

- 1. On page 2 of your application you mention your Design Build Project Review Request is finalized at no later than 30% design. Does this mean you typically issue bridging documents as part of your design-build solicitations?**

For projects where Sound Transit must take the design to 30% in order to ensure compatibility with existing systems and facilities, bridging documents have been and will continue to be used.

- 2. Do you see progressive design-build as a viable alternative for Sound Transit? How do you evaluate which form of design-build is appropriate for individual design-build projects?**

Sound Transit has explored and is continuing to explore the viability of utilizing a progressive design build delivery model for future projects. Progressive design build could be a viable option on Sound Transit's light rail projects as they contain elements of varying risk like the guideway or systems component vs. a station. Being able to bring the certain elements of the project further along in design before establishing pricing could provide more price certainty for the Agency and the Design Builder.

- 3. Have you identified any projects that you anticipate delivering using design-build over the coming 2 years?**

Sound Transit is evaluating the use of design build for the following upcoming projects; Tacoma Link Extension, Federal Way Extension, Puyallup and Sumner Access Improvements, and Sounder Yard and Shops. At this time, Sound Transit has not determined the delivery method for these projects as the contracting packaging workshops discussed in the application are currently in progress for the Tacoma Link Extension, Sounder Yards, and the OMSF, with future workshops planned for the Puyallup and Sumner Access Improvements and Federal Way Extension.

- 4. What is your greatest design-build project failure?**

Sound Transit does not consider any previous design build project a failure; however the Agency continues to examine all projects, past and present, in order to learn and grow from those experiences. Some of those lessons learned are provided in the application and in response to question 11 below.

- 5. It appears that Mark Johnson (PD), Henry Cody (CM), Mark Pickerill (CM), and Madeleine Greathouse (PM) are the only people on your staff experience spreadsheet with design-build PM or CM experience during construction. That gives you two experienced D/B teams for future design-build project leadership and all of them are currently engaged on significant projects. What will you do to supplement their design-build expertise to cover any new near term design-build projects you may be contemplating?**

In addition to the four staff listed above, Miles Haupt and Christy Sanders-Meena also have design build CM experience during construction. Sound Transit is in the process of increasing our pool of design build construction experience within the CM division. Most recently Sound Transit has hired a Deputy Director of Construction Management with major Mega-Project Design Build experience from the Owner's side and a Construction Manager with significant Mega-Project Design Build experience from the Contractor's side.

As demonstrated in our application, Sound Transit also has a number of Construction Managers who have completed the DBIA training course and have received their Associate DBIA designation. These individuals participate in training/information construction management meetings every two weeks where design build lessons learned will be a recurring theme. This is along with Sound Transit's quarterly Design Build Round Tables which are aimed at progressing Sound Transit staff's understanding and utilization of design build on current and future projects. Sound Transit takes training seriously and requires all staff have a minimum of 16 hours training within their field and has established funding for interested personnel to attend major courses such as the DBIA's week long certification training and monthly meetings.

**6. Provide a schedule status update on the South 200th Link Extension Parking Garage Project.**

The S. 200<sup>th</sup> Link Extension Parking Garage is on schedule for a fall 2016 service opening.

**7. The project list shows that none of the DB project listed are completed yet. Provide 2-3 examples of lessons learned and an overview of any issues and resolution of issues.**

The following are a few of the lessons learned and best practices from the S440 project that we have implemented into our Design Build process:

Design Management Plan:

The Request for Proposals should focus on the proposers' design management plan, as this is critical for a successful project and ensures the team is prepared for the expedited process afforded in Design Build.

Subcontracting Plan:

The Request for Proposals should require the proposer to include a subcontracting plan for key subcontractors and consultants as part of the proposal. This ensures the Contractor and the Agency take advantage of the construction experience and ensures that all designers and key subcontractors are working together during the design phase. This should reduce the potential for conflicts later during construction.

The above three examples of lessons learned are being applied to our active design build RFPs and will be incorporated into future design build procurements.

