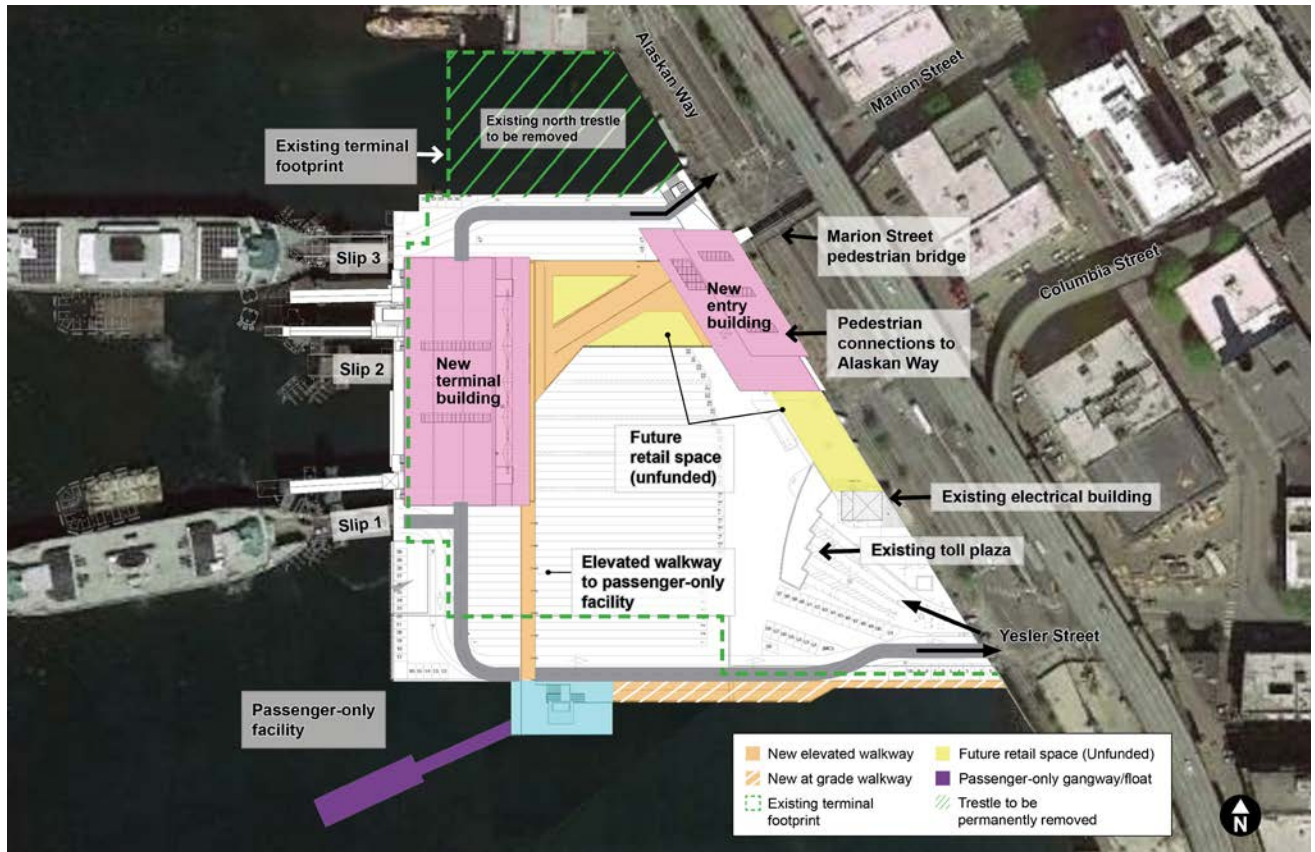
Appendix B: Key Personnel Project Experience

APPENDIX A: PROJECT DRAWINGS AND ILLUSTRATIONS

Perspective



Terminal Layout



Phasing Plan

Phase 1

Activities:

- Construction begins on new southern trestle requiring temporary relocation of passenger-only facility
- Construction begins on new permanent passenger only facility
- Construction begins on replacement of Slip 3

Vessel operations:

