

December 20, 2018

Ms. Janice Zahn
Project Review Committee Chair
Dept. of Enterprise Services, Engineering & Architectural Services
Post Office Box 41476
Olympia, WA 98504-1476

Application for Recertification of Public Body to use GC/CM Delivery Method

Dear Ms. Zahn:

Since its inception in 1996, Sound Transit has planned, designed, constructed and commissioned nearly \$3 billion worth of transportation and transit infrastructure in the Puget Sound region. This includes numerous facilities to support our extensive regional express bus system in King, Pierce and Snohomish Counties; a commuter rail line from Lakewood to Everett; and a light rail system from University of Washington to Angle Lake. With the passage of ST3 in 2016 and the remaining work under ST2, Sound Transit will generate billions of dollars in new design and construction contracts for the Puget Sound region. Our constituents are accustomed to Sound Transit delivering high-quality transit infrastructure quickly, efficiently, and within budget. Recertification as a public body to use GC/CM as a potential delivery method will ensure we continue to imbet these expectations.

In 2009, Sound Transit began utilizing the GC/CM delivery method and built upon that experience to become a certified Public Body in 2013 for GC/CM. Sound Transit is currently administering two GC/CM and five Heavy Civil GC/CM projects valued at over \$3 billion on its three Link Light Rail Extensions: Northgate Link, East Link and Lynnwood Link. Sound Transit successfully completed three GC/CM projects valued over \$390 million for University Link Extension. This experience, combined with our continued efforts to expand our knowledge allows Sound Transit to deliver high-quality transit infrastructure projects throughout the region. Sound Transit has the qualifications and experience, and a successful track record of managing GC/CM contracts. For these reasons, I am excited to submit our application for public body recertification for GC/CM.

I have appointed Nick Datz, Procurement and Contracts Director, Design and Construction Contracts to lead the application process for Sound Transit. Please feel free to contact Nick at 206-398-5236 or nick.datz@soundtransit.org if you have any questions or need additional information.

Sound Transit appreciates your consideration of this application and looks forward to your review and response.

Sincerely,



Peter M. Rogoff
Chief Executive Officer

CHAIR

Dave Somers
Snohomish County Executive

VICE CHAIRS

Ron Lucas
Steilacoom Mayor

John Marchione
Redmond Mayor

BOARD MEMBERS

Nancy Backus
Auburn Mayor

David Baker
Kenmore Mayor

Claudia Balducci
King County Councilmember

Dow Constantine
King County Executive

Bruce Dammeier
Pierce County Executive

Jenny Durkan
Seattle Mayor

Dave Earling
Edmonds Mayor

Rob Johnson
Seattle Councilmember

Kent Keel
University Place Mayor

Joe McDermott
King County Council Chair

Roger Millar
Washington State Secretary of Transportation

Paul Roberts
Everett Council President / Mayor Pro Tem

Dave Upthegrove
King County Councilmember

Peter von Reichbauer
King County Councilmember

Victoria Woodards
Tacoma Mayor

CHIEF EXECUTIVE OFFICER

Peter M. Rogoff

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

The CPARB PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process.

Incomplete applications may delay action on your application.

Identification of Applicant

- a) Legal name of Public Body (your organization): **Central Puget Sound Regional Transit (dba Sound Transit)**
- b) Address: **401 S. Jackson Street, Seattle, WA 98104-2826**
- c) Contact Person Name: **Nick Datz** Title: **Director, Design & Construction Contracts**
- d) Phone Number: **206-398-5236** E-mail: **nick.datz@soundtransit.org**
- e) Effective Dates of current Certification **3/28/2016** GC/CM _____ DB
- f) Type of Certification Being Sought GC/CM _____ DB

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10

(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

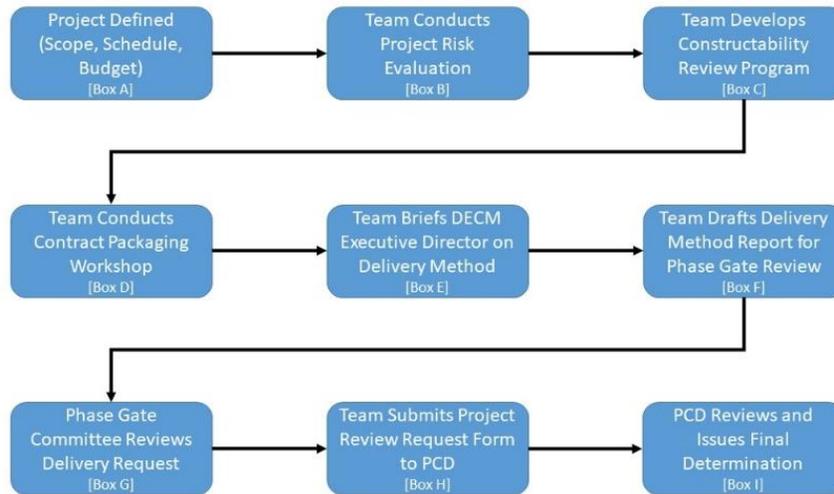
If there have been any changes to your agency's processes addressing items (a) and (b) below, please submit the revised process chart or list.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

Include and describe any such process changes since your original certification (*and reasoning for same*) to your determination process based upon your experience to date in utilizing the delivery method(s).

Sound Transit established clear and deliberate processes and procedures to identify the delivery method for projects, including determination of whether a project is appropriate for GC/CM delivery method, over six years ago. Although the Agency's processes have not changed drastically, they have been refined and improved as our knowledge and experience with GC/CM and other alternative delivery methods continues to expand. When determining the delivery method, we continue to bring together subject matter experts from different departments who possess significant alternative delivery experience to select the most appropriate delivery method. This section outlines the process shown in **[Figure 1]** below, followed by an explanation of the changes that have occurred since Sound Transit's recertification in 2016.

Sound Transit GC/CM Selection and Approval Process



- A. During project development, Sound Transit defines the project scope, budget and schedule of a preferred alternative or proposed action (Box A on graphic). Sound Transit then completes a project risk evaluation (Box B) to establish the project’s high level risk profile and develops a constructability review program (Box C), creating a framework contract packaging approach.

Changes to Past Process

Sound Transit has implemented strategies to identify the preferred alternative or proposed action for a project earlier in the project development process. This allows Sound Transit to also identify a delivery method earlier than before. Early selection of the delivery method is an industry best practice and it allows Sound Transit to continue design based on the selected delivery method. Early selection also allows the agency to organize project staff much earlier and focus its design efforts depending on the delivery method selected, saving both time and money.

- B. Sound Transit will then undertake 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 (Box D) 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:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Scope, schedule, budget • Size • Staff Experience with similar projects and alternative delivery • Market Conditions • Jurisdictions | <ul style="list-style-type: none"> • Administrative Efficiencies • Competing Projects • Complexity • Innovation Opportunities • FTA criteria • Benefit to tax payers |
|--|--|

Once the framework for the evaluation process is established, the CPW Committee will then proceed through evaluations and make its recommendation.

Changes to Past Process

The following key improvements have been incorporated into Sound Transit's process. The contract packaging workshop now occurs much earlier in design development. The contract packaging workshop occurs once a preferred alternative has been identified and very minimal design performed. The Committee now includes members from Sound Transit's Operations and Facilities department, incorporating operational and maintenance knowledge into the selection process. The process is more clearly defined and standardized. These improvements will allow Sound Transit to better evaluate its projects to ensure that the most appropriate delivery method is being utilized.

- C. After the CPW Committee has completed its review of the project, the project team presents the packaging and delivery method recommendations to the Executive Director of DECM (Box E). The CPW Committee's findings and recommendations are documented in a report (Box F) that is then presented to Sound Transit's Phase Gate Committee. The Phase Gate process is a multi-disciplinary, multi-department project management oversight and readiness review process. The Gates are checkpoints which allow the Agency to assemble and review information such as project alternatives, the project delivery method, scope, costs, schedule, cash flows, risks and affordability. The delivery method review occurs at Gate 2, "Select Delivery Method." The Phase Gate Committee reviews and approves the recommendations (Box G) from the Contract Packaging Workshop, ensuring the agency is prepared to deliver the project under the proposed delivery method.

Changes to Past Process

Since the previous GC/CM application, Sound Transit has revised its Phase Gate process. The process is now streamlined and the gate review process has been updated to better handle alternative delivery projects and early delivery selection, reducing the number of gates from eight to six. The previous model was established for standard design-bid-build projects, making it difficult to evaluate delivery selection at the most appropriate time.

- D. 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 (Box H) and submits to the Director of Design and Construction Contracts, Procurement and Contracts for final review and issuance of a final determination (Box I). Throughout the entire process the Procurement and Contracts Division, Sound Transit's central public works contracting authority, is involved with the evaluation, discussion, and final determination for project delivery selection.

Sound Transit's GC/CM Project Review Request form is substantially similar to the previous request form. 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. A sample of the Sound Transit GC/CM Project Review Request Form is included as **[Exhibit A]** of this application.

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.

2. Project Delivery Knowledge and Experience

(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

- (a) Include the status of each alternative delivery project [*planned, underway, or complete, dates, and projected/determined construction cost*]. Describe any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification.

Please see [Attachment 1]

3. Personnel with Construction Experience Using the Contracting Procedure

(RCW 39.10.270 (3)(b)(ii) Limit response to two pages or less.

