State of Washington

PROJECT REVIEW COMMITTEE (PRC)

GC/CM PROJECT APPLICATION

To Use the General Contractor/Construction Manager (GC/CM) Alternative Contracting Procedure

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages *(font size 11 or larger)*. Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

a) Legal name of Public Body (your organization): **City of Bellevue**

b) Mailing Address: **450 -- 110th Avenue NE, Bellevue WA 98009**

c) Contact Person Name: **Steve Costa** Title: **Regional Transportation Projects Manager**

d) Phone Number: **425.452.2845** E-mail: **scosta@bellevuewa.gov**

1. Brief Description of Proposed Project

a) Name of Project: **Bellevue Grand Connection: I-405 Crossing – Downtown to Eastrail**

b) County of Project Location: **King County**

c) Please describe the project in no more than two short paragraphs. (See Example on Project Description)

The Bellevue Grand Connection: I-405 Crossing – Downtown to Eastrail project, also referred to as the Grand Connection Crossing, is part of the City of Bellevue's broader initiative, the Grand Connection program, which establishes a 1.5-mile corridor between Meydenbauer Bay and Eastrail.

The Grand Connection Crossing will:

- Provide a safer, active transportation crossing over Interstate 405 (I-405) by separating vehicles from people walking, biking, and rolling, particularly around freeway ramps. The crossing will reduce vehicle traffic by creating a more pedestrian and bicycle friendly connection between the east and west sides of I-405 and the residential and commercial centers on both sides of I-405.
- Improve connectivity from downtown by linking to the 175-mile regional trail network, the expanding light rail system, future housing and commercial development, and future bus rapid transit lines.
- Offer opportunities to create great public spaces in coordination with redevelopment efforts planned for City-owned and private spaces in downtown and the Wilburton neighborhood which has been significantly upzoned.

The Grand Connection Crossing is the heart of the Grand Connection program and the key to making downtown and the Wilburton neighborhood more accessible for all who live, work, learn, or play in the City of Bellevue.

The Grand Connection Crossing project will construct the elevated structure from City Hall Plaza to 116th Ave NE (approximately 2500 ft in length). The bridge width will vary from 30' to 40', with potential vertical circulation elements at 112th and 116th Ave planned. The most complicated and critical section is the I-405 crossing, which will span approximately 370 ft clear. The project design has progressed to 30% and is holding pending engagement of the GC/CM contractor, to maximize the benefit of the delivery model.

d) Applying for permission to utilize Alternative Subcontractor Selection with this application? **No**
(if no, applicant must apply separately at a later date utilizing Supplement B)

2. Projected Total Cost for the Project:

A. Project Budget –

Costs for Professional Services (A/E, Legal etc.)	$ **16.9 million**
Estimated project construction costs (including construction contingencies):	$ **120.7 million**
Equipment and furnishing costs	$ **0**
Off-site costs	$ **0**
Contract administration costs (owner, cm etc.)	$ **8.6 million**
Contingencies (design & owner)	$ **29.1 million**
Other related project costs (right-of-way)	$ **24 million**
Alternative Subcontractor Selection costs	$ **0**
Sales Tax	$ **0.8 million**
Total	**$ 200.1 million**

B. *Funding Status*

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The City of Bellevue is prepared to leverage a diverse range of resources in supporting the Grand Connection Crossing's design, construction and ongoing operation and maintenance. The portfolio of tiered resources is oriented around the appropriateness of the source for the project while mitigating potential financial risks during this period of relative economic volatility.

To date, the City's 6-year Capital Improvement Program (CIP) Plan for 2025-2030 includes a commitment of $46.7 million to fund design as well as support internal staff costs and contracted professional services. The next iteration of funding comes in three tiers that are councilmanic in nature (not requiring a ballot measure). The City intends to bond against its unrestricted councilmanic debt capacity of approximately $1.09 billion. The City's strong financial standing is reflected in its AAA bond rating from Standard & Poor's, which recognizes Bellevue's advantageous financial position and sound financial policies. The debt would be repaid using three tiers of funding sources.

The first of these tiers includes councilmanic tax options in two forms: a tax increment financing (TIF) area enabled by Revised Code of Washington (RCW) 39.114.020 and a Transportation Benefit District (TBD) enabled by RCW 36.73. For TIF, the RCW provides a project-specific carve-out to create a TIF area with a maximum assessed value of $500 million. The City is currently working on TIF with developent subject matter experts to analyze the potential revenue generation of this specific area around the Grand Connection Crossing. It is anticipated that the City will leverage the revenues from this stream to finance the project. In the next order of priority, the City has councilmanic options regarding a TBD, including the levying of a 0.1% sales and use tax as well as vehicle license fees (VLF). The City will use a portion (but not all) of the TBD revenues for the project.

This second funding tier comes from private contributors and intergovernmental grants. Significant local interests have shown persistent efforts to make this project a reality and have spent staff resources building the partnership with the City and momentum for the project in the broader Bellevue community. The total private contribution amount is not formalized at this time but the City is working with our partners to identify their respective commitment(s). The City believes that during the duration of this project, intergovernmental funding sources may be available, and the City intends to apply for these grants. This project is a noteworthy regional investment designed to catalyze the next phase of growth within the state's second biggest economic center.

The final and third tier of funding that could be available are unrestricted revenues generated by excess statutory capacity in the City's business and occupation (B&O) tax rates as well as "banked" capacity within the City's regular property tax levy. The excess capacity within the B&O tax structure amounts to approximately $5-7 million annually while the excess property tax capacity amounts to approximately $7 million annually. Like the options included in the first tier of this funding analysis, utilizing these revenue sources only requires a majority vote of the Bellevue City Council, not a vote of the people.

The funding plan will be finalized prior to the GC/CM procurement to ensure that sufficient, secured funding is available to support preconstruction services and construction, along with appropriate contingencies.

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

a) Procurement *(including the use of alternative subcontractor selection, if applicable)*
b) Hiring consultants if not already hired; and
c) Employing staff or hiring consultants to manage the project if not already employed or hired *(See Example on Design & Construction Schedule)*
d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process *(If applicable)*

Activity	Date
Industry Outreach and Small Business Networking Event	September 10, 2025
PRC Approval	September 25, 2025
Draft Contract released for Industry Review	October 30, 2025
RFP Release	January 8, 2026
Proposal Due Date	February 19, 2026
Notification of Shortlist/Invitation to Interview	March 12, 2026
Interviews	March 26, 2026
RFFP Release to Finalists	March 31, 2026
RFFP Due / Opening	May 4, 2026
Notice of Highest Ranked Proposer	May 4, 2026
City Council Approval	May 19, 2026
Execution/Preconstruction Services NTP	May 2026
60% Design/ICE/MACC Estimate	Q1 2027
90% Design/MACC Negotiations	Q2 2027
Construction Services NTP	2027
Substantial Completion	2030

4. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

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

  One of the project's primary goals is to open the crossing as a single continuous public facility. Two major complexities in achieving this are the project's crossing over I-405 and the coordination with private development along the corridor.

  Crossing I-405 will require early and careful coordination with the Washington State Department of Transportation (WSDOT) and concurrence from the Federal Highway Administration (FHWA). Input from WSDOT will be required to determine the most suitable construction method for the bridge (e.g., cast-in-place segmental vs. precast segmental vs. fully cast-in-place), as impacts to the highway from construction activities and materials deliveries will be significantly different for each method. In addition, WSDOT currently has multiple projects on the I-405 corridor that will result in major closures throughout the expected Grand Connection Crossing construction schedule.

The City of Bellevue desires a synergy between the Grand Connection Crossing and future development that is adjacent to or integrated with the Grand Connection Crossing. At both the east and west ends of the Grand Connection Crossing, one or more private developers are working to progress significant vertical construction that would interface with the Grand Connection Crossing. For example, on the eastern end of the corridor, the owner and developer of the KGIP property will be constructing a building with a pedestal that the Grand Connection Crossing will traverse. Careful coordination will be required to ensure both the geometry and timing of the two projects works to achieve the goal of opening the entire facility at one time, end-to-end.

- 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?

  Note: *Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response, you may refer to the drawings or sketches that you provide under Question 8.*

- While this is a new bridge that is not being constructed at an existing occupied facility, the project crosses over I-405 and major arterial roads,112th Avenue NE and 116th Avenue NE. Construction activities will need to be carefully planned, logically sequenced, and strategically staged to minimize disruptions to vehicular, pedestrian, bicycle, and transit movements during construction. This requires advanced coordination and detailed planning with WSDOT and the City's Transportation Department to manage temporary closures and detours. Additionally, coordination will be required to maintain continuous access and use of the Bellevue City Hall Plaza and the adjacent Sound Transit Bellevue Downtown light rail station. The GC/CM delivery method will allow the contractor to engage early in preconstruction services to develop mitigation strategies that reduce impacts to the public.
- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

  Contractor's input during the design phase will provide essential support for validating design assumptions, staying within the City's defined budget, incorporating constructability into the design, and developing phasing and access strategies that are responsive to real-world and real-time construction constraints in a complex environment.

