PROJECT REVIEW COMMITTEE
QUESTIONS RE: PROJECT APPLICATION
Meeting Date: September 25, 2025

KING COUNTY METRO

- CENTRAL CAMPUS ZERO EMISSIONS INFRASTRUCTURE PROGRESSIVE DESIGN-BUILD PROJECT

1. The Organizational Chart is very confusing, and we cannot tell who is doing what or reporting to whom. Please clarify the reporting structure –
   To clarify the organizational structure, it is important to understand that King County Metro is using a collaborative management model inspired by successful Progressive Design-Build (PDB) projects at institutions like the University of Washington, as well as Alliance contracting in Australia and the UK, and Integrated Project Delivery (IPD) in the U.S. private sector. While this project does not utilize a formal multi-party contract as in Alliance or IPD models, Metro is adopting the core principles of those approaches—early integration, shared goals, consensus decision-making, and collaborative governance.

   This involves establishing a Project Management Team (PMT) that brings together authorized representatives from Metro, the owner advisory team, and the Progressive Design-Build Team (PDB Team) to work as an integrated unit. This team will be responsible for collaboratively making decisions on behalf of the project. One of Metro's PMT representatives will have authority to affirm decisions, execute change orders and construction change directives as needed.

   The PMT will periodically report to a Senior Leadership Team (SLT) with executive representatives from Metro, and the PDB Team design and construction representatives. Design and pre-construction activities are intended to be implemented through a collaborative working group concept comprising interdisciplinary representatives from Metro, the Construction team, and the PDB Team. The graphic below depicts how this is envisioned.

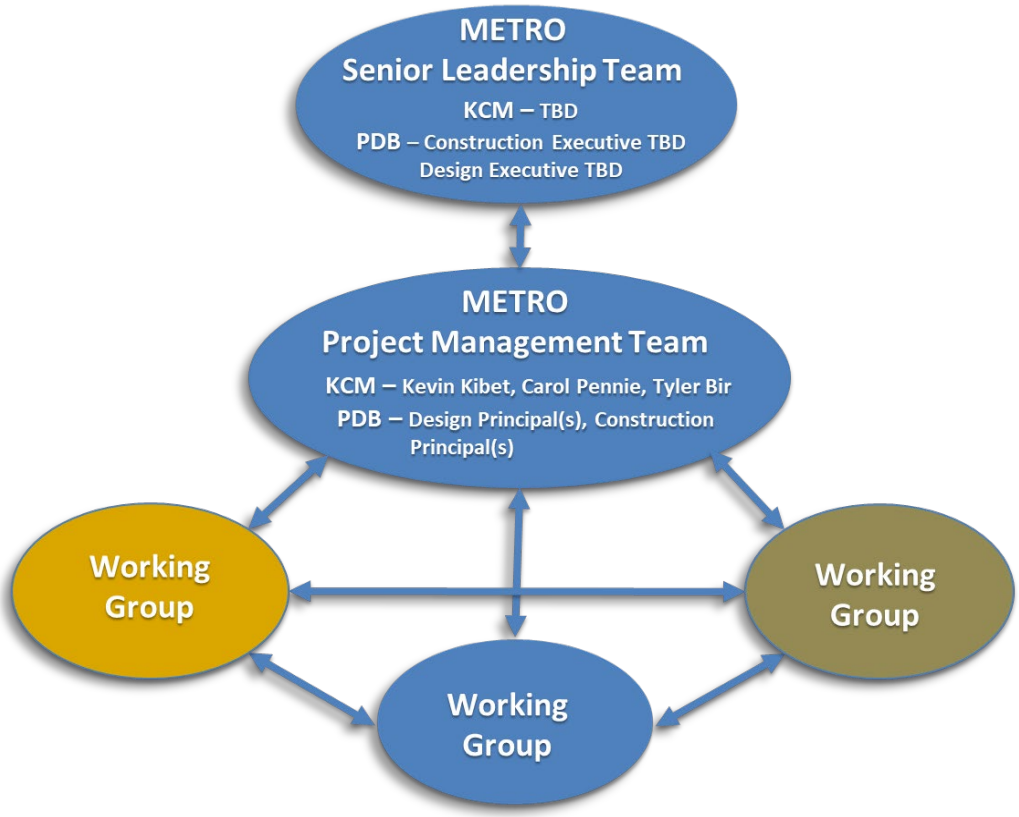

Figure 1 Project Governance Diagram

a. Who does the DB Team report to with issues?
In this model, the Progressive Design-Builder (PDB) Team reports issues directly to the PMT. The PMT acts as the central hub for resolving issues, concerns and making joint decisions, ensuring that all parties are aligned and that issues are addressed collaboratively. Metro's representative shall also be responsible for coordinating action among the Project participants, including any additional Metro personnel who must participate in decision-making on the Project. This structure ensures that project decisions are made collaboratively and that all team members remain aligned.