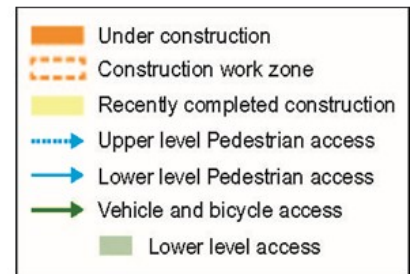
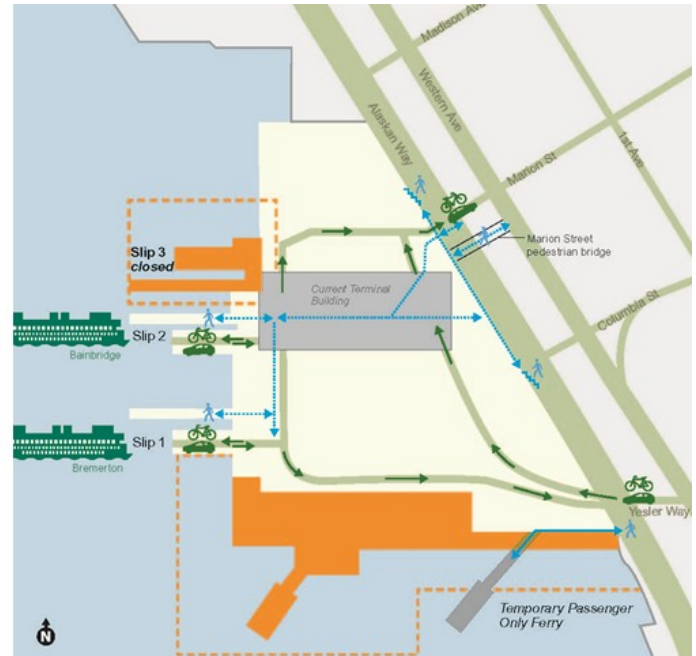
- Bremerton ferry operates out of Slip 1
- Bainbridge ferry operates out of Slip 2

How will I access the terminal to board my ferry?

- Vehicle, bicycle and pedestrian access to the terminal will remain the same as today
- Passenger-only ferry riders will board the passenger-only ferry at the new temporary facility

Will there be any changes to the terminal building?

- Some areas of the existing terminal building adjacent to the Slip 3 Overhead Loading construction area will be closed.



Phase 2

Activities:

- Slip 1 closed due to adjacent construction activity
- Construction of new terminal building and temporary pedestrian walkway begins
- Construction of new elevated walkway to passenger-only ferry facility begins

Vessel operations:

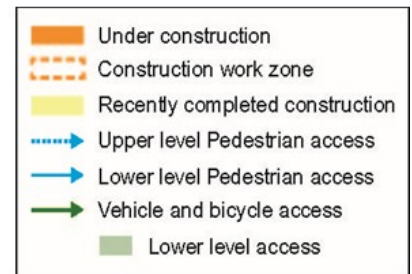
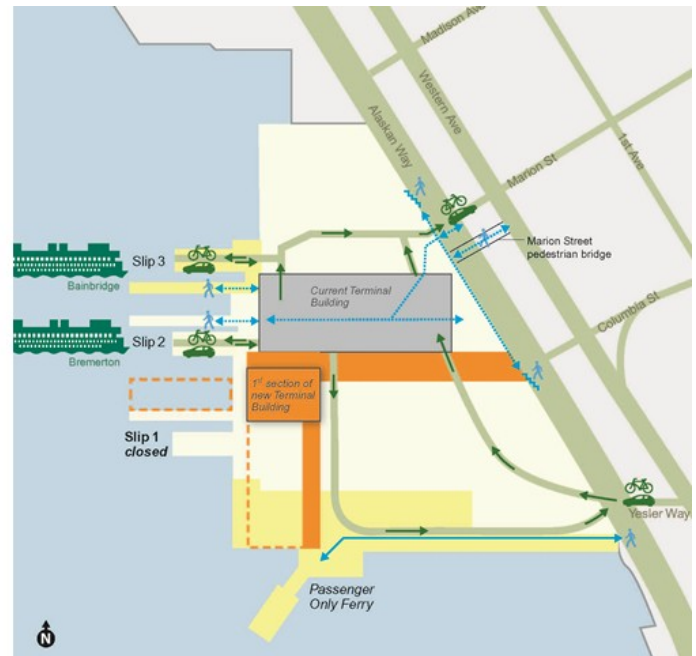
- Bremerton ferry operates out of Slip 2
- Bainbridge ferry operates out of Slip 3

How will I access the terminal to board my ferry?

- Vehicle and bicycle traffic to Slips 2 and 3 will be detoured around the construction zone on the southwest portion of the trestle
- Pedestrian access to the terminal will remain the same as today
- Passenger-only ferry riders will board at the new facility, using an at-grade pedestrian walkway

Will there be any changes to the terminal building?