**8. During the next certification period what other ST capital improvement projects are being considered for use of DB contract delivery?**

Please refer to the response provided to question three regarding potential design build projects over the next two plus years. During the next Agency certification cycle, Sound Transit will have proposed what projects ST3 will encompass. Should ST3 be approved by the voters, significant capital project work will be available for the design build delivery method. Sound Transit cannot determine what potential work would arise from the approval of ST3 at this time, but should ST3 be approved all projects will be subjected to the contract packing workshops described in Sound Transit's application, with design build being an option for each project.

**9. Explain your approach to issuing RFP at 30% design rather than 10 +/-% as DBIA recommends.**

It was indicated on Sound Transit's application that the design build delivery method would be determined no later than 30% design. While the DBIA best practice may be to issue the RFP at +/- 10% design, a majority of Sound Transit's work is subject to federal funding requirements which limit Sound Transit's ability to issue a RFP at this level of design. Projects potentially impacting environmental and cultural resources like transit infrastructure development that receive federal funding as well as those requiring a federal permit must comply with the provisions of the National Environmental Policy Act (NEPA) of 1969, as amended (Pub. L. 91-190, 42 U.S.C. 4321-4347, January 1, 1970, as amended by Pub. L. 94-52, July 3, 1975, Pub. L. 94-83, August 9, 1975, and Pub. L. 97-258, § 4(b), Sept. 13, 1982). NEPA requires an environmental analysis to assess and define the nature and extent of impacts to cultural and environmental resources. Engineering beyond "schematic design" and up to 30% design may be necessary to adequately perform the required environmental analysis.

Each federal agency has its own NEPA implementing procedures which adapt the framework established by the Council on Environmental Quality (CEQ) regulations to address that agency's specific missions and decision making authority. Much of the federal funding awarded to Sound Transit is through the Federal Transit Administration (FTA). The FTA requires the completion of a NEPA environmental analysis for all of our federally funded projects. During this process Sound Transit completes the appropriate level of design necessary to perform the NEPA analysis. Upon FTA concurrence with the NEPA analysis, the FTA issues a Record of Decision (ROD) for the project. Under FTA requirements Sound Transit is unable to procure final design services, which would be performed by the design builder, until the ROD is issued. Consistent with these requirements, Sound Transit is unable to issue Design Build procurements until the ROD is issued.

**10. What do you see as the role and use of consultants for DB project delivery?**

Sound Transit utilizes consultants for construction management/project management services for all projects. The PM consultant reports directly to Sound Transit's Construction Manager assigned to the project. Projects where the design build delivery method is selected would be no different. For design build project, the Project Management Consultant's role is that of the project manager/resident engineer. They represent Sound Transit's interests and provide direct oversight of the Design Builder during both design and construction. The PM consultant's role is not to fill a void but rather enhance Sound Transit's design build experience on our major projects during design and construction.

**11. Further elaborate on experiences gained from past/current DB projects and which of DBIA's best practices have been implemented and which have not, and why.**

As mentioned above, Sound Transit participates or attends various DBIA events throughout the country so the DBIA's best practices are constantly being evaluated during internal round table discussions and many of its best practices have been incorporated into Sound Transit's design build projects. For example, the DBIA recommends that project teams be colocated and on almost all of our projects colocation is a requirement. On the one project where colocation was not implemented (Maintenance of Way) Sound Transit determined that the complexity of the project did not warrant colocation. However, the project team

could have benefitted from colocation in order to facilitate quicker communication with the contractor.

Another example of a DBIA best practice that Sound Transit is successfully implementing on its design build projects is performing a proactive and objective assessment of the unique characteristics of each project and the agency before deciding to use design build. The process is reflected in our application under the Design Build Selection Process discussion. The culmination of this process with the contract packaging workshop allows Sound Transit to accurately and honestly evaluate itself and the project to ensure that if the design build delivery method is selected it is the most advantageous delivery method for that project.