  - GC/CM involvement will be critical to making informed design decisions in relation to the project budget. A GC/CM contractor will bring more accurate assessment of market conditions and construction costs when confirming and finalizing the bridge type and construction material. At this point, a concrete box girder is in the conceptual design. Swapping some spans to precast girders or evaluating a switch to an alternative design will be part of early value engineering work once the GC/CM has been contracted for preconstruction.
  - The GC/CM will provide or validate the cost implications of user experience decisions that are important to the City of Bellevue, such as modal separation between pedestrians and bicycles, which could be as simple as paint or as complex as a barrier division.
  - Given the project's location in a constrained urban environment (e.g., spanning I-405, connecting to active transportation networks such as light rail, and interfacing with both public infrastructure and private development) construction sequencing must be carefully planned and continuously updated for minimum interruption and minimum cost impact. In a traditional design-bid-build model, the City would need to define prior to bidding and construction every step of the staging and road closure needs, including obtaining approval for the staging scheme from WSDOT. Any construction changes or alterations for project benefit would require re-negotiation with WSDOT and change order(s) with the contractor. Using the GC/CM method allows the City to work with the contractor and WSDOT simultaneously to establish a phasing and staging approach that is less likely to require change during construction.
  - GC/CM collaboration will also enable better scope and phasing coordination with key connection points and adjacent private development across the Grand Connection corridor while minimizing disruption across project interfaces. Similar to the engagement with WSDOT, the City will need to establish agreements with the developers on project timelines and adjacent scope elements. Having the contractor on the team during these agreement negotiations will help minimize the risk of scope and schedule disruption during construction.

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

  The project is located in a dense urban environment, with construction over interstate highway traffic and local roadways, and adjacent to an active light rail station and pedestrian and bicycle corridors. The project must integrate with both existing and planned public infrastructure and private development.

  - Bridge construction will occur over I-405, requiring careful coordination with WSDOT to minimize disruptions for vehicles, freight, and transit. Maintaining traffic for a constrained, urban project location with minimal staging areas will be a major concern for external project stakeholders and require highly sequenced construction and a detailed traffic control plan.
  - The project also passes through properties that are in planning for major redevelopment in the Wilburton neighborhood which has been significantly upzoned and for potential integration with the project. Construction coordination will be required. Maintaining the ability to develop those properties on schedule while achieving an end-to-end opening will be a challenge.
- 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.
- 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 significant schedule and cost driver of the project is the construction of the bridge. Heavy Civil GC/CM allows the City to select a GC/CM with the expertise and resources to manage the schedule and cost impacting element of bridge construction in both the preconstruction and construction phase and maximize the best value through close collaboration with the designer during preconstruction and self-perform construction of this significant project element. It is expected that during preconstruction, the Heavy Civil GC/CM contractor will provide means and methods inputs to the design team with regards to bridge construction, including concrete segment sizes, crane locations and pick lengths, and closure needs. Having the contractor engaged in these decisions early in the design process minimizes the chance that they change during construction. The result is that the major cost and schedule risk items – associated with the bridge construction – are in the hands of the prime contractor (selected by qualifications) rather than a subcontractor who has been selected by low-bid and has not been engaged in the preconstruction process.

5. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest *(For Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance)*. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

  The Grand Connection Crossing will span active transportation corridors, integrate complex structural, urban design and landscape elements, and interface with a dense urban environment and future private development. The use of GC/CM provides a substantial fiscal benefit and is more practical than the traditional delivery method in the following ways:

  - Early collaboration to enable accurate and coordinated scoping of complex urban conditions. The GC/CM's preconstruction involvement allows for early identification of unknowns such as existing utilities, soil conditions, right-of-way constraints, and staging limitations that are within their planned work area. Resolving these issues during design prevents costly change orders and delays during construction.
  - Optimized packaging of work for cost certainty and to reduce staging inefficiencies. The project involves structural steel, landscaping, and multimodal improvements that require careful sequencing and coordination. GC/CM delivery could allow early work packages to proceed ahead of final design completion, reducing schedule duration and locking in pricing before further inflation.
  - Improved cost certainty and cost management for public and private funding. The Grand Connection Crossing is anticipated to include non-City funding sources such as grants, philanthropy, and potential private partnerships. GC/CM enables transparency in cost development and contingency management for cost certainty and efficiency.

- Avoidance of bid premiums due to unknown urban risks. Under the traditional design-bid-build method, contractors may include significant contingency in their bids to address unknown construction challenges (e.g., traffic control, vibration limits near sensitive buildings, limited access, limited work hours). GC/CM mitigates these premiums through collaborative planning and risk-sharing, resulting in more efficient use of public dollars.
- Ongoing cost modeling during design development. Through continuous real-time and transparent cost estimating, the City can make informed decisions that balance design quality with affordability, reducing the risk of budget overruns or the need for value engineering late in the process.

- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

  The Grand Connection Crossing is a landmark infrastructure project that serves functional, aesthetic, structural, and experiential goals, connecting downtown Bellevue to the Wilburton area via a highly visible, pedestrian-oriented multimodal crossing. Delivering a project of this scale through traditional lump sum contracting, or design-bid-build, is not practical. The GC/CM delivery method allows the City to find the most cost-effective and high-quality solution within its budget.

  - Quality standards for the Grand Connection Crossing are unusually high, given the City's vision for a signature public space. The project is expected to incorporate custom architectural finishes, public art, integrated lighting, and advanced landscaping. Achieving this level of quality requires seamless integration between design intent and construction methods, something GC/CM delivery facilitates through iterative review and feedback between the City, the design team, and the GC/CM.
  - Design-bid-build does not support early input from the contractor, which is critical, given the various complexities of this project, including long-span structures, elevated public space, and the need to minimize disruption to active roadways, transit, and utilities. Early GC/CM input and collaboration will minimize risks such as constructability conflicts or ineffective sequencing.
  - Coordination with private development timelines is essential to the success of the project. Portions of the crossing will interface directly with adjacent or future private development. Traditional design-bid-build does not offer the flexibility to adjust sequencing or align scopes in response to evolving development schedules needed for this project. GC/CM allows for adaptive phasing and proactive planning with private partners during the design process, ensuring efficient access, reducing work disruptions, and aligning cost responsibilities.
  - Sequential linear delivery under design-bid-build does not offer early or dynamic procurement and construction work packages, making it difficult to meet schedule targets associated with funding commitments, stakeholder expectations, and coordination with adjacent private development. In contrast, GC/CM allows for phased construction packages while final design progresses, keeping the project on track.

- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.

  Heavy Civil GC/CM allows the prime contractor to self-perform a greater and impactful share of the work, an important advantage for the Grand Connection Crossing, where a major element of the work is the bridge structure itself. Self-performance of this critical scope by the GC/CM ensures that quality and schedule control, and risk management for the project's most complex and high-risk element remain with the party ultimately responsible for delivering the project.

  Key construction decisions regarding means and methods for this critical element will be central to preconstruction planning. Having a GC/CM self-perform this scope means that their early input on means, methods, sequencing, and risk mitigation will directly inform and optimize the final design. Without the ability to self-perform, much of that expert preconstruction contribution would be lost, as the contractor delivering the work would not be the one providing early design-phase insight.

  Heavy Civil GC/CM also increases competition by attracting top-tier bridge builders and transportation-focused contractors who might otherwise bypass the GC/CM prime role in favor of bidding the bridge scope as a subcontractor. Allowing self-performance makes the project more appealing to these firms, thereby broadening the competitive pool, increasing the likelihood of securing specialized expertise, and ultimately protecting the public's interest.

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

  The City of Bellevue successfully delivered an extensive renovation of the building that serves as City Hall today using the GC/CM method in 2006. In addition, the City has a long and successful history of delivering capital projects using design-bid-build. While GC/CM is not a typical delivery approach for our organization, the City recognizes that the complexity of the Grand Connection Crossing project requires a more collaborative delivery method.

  In preparation, the City is taking deliberate steps to build internal readiness supplemented by an experienced and qualified Project Management/Owner Advisor (PM/OA) team. The PM/OA team brings firsthand knowledge of delivering GC/CM and other alternative public works projects in Washington state under RCW 39.10 as well as national GC/CM projects and extensive experience in procurement, contract development, contract management, and preconstruction and construction execution.

  The City has taken the following steps to ensure owner readiness to prepare for GC/CM delivery:

  - Participated in training sessions focused on GC/CM delivery, including the AGC GC/CM Training.
  - Conducted outreach to other public agencies with GC/CM project experience to understand administrative structure, resource allocation and lessons learned.
  - Conducted outreach to the contractor community to learn about GC/CM contracting from the industry's perspective.
  - Obtained a PM/OA to help develop a project-specific procurement and contracting strategy that incorporates lessons learned from other public owners.
  - Obtained a PM/OA and outside counsel to help develop GC/CM-specific contract documents.