b. How does the design team (metro) fit into the process? What design are they doing?
Rather than performing the detailed design, Metro's design team contributes early input, sets design standards and criteria, participates in over-the-shoulder review meetings, and performs design review to ensure compliance with Metro goals and policies. The detailed design will be developed by the PDB Team's design subconsultants. This approach helps to align project direction early while enabling efficient, integrated design development and ensures that Metro's requirements are integrated from the outset.

c. How does the construction team fits and what are they doing? How do they fit with PDB team and integrate?
The construction team is integrated from the outset into the PDB process, participating in design reviews and constructability assessments, BIM modeling, cost modeling, schedule planning, and risk mitigation during the design phase. Their early engagement ensures that construction is planned efficiently and that the team is fully integrated with the PDB approach, minimizing disruptions and ensuring smooth execution. During the construction phase the Construction Team will transition into construction oversight, provide independent cost modeling, schedule analysis, and quality verification while continuing to operate within the collaborative PDB framework.

2. Can the interaction of the Technical Representative, the Design Team, the Project Manager, and the Progressive Design-Builder Team shown in Attachment C (Organizational Chart) during the course of the project be explained in more detail?

During the course of the project, King County Metro will use a collaborative governance structure centered around a Project Management Team (PMT). The PMT includes Metro's Project Manager (PM), the Technical Representative (Tech Rep aka Construction Manager), and other key project leadership. The Design-Builder Team also has representation on the PMT, which functions as the central hub for issue resolution and decision-making throughout both the design and construction phases. Below is a breakdown of the interaction between the listed roles:

Technical Representative (Construction Manager) & Construction Team
The Technical Representative/Construction Manager leads Metro's Construction Team, which includes subject matter experts providing constructability input during design, as well as field-based construction oversight once construction begins. During the design phase, the Tech Rep and Construction Team provide over-the-shoulder review of the Design-Builder's design development. Their involvement ensures that Metro's technical standards and construction expectations are integrated early.

During construction, the Technical Representative/Construction Manager administers the contract and leads Metro's effort to provide field observation and quality verification. The Technical Representative's role is to work collaboratively with the Design-Builder within the Progressive Design-Build (PDB) framework.

Project Manager (Metro)
The Metro Project Manager (PM) serves as the coordinator of all Metro project participants, including the Design Team, Tech Rep/Construction Team, and Owner Advisors. The PM is a core member of the PMT and ensures that Metro's obligations under the contract are met while fostering timely decisions and alignment across various project teams. The PM does not function in a traditional siloed supervisory role—instead, the PM works through the PMT to facilitate joint decision-making and serves as the principal interface between Metro leadership and the Design-Builder.

Progressive Design-Builder Team
The PDB Team is integrated early and continuously throughout design and construction. Their representatives participate in the PMT and in discipline-specific working groups. During design, the PDB team provides cost modeling, constructability input, risk assessment, and scheduling, while collaboratively developing the design with Metro input.

During construction, the PDB Team transitions into execution and delivery roles, and continues coordination and engagement with the Tech Rep/Construction Manager and the Construction Team to construct the project. The team will resolve issues at the project level to the greatest extent possible, but elevate issues to the PMT, when needed.

Governance Summary
All these roles—Technical Representative/Construction Manager, Metro's Design Team, Project Manager, and the PDB Team—operate within a collaborative structure, not a traditional linear hierarchy. The PMT is the decision-making body at the project level, ensuring that integration, responsiveness, and alignment are maintained across all project participants. This structure supports the collaborative intent of Progressive Design-Build while preserving necessary Metro oversight and governance.

Please refer to Figure 1 the simplified Project Governance Diagram (See Question 1 Response) for a visual representation of these relationships.

3. Why is the timeline between RFQ advertisement and notification of highest scored finalist roughly 10 months? There are significant durations between submission of requested materials and the notification of shortlisted and finalist firms.

In response to this question, the project team re-evaluated the procurement schedule and agreed that the originally planned duration appeared longer than necessary. As a result, the team revised the timeline, reducing the overall duration from **approximately 10 months to 8 months** between RFQ advertisement and the Notice of Intent to Award (NOITA) to the highest-ranked firm.

This revised timeline is consistent with other Design-Build and Progressive Design-Build procurements undertaken by King County and reflects the **minimum durations** required to comply with the County's **established procurement processes**, which include prescribed public

notice periods, internal review checkpoints, and evaluation steps to ensure transparency, fairness, and legal compliance.

While the new schedule reflects the minimum required durations, the County remains committed to **continuous improvement** and will continue to identify opportunities to streamline the process wherever possible. Any further refinements will be coordinated with the internal procurement and project delivery teams, and all interested parties will have the opportunity to review and concur with any additional updates.

An updated PRC Application Attachment B graphic schedule has been included as an attachment for the responses to question 3 and question 4.

4. Can you help the panel understand the timeline between notification of shortlisted firms and **issuance** of the RFP?

   In reviewing the original schedule submitted with the PRC application, we acknowledge that the specific duration between **shortlist notification** and **RFP issuance** was not clearly depicted in the graphic schedule provided in Attachment B. However, the detailed internal procurement schedule did account for this period and originally allocated **30 business days** to finalize and publish the RFP following shortlist notification.