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous certification. Provide a current organizational chart and highlight changes since previous certification.

Sound Transit's experience is provided in [Attachment 2]. Highlighted individuals are changes from the previous application. Individuals without highlights are repeated from the previous application, but the projects represent experience gained since the previous application. [Exhibit B] represents Sound Transit's current organization chart, including highlights of changes since the previous application.

4. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (3)(c) Limit response to one page or less.

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

Sound Transit has not had any audit findings on any public works project since its previous application.

5. Project Data Collection

Please provide a matrix listing of all projects with a total value of greater than \$5 million with a design agreement or DB agreement in place in the last **5 years**. This list shall also include projects within the public body's capital plan **projected** for the next three (3) years.

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method [DB, or GC/CM - either actual or as-planned]
- Whether or not project data has been entered into the CPARB Data Collection System?
(RCW 39.10.,320 and .350) [Yes or No; if No, why not?]
- Is the project complete [Yes or No]

Please see [Attachment 3]. Sound Transit has not been able to enter the data into the CPARB Data Collection System due to technical difficulties with the system. However, the information is included in [Attachment 3].

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. 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 for recertification you agree to continue to provide data on such projects in accordance with RCW 39.10 data collection criteria covering the complete history of each of these construction projects. You understand that this information is being used in a study by the State to evaluate the effectiveness of the alternative contracting procedure(s). Additionally, you understand that should this recertification be approved it is only valid for one additional three year period beyond your current certification expiration and that re-certification must be applied for under RCW 39.10.

Signature: _____

Name: *(please print)* _____ Nick Datz

Title: _____ Director of Design and Construction, Procurement and Contracts

Date: _____ 12/28/2018

2. Project Delivery Knowledge and Experience

ID	Segment	Alternative Delivery Method	CUD	Project Name	Construction Substantial Completion	Contract Amount (in Millions)	Status	RCW 39.10 Criteria	Litigation/Major Disputes
1	Federal Way Link Extension	WA Design-Build	TBD	Federal Way Extension	2024	\$1500	In Procurement	A single civil/systems contract with a single Design-Builder will result in better integration of the function of the facility and provide for a single point of accountability, will be easier for ST to manage, and will allow for innovation to enhance efficiency, customer service, and aesthetic/architectural quality. Additionally, enhanced design and construction schedule certainty can be realized by integrating design and construction of civil, structural, electrical, mechanical track work, facilities, and systems under one contract.	N/A
2	Redmond Link Extension	WA Design-Build	TBD	Downtown Redmond Extension	2024	\$600	In Procurement	The Design-Build turnkey project provides the shortest overall duration and best opportunity in meeting the project revenue service date of 2024. Additionally, the integration of design and construction for civil, systems, track, facilities, and included parking garage allows for greater opportunities for innovation and efficiencies.	N/A
3	Regional Express Bus	WA Design-Build	TBD	SR-522 Bus Rapid Transit (BRT)	2024	TBD	Planning	The Design-Build turnkey project provides the opportunities for efficiencies under one Design-Builder by the integration of design and construction in SR-522 corridor and its Right of Way. It also allows the best opportunity in meeting the project revenue service date of 2024.	N/A
4	Regional Express Bus	WA Design-Build	TBD	I-405 Bus Rapid Transit (BRT)	2024	TBD	Planning	The Design-Build turnkey project provides the opportunities for efficiencies under one Design-Builder by the integration of design and construction in I-405 corridor and its Right of Way. It also allows the best opportunity in meeting the project revenue service date of 2024.	N/A
5	Regional Express Bus	WA Design-Build	TBD	BRT Bus Maintenance Base	2023	TBD	Planning	Design-Build delivery was selected because the work requires a single-point of responsibility to Integrate civil, systems and maintenance equipment, that will result in better integration of the function of the facility. The Design-Build approach is critical to the success of the project due complicated facility performance requirements.	N/A
6	Lynnwood Link Extension	WA Heavy Civil GC/CM	L200	Lynnwood Link South	2023	\$811	In Preconstruction Service	Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements that involves complex scheduling, phasing, and coordination of the work. The work includes 4.5 miles of light rail guideway, track work, two elevated stations, and a 1,650 stall parking garage. The GC/CM's input during preconstruction in regards to constructability of extended lengths and height of retained cuts within a very narrow corridor along the I-5, and phasing the work in cooperation with WSDOT is critical to the success of the project. During construction, the work requires close coordination with third parties such as the City of Seattle, WSDOT, Shoreline, and KC Metro, and two other GC/CMs.	N/A
7	Lynnwood Link Extension	WA Heavy Civil GC/CM	L300	Lynnwood Link North	2023	\$735	In Preconstruction Service	Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination required for this work. The work includes 3.7 miles of light rail guideway, both aerial and retained cut, track work, two elevated stations, and two 500 stall parking garages in a narrow corridor within the WSDOT right of way on I-5.	N/A
8	Souder	WA Design-Build	TBD	Souder Maintenance Base	2022	\$140	Planning	Design-Build delivery was selected because the work that requires a single-point of responsibility to Integrate civil, track work, facilities, and systems. The Design-Build approach is critical to the success of the project due complicated facility performance requirements in compressed schedule.	N/A
9	Link Systems Extension	WA Heavy Civil GC/CM	N830/E750	Northgate / East Link Systems	2021	\$362	In Construction	Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the high degree of technical competence from the GC/CM contractor to address the complexities of the project, meet schedule constraints, and maintain the budget. For example, the work includes installation of signaling, traction power substations, overhead catenary system (OCS), and communications systems for both the East Link and Northgate Link Projects and along operating roadways. It requires close coordination between the other contractors, Sound Transit, local jurisdictions, utility providers, King County Metro and WSDOT as this contract will interface with more than eight major tunnel/station/track contracts while maintaining uninterrupted railroad operating system throughout the construction phase.	N/A
10	Souder	WA Design-Build	TBD	Puyallup/Sumner Access Improvements	2021	\$94	Planning	The Design-Build method was selected because the main scope of this contract is to design and construct multiple parking garages. Design-Build method will provide Sound Transit an opportunity to bring the Design-Build contractor into planning and design very early in the project. Having a Design-Build contractor onboard early results in an integrated team working to complete a project faster and cost effectively with an opportunity to create more value for Sound Transit.	N/A
11	East Link Extension	WA Heavy Civil GC/CM	E130	Seattle to South Bellevue	2020	\$665	In Construction	Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination of the work. The E130 project is in the track installation from IDS to South Bellevue that includes 7 miles of rail, 2 station, and seismic retrofits on WSDOT right of way. Most critical to the success of the project will be GC/CM input during preconstruction on the constructability of the "track bridge" component of the project which stabilizes the track so that light rail vehicles can cross the floating bridge without disruption.	N/A

2. Project Delivery Knowledge and Experience

ID	Segment	Alternative Delivery Method	CUD	Project Name	Construction Substantial Completion	Contract Amount (in Millions)	Status	RCW 39.10 Criteria	Litigation/Major Disputes
12	East Link Extension	WA Heavy Civil GC/CM	E335	Downtown Bellevue to Spring District	2020	\$413	In Construction	Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination of the work. For example, the work includes project interfaces and complicated handovers with adjacent projects and the SEM Tunnel contractor as well as working in the downtown Bellevue corridor requiring GC/CM input during the design phase as to schedule and project phasing as well as coordination with authorities having jurisdiction.	N/A
13	Link Operations & Maintenance	WA Design-Build	M200	OMF: East	2020	\$221	In Construction	Design-Build delivery was selected because the work requires a single-point of responsibility to Integrate civil, track work, facilities, systems and TOD. The Design-Build approach is critical to the success of the project due complicated facility performance requirements in compressed schedule.	The Design-Builder alleges the existence of a differing site condition required additional, unanticipated work, for which it requests contract modification. The parties are currently participating in mediation.
14	Northgate Link Extension	WA GC/CM	N140	U District Station	2020	\$161	In Construction	GC/CM delivery was selected because implementation of the project involves complex, scheduling, phasing, coordination where the involvement of the GC/CM is critical during the design phase. N140 U District Station involves complicated scheduling and sequencing relationships with the Systems, Tunnel, and Track work contractors. Value engineering and constructability reviews performed by the GC/CM and their EC/CM and MC/CM subcontractors during the design phase are expected to yield cost savings, helping to resolve design, scheduling, sequencing, and interface issues, a substantial benefit to the public.	N/A
15	East Link Extension	WA Design-Build	E360	SR 520 to Overlake Transit Center	2019	\$227	In Construction	Design-Build delivery was selected because the work includes field constraints requiring highly specialized construction activities for aerial and at grade light rail construction and potential options of rebuilding ramps along SR-520. The Design-Build approach is critical to the success of the project and developing the construction methodology due to the complexities of staging, traffic control and minimizing impacts to current users as well as reviewing options to integrate current highway infrastructure with new light rail.	N/A
16	Northgate Link Extension	WA GC/CM	N150	Roosevelt Station	2019	\$156	In Construction	GC/CM delivery was selected because implementation of the project involves complex, scheduling, phasing, coordination where the involvement of the GC/CM is critical during the design phase. N150 Roosevelt Station involves complicated scheduling and sequencing relationships with the Systems, Tunnel, and Track work contractors. Value engineering and constructability reviews performed by the GC/CM and their EC/CM and MC/CM subcontractors during the design phase are expected to yield cost savings, helping to resolve design, scheduling, sequencing, and interface issues, a substantial benefit to the public.	N/A
17	Sounder	WA Design-Build	N/A	Sounder Yard Expansion	2017	\$12	Completion of Construction	The Design Build delivery method was selected because the project scope is the construction of a pre-engineered building. In addition, Sound Transit expects to benefit from substantial savings in project delivery time using the design build delivery method.	N/A
18	South Link Extension	WA Design-Build	S445	South 200th Parking Garage	2016	\$33	Completion of Construction	The Design-Build method was selected because the scope of this contract is design and build a parking garage. This delivery method is ideal for parking garage.	N/A
19	South Link Extension	WA Design-Build	S440	Airport to Angle Lake Station	2016	\$176	Completion of Construction	The Design-Build delivery method was selected because the design build approach is critical to the development of highly specialized construction methodologies. Sound Transit expects to benefit from a significant savings in project delivery time. The project involves installation of systems elements and track work including 1.6 miles of double-track Light Rail Transit (LRT) elevated line between the SeaTac/Airport Station and South 200th Street, with an interim terminal station at S. 200th Street and 28th Ave S. in SeaTac, Washington. The corridor is extremely narrow and adjacent to sensitive airport facilities requiring the contractor and the designer to coordinate closely in order to develop an approach to the work for these tight constraints.	Since the last application, all claims relating to this project, including the Station Control Unit claim, have been resolved.
20	Link Systems Extension	WA GC/CM	U830	University Link Systems	2016	\$125	Completion of Construction	The GC/CM delivery method was selected for this project because of the complex scheduling, phasing, and coordination required to successfully integrate systems scope of work with civil infrastructure completed under 5 separate contracts. The U830 U link Systems Construction project includes the installation of track, signaling, traction power substations, overhead catenary system and communications systems for the U-Link project. The project also includes replacement of communication system elements across the Initial Segment Light Rail Transit (LRT) and Airport Link LRT line with minimal to no disruption to passenger service operations. The early involvement of the GC/CM is critical to the development of the final systems design and its integration into the infrastructure of the two extensions.	Since the last application, all claims and disputes relating to this systems contract have been settled and resolved, and the litigation dismissed.
21	Link Operations & Maintenance	WA Design-Build	U810	Maintenance of Way Building	2016	\$12	Completion of Construction	The Design-Build delivery method was selected because the project scope is the construction of a pre-engineered building. In addition, Sound Transit expects to benefit from substantial savings in project delivery time using the Design-Build delivery method.	N/A