  While the City's direct experience with GC/CM is limited, we have taken a best practice-driven approach to ensure our organization is fully prepared to deliver this project successfully. Our internal capacity, combined with the experience of our PM/OA team, provides the qualifications necessary to manage this project in alignment with RCW 39.10 and the GC/CM Best Practices.

- A ***Project*** organizational chart, showing all existing or planned staff and consultant roles.
  Note: *The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*

  See Attachment A.

- Staff and consultant short biographies *(not complete résumés)*.

  Nathan Torgelson, Director, Office of the Grand Connection (City of Bellevue)

  Nathan brings 34 years of leadership experience in the public sector. Most recently, Nathan was the director of the Seattle Department of Construction and Inspections, where he oversaw all development permitting, landlord tenant relationships, code compliance and code development. Nathan's passion and experience in public-private partnerships includes four years as the economic development director for the City of Kent, where he oversaw the vision and development of the Kent Station mixed-use project, and served as the community development manager for the Office of Planning and Management for Seattle Mayor Greg Nickels, where he was involved in the South Lake Union action agenda and the selection of Vulcan as the developer of the Mercer Corridor city-owned properties. Nathan was a member of the original Seattle Central Waterfront Team, serving as a Special Projects Manager involved in the selection of the design team for the waterfront projects, including the Overlook Walk project, which was delivered using Heavy Civil GC/CM.

  Steve Costa, Project Manager (City of Bellevue)

  Steve's project management career with the City of Bellevue spans over two decades and encompasses more than two dozen transportation capital improvements valued in excess of $70 million. His projects have received national awards from both the American Public Works Association and the American Society of Civil Engineers. He successfully fast-tracked the NE Spring Boulevard Project (Zone 1), which constructed two new multimodal bridges over the East Link light rail

construction by Sound Transit. During this work, he engaged in a mini-Maximum Allowable Construction Cost (MACC) negotiation with the East Link GC/CM. Steve managed NE Spring Boulevard (Zone 2), a new arterial roadway through the 34-acre Spring District development by Wright Runstad & Co., successfully coordinating this project with development of a new REI Headquarters (now owned by Meta). Currently, Steve supports the City's interests with WSDOT and other agencies in the design-build delivery of nearly $1 billion in regional projects, including the I-405 Renton to Bellevue Widening and Express Toll Lanes and the I-90 fish passage projects at Sunset Creek and Lewis Creek. Steve is a licensed PE with a BS in Civil Engineering from San Diego State and an MBA from the Foster School of Business at the University of Washington.

TBD, Construction Manager (City of Bellevue)

The City is seeking a Construction Manager with a strong record of delivering complex transportation and civic infrastructure projects in challenging, space-constrained environments. The candidate must be experienced in managing bridge construction over major active roadways, coordinating with WSDOT, private developers, utilities, and multiple City departments, and navigating multi-stakeholder requirements. The candidate must have experience with the GC/CM delivery method, including preconstruction planning, phasing, and risk management. The candidate must be adept at fostering collaboration across all project partners.

Catherine Hovell, Project Manager (HNTB)

Catherine brings experience in alternative public works delivery and bridge design and construction to the team. She has served as a Project Manager, Design Manager, and Structural Engineer on multiple complex infrastructure projects with similar challenges to the Grand Connection Crossing, including major freeway crossings and pedestrian/bike modality, using collaborative and alternative contracting. Catherine has been involved in over $3 billion in completed construction using the design-build method, as well as multiple major projects using progressive design-build and GC/CM. Catherine will facilitate coordination between the Design Team and GC/CM contractor during Preconstruction, leveraging her technical expertise in bridge design and experience collaborating with contractors on previous alternative delivery projects in both preconstruction and construction phases, to provide value engineering benefit and collaboration on challenging aspects of the work. Catherine is licensed as a Structural Engineer in the state of Washington and is a Design-Build Professional as certified by the Design-Build Institute of America (DBIA).

Thuy Hong, Owner Advisor (HNTB)

Thuy brings over 18 years of experience in procurement and contracting for complex construction, architectural, engineering, and professional services across the transportation, utilities, transit, facilities, and healthcare sectors. Thuy has a strong track record of guiding public agencies through the implementation of GC/CM, design-build, and Job Order Contracting programs. Thuy leads a team of procurement and contracts professional at HNTB that are dedicated to supporting public owners with alternative public works procurement, contracting, and delivery. Thuy has served in senior procurement and contracting roles at Sound Transit and the City of Seattle, where she implemented alternative public works programs, including developing GC/CM boilerplate general conditions and solicitation documents, securing PRC project approvals and agency certifications, and leading internal staff training and change management efforts. Her leadership helped build internal capacity and successfully shift organizational culture to support collaborative delivery models. Thuy is a licensed attorney and has earned certifications from DBIA, the Commercial Contract Management Association, and the National Institute of Governmental Procurement.

Kevin Phelps, Strategic Advisor (HNTB)

Kevin Phelps is a seasoned infrastructure delivery and commercial strategy professional with deep expertise in delivery method analysis, procurement strategy, and collaborative contracting for major capital programs. He is a Director in HNTB's Advisory practice, where he advises public agencies on navigating complex project delivery choices such as optimizing procurement frameworks, and managing contract risk when using alternative delivery methods such as GC/CM. Prior to HNTB, Kevin

served as Senior Director of Commercial & Delivery Strategy at Amtrak, where he led the evaluation, selection, and implementation of delivery models, procurement processes, and industry engagement strategies for Amtrak's $50 billion capital portfolio. He previously served as Director of the Office of Capital Delivery at the Washington Metropolitan Area Transit Authority (WMATA), overseeing delivery strategy, procurement execution, and contract management for a $2 billion annual Capital Program. Kevin's background includes key leadership roles in both the public and private sectors, including with Clark Construction and Bechtel Corporation, where he advanced alternative delivery pursuits, managed complex infrastructure projects, and developed procurement strategies across transit, aviation, and heavy civil sectors. He holds a Bachelor of Science in Architecture from the University of Southern California and remains actively engaged in the industry through leadership and speaking roles with the DBIA, California Infrastructure Delivery Coalition (CALINFRA), the George Fox Conference, and other national forums.

Kris Mason, Project Controls (HNTB)

Kris is a versatile professional services manager with over 20 years of experience in all phases of the project life cycle on civil structures, civil and building seismic retrofits, transit, and commercial buildings. She has experience on both the contractor and owners' side with expertise in construction project controls, scheduling, project management, sales, operations, claims negotiation, and field supervision. Kris led office engineering, change management, schedule analysis and document controls for the $800 Million Seattle Central Waterfront Program, which included GC/CM delivery, and Sound Transit Eastlink projects as well as Sounder Access and Improvement design-build projects. An effective team leader, Kris routinely facilitates solutions to technical challenges and equitable commercial settlements.

Tae-Hee Han, Contract Manager (HNTB)

With 25 years of public and private experience, Tae-Hee is a strategic leader in procurement and contract administration for large-scale GC/CM infrastructure projects. Tae-Hee's extensive background in alternative delivery includes pivotal roles on Sound Transit's Link Light Rail Extension GC/CM projects, such as Lynwood Link Extension South, Lynwood Link Extension North, U District Station, Roosevelt Station, UW Station, and Capitol Hill Station, totaling $2.46 billion. Tae-Hee excels in public procurement, contract negotiation, comprehensive GC/CM contract management, and project budget oversight, including Total Construction Cost, (TCC) and Maximum Allowable Construction Cost (MACC) establishment with Negotiated Support Services (NSS), Alternative Subcontractor Selection, Maximum Allowable Subcontract Cost (MASC), Risk Contingency and cost/change management.

Kimberly Hakola, Resident Engineer (HNTB)

Kimberly has more than two decades of construction management experience on large rail transit, bridge, and roadway projects. Serving as the owner's representative for local, state, regional and federal agencies, she's filled roles such as inspector, utility coordinator, structures representative, office engineer, assistant resident engineer (RE), and RE and change manager. Kimberly served as office engineer for Sound Transit's GC/CM Lynwood Link Extension North project, where she worked closely with the construction management consultant and Sound Transit representatives to coordinate responses to Requests for Information (RFIs), submittal reviews, Non-Conformance Report (NCR) resolution and delivering design changes. Kimberly has worked in several different regions and possesses the ability to learn quickly and understand local agencies' plans, standards, and processes.

Lorelei Williams, Design Project Manager (WSP USA)

Lorelei is a Washington-licensed civil professional engineer with over 28 years of experience in the capital delivery of transportation infrastructure projects, many of which have been structural (bridges, seawalls). She has participated in transportation infrastructure planning and worked as a design engineer, construction manager/resident engineer, project manager, and project executive. Her career has included over 11 years in consulting and over 16 years at the City of Seattle Department of Transportation, where she held many roles, including the Deputy Director of Capital Project Delivery. Her experience with alternative delivery includes design-build but has been primarily in the GC/CM construction delivery method. She was the Project Executive overseeing the GC/CM construction of the Elliott Bay Seawall Replacement project from 2015 through 2017. She led the entirety of the City's delivery and consultant team, was the primary point of contact and lead for scope, schedule, and cost

negotiations with the contractor (closing the project with no claims) and guided the construction ultimately to a timely completion more than $10 million under the $410 million cost estimate that was set when she joined the team. Lorelei also had an executive lead and decision-making role during the emergency closure of the West Seattle High Rise Bridge, which chose a GC/CM delivery method.