   This original duration was based on the assumption that additional time would be needed for:

   - Final development and revision of the RFP;
   - Completion of internal County reviews and approvals;
   - Coordination among project team members and internal King County interested parties.

   Since that schedule was developed, the project team has made **significant progress in drafting both the RFQ and RFP** documents. That progress was not fully reflected in the original PRC schedule.

   As a result of this advanced preparation, we have **re-evaluated the timeline** and determined that the period between shortlist notification and RFP publication can be **significantly reduced—from 30 business days to approximately 5 business days**. This reflects the fact that the RFP will already be near-final at the time of shortlist notification, requiring only minimal final edits and approvals before publication.

   This revision shortens the overall procurement duration and reflects our commitment to a more efficient process, while still ensuring that the RFP is clear, complete, and aligned with the County's procurement standards.

   Again, these changes are included in the updated Attachment B graphic schedule attached to these question responses.

5. Can you expand on insights/lessons learned from the IBE project and how those will be applied to this project?

Drawing on real-world experience from the Interim Base Electrification (IBE) project, King County Metro has implemented several key improvements to the Central Campus Zero Emissions project to enhance collaboration, reduce risk, and improve outcomes. Specifically, we are strengthening the RFQ and RFP process to better assess team behaviors and collaboration style, not just technical qualifications. We are prioritizing the ability to better evaluate team dynamics in the interactive proprietary one-on-one meetings and interviews. A requirement for early cost model validation is being introduced to reduce risk at target cost agreement. Internally, we are investing more time upfront to align on assumptions and strategy ("go slow to go fast"), while ensuring continuous engagement from the Owner Advisor to maintain project health and integration. These changes are rooted in real experience and are intended to improve delivery, collaboration, and long-term project outcomes.

Metro staff Kevin Kibet, and Carol Pennie along with Dave Umstot shared a number of valuable lessons learned from IBE during a recent DBIA conference. Below are selected lessons and how we are applying them to Central Campus Zero Emissions project to improve our process, risk management, and eventual outcomes:

Key Lessons and Applications

Lesson Learned	How We're Applying it in the CCZE Project
Good clarity in RFQ/RFP technical requirements, but not in desired team behaviors	We are updating our RFQ and RFP documents to clearly define both technical requirements *and* expected team behaviors — such as collaboration, responsiveness, communication style, and integrated decision making. These behavioral criteria will be weighed during evaluation.
Carrying forward points from RFQ skewed results from paper screen; limited evaluation of team dynamics	We will ensure that scoring from the RFQ does *not* constrain or unduly bias how the RFP evaluation considers team dynamics. Proposal evaluation metrics will include interactive and interview elements to assess team fit and chemistry, so that dynamics with the PDB Team are visible, not just paper qualifications.
More effort to interactive sessions and interviews would allow greater insight into team's capabilities	We are structuring the RFP to include interviews, perhaps design-build workshops or bidder "industry days," and interactive components so that the evaluation panel can see how teams perform in real time. These sessions will allow evaluators to examine communication, innovation, and how teams respond to change.
Lack of requirement for a cost model to validate target cost	For this project, we will require proposers to provide a cost model or supporting data that validates the target cost assumptions. Early validation will help reduce risk of cost overruns and ensure proposals are realistic.
"Go slow to go fast" – spend time up front validating assumptions and strategy	In the preliminary design and procurement planning phases, we are investing additional effort to align Metro, the Owner Advisor, and expected PDB Team on assumptions (e.g., utility

Lesson Learned	How We're Applying it in the CCZE Project
	coordination, charging load, site constraints) so that when the design-builder is engaged many unknowns have been addressed. This will reduce delays or rework.
Continuous project team health – leverage the Owner Advisor	We will use our Owner Advisor early and repeatedly to facilitate alignment, troubleshoot project health issues, and ensure continuity across phases, particularly during the design, procurement, and construction transitions.
Use DBIA templates as a starting point	We are reviewing DBIA best practice templates and incorporating those where appropriate (e.g. for contract language, RFQ/RFP structure, decision logs) so we benefit from proven approaches while tailoring them for Metro's specific needs.

Overarching Benefit

By systematically integrating these lessons, we aim to enhance the fairness, transparency, and effectiveness of the procurement process, reduce risk and cost escalation, improve team collaboration from the start, and accelerate delivery without compromising quality or oversight. These are directly aimed at ensuring the success of the Central Campus Zero Emissions project under Progressive DesignBuild.

6. In Attachment F (Past Performance of Inclusion Goals), Contract Number P00255P19 shows a "Current Goal SBE" of 95%, yet the "Current Goal Participation" shows 16.83% for this project which is 100% complete. What is the cause of this discrepancy?

   This was a typo; the requirement was 15% not 95%. Given that the project is 100% complete, the Participation of 16.83% exceeded the 15% goal for the project.

Attachment B - Project Schedule

Revision 1.
09-23-2025; Revised in response to PRC Review Committee Questions