- The existing terminal building will be operational



Phase 3

Activities:

- Slip 2 temporarily moved to provide construction access
- Demolition of existing terminal building and lower timber trestle begins
- Construction of new terminal building and lower level trestle continues

Vessel operations:

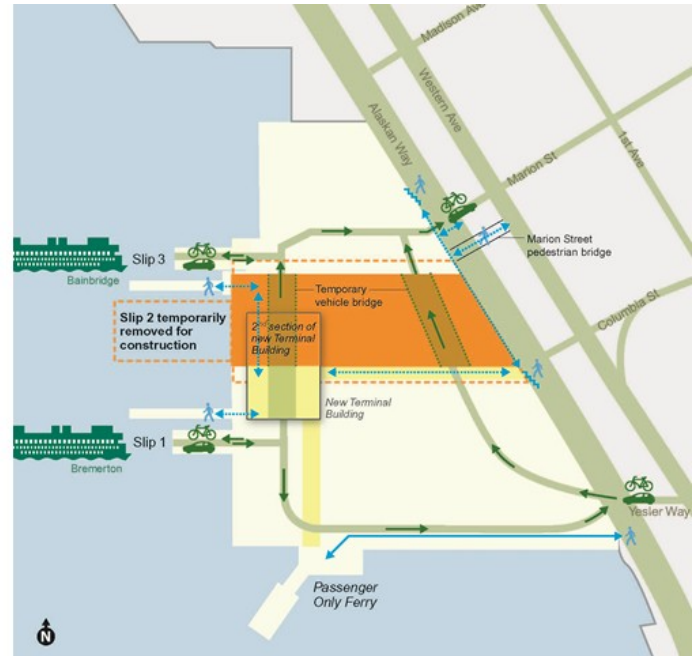
- Bainbridge ferry operates out of Slip 3
- Bremerton ferry operates out of Slip 1
- All operations will take place out of the new terminal building

How will I access the terminal to board my ferry?

- Vehicle and bike access to Slip 3 will remain the same as today; temporary bridges will be used to span the gap in the construction zone
- Pedestrian access between Marion Street and the terminal building will be maintained via a temporary elevated pedestrian walkway
- Passenger-only ferry riders will board the ferry at the new passenger only facility using an at-grade pedestrian walkway

Will there be any changes to the terminal building?

- The southernmost portion of the new terminal building will be operational
- The existing terminal building will be demolished



Phase 4

Activities:

- Slip 3 closed due to adjacent construction activity
- Demolition of existing northern timber trestle
- Construction of northern portion of new terminal building and lower level trestle continues
- Construction of new retail spaces begins (pending funding)

Vessel operations:

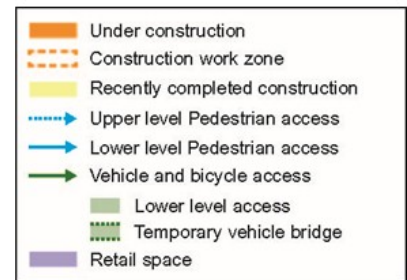
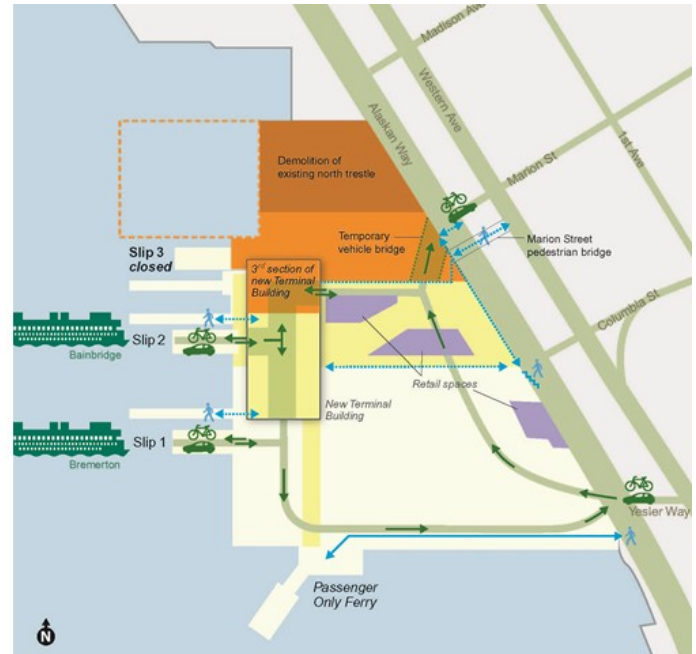
- Bainbridge ferry operates out of Slip 2
- Bremerton ferry operates out of Slip 1

How will I access the terminal to board my ferry?