Stuart Bennion, Design Lead (WSP USA)

Stuart brings 25 years of Bridge and Transportation design and construction experience, including 13 years as a bridge designer and Assistant State Construction Engineer with WSDOT before learning the roles and responsibilities of a consultant supporting clients such as the City of Bellevue. He has designed or evaluated over 130 vehicular and pedestrian bridges and is known in the industry as a leader in seismic design, foundations, and constructability. Stuart has participated on both sides of design-build projects and has owner/designer experience on progressive design-build and GC/CM alternative delivery projects. Stuart has managed large transportation projects and understands all aspects of design, not limited to right-of-way, environmental, multi-modal transportation, Americans with Disabilities Act (ADA) compliance, contact documentation, aesthetics, and utility coordination. Stuart understands the partnership and risks associated with the GC/CM delivery methods and the design strategies and coordination needed to maintain the schedule and provide a successful partnership of owner, contractor, and design team.

Zak Tomlinson, Legal Counsel, Pacifica Law Group

Zak has practiced law in Washington since 2004. His primary practice involves representing public entities in construction and procurement matters, and he has served as outside counsel to numerous Washington state agencies and municipalities, including cities, counties, port districts, school districts and other special-purpose districts. Zak routinely advises on alternative delivery projects authorized under RCW 39.10, serving as Legal Counsel for progressive design-build projects and for the following:

- City of Vancouver on Public Works Operations Center and Fire Station 8 projects, both under current development as GC/CM projects.
- South Whidbey School District for Facilities Modernization & Upgrades, under development as a GC/CM project.
- Lake Washington School District on Alcott / Smith elementary schools project, under development as a GC/CM project.
- City of Everett on the Municipal Building Tenant Improvements project, under development as a GC/CM project.
- Mukilteo School District on multiple GC/CM projects, including the Mariner High School Renovation and Addition, and Challenger and Horizon Elementary Schools.

- 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. *(See Example Staff\Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*
- The qualifications of the existing or planned project manager and consultants.

  See Attachment B and short biographies.
- 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.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

  See Attachment B and short biographies.

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

  The City of Bellevue has a well-established capital project delivery program with standard project management, procurement, and financial controls that are applied across its capital improvement program. For the Grand Connection Crossing, the City will enhance these existing controls to align with the collaborative and phased nature of the GC/CM delivery method:

  - The City has formed a Guidance Group composed of the City Manager and Department Directors to provide high-level oversight of this project.
  - The City has assigned a multidisciplinary internal team, including representatives from project management, procurement, engineering, real property, legal, and finance. The Project Manager will serve as the primary point of accountability for day-to-day execution, while leadership oversight will be provided by the Grand Connection Program Director to ensure alignment with policy and community objectives.
  - To supplement internal capacity and bring GC/CM-specific expertise to the project, the City has retained an experienced PM/OA team. This team will provide technical and contractual guidance throughout the project lifecycle, support Maximum Allowable Construction Cost (MACC) negotiations, review cost models and risk strategies, and help facilitate collaborative coordination between the City, the design team, and the GC/CM contractor.
  - Building on its standard capital project procedures, the City will implement additional GC/CM-specific controls for key decision points, such as early work package approvals, cost validation, and subcontractor procurement reviews.
  - The GC/CM will be required to provide regular schedule updates and open-book cost estimates during preconstruction, which will be reviewed by both City staff and the PM/OA team using parallel independent estimating and earned value tracking.
  - The City's existing risk management approach will be expanded to include GC/CM-specific tools such as a risk allocation matrix. These tools will guide risk assignment, contingency structure, and proactive mitigation strategies. Procedures will be in place to govern contingency drawdown and change management processes, with built-in oversight from the City teams.
  - The City and PM/OA will monitor subcontracting bidding, review proposed bid groupings, and validate compliance with self-perform work requirements, including evaluation of competitive bids received.
  - The City's capital program already includes monthly budget and progress reporting, which will continue for this project. Financial data is tracked and reported through the City's Project Reporting System (PRS). For GC/CM delivery, reporting will also include preconstruction deliverable tracking, MACC status, risk updates, and contingency usage.
  - During construction, the City will implement controls to monitor progress, quality, safety, and budget performance. These include regular owner-design team-GC/CM coordination meetings, field observation and inspection protocols, progress tracking, and construction progress payment reviews. The City will also maintain a change management log and require timely documentation of field changes, RFIs, submittals, and contingency use.
  - The Office of the Grand Connection will provide overall project oversight and coordination for the Grand Connection Crossing. This dedicated office serves as the central hub for managing the broader Grand Connection corridor, ensuring that the Grand Connection Crossing's design, phasing, and construction are fully aligned with other corridor projects and related private developments. By integrating the Grand Connection Crossing into the program-level management structure, the City can maintain consistent decision-making, streamline communication, and proactively resolve issues that span multiple projects and stakeholders.

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

  The City's planned GC/CM procurement process, in accordance with public procurement regulations, includes the following activities:

  - **Industry Outreach and Review:** Facilitate industry outreach and networking prior to release of the procurement. Conduct industry review of GC/CM contract, solicit feedback, and incorporate as applicable.

- **RFP Release:** Issue Request for Proposal (RFP) that requests GC/CM qualifications and proposed approach.
- **Proposal Review and Shortlisting:** Receive responses and review for responsiveness/responsibility, check references, evaluate, and score. The City will then announce a shortlist of firms and invite them to interview.
- **Interviews:** Conduct interviews with the shortlisted firms, evaluate, and score.
- **Final Proposal:** Issue Request for Final Proposal (RFFP) to shortlisted firms requesting price factor proposals.
- **Final Selection:** Receive, publicly open, and score final proposals, identifying the apparent highest scoring proposer.
- **Contract Negotiation:** Negotiate preconstruction services with highest scoring proposer.
- **Council Approval:** Present preconstruction contract to City Council for approval to award to the successful proposer.
- **Preconstruction Services Contract Execution:** Execute preconstruction services contract.

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

  The City of Bellevue, with support from its PM/OA team and Pacifica Law Group, is in the process of developing a GC/CM-specific contract informed by industry best practices and templates used by other public agencies. A preliminary draft of the contract will be released for industry review prior to issuance of the RFP to promote transparency and gather input from the contracting community.

  Following the initial review period, the City will evaluate all comments received and incorporate revisions as appropriate to ensure the contract is fair, balanced, and reflective of the collaborative intent of the GC/CM delivery method. A revised draft of the contract will be included in the RFP and the City will allow feedback from interested proposers. Prior to issuing the RFFP, the City will update the contract to address any additional input from shortlisted firms in alignment with project needs and legal requirements.

7. Owner Readiness *(To be answered by the Owner)*

a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?

The City of Bellevue has undertaken a deliberate and structured approach to prepare for successful delivery of the Grand Connection Crossing using the GC/CM method. Recognizing the complexity of alternative delivery, we have invested significant time in staff education, project planning, interagency engagement, and internal alignment. We have hired an experienced PM/OA team that includes members who have executed GC/CM as public owner employees. The PM/OA team have played a key role in training City staff, guiding strategic decisions, and supporting execution of the procurement, contract development, and overall owner readiness. The PM/OA team are reviewing the City's project and construction management policies, procedures, and process manual and recommending GC/CM specific revisions.

i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?

The City has conducted targeted outreach to public agencies with GC/CM experience, including direct conversations with public owner members of the Capital Projects Advisory Review Board (CPARB) GC/CM Best Practices Committee, as well as experienced peers at regional agencies and with other local jurisdictions. These discussions focused on lessons learned, organizational alignment, staffing requirements, and administrative best practices to manage GC/CM delivery effectively.

Insights gained from these conversations helped inform the City's internal project governance structure, decision-making protocols, and staff assignments for design management, construction oversight, and contract administration. The PM/OA is helping to synthesize this feedback into clear action steps and will integrate them into our policies and procedures as part of the City's overall owner readiness activities.

ii. What training have you as an Owner and your staff taken?

City staff have participated in multiple training efforts to build capacity and deepen understanding of GC/CM delivery, including:

- Attendance at formal Associated General Contractors (AGC) GC/CM training session in June 2025.
- GC/CM training as part of a formal goal setting workshop in July 2025.
- Multiple internal training workshops have been planned for fourth quarter 2025 and will be conducted by the PM/OA team and tailored to the Grand Connection Crossing, with topics such as procurement, contract negotiations, contract administration, and integrated project delivery principles.
- GC/CM delivery method overviews and "micro-trainings" are part of every workshop or discovery meeting with City departments.

iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?