3. Personnel with Construction Experience Using the Contracting Procedure

Name	Title	Summary of Experience	Project Name	Project Size (in Millions)	Project Delivery Type	Role During Project Phases				Role Start	Role Finish
						Planning	Design	Construction	Commissioning, Startup, Closeout		
DESIGN, ENGINEERING & CONSTRUCTION MANAGEMENT (DECM)											
Ron Lewis	Executive Director	Over 30 years of experience in the transportation industry in both the public and private sectors, including managing and directing all phases of light rail project delivery on five GC/CM projects valued over \$2 billion.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM		OEX			2018	Current
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM		OEX			2018	Current
			Sound Transit, Link Systems Extension, Northgate / East Link Systems	\$362	WA Heavy Civil GC/CM	OEX	OEX			2013	Current
Joe Gildner, PE	Deputy Executive Director	Over 25 years experience managing design and construction of light rail systems and GC/CM experience on six GC/CM projects valued over \$1 billion.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM		OEX			2017	Current
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM		OEX			2017	Current
			Sound Transit, U Link Extension, Capitol Hill Station (CHS)	\$116	WA GC/CM	OEX	OEX	OEX	OEX	2009	2016
Don Davis	Executive Project Director	Over 30 years experience in the management of public infrastructure projects and four GC/CM project valued over \$600 million.	Sound Transit, Northgate Link Extension, U District Station	\$161	WA GC/CM	OEX	OEX	OEX		2011	Current
			Sound Transit, Northgate Link Extension, Roosevelt Station	\$156	WA GC/CM	OEX	OEX	OEX		2011	Current
			Sound Transit, Link Systems Extension, Northgate / East Link Systems	\$362	WA Heavy Civil GC/CM	OEX	OEX			2013	Current
Rod Kempkes, PE	Executive Project Director	32 years of design and construction experience in transportation and light rail on two GC/CM projects valued over \$1.5 Billion.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM	OEX	OEX			2016	Current
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM	OEX	OEX			2016	Current
Mike Bell	Executive Project Director	27 years as heavy civil contractor engaged in the delivery of transportation and infrastructure projects throughout the West, including three recent WA State GC/CM projects valued over \$1.3 Billion.	Sound Transit, East Link Extension, Seattle to South Bellevue	\$665	WA Heavy Civil GC/CM			OEX		2017	Current
			Sound Transit, East Link Extension, Downtown Bellevue to Spring District	\$413	WA Heavy Civil GC/CM			OEX		2017	Current
			Sound Transit, Link Systems Extension, Northgate / East Link Systems	\$362	WA Heavy Civil GC/CM			OEX		2017	Current
Tony Raben, PE	Project Director	Over 20 years of experience in the transportation industry in both public and private sectors, including managing or supporting multiple phases light rail projects, including three GC/CM projects over \$1.6 Billion.	Sound Transit, East Link Extension, Seattle to South Bellevue	\$665	WA Heavy Civil GC/CM	OCM	OCM			2013	2017
			Sound Transit, East Link Extension, Downtown Bellevue to Spring District	\$413	WA Heavy Civil GC/CM	OCM	OCM			2013	2017
Matt Preedy	Director - Construction Management	Over 27 years experience managing and directing design and construction of public infrastructure projects including light rail and commuter rail projects and three recent GC/CM projects valued over \$1.3 Billion.	Sound Transit, East Link Extension, Downtown Bellevue to Spring District	\$413	WA Heavy Civil GC/CM			OEX		2015	Current
			Sound Transit, East Link Extension, Seattle to South Bellevue	\$665	WA Heavy Civil GC/CM			OEX		2015	Current
			Sound Transit, Northgate Link Extension, Roosevelt Station	\$156	WA GC/CM			OEX		2017	Current
Linneth Riley-Hall, CPPO, DBIA	Deputy Project Director	20 years in public sector procurement and contract administration, including DB and GC/CM contract administration including twelve GC/CM projects in the state of Washington.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM	OPROC	OPROC			2013	2016
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM	OPROC	OPROC			2013	2016
Randy Harlow	Deputy Project Director	30 years of experience engaged in the delivery of transportation and infrastructure projects throughout the Seattle area, including GC/CM project deliveries on three recent projects valued over \$700 Million.	Sound Transit, East Link Extension, Downtown Bellevue to Spring District	\$413	WA Heavy Civil GC/CM			OCM	OCM	2017	Current
			Sound Transit, Northgate Link Extension, U District Station	\$161	WA GC/CM			OCM		2015	2016
			Sound Transit, U Link Extension, University of Washington Station (UWS)	\$152	WA GC/CM			OCM	OCM	2010	2015
Rick Capka	Deputy Project Director	Over 15 years of experience managing construction of public works infrastructure projects, including light rail projects covering all three project delivery methods (DBB, DB, GCCM) and two recent GC/CM projects.	Sound Transit, Northgate Link Extension, U District Station	\$161	WA GC/CM			OCM		2016	Current
			Sound Transit, Northgate Link Extension, Roosevelt Station	\$156	WA GC/CM			OCM		2016	Current
Madeleine Greathouse	Project Director	Over 20 years of project/construction management of private sector and public works transit experience and includes both design-build and GCCM projects and one recently completed GC/CM project.	Sound Transit, U Link Extension, Capitol Hill Station (CHS)	\$116	WA GC/CM	OCM	OCM	OCM		2010	2015
Peter Brown, PMP	Director, Systems Engineering & Integration	15 years project management experience in transportation and two recent GC/CM projects valued over \$400 Million.	Sound Transit, Link Systems Extension, Northgate / East Link Systems	\$362	WA Heavy Civil GC/CM	OCM	OCM			2016	Current
			Sound Transit, Link Systems Extension, University Link Systems	\$125	WA GC/CM	OCM	OCM	OCM		2010	2015
Chad Brown, PE, DBIA	Deputy Director, Civil & Structural Engineering	20 years of experience delivering public transportation and transit projects using DB and GC/CM delivery methods including two recent GC/CM projects valued over \$200 Million.	Sound Transit, Northgate Link Extension, U District Station	\$161	WA GC/CM	OCM	OCM			2011	2017
			Sound Transit, U Link Extension, Capitol Hill Station (CHS)	\$116	WA GC/CM			OCM	OCM	2009	2015
Julie Montgomery	Director, Architecture and Art	Over 25 years of architectural experience in planning, design, and construction, including two GC/CM projects valued over \$1.5 Billion.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM	ODM	ODM			2011	Current
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM	ODM	ODM			2013	Current
Craig DeLalla	Deputy Director, Systems Engineering & Integration	10 years of experience in transportation specializing in systems engineering and project management and one recent GC/CM project.	Sound Transit, Link Systems Extension, Northgate / East Link Systems	\$362	WA Heavy Civil GC/CM	OREP	OREP			2010	Current
Jonathan Gabelein	Principal Construction Manager	Over 20 years of project/construction management of private and public works projects, including transit, building, and heavy/civil projects and four GC/CM projects valued over \$1.7 Billion.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM	OCM	OCM			2016	Current
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM	OCM	OCM			2016	Current
Sepehr Sobhani	Principal Construction Manager	Over 10 years of experience managing and directing design and construction of public works and infrastructure projects including highway and light rail projects. GCCM experience includes preconstruction services, and construction management on one active GC/CM project.	Sound Transit, East Link Extension, Seattle to South Bellevue	\$665	WA Heavy Civil GC/CM			OCM	OCM	2014	Current
Mark Pickerill	Construction Manager	Over 30 years of design and construction experience including light rail and two GC/CM projects valued over \$300 Million.	Sound Transit, Northgate Link Extension, Roosevelt Station	\$156	WA GC/CM			OCM	OCM	2011	Current
			Sound Transit, Northgate Link Extension, U District Station	\$161	WA GC/CM			OCM		2009	Current
Ben Neeley	Principal Construction Manager	10 years of project management experience for the Systems projects and one current GC/CM project.	Sound Transit, Link Systems Extension, Northgate / East Link Systems	\$362	WA Heavy Civil GC/CM			OCM		2017	Current
Ginger Ferguson	Construction Manager	Over 15 years experience in design and construction management of transportation and transit projects, including two current GC/CM Projects.	Sound Transit, Lynnwood Link Extension, Lynnwood Link South	\$811	WA Heavy Civil GC/CM			OCM		2015	Current
			Sound Transit, Lynnwood Link Extension, Lynnwood Link North	\$735	WA Heavy Civil GC/CM			OCM		2015	Current
Jon Lebo	Construction Manager	30-years experience managing and directing design and construction of fifteen GC/CM projects valued at over \$1.8 B.	Sound Transit, East Link Extension, Downtown Bellevue to Spring District	\$413	WA Heavy Civil GC/CM			OCM		2018	Current
			University of Washington, Student Housing Phases I-IV	\$740	WA GC/CM	OEX	OEX	OEX	OEX	2008	2017
			University of Washington, HUB Student Union Building	\$128	WA GC/CM	OEX	OEX	OEX	OEX	2008	2012
Bob Nichols	Corridor Design Manager	30 years experience in the design and construction of facilities projects delivered through both conventional design-bid-build and alternative project delivery methods, including three GC/CM projects.	Sound Transit, Northgate Link Extension, Roosevelt Station	\$156	WA GC/CM	ODM	ODM			2011	2017
			Sound Transit, Northgate Link Extension, U District Station	\$161	WA GC/CM	ODM	ODM			2011	2017