- Vehicle and bike access to Slips 1 and 2 will be provided at Yesler Way
- Egress from the terminal will be provided via a temporary bridge at Marion Street
- Pedestrian access between Marion Street and the terminal building will be maintained via a temporary elevated pedestrian walkway
- Passenger only ferry riders will board the ferry at the new passenger only facility using an at-grade pedestrian walkway

Will there be any changes to the terminal building?

- Two thirds of the new terminal building will be operational; the remaining portion is under construction in Phase 4



APPENDIX B: KEY PERSONNEL PROJECT EXPERIENCE

Name	Summary of Experience	Project Names	Project Size (\$ millions)	Project Type	Negotiated Self Perform	Planning	Design	Const	Role Start	Role Finish
Timothy M. Smith	With over 30 years of experience, Tim is responsible for the planning, scoping, design, and construction of WSF's terminal capital and maintenance projects averaging \$60 to \$100 million of work in progress.	SR18 Widening from I-5 to Maple Valley	\$ 55.8	DBB				PE	1996	1998
		SR18 Widening from Maple Valley to Issaquah/Hobart Road	\$70	DBB				PE, Engineering Manager	2003	2006
		I-5 HOV lane from 236th Street SW to 44th Avenue W	\$15.3	DBB				PE	1992	1994
		SR527 widening from I-405 to Mill Creek	\$24.1	DBB				PE	1994	1996
Genevieve Rucki	Managing the project since its inception in 2009, Genevieve Rucki has more than 20 years of experience in the planning, design, and management of WSF Terminal Engineering projects.	Anacortes Ferry Terminal Building and Site Improvement	\$25	GC/CM			APM		2008	2009
		SR519/Seattle Tml Electrical Distribution System Upgrade	\$2.9	DBB			PM	On-call support	2011	2013
		Clinton Ferry Terminal Dock Expansion	\$49.4	DBB			Design Lead		1996	2000
		Seattle Ferry Terminal Project (EIS)	\$200	DBB		APM			2006	2009
		Anacortes Dolphin Replacement Phase 2	\$2	DBB			PM		2005	2007
		Bainbridge Island Ferry Terminal Improvement Project (EIS)	\$120	DBB		APM		On-call support	2006	2009
John Callahan	John Callahan has served as the construction Project Engineer for WSDOT Marine Division since 2005 and is responsible for the daily operations of the Terminal Construction Office including management of all capital and maintenance projects for 19 ferry terminals and the Eagle Harbor Shipyard.	Bainbridge Island Ferry Terminal Improvement Project	\$6.5	DBB			Review	PE	2005	2007
		SR519/Seattle Tml Electrical Distribution System Upgrade	\$2.9	DBB			Review	PE	2011	2013
		Eagle Harbor Maintenance Building Remodel and Dock Repairs	\$12.1	DBB			Review	PE	2008	2011
		Port Townsend Slip 1 Transfer Span Fabrication and Replacement	\$5.5	DBB			Review	PE	2012	2013
		Mukilteo Floating Dolphin Preservation	\$2	DBB			Review	PE	2010	2011
Mark Gaines	Mark Gaines has fifteen years' experience designing and constructing bridges and structures. He currently serves as the WSDOT State Bridge Construction Engineer, develops and approves state-wide policy and specifications, and is responsible for developing WSDOT's General Contractor/Construction Manager policy.	SR104 Hood Canal Bridge (C6525)	\$400	Target Price	X	APM	Structural Design	Const. Eng.	2002	2009
		SR520 Pontoon Construction Project (C7826)	\$450	DB				Const. Eng.	2010	2013
		SR240 Yakima River Bridge (C6522)	\$15	DBB			Structural Design		2002	2004
		SR520 Floating Bridge and Landings (C8066)	\$750	DB				Const. Eng.	2011	2013
		SR303 Manette Bridge replacement (C7926)	\$51	DBB			Review	Const. Eng.	2010	2013
Howard Hillinger	Howard Hillinger has over 30 years of progressively increasing experience in project and construction management with focus on Alternative Project Delivery. He served as the Vice President of Programs for the Construction Management Association of America and Project Director or PM for over 10 major projects/programs >\$100 M.	Stewart Middle School Modernization	\$37	GC/CM		GC/CM PM	GC/CM Advisor	GC/CM Advisor	Jun-13	ongoing
		McCarver Elementary School Modernization	\$18	GC/CM		GC/CM PM	GC/CM Advisor	GC/CM Advisor	Jun-13	ongoing
		SR104 Hood Canal Bridge (C6525)	\$400	Target Price	X	PSM	PSM	PSM	May-05	Dec-10
		SR520 Floating Bridge and Landings (C8066)	\$750	DB		Advisor	Advisor	Advisor	2009	ongoing
		Lake Wash SD		GC/CM		Advisor			Feb-14	ongoing
		Army and Air Force Military Exchanges DB Pilot Program (8 projects)	\$125	DB	x	Project Director	Project Director	Project Director	1997	2001
		USAF Nationwide Housing CM and DB Program	\$80	DB	x	Project Director	Project Director	Project Director	1998	2003
		CPARB Heavy Civil GC/CM Task Force	NA	GC/CM	x		Participant			Jul-13