The City of Bellevue has made a concerted effort to understand and adapt to the distinct requirements of the GC/CM method. The City has also engaged Pacifica Law Group to support contract writing efforts. The team is currently developing GC/CM-specific contract documents that reflect best practices for collaborative delivery. Some key actions include:

- Creation of a Cost Allocation Matrix for the Total Contract Cost (TCC) to distinguish between costs that are included in the MACC, negotiated support services, risk contingency, costs covered by the GC/CM fee or Specified General Conditions (SGC), and other cost categories to promote transparency during procurement and MACC negotiations, and set a clear framework for contract administration.
- Development of a Risk Allocation Matrix that clearly defines which party is responsible for various project risks during both preconstruction and construction. This tool supports informed discussions with the GC/CM during the preconstruction phase and will form the basis for the contingency structure and overall risk management strategy.
- Drafting of a Preconstruction Services Agreement that defines the scope, deliverables, and expectations for early contractor involvement. This includes milestones for constructability reviews, design checkpoints, input into phasing and logistics, and a structured MACC negotiation process.
- Definition of contingency use policies, aligned with best practices, to delineate the purpose and approval process for those contingencies.
- Partnering and dispute resolution provisions that address the collaborative nature of GC/CM contracting and will include early issue resolution process and project governance structures to support these principles.

b) How does your organization ensure that knowledge is passed down to your staff and project team?

The City of Bellevue is committed to institutional learning and continuous improvement, particularly as it expands its use of alternative project delivery methods like GC/CM. To ensure that knowledge is retained and shared across departments and project teams, the City has or will implement several structured practices:

- The City's PM/OA consultant team plays a key role in institutionalizing knowledge by offering targeted training for staff new to GC/CM, facilitating technical workshops during procurement and preconstruction, and supporting City staff through real-time coaching during contract development, procurement, and implementation. Training sessions will be open to city staff not connected to the Grand Connection Crossing but who work on other capital improvement projects.
- As part of this project and to support future GC/CM projects, the City will be developing standardized templates and reference tools, including procurement plans, evaluation criteria, cost allocation matrices, and risk registers that will provide consistency and support internal knowledge retention.

- The City currently holds lessons learned sessions as part of each project close-out. The City intends to hold regular best practices meetings, open to all staff involved in capital project delivery, to provide an opportunity for cross-functional dialogue and knowledge exchange. These meetings will provide a platform to discuss lessons learned, address policy and procedure updates, and share real-time insights from ongoing projects. GC/CM-specific topics will be incorporated into this forum to build collective understanding and alignment across departments.

c) How have you familiarized yourself and your staff with GC/CM Best Practices?

In preparation for the Grand Connection Crossing project, the City has taken a proactive approach to understanding and applying GC/CM Best Practices, including the following:

- In addition to studying the CPARB GC/CM Best Practices Manual, City project team members met with members of the CPARB GC/CM Best Practices Committee in July 2025 to gain a deeper understanding of the principles and practical applications outlined in the manual and to learn from their experience. These discussions helped contextualize best practices in areas such as preconstruction collaboration, risk allocation, MACC negotiations, and contingency management.
- The City is actively incorporating these best practices into its contract documents, procurement plan, and internal project execution procedures.
- The City has engaged an experienced PM/OA team whose members bring both local and national GC/CM experience. This team is guiding the City through the implementation of best practices at every phase, ensuring that national industry best practices complement Washington-specific statutory and procedural requirements.

d) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

The City of Bellevue will have an active role in overseeing subcontractor bid packaging, procurement procedures, and subcontract terms to ensure fairness, compliance with RCW 39.10, and alignment with project goals. The City has allocated staff to monitor and support this work. In addition, the City's PM/OA team will support this oversight process, providing technical review, guidance, and documentation support throughout the subcontractor procurement phase. Key activities include:

- Participate in the development and approval of the subcontract bid packaging strategy, including reviewing scope divisions, bid groupings, and procurement schedules to confirm alignment with project phasing, ensure robust market participation, and provide opportunities for Small, Minority, Women, and Disadvantaged Business Enterprise (SMWDBE) inclusion.
- Require prior review and approval of bid documents, bid advertisements, and instructions to bidders to confirm that the GC/CM is conducting procurement in compliance with statutory and contractual requirements, and that subcontract bid opportunities are competitively and fairly solicited.
- Attend bid openings and maintain documentation of subcontractor outreach, bidder inquiries, and bid evaluations to ensure transparency and auditability.
- Review proposed subcontractor terms and conditions, including any flow-down clauses, retainage, payment terms, and performance requirements, to ensure they are equitable and consistent with the Owner's expectations and statutory obligations.
- For proposed GC/CM Self-Perform packages, review the justification and scope description to ensure it meets statutory requirements and aligns with the project's best interest. In accordance with the GC/CM Best Practices, the City will perform the solicitation of bid packages that the GC/CM pursues to ensure a fair and transparent process.

8. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- 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
- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

  See Attachment C.

9. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. *(See Example concepts, sketches or plans depicting the project.)* At a minimum, please try to include the following:

- An overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

  Note: *Applicant may utilize photos to further depict project issues during their presentation to the PRC.*

  See Attachment D.

  Three renderings and two design plan sheets are provided. The renderings show both existing construction (typically full color) and planned or potential new construction (white/gray in color). The bridge is located just south of the existing Sound Transit light rail bridge across I-405, which is located south of the existing NE 6th Street connection to I-405 (shown in its future extended form across I-405).

10. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on ***any*** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

The City of Bellevue has not received any audit findings on public works projects.

11. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation.

The City of Bellevue is committed to creating an inclusive contracting environment that encourages participation from small, minority, women, and veteran-owned businesses (SMWVBEs). To support this commitment, the City is organizing a dedicated project industry and subcontractor outreach event in September 2025, targeting both large and small construction firms, specialty trade contractors, and SMWVBEs. This event will focus on introducing the project, explaining the GC/CM delivery method and anticipated bid packages, and outlining the subcontracting opportunities that will be available. It will also offer guidance on registering as a City vendor and the GC/CM procurement process. In addition, the City will host a dedicated project booth in the Regional Contracting Forum also in September 2025, a key regional event that connects public agencies with SMWVBEs and emerging contractors.

Further strategies to encourage SMWVBE participation include:

- Including evaluation criteria in the GC/CM selection process that emphasize the contractor's demonstrated approach to inclusive outreach, innovative mentoring, and meaningful utilization of SMWVBEs.
- Partnering with the selected GC/CM contractor to host additional subcontractor information sessions, once the GC/CM contractor is on board, to preview bid package breakdowns, anticipated timelines, and scope requirements.
- Encouraging the GC/CM contractor to engage with diverse contractor organizations and business chambers.
- Tracking and reporting subcontractor participation throughout the project, including inclusion goals and performance metrics.
- Subcontract work will be publicly advertised and competitively bid as required under RCW 39.10. The City and its GC/CM contractor will ensure that bid packaging and procurement schedules promote accessibility and competition, consistent with state law.

Please include past performance inclusion goals (%) and actual utilization ($).

See Attachment C.

12. Alternative Subcontractor Selection -

- If your organization anticipates using this method of subcontractor selection and the scope of work is anticipated to be over $3M, please provide a completed *Supplement A, Alternative Subcontractor Selection Application* document, *one per each desired subcontractor/subcontract package*.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under $3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over $3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application and* submit it to the PRC for consideration at a future meeting.

  Not applicable.

CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

The PRC strongly encourages all project team members to read the GC/CM Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