5. Project Data Collection

No.	Project Title	Project Description	Project #	Project Value (in Millions)	Delivery Method DB or GC/CM	Completion
1	Federal Way to Tacoma Dome Link	The Tacoma Dome Link Extension project is extending light rail transit from the Federal Way Transit Center in the City of Federal Way to the Tacoma Dome area in the City of Tacoma a total distance of approximately 9.7 miles. In addition to the extension of light rail, this project will also include an operation and maintenance facility (OMF) in the corridor.	TBD	TBD	TBD	NO
2	West Seattle to Ballard Extension	The West Seattle – Ballard Link Extension project is building high capacity transit within the City of Seattle from the vicinity of the Alaska Junction in the West Seattle Neighborhood to Downtown Seattle and from the vicinity of Market Street in the Ballard Neighborhood to Downtown Seattle. The Project includes the following representative ST3 Plan projects: West Seattle to Downtown Seattle Light Rail, Ballard to Downtown Seattle Light Rail, and Downtown Seattle Light Rail Tunnel. Note that the ST3 Plan intent is to construct the Ballard to Downtown Seattle project in conjunction with the Downtown Seattle Light Rail Tunnel project.	TBD	TBD	TBD	NO
3	Lynnwood Link Systems	Systems construction including pre-construction services for 8.5 miles of light rail guideway and four stations. (Included in Northgate/East Link Systems (N830/E750) as an option)	L800	TBD	WA Heavy Civil GC/CM	NO
4	Federal Way Extension	The Federal Way Transit Extension will extend light rail from South 200th Street in the city of SeaTac to the existing Federal Way Transit Center in the city of Federal Way, a total distance of approximately 7.6 miles and three stations.	TBD	\$1500	WA Design-Build	NO
5	Downtown Redmond Extension	The Project will extend light rail for 3.4 miles from the Redmond Technology Center Station at NE 40th Street to Downtown Redmond. Project elements include a double-track elevated, retained cut and at-grade light rail guideway including systems. One at-grade station in SE Redmond in the vicinity of Marymoor Park and one elevated station in Downtown Redmond at 166th Avenue NE. The project also includes bus transit, a parking garage, structured and surfaced multiuse trail facilities, civil and site work, roadway work, restoration landscaping, and wetland and stream mitigation work.	TBD	\$600	WA Design-Build	NO
6	SR-522 Bus Rapid Transit (BRT)	The Design-Build turnkey project to design and construction Bus Rapid Transit system in SR-522 corridor and its Right of Way.	TBD	TBD	WA Design-Build	NO
7	I-405 Bus Rapid Transit (BRT)	The Design-Build turnkey project to design and construction Bus Rapid Transit system in I-405 corridor and its Right of Way.	TBD	TBD	WA Design-Build	NO
8	BRT Bus Maintenance Base	The Bus Base North project will construct a bus base to accommodate 120 buses for operation of Bus Rapid Transit service on I-405 and SR 522/NE 145th and ST Express bus service operating in Snohomish County and East King County	TBD	TBD	WA Design-Build	NO
9	Lynnwood Link South	The Project will extend light rail for 4.5 mile from Northgate Trasnit Center to NE 200th Street. The project also includes two stations and an 1,650 stall parking garage.	L200	\$811	WA Heavy Civil GC/CM	NO
10	Lynnwood Link North	The Project will extend light rail for 3.7 mile from NE 200th Street to Lynnwood Trasnit Center. The project also includes two stations and two 500 stall parking garages.	L300	\$735	WA Heavy Civil GC/CM	NO
11	Sounder Maintenance Base	The Sounder Maintenance Base project will construct a maintenace facility to store, and maintain the Sounder vehicles associated with the expanding Sounder service Located on railroad right of way in Lakewood, Washington. This ptoject includes; ten heavy rail vehicle maintenance positions on six tracks, wheel truing building, yard tracks, all electrical components, access roads and parking lots.	TBD	\$140	WA Design-Build	NO
12	Kent/Aurburn Access Improvements	To construct additional parking facilities (including garages) and pedestrian bridge to improve use/access to the Kent and Auburn Stations for pedestrians, bicyclists, and drivers.	TBD	TBD	WA Design-Build	NO
13	Northgate / East Link Systems	Procure, and install three major system elements – Traction Electrification, 26kV Distribution, Signals and Communications for the Northgate and East Link projects. All systems will interface with other equipment such as elevators, escalators, ventilation fans, to allow control from the control center. Includes integration, testing and commissioning of all systems elements and ensuring a seamless integration to the existing systems (hardware and software) of the University Link Segment. Work also includes the connection and testing of the EMI mitigation cable within the floating track slabs that was provided by other contracts. In addition, work will also include the extension and integration of the 26kV power distribution from the tunnel bores (provided by other contracts) to the switchgear room.	N830/E750	\$362	WA Heavy Civil GC/CM	NO