Name	Summary of Experience	Project Names	Project Size (\$ millions)	Project Type	Negotiated Self Perform	Planning	Design	Const	Role Start	Role Finish
Doug Holen	Doug Holen has 30 years of experience managing capital projects for institutions in Washington State. He has completed 20 GC/CM projects at UW and mentored WSF for Anacortes terminal and has supported nearly \$2 billion in projects in Washington State. He is experienced in negotiated self-perform GC/CM contracts (10 projects).	Anacortes Ferry Terminal	\$35	GC/CM		Mentor	Mentor		2004	2005
		UWMC Cascade Tower	\$10	GC/CM		Project Director	Project Director	Project Director	1998	2000
		UWMC Pacific Tower	\$35	GC/CM		Project Director	Project Director	Project Director	2000	2003
		UWMC Surgery Pavilion	\$100	GC/CM		Project Director	Project Director	Project Director	2001	2004
		UW Bio-Engineering and Genome Sciences	\$150	GC/CM		Project Director	Project Director	Project Director	2003	2007
		Expansion Project	\$230	GC/CM		Project Director	Project Director	Project Director	2002	2005
		Expansion Phases 1-3	\$100	GC/CM		Project Director	Project Director	Project Director	2002	2005
		WWU Miller Hall Renovation	\$45	GC/CM		Mentor	Mentor	Mentor	2007	2010
		WWU Carver Academic Renovation	\$55	GC/CM		Mentor	Mentor	Mentor	2011	Present
		POS Sea-Tac Rental Car Facility	\$350	GC/CM				DRB Member	2008	2013
		NM CMAR Standard Documents	NA	GC/CM	x	Drafter			2007	2008
		UW GC/CM standard documents	NA	GC/CM	x	Drafter			1995	1996
		UNM The Pit (basketball venue) renovation	\$55	GC/CM	x	Advisor, PM	Advisor, PM	Advisor, PM	2008	2012
		UW Clark Hall Renovation (Chemistry Bldg)	\$20	GC/CM	x	Mentor	Mentor	Mentor	2013	2014
		Student Housing Project	\$15	GC/CM	x	Mentor	Mentor	Mentor	2012	2013
		Higher Education Center	\$12	GC/CM	x	Mentor	Mentor	Mentor	2011	2014
SR104 Hood Canal Bridge (C6525)	\$400	Target Price	X	DRB Chair	DRB Chair	DRB Chair	2013	2013		
SR 520 Floating Bridge & Landings		DB		DRB Chair	DRB Chair	DRB Chair	2012	Present		
Greg Meadows	Greg Meadows has 25 years of progressively increasing duties on major construction. Over past eight years he has served as responsible site CM for WSDOT's two largest marine construction projects.	SR520 Floating Bridge and Landings (C8066)	\$750	DB	x	Advisor	Deputy CM	Deputy CM	2013	ongoing
		SR 520 Pontoons	\$448	DB		Advisor	Deputy CM	Deputy CM	2011	2013
		SR104 Hood Canal Bridge (C6525)	\$400	Target Price	X	Advisor	Deputy CM	Deputy CM	2006	2010
John Palewicz		Husky Stadium Modernization	\$250	DB						
		Montlake Triangle	\$25.4	GC/CM		Director	Director	Director	2011	2015
		FSB Dempsey Hall (Balmer)	\$39.5	GC/CM		Director	Director	Director	2009	2012
		Molecular Engineering	\$75.5	GC/CM		Director	Director	Director	2008	2011
		PACCAR Hall	\$90.8	GC/CM		Director	Director	Director	2007	2010
		Johnson Hall	\$53.0	GC/CM		Director	Director	Director	2002	2004
		Guggenheim Hall	\$27.8	GC/CM		Director	Director	Director	2004	2006
Architecture Hall	\$24.5	GC/CM		Director	Director	Director	2004	2006		