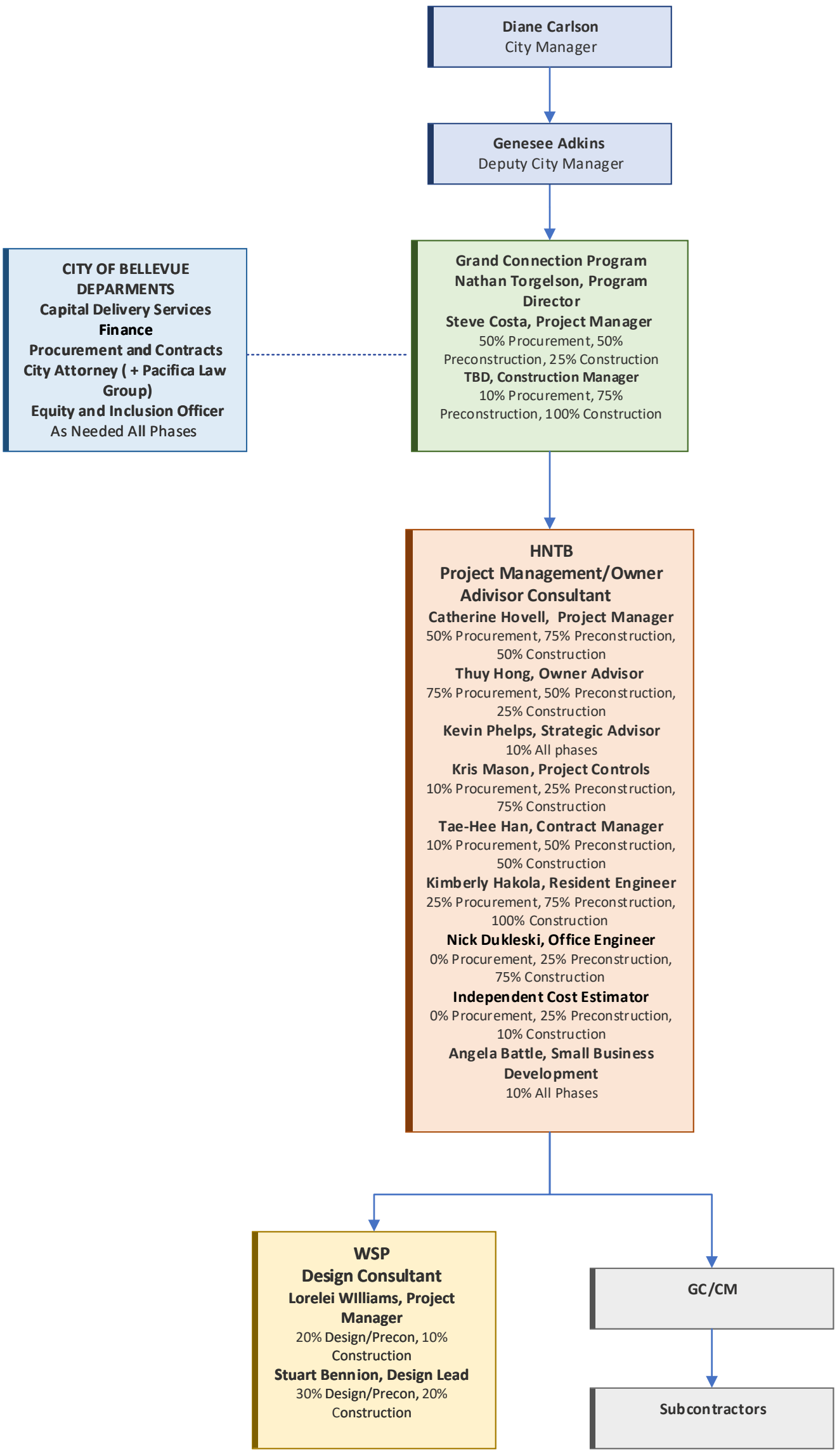
Signature: Nathan Torgelson

Name *(please print)*: Nathan Torgelson *(public body personnel)*

Title: Director, Office of the Grand Connection

Date: 8/19/2025

Attachment A
Grand Connection Crossing Project Management Organizational Chart



ATTACHMENT B
PROJECT STAFF REPRESENTATIVE EXPERIENCE

City of Bellevue Grand Connections Crossing - Project Experience					Role During Project Phases		
Name	Summary of Experience	Project Name	Project Size	Project Type	Planning	Design/Precon	Construction
Steve Costa Project Manager	Regional Transportation Projects Manager	NE Spring Blvd (Zone 1)	$32M	D-B-B	N/A	Project Manager	Project Manager
		NE Spring Blvd (Zone 2)	$21M	D-B-B	N/A	Project Manager	Project Manager
		I-405 Renton to Bellevue Widening and Express Toll Lanes	$705M	D-B	Support	Support	Support
		I-90 Sunset Creek Fish Habitat Enhancement Project	$115M	D-B	Support	Support	Support
		I-90 Lewis Creek Fish Habitat Enhancement Project	$158M	D-B	Support	Support	Support
Catherine Hovell Project Manager	Structures Manager	Brightline High Speed Rail (CA North)	$1.5B	GC/CM	N/A	Structures Design Manager	TBD
	Design Manager	SR 520 Montlake I/C to Lake Washington	$450M	D-B	N/A	Design Manager	Design Manager
	Deputy Design Manager, Quality Lead, Structures Engineer	Sound Transit: E360 SR 520 to Redmond Tech	$227M	D-B	N/A	SME	Design Manager
	Project Manager (Closeout)	Sound Transit: Eastlink Bellevue to Redmond	$3B	All	N/A	N/A	N/A
		Sound Transit: E130 Seattle to South Bellevue	$750M	GC/CM	N/A	N/A	Project Manager
	Owner's Design Manager	SR 167 Toll Upgrades	$84M	D-B	N/A	Owner's Rep	
	Delivery Selection, Procurement Support	Hood River-White Salmon Bridge Replacement Project	Confidential	P-D-B	SME	N/A	N/A

ATTACHMENT B
PROJECT STAFF REPRESENTATIVE EXPERIENCE

Thuy Hong Owner Advisor	Design, Construction, Procurement and Contracts Manager	Sound Transit: University of Washington Station	$142M	GC/CM	Procurement Manager	Contract Manager	Contract Manager
		Sound Transit: Capitol Hill Station	$105M	GC/CM	Procurement Manager	Contract Manager	Contract Manager
		Sound Transit: University District Station	$122M	GC/CM	Procurement Manager	Contract Manager	Contract Manager
		Sound Transit: Northgate Station and Parking Garage	$180M	GC/CM D-B-B D-B	Procurement Manager	Contract Manager	Contract Manager
		Sound Transit: Angle Lake Station and Parking Garage	$383M	D-B	Procurement Manager	Contract Manager	Contract Manager
	Owner Advisor Procurement, Contracts and Internal Controls	Hood River-White Salmon Bridge Replacement Project	Confidential	P-D-B	Procurement Manager	Owner Advisor	Currently in Phase 1B
	GEC RFP Development Lead	WSDOT I-90 Sunset Fish Passage	$115M	D-B	RFP Development	N/A	N/A
		WSDOT I-5 Yesler	$203M	D-B	RFP Development	N/A	N/A
		WSDOT I-90 Lewis Fish Passage	$158M	D-B	RFP Development	N/A	N/A
Kevin Phelps Strategic Advisor	Sr. Director - Amtrak	Frederick Douglass Tunnel - Package A, Maryland	>$1B	GC/CM	Delivery/Commercial Strategy & Procurement	SME	SME
		Frederick Douglass Tunnel - Package B, Maryland	>$1B	GC/CM	Delivery/Commercial Strategy & Procurement	SME	N/A
		Susquehanna River Bridge, Maryland	>$2B	GC/CM	Delivery/Commercial Strategy & Procurement	SME	N/A
		Sawtooth Bridges, New York/New Jersey	>$2B	GC/CM	Delivery/Commercial Strategy & Procurement	SME	N/A
	Director, Advisory	CTDOT District 1 HQ	Confidential	GC/CM	N/A	SME	SME
		CTDOT Hardford Roof Replacement	Confidential	GC/CM	SME	SME	N/A
		CTDOT Union Station	Confidential	GC/CM	SME	N/A	N/A
		Last Chance Grade, California	Confidential	GC/CM	SME	N/A	N/A
		Brent Spence Bridge, Ohio & Kentucky	>$3B	P-D-B	N/A	SME	N/A
	Director	Yellow Line Tunnel Rehabilitation, Washington DC	>$140M	GC/CM	N/A	Delivery/Commercial Strategy & Procurement	SME

Kris Mason Project Controls	Sr. Project Controls Manager/Department Manager - Project Controls	SDOT, Waterfront Construction Management	$800M	GC/CM	Program Controls Manager	Program Controls Manager	Program Controls Manager
	Senior Project Controls/Inspector	Sound Transit: E330 Downtown Bellevue Tunnel – Eastlink Extension	$121M	GC/CM	N/A	N/A	Senior Project Controls/Inspector
Tae-Hee Han Contract Manager	Procurement and Contract Manager	Hood River-White Salmon Bridge Replacement Project	Confidential	P-D-B	Procurement and Contract Manager	Procurement and Contract Manager	N/A
		Seattle Public Utilities: Ship Canal Water Quality Project	$255	D-B-B	N/A	N/A	Commercial Manager
		Sound Transit: L-200 Lynwood Link South	$890M	Heavy Civil GC/CM	Procurement and Contract Manager	Procurement and Contract Manager	N/A
		Sound Transit: L-300 Lynwood Link North	$880M	Heavy Civil GC/CM	Procurement and Contract Manager	Procurement and Contract Manager	N/A
		Sound Transit: N-150 Roosevelt Station	$130M	GC/CM	Procurement and Contract Manager	Procurement and Contract Manager	N/A
		Sound Transit: N-140 U-District Station	$122M	GC/CM	Procurement and Contract Manager	Procurement and Contract Manager	N/A
		Sound Transit: N-160 Northgate Station	$180M	GC/CM D-B-B	Procurement and Contract Manager	Procurement and Contract Manager	N/A
		Sound Transit: U-240 Capitol Hill Station	$105M	GC/CM	N/A	N/A	Project Controls/Contract Specialist
	Project Controls/Contract Specialist	Sound Transit: U-250 UW Station	$142M	GC/CM	N/A	N/A	Project Controls/Contract Specialist
	Assistant Project Manager/Estimator	University of Washington (SITE 33W & 35W)	$59M	GC/CM	Estimator	PM	PM