5. Project Data Collection

No.	Project Title	Project Description	Project #	Project Value (in Millions)	Delivery Method DB or GC/CM	Completion
14	Puyallup/Sumner Access Improvements	To construct additional parking facilities (including a garage with 503 stalls) and pedestrian bridge to improve use/access to the Puyallup Station for pedestrians, bicyclists, and drivers. To construct additional parking facilities (including a garage with 623 stalls) and pedestrian bridge to improve use/access to the Sumner Station for pedestrians, bicyclists, and drivers.	TBD	\$94	WA Design-Build	NO
15	Seattle to South Bellevue	Construction of at-grade stations, at grade track, floating bridge track, elevated track, tunnel ventilation, site work for four Traction Power Substations and various signal buildings, bridge removals at Rainier Avenue Station, retrofits and weight mitigation on the floating bridge, overhead catenary system on the HMH floating bridge, and site improvements around stations.	E130	\$665	WA Heavy Civil GC/CM	NO
16	Downtown Bellevue to Spring District	Construction of the East Main Station, 6th Street Station, Hospital Station, and the 120th Ave NE Station; civil work including demolition, restoration, at-grade, elevated and retained cut-fill guideway; track, civil/systems, mechanical, electrical, structures, drainage and utilities.	E335	\$413	WA Heavy Civil GC/CM	NO
17	OMF: East	Construction of approximately 160,000 square foot Operation and Maintenance Facility to store, service, maintain, inspect and deploy light rail vehicles associated with expansion of Northgate/East Link as additional 122 vehicles are being added, bringing the total fleet to 184. The project consists of 7 LRV maintenance service bays, an LRV cleaning and wash facility, materials storage areas, administration and training spaces. This project also provides storage of trackway maintenance elements, and supporting train systems infrastructure such as traction power substations, train signal bungalows, and overhead traction power.	M200	\$221	WA Design-Build	NO
18	U District Station	U District Station has two separate above ground entrances and is approximately 395 feet long, 82 feet wide, and ranging from 80 to 95 feet below grade to the passenger platform. The scope of the U District Station contract includes constructing below and above grade structures, waterproofing, station architectural finishes, mechanical, electrical, and the restoration of at grade features, including streets, sidewalks, and landscaping.	N140	\$161	WA GC/CM	NO
19	SR 520 to Overlake Transit Center	Construction of 1.8 miles of light rail section consisting of at-grade, retained fill, retained cut sections and aerial guideway along the south and east sides (WSDOT Right-of-Way) of SR 520 from NE 20th Street to NE 40th Street in Bellevue/Redmond area. The project also includes two light rail stations at Overlake Village and Overlake Transit Center which includes a new parking garage and reconstructed bus/shuttle facilities. Each station includes a new bike/pedestrian bridge spanning over SR 520.	E360	\$227	WA Design-Build	NO
20	Roosevelt Station	The Roosevelt Station is located at Roosevelt Way NE and NE 65th Street and approximately 395 feet long, 82 feet wide, and 72 feet below grade to the passenger platform. The scope of the Roosevelt Station contract includes open cut retained excavation, below and above grade structures, waterproofing, station finishes, mechanical, electrical, and the restoration of at-grade features, including streets, sidewalks, and landscaping.	N150	\$156	WA GC/CM	NO
21	Sounder Yard Expansion	Construction of a prefabricated modular building containing permanent crew, office, and storage facilities for the BNSF crews that operate the trains and the Amtrak Drummac crews that perform janitorial services on the trains. In addition, a parking area and guard shacks will be constructed as well as adding an additional storage track by December 2016.	N/A	\$12	WA Design-Build	YES
22	South 200th Parking Garage	Construction of a parking garage that includes 1,050 parking stalls, roadwork, sidewalks, urban improvements, landscaping, utility work, and plaza and retail space connecting to the Angle Lake Light Rail Station	S445	\$33	WA Design-Build	YES
23	Airport to Angle Lake Station	1.6 mile extension of light rail from SeaTac/Airport Station to S. 200th. Includes elevated guideway and tail track, S. 200th Station and track, signal and systems elements.	S440	\$176	WA Design-Build	YES
24	University Link Systems	System wide elements include a double crossover at UWS train signal system, communications systems, and traction electrification system.	U830	\$125	WA GC/CM	YES
25	Maintenance of Way Building	Construction of a 28,991 square foot building which will house the Track, Facilities and Power Department for Sound Transit's light rail operations and an adjacent 4,175 square foot accessory storage building.	U810	\$12	WA Design-Build	YES
26	Capitol Hill Station (CHS)	Construction of a cut-and-cover light rail station that includes open cut retained excavation, below and above grade structures, waterproofing, station finishes, electrical, mechanical and site restoration.	U240	\$116	WA GC/CM	YES
27	University of Washington Station (UWS)	Construction of a cut-and-cover light rail station that includes open cut retained excavation, below and above grade structures, head house, pedestrian bridge, waterproofing, station finishes, electrical, mechanical and site restoration.	U250	\$152	WA GC/CM	YES



GC/CM CONTRACT REVIEW REQUEST

Contract Title: [Click here to enter text.](#)

Date: [Click here to enter a date.](#)

Construction Manager: [Click here to enter name and extension.](#)

Total Project Cost: [Click here to enter estimated contract amount.](#)

Current Level of Design: [Click here to enter percentage.](#)

Please complete the following and e-mail to the Director of Design and Construction Contracts. Attach additional sheets if necessary.

1. The project meets one of the following requirements in RCW 39.10.340:

- Implementation of the project involves complex scheduling, phasing or coordination;
- The project involves construction at an occupied facility which must continue to operate during construction;
- The involvement of the GC/CM during the design stage is critical to the success of the project;
- The project encompasses a complex or technical work environment
- The project requires specialized work on a building that has historic significance; or
- The project is, and you elect to procure the projects as, a heavy civil construction project.

2. Brief description of the proposed project:

[Enter a description of the project here](#)

3. Project Budget

[Enter the anticipated project budget](#)

4. Anticipated design and construction schedule:

[Enter the anticipated design and construction milestones here](#)

5. Why is the GC/CM delivery method appropriate for this contract?

[Enter justification for utilizing the GCCM delivery method here](#)

6. How will the use of GC/CM delivery method benefit the public interest?

[Enter public benefit justification here](#)

7. Sound Transit Staff Qualifications. Please identify the proposed Project Director, Construction Manager, Project Controls Lead, and Resident Engineer and list their GC/CM contracting experience or similar complex negotiated construction experience.

[Enter project team and relevant experience here](#)



Submitted By:

Signature

Date

Name and Title

DECM approval:

Signature, Executive Director, DECM

Date

Design and Construction Contracts Use Only

- APPROVED** – Contract meets RCW requirements, staff are qualified and the GCCM delivery method is appropriate.
- DISAPPROVED** – Contract does not meet RCW requirements.

NOTES:

Reviewed By:

Signature, Director, Design and Construction Contracts, PCD

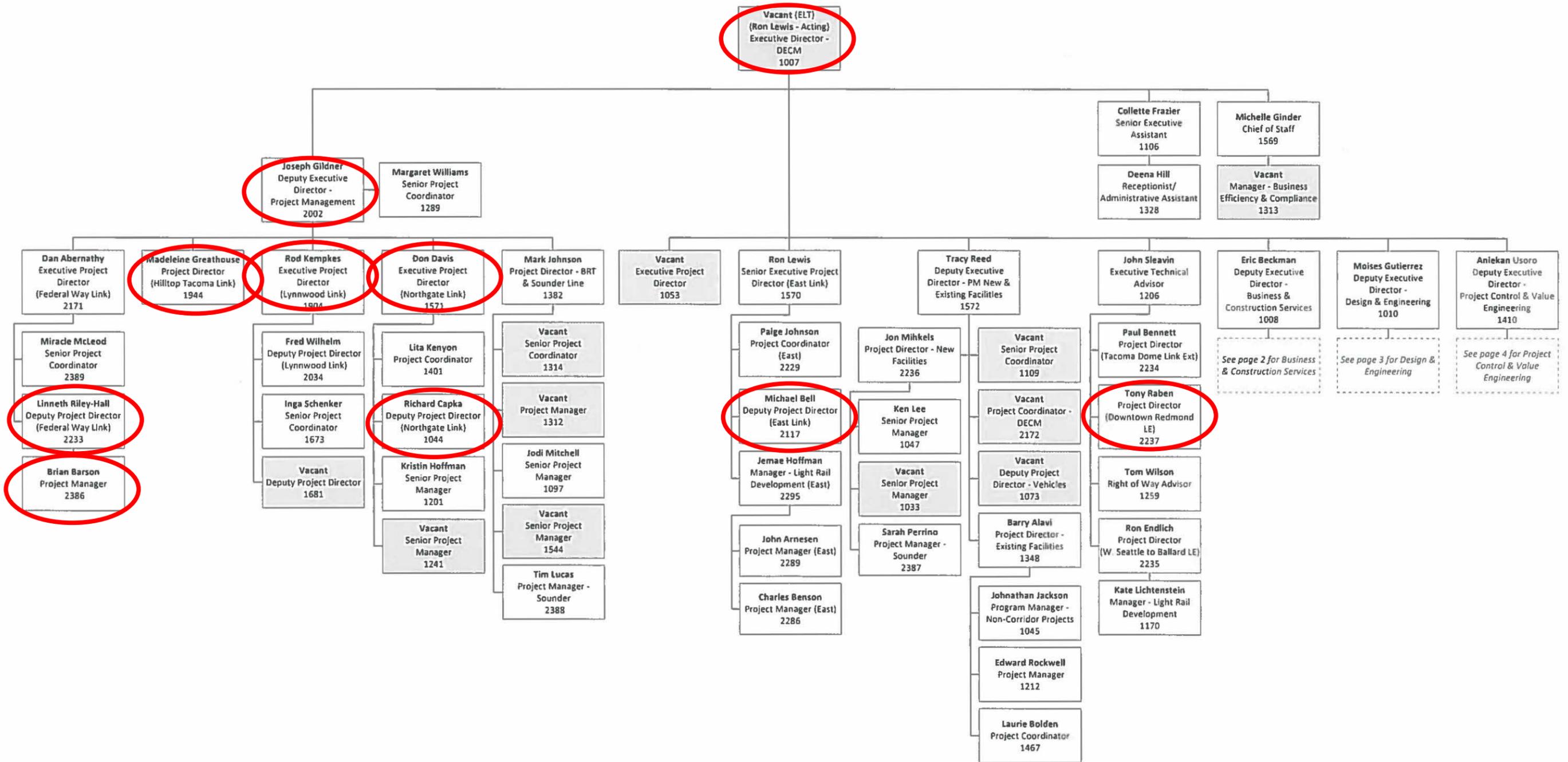
Date

EXHIBIT B



October 1, 2018

Design, Engineering, and Construction Management/DECM – Executive Director’s Office Page 1 of 4

