

SOUND TRANSIT

- GC/CM RECERTIFICATION

1. Could you provide a high-level summary of attachment #2?

Attachment 2 illustrates Sound Transit's experience delivering Alternative Public Works projects. Sound Transit has been utilizing the GC/CM delivery method for over ten years, and became a certified Public Body in 2013. Since that time, Sound Transit has procured ten projects exceeding \$3 Billion, under the GC/CM and Heavy GC/CM delivery methods, for its light rail and commuter rail systems. The majority of Sound Transit's projects support the planning, design, and construction of light rail, commuter rail, express bus, and bus rapid transit infrastructure as described in the voter-approved system expansion plans.

During project development, Sound Transit defines the project scope, budget and schedule of a preferred alternative or proposed action. Sound Transit then completes a project risk evaluation to establish the project's high level risk profile and develops a constructability review program, creating a framework contract packaging approach.

Sound Transit then commences a contract packaging workshop where all potential delivery methods are evaluated (Design-Bid-Build, GC/CM, and Design Build). The Contract Packaging Workshop (CPW) Committee includes representation from various stakeholder departments including Planning, Environmental and Project Development (PEPD), Design, Engineering, and Construction Management (DECM), Operations, and Procurement & Contracts. Before evaluation begins, the CPW Committee defines the project goals, challenges, evaluation criteria, criteria priority, and framework contract packaging approach. The workshop includes evaluation of the project using the requirements of RCW 39.10.340, such as complex coordination, occupied facility, critical need for GC/CM in design, complex work environment, historic building, or heavy civil. The evaluation criteria typically also includes:

- Scope, schedule, budget
- Size
- Staff Experience with similar projects and alternative delivery
- Market Conditions
- Jurisdictions
- Administrative Efficiencies
- Competing Projects
- Complexity
- Innovation Opportunities
- FTA criteria
- Benefit to taxpayers

The CPW Committee's findings and recommendations are documented in a report that is then presented to Sound Transit's Phase Gate Committee. The Phase Gate Committee will review the recommended delivery method and identified contract packages from the Contract Packaging Workshop, ensuring the agency is prepared to deliver the project under the proposed delivery method. The Phase Gate process is a multi-disciplinary, multidisciplinary project management oversight and readiness review process. Gates represent key transition or decision points in a

project's progression through design and environmental review, construction, and transition to operations. The process also provides visibility into projects and key project decisions – specifically scope, schedule, and budget. After Phase Gate Committee approval, the project team refines the packaging and procurement strategies and if a project is a candidate for GC/CM, the project team develops a formal GC/CM Project Review Request. The form requires all the pertinent information listed in RCW 39.10 along with the criteria requested by the Project Review Committee for alternative delivery approval.

Sound Transit is continually improving its experience and knowledge of the GC/CM delivery method, by making several improvements to its delivery selection process, providing training to staff involved with alternative delivery methods, and through recruitment of new staff with such experience. This knowledge and experience has improved the Agency's ability to properly conduct project evaluations for GC/CM, and successfully deliver projects utilizing the GC/CM delivery method. Re-Certification as a public body to use GC/CM as a delivery method is necessary to deliver high quality transit infrastructure quickly, efficiently and within budget.

2. Could you provide a high-level summary of attachment #3?

Attachment 3 shows that Sound Transit has over 50 people with Alternative Delivery experience, including GC/CM experience. This experience is spread throughout the agency in various departments that play a role in each GC/CM project. Some of those departments include Design, Engineering, and Construction Management; Planning, Environmental, and Project Development; Operations; Project Controls; Procurement and Contracts; Legal; Finance; and others.

Additionally, Sound Transit has participated on multiple committees for CPARB including the Chair of the GC/CM Committee, member of the Business Equity/Diverse Business Inclusion Committee, and a member of the Re-Authorization committee.

Sound Transit also participates as a lead trainer for the AGC GC/CM training that is now hosted twice a year and over the past 5 years has trained over 650 people throughout the state. We also encourage our own staff to attend this GC/CM training, in particular staff working directly on a GC/CM project.