Skylar Cox Procurement	Procurement and Contracts Specialist	I-90, Lewis & West Village Park and Schneider Creeks - Fish Passage Project	$158M	D-B	RFP Coordinator	RFP Coordinator	N/A
		SR 169, Rock Creek, Ginder Creek & Unnamed Tributaries – Fish Passage Project	$48M	D-B	RFP Coordinator	RFP Coordinator	N/A
		SR 167, SR 161 to SR 410 Rebuild Interchange Project	$178M	D-B	RFP Coordinator	RFP Coordinator	N/A
	Contracts, Procurement and Compliance	Hood River-White Salmon Bridge Replacement Project	Confidential	P-D-B	Contracts & Procurement	Contracts & Procurement	N/A
	RFP Coordinator	SR 167, I-5 to SR 161 - New Expressway Project	$375M-$475M	P-D-B	RFP Coordinator	RFP Coordinator	N/A
Nick Dukleski Construction Management Team	Resident Engineer I	Sound Transit: Eastlink I-90 Floating Bridge Segment CMC (E130)	$370M	GC/CM	N/A	N/A	Resident Engineer Construction Engineer
	Contractor's Structures Manager	Sound Transit: Lynnwood Link Extesion (L300)	$880M	GC/CM	N/A	N/A	Structures Manager
Kimberly Hakola, PE, PMP Construction Management Team	Resident Engineer II	Sound Transit: Lynnwood Link Extesion (L300)	$880M	GC/CM	N/A	N/A	Sr Office Engineer
	Assistant Resident Engineer/Office Engineer	Sound Transit: Northgate Link Extension	$152M	GC/CM	N/A	N/A	Assistant Resident Engineer/Office Engineer
Angela Battle Inclusion and Small Business Outreach	Director, Diversity & Inclusion	Campus Refresh	$900M	GC/CM	N/A	N/A	Subcontractor & Supplier Inclusion Lead
		Woodland Park Zoo Habitat Remodel	$20M	GC/CM	N/A	N/A	Subcontractor & Supplier Inclusion Lead

Caroline Barnett Design Review	GEC Design Manager	WSDOT: I-405, Brickyard to SR 527 Improvement Project	$834M	D-B	PM	PM	N/A
	GEC Design Manager	WSDOT: I-405, Renton to Bellevue Widneing and Express Toll Lanes Improvement Project	$705M	D-B	PM	PM	N/A
	GEC Technical Lead for Roadway and Tolling	WSDOT: I-405, Bellevue to Lynnwood Express Toll Lanes project	$155M	D-B	SME	SME	N/A
Stuart Bennion Design Team	Owners Rep Design Lead	City of Washougal 32nd Ave Grade Separation project	$100M	P-D-B	Design Lead for Conceptual Design	OR Design Lead	OR Design Lead
	Owners Rep Structural Designer	PBOT E11004 Carolina Trunkline Project	$52M	GC/CM	Structural Engineer	Structural Engineer	Structural Engineer
Lorelei Williams Design Team	Executive for Construction	Elliott Bay Seawall Replacement	$410M	GC/CM	N/A	N/A	Executive

City of Bellevue - Construction History (6 years)												
Project #	**Project Name**	**Project Description**	**Contracting Method**	**Planned Start**	**Planned Finish**	**Actual Start**	**Actual Finish**	**Planned Budget**	**Actual Cost**	**Reason for Budget or Schedule Overrun**	**SMWVDBE Utilization - Planned**	**SMWVDBE Utilization - Actual**
1	NE Spring Boulevard (Zone 1)	New arterial roadway divided into 4 phases that included demolition of 2 buildings and construction of 2 bridges.	D-B-B	Aug-16	Sep-20	Aug-16	Sep-20	$18.4M	$19.6M	Contaminated soil.	1B - 0% 1A - 7%	WSDOT tracking system not in place at the time
2	NE Spring Boulevard (Zone 2)	New arterial roadway constructed in coordination with private development.	D-B-B	Oct-18	Oct-20	Oct-18	Oct-20	$11.5M	$12.5M	Overages on concrete, flagging, and removing pipe.	8%	16.01%
3	124th Ave NE -NE 12th to Spring Blvd	Widening to 5 lanes.	D-B-B	Dec-21	May-25	Dec-21	May-25	$8.7M	$9.4M	Overages on flagging, HMA, and removing pipe.	19%	20.24%
4	124th Ave NE -Spring Blvd to Ichigo Way	Widening to 5 lanes, reprofiling the roadway and construction of a bridge over the light rail.	D-B-B	Jul-19	Sep-21	Jul-19	Sep-21	$13.0M	$12.8M	N/A	5% DBE 10% SBE	WSDOT tracking system not in place at the time
5	124th Ave NE - Ichigo Way to Northup Way	Widening to 5 lanes, reprofiling the roadway and construction of a culvert over the west tributary.	D-B-B	Nov-22	May-25	Nov-22	May-25	$23.1M	$27.3M	Unforeseen utility conflicts. Overages in flagging and HMA.	20%	**Currently at 24.18%, not completed
6	130th Ave NE -BelRed Rd. to Northup Way	2- lanes with turn pockets. Addition on street frontage improevements on both sides including: sidewalk, bikeway, landscaping and amenity zone an street lighting.	D-B-B	Jul-21	Nov-21	Apr-25	Aug-25	$11.8 M	$13.8M	Delay due to COVID. Budget overun due to overages in traffic control and removing pipe.	16%	**Currently at 13.78%, not completed
7	Fire Station 10 1225 112th Avenue, NE	Construction of new 26,600 SF essential-facility standard fire station with frontage improvements along 112th Ave NE and intersection improvements at 12th St and 112th Ave NE.	D-B-B	Mar-23	Sep-24	Mar-23	Dec-25	$43M	$53M	Contaminated soil encountered during construction, needed to redesign geothermal HVAC system.	N/A	N/A
8	Mountains to Sound Trail, Factoria Blvd to 132nd Ave SE	Construct an extension of the Mountains to Sound Greenway Trail (multi-use trail) from I-405 to 132nd Ave SE.	D-B-B	Aug-25	Oct-25	Sep-25	Nov-25	$17.6M	$18.5M	Overages in HMA. Unforeseen utility conflicts and additional potholing.	26%	13.74%
9	Mountains to Sound Trail, 132nd Ave SE to 142nd Pl	Construct an extension of the Mountains to Sound Greenway Trail (multi-use trail) from 132nd Ave SE to 142nd Pl.	D-B-B	Feb-21	Oct-23	Feb-21	Oct-23	$7.6M	$7.6M	N/A	11%	13.74%
10	Downtown Park Gateway	New Entry & Art to Downtown Park.	D-B-B	Mar-20	Mar-21	Jun-20	Jun-21	$10M	$10M	Construction completed in 2021, however Artwork completion/installation was delayed (2yr). Art installation 1/2023 through 5/2023.	N/A	N/A
11	Factoria Blvd Storm Conveyance	Reduced the risk of flooding along Factoria Boulevard SE. This project replaced existing aged and undersized stormwater pipe and inlets with a 10-foot wide concrete box stormwater conveyance system in Factoria Boulevard SE and rebuilt the outfall to the Richards Creek inlet channel adjacent to the Factoria Village commercial area.	D-B-B	Jan-19	Dec-23	Jan-19	Feb-25	$15.9M	$14.7M	Delay obtaining permits from WDFW and USACE, easements, and to mitigate impacts during COVID and coordinate with WSDOT, Franchised Utilities relocation.	N/A	N/A

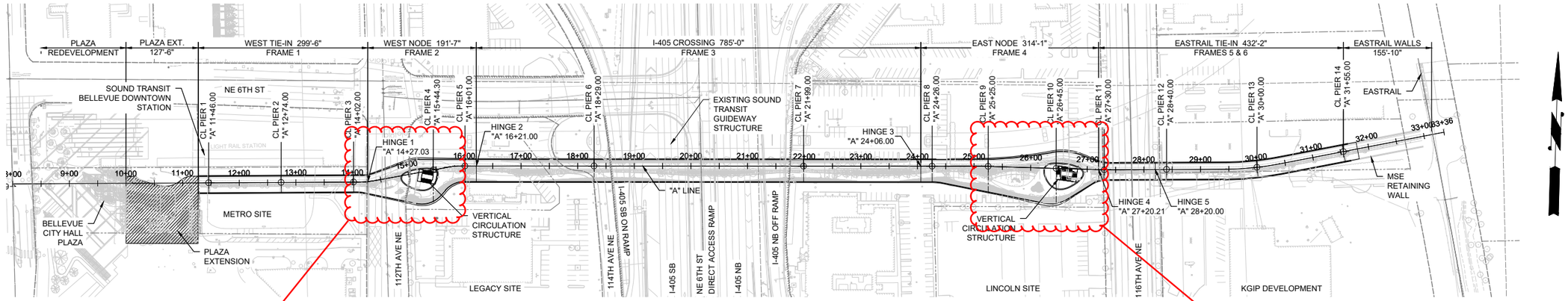
City of Bellevue - Construction History (6 years)