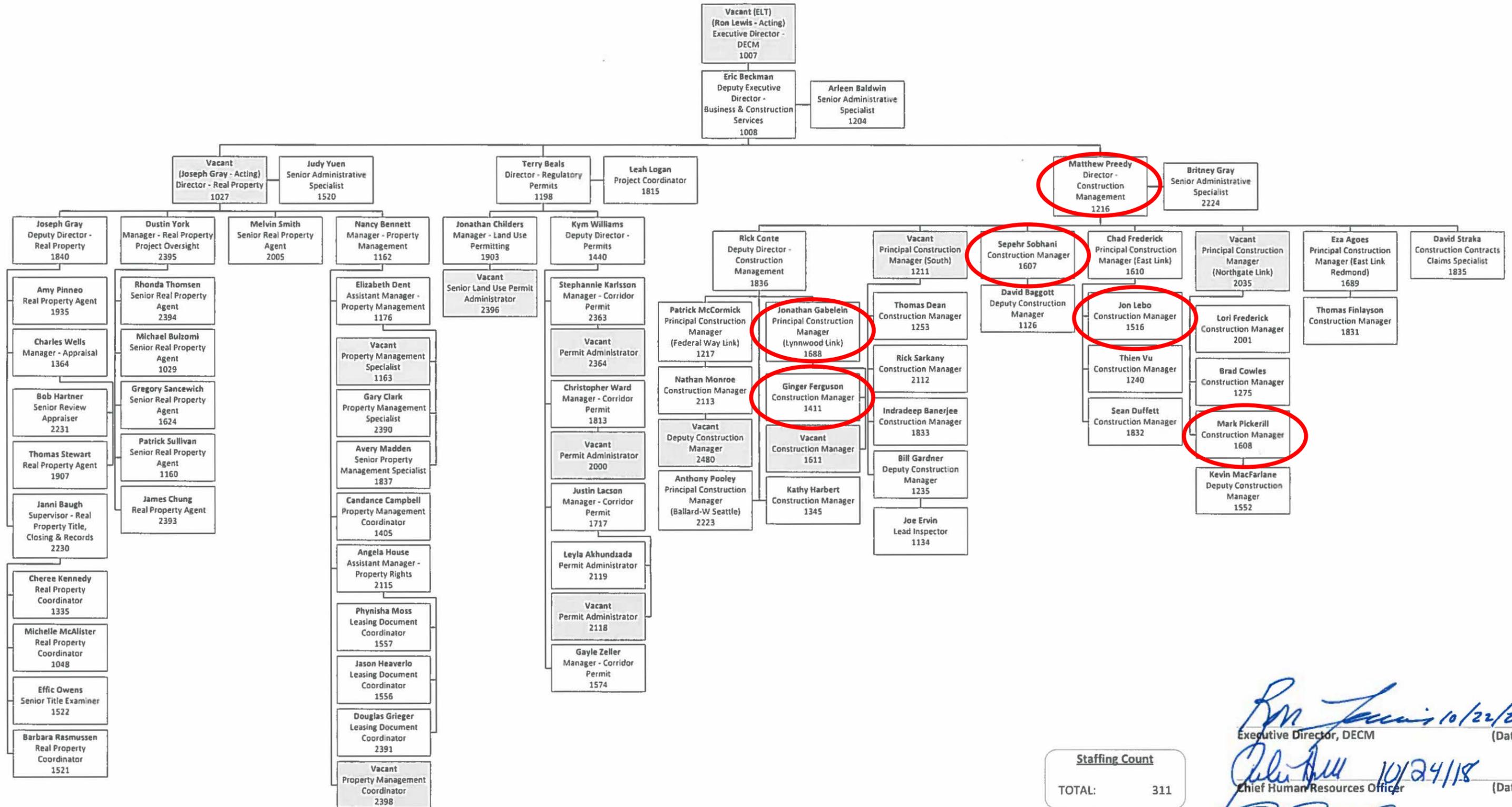


Ron Lewis 10/22/2018
Executive Director, DECM (Date)

Deena Hill 10/25/18
Chief Human Resources Officer (Date)

[Signature] 10/29/18
Chief Executive Officer (Date)

Staffing Count
TOTAL: 311

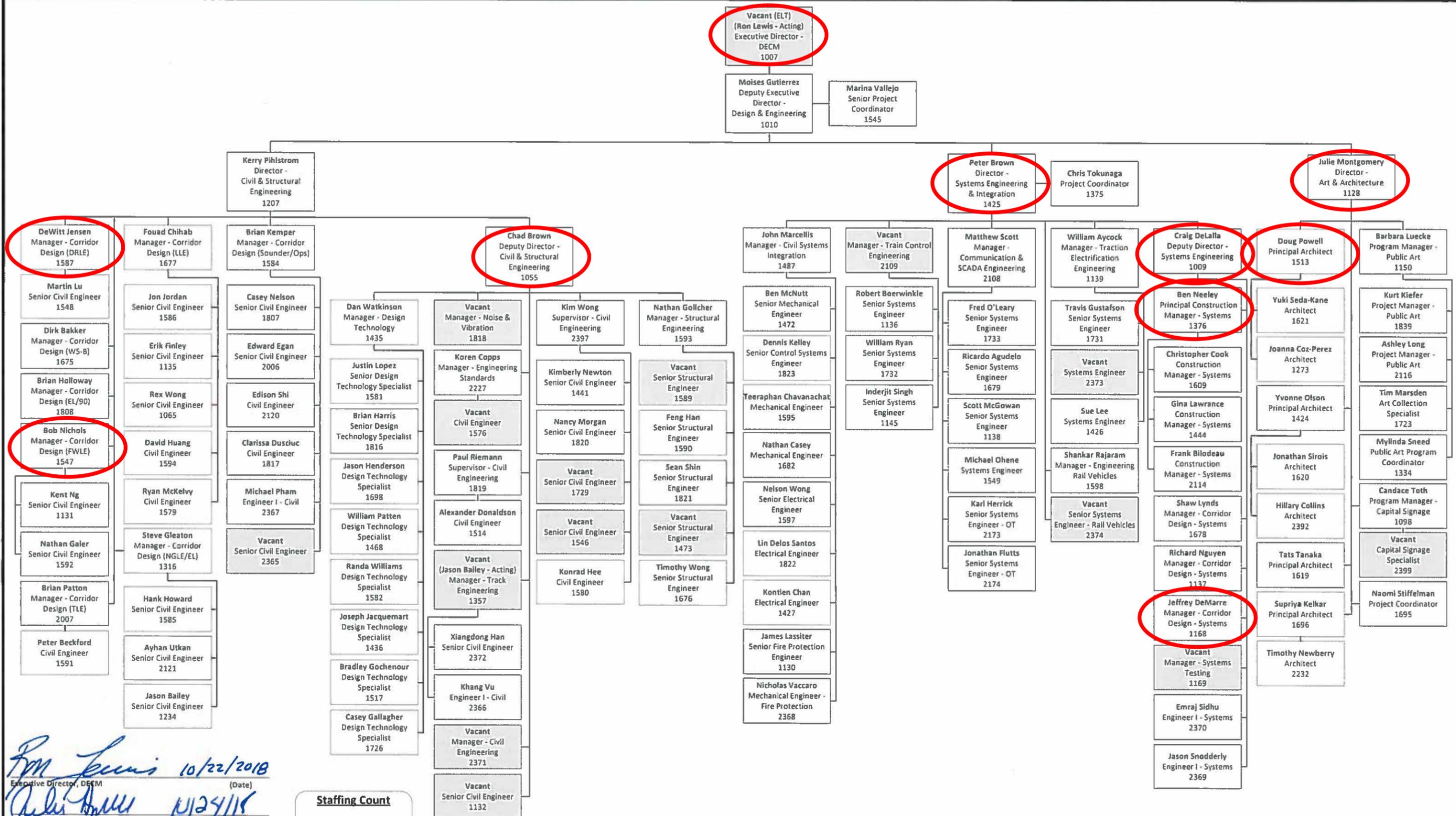


Staffing Count
TOTAL: 311

Ron Lewis 10/22/2018
Executive Director, DECM (Date)

Julie Hill 10/24/18
Chief Human Resources Officer (Date)

[Signature] 10/23/18
Chief Executive Officer (Date)

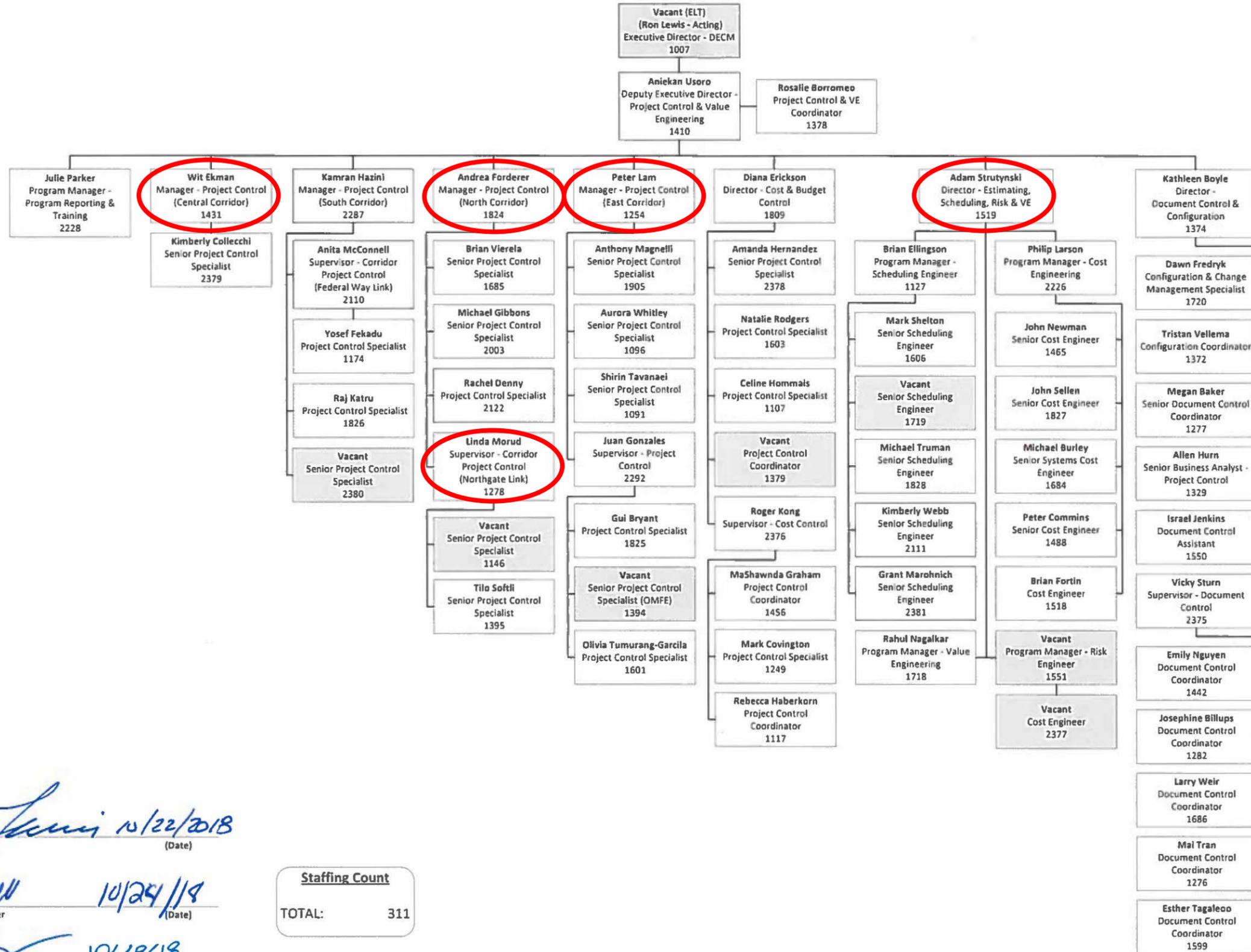


Ron Lewis 10/22/2018
 Executive Director, DECM (Date)

Julie Montgomery 11/24/18
 Chief Human Resources Officer (Date)

[Signature] 10/29/18
 Chief Executive Officer (Date)

Staffing Count
 TOTAL: 311



Ron Lewis 10/22/2018
Executive Director, DECM (Date)

Julie Apple 10/24/18
Chief Human Resources Officer (Date)

[Signature] 10/29/18
Chief Executive Officer (Date)

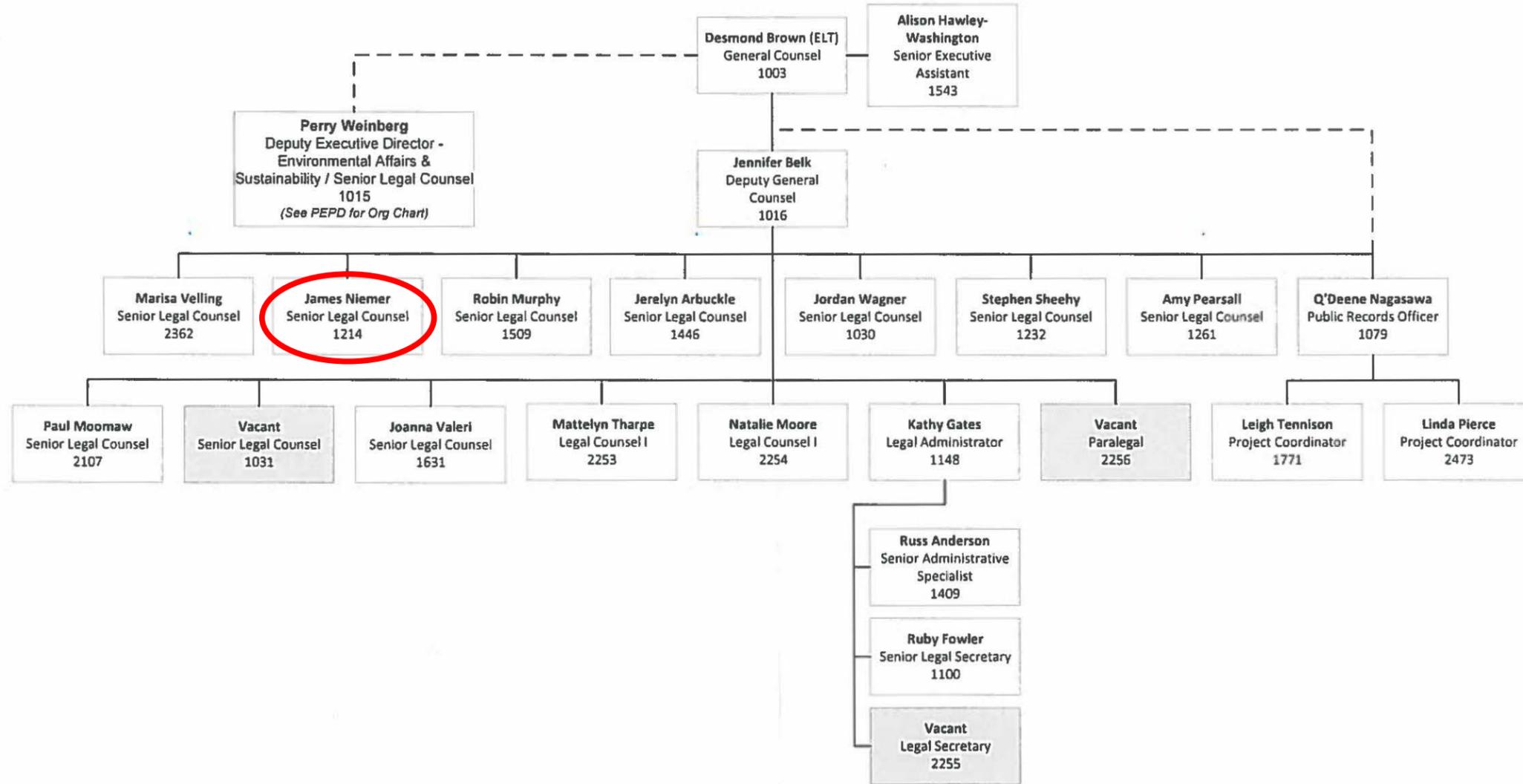
Staffing Count
TOTAL: 311

EXHIBIT B



October 1, 2018

LEGAL

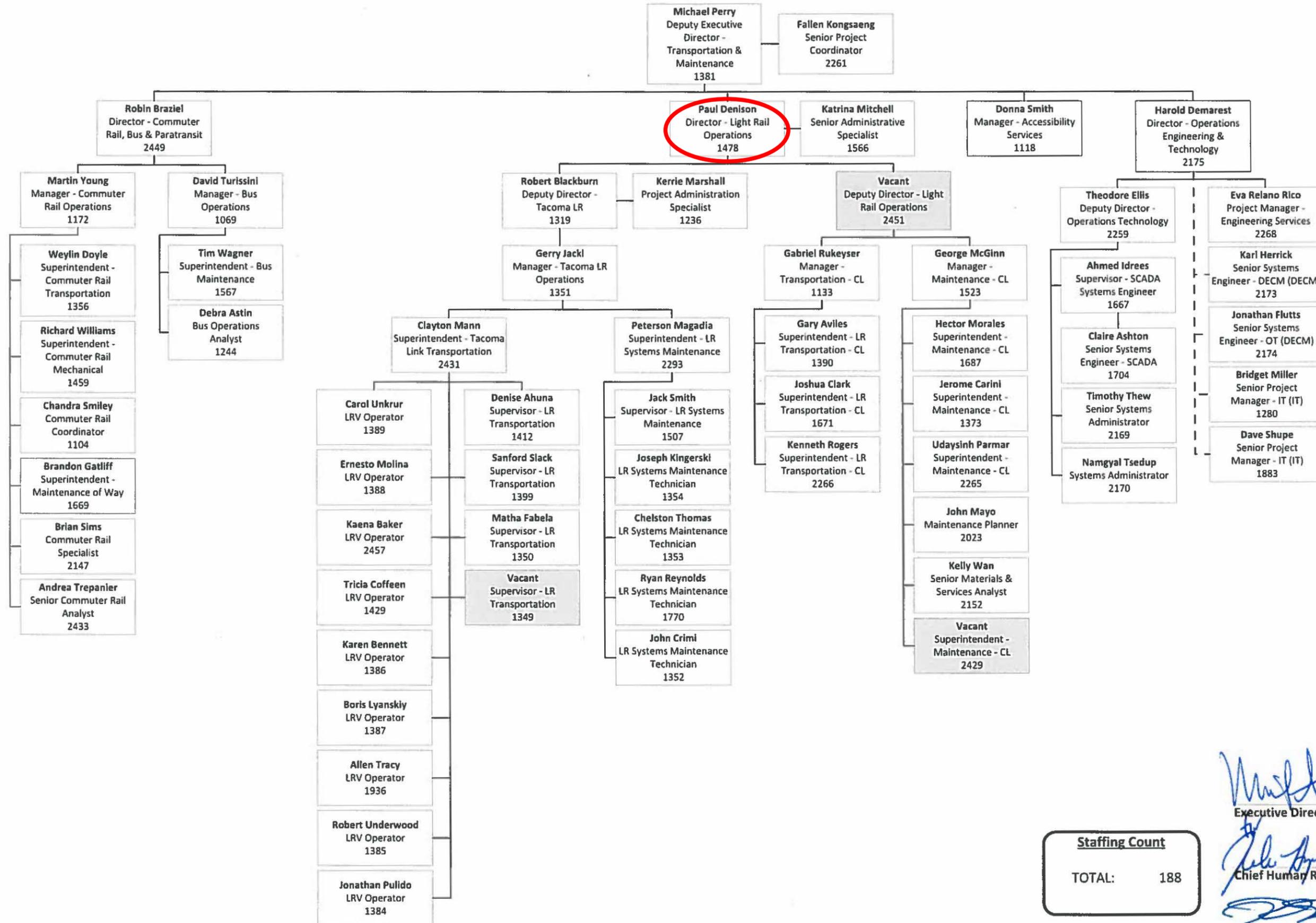


Desmond R. Brown 10/12/18
 General Counsel (Date)