12	Pikes Peak Reservoir Replacement	Replaces the existing reservoir with a new 1.25 million-gallon prestressed concrete reservoir, with associated piping, valves, and appurtenances, improve the stormwater system on site to meet code requirements. The existing PS was nearing the end of its useful life.	D-B-B	Apr-17	Sep-23	Apr-17	Oct-24	$7.1M	$9.5M	Bid came up higher than engineers estimate (sharp cost increase after COVID). Construction delay due to long lead time materials (supply chain issue).	N/A	N/A
13	Lakemont Emergency	New bridge to cross over failed culvert along Lakemont Blvd.	D-B-B	Feb-23	Apr-24	Oct-23	Mar-25	$11.2M	$9.6M	Project developed/executed as an Urgent/Emergency project.	N/A	N/A
14	136th Ave NE Inlet Station and NE 8th St Transmission Main	Provide additional capacity to draw flow from Seattle Public Utilities' (SPU's) Tolt-Eastside Supply Line (TESSL). This is required to meet future peak water supply needs in response to projected growth in the Downtown, Bel-Red and Wilburton areas.	D-B-B	May-19	Jun-20	Jun-20	Jun-23	$8.4M	$8.2M	Project delayed due to complex permitting, easement acquisition and external agency (SPU) coordination.	N/A	N/A
15	Cherry Crest PS Replacement	Replacement of existing Cherry Crest Pump Station and upsizing 1,800 LF of existing watermain to 16-inch DI.	D-B-B	Mar-19	Jun-20	Sep-19	Sep-21	$8.4M	$7.9M	Construction delays due to a PSE gas relocation.	N/A	N/A

Render view from the east, looking west across I-405. Key consideration of this view is coordination with the development in the foreground. The bridge will be integrated into the building design.

Render view from the south, looking north up I-405. Key consideration of this view is the complex urban environment with significant traffic management needs across 14+ lanes of vehicular traffic.

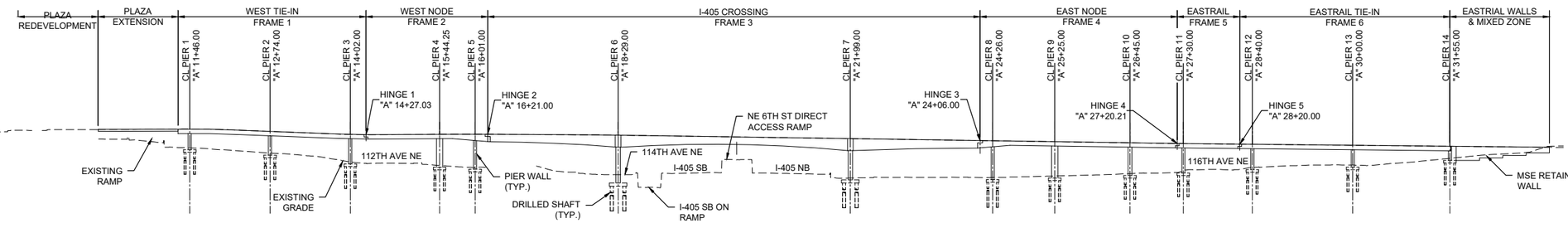
Render view from the northwest, looking southwest.



PLAN

Bridge area will be reduced to match rest of structure

Bridge area will be reduced to match rest of structure



ELEVATION

SCALE IN FEET
HORIZONTAL 100 0 50 100 200

SCALE IN FEET
VERTICAL 10 0 5 10 20

General Bridge Layout 30% Plan. Background maps show existing roadways and structures. Proposed structures that are not part of the Grand Connection Crossing work discussed in this application are not shown.

STUART C. BENNION — STATE OF WASHINGTON — 41778 — STRUCTURAL ENGINEER — PROFESSIONAL ENGINEER

NO.	DATE	BY	APPR.	REVISIONS

F. SUNAGO — DESIGNED BY — 12/12/24 DATE
J. JAYNES — DRAWN BY — 12/12/24 DATE
M. BARBER / S. BENNION — CHECKED BY — 12/12/24 DATE

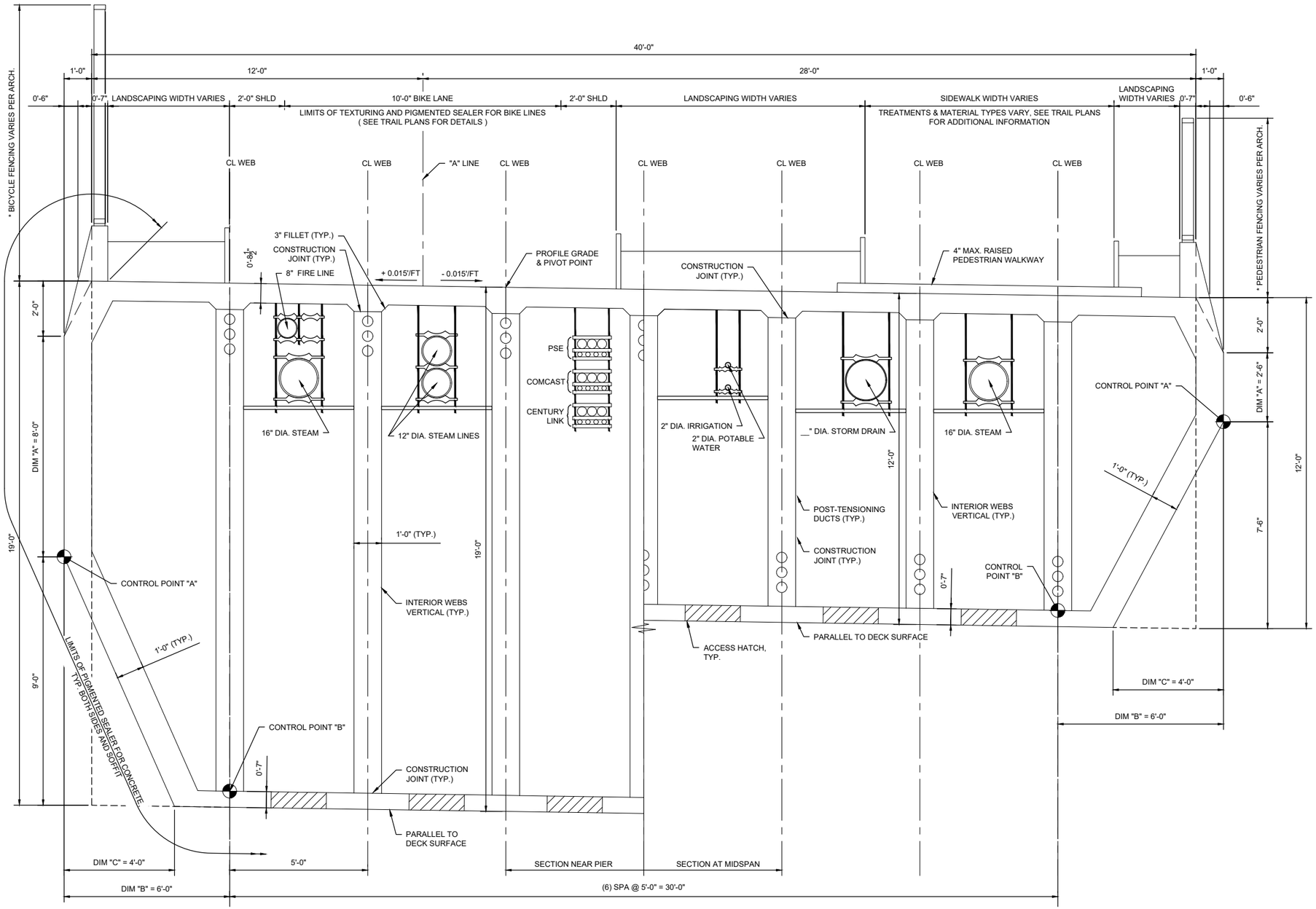
City of Bellevue
Transportation Department

WSP

BELLEVUE GRAND CONNECTION: I-405 CROSSING
DOWNTOWN TO EASTRAIL
GENERAL LAYOUT

GENERAL BRIDGE LAYOUT

B-100 — SHT 70 OF 217



segmental concrete box girder main span section near pier and near midspan

Bridge Typical Section – Main Span – Frame 3, 30% Plan. Section shown to illustrate complexity of structural design and construction needs.

TYPICAL SECTION

ALL HORIZONTAL DIMENSIONS NORMAL TO "A" LINE
* SEE ARCHITECTURAL SHEETS FOR RAILING HEIGHTS, SIZES, AND DETAILS.

STUART C. BENNION — STATE OF WASHINGTON — 41778 — STRUCTURAL ENGINEER — PROFESSIONAL ENGINEER

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BELLEVUE GRAND CONNECTION: I-405 CROSSING
DOWNTOWN TO EASTRAIL
I-405 CROSSING

BRIDGE TYPICAL SECTION
MAIN SPAN - FRAME 3

B-312 SHT 86 OF 217