Julie Hill 10/24/18
 Chief Human Resources Officer (Date)

[Signature] 10/29/18
 Chief Executive Officer (Date)

Staffing Count
 TOTAL: 23

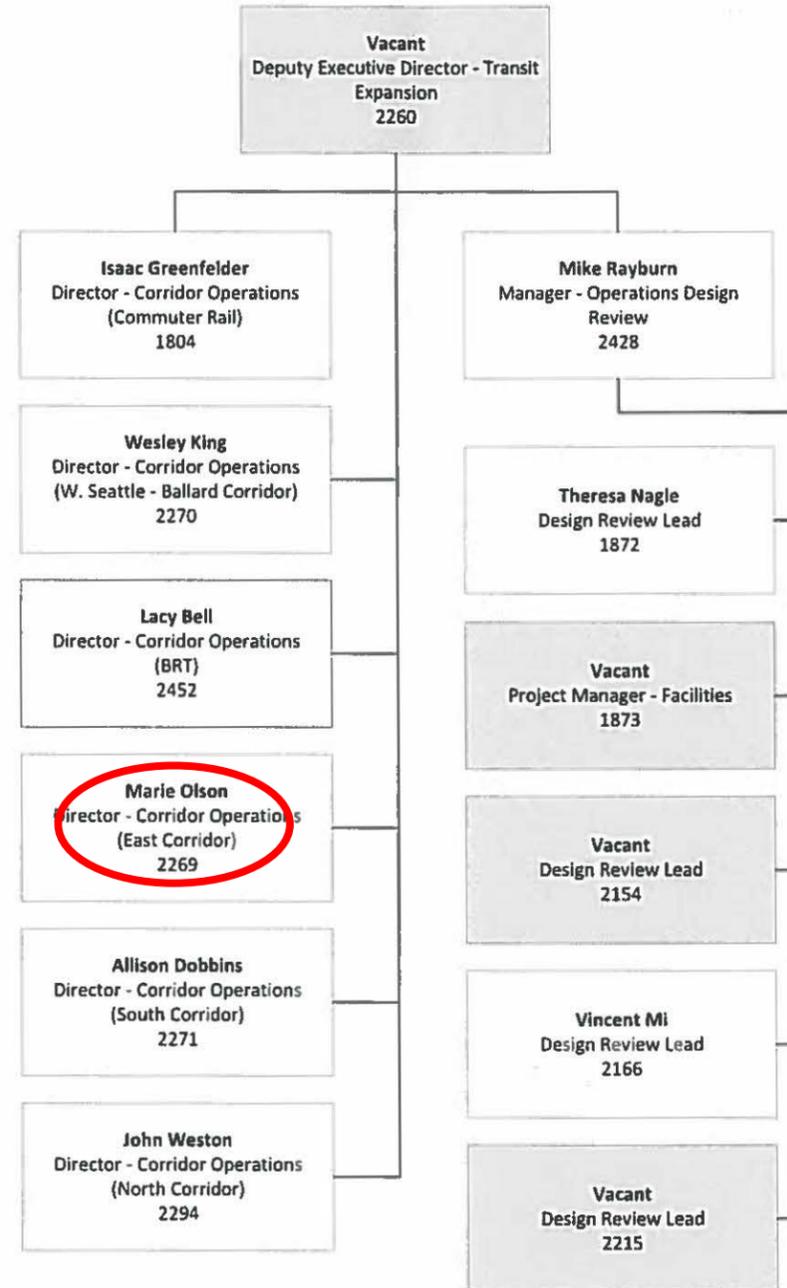


Staffing Count
TOTAL: 188

[Signature] 10/25/18
Executive Director, Operations (Date)

[Signature] 10/25/18
Chief Human Resources Officer (Date)

[Signature] 10/29/18
Chief Executive Officer (Date)

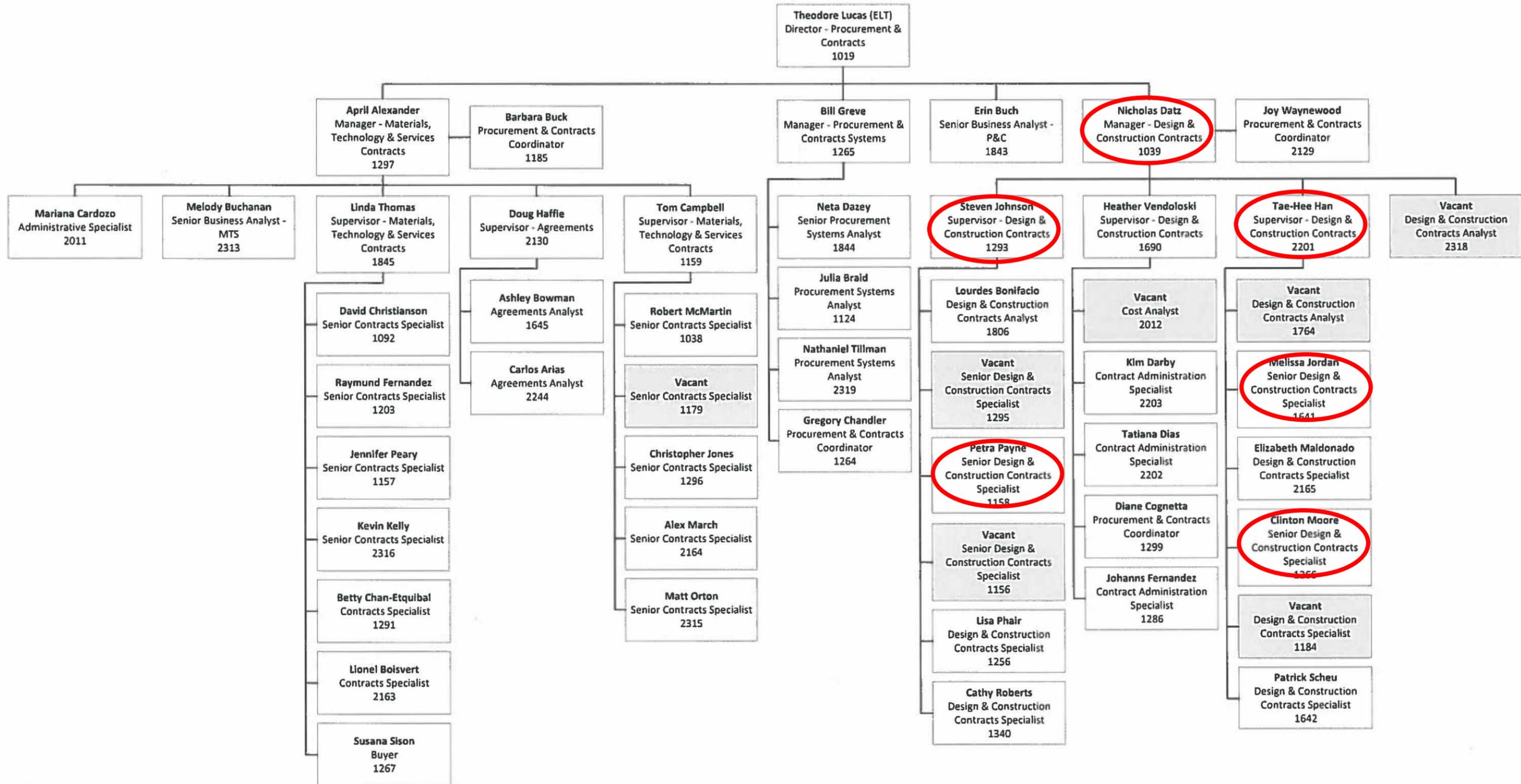


Min D... 10/27/18
Executive Director, Operations (Date)

Julie Bell 10/25/18
Chief Human Resources Officer (Date)

... 10/29/18
Chief Executive Officer (Date)

Staffing Count
TOTAL: 188



Procurement & Contracts Director (Date) Oct. 9, 2018

Chief Human Resources Officer (Date) 10/25/18

Chief Executive Officer (Date) 10/29/18

Staffing Count
TOTAL: 51