

**Project Review Committee Presentation
September 25th, 2025**

Central Campus Zero Emissions Infrastructure (CCZE) Project



Introductions - Presenting Team



King County

Kevin Kibet, PMP
Project Manager



Carol Pennie
Contract Project Representative



Katia Garcia
Pro Equity Contracting Supervisor



Joe Baca
CWA Administrator



Owner Advisor

David Umstot, PE, DBIA
PDB Advisor



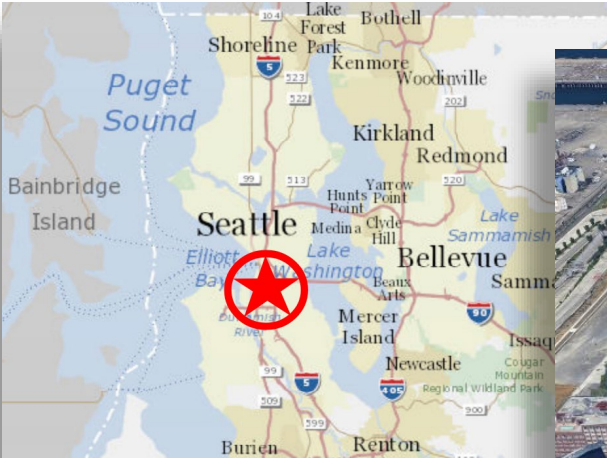
Agenda

- I. Project Overview
- II. Benefits of PDB
Evaluation Criteria A
- III. Qualifying Criteria RCW 39.10
Evaluation Criteria B
- IV. Owner Team Qualifications
Evaluation Criteria C
- V. Contract Oversight and Administration Capability
Evaluation Criteria D
- VI. Equity and Social Justice
- VII. PRC Question & Answer

Project Evaluation Criteria Design-Build

- A. Provides substantial fiscal benefit or traditional delivery method is not practical.
- B. Project meets qualifying criteria under RCW 39.10.300.
Public bodies may utilize the DB procedure for public works projects in which the total project cost is over two million dollars and where: *(Pass if meets 1 of 3)*
 - 1. The construction activities are highly specialized, and a DB approach is critical in developing the construction methodology; or
 - 2. The projects selected provide opportunity for greater innovation or efficiencies between the designer and the builder; or
 - 3. Significant savings in project delivery time would be realized.
- C. Public Body has necessary experience or team:
(must meet all 6 to pass; 1 fail fails all)
 - 1. Project delivery knowledge and experience;
 - 2. Sufficient contract administration personnel with construction experience;
 - 3. Written management plan with clear & logical lines of authority;
 - 4. Necessary & appropriate funding and time to carry out the project;
 - 5. Continuity of project management team with project type & scope experience;
 - 6. Necessary and appropriate construction budget.
- D. For Design-Build projects, construction personnel independent of the DB team are knowledgeable in DB process & capable to oversee & administer the contract.
- E. Public Body has resolved any audit findings relative to previous projects.

Project Overview



Preliminary Scope

Key Project Elements

- Coordination of 3 operating bases
- High-Capacity Electrical Power Infrastructure
- Seattle City Light coordination
- Zero Emissions Bus (ZEB) Infrastructure
- Systems Integration
- Renovate or replace existing maintenance facilities
- Construction in Active Bus Operating Environment



Fiscal Benefits of PDB

✓ *Project Meets Evaluation Criteria A*

Fiscal Benefits

- Supports open-book estimating and value engineering throughout design
- Supports Target Value Design to support cost certainty
- Reduces financial exposure due to change orders, delays, and claims
- Facilitates phased implementation of financial commitments
- Promotes early risk identification and mitigation with input from the builder
- Enhanced collaboration throughout design and construction



Highly Specialized Construction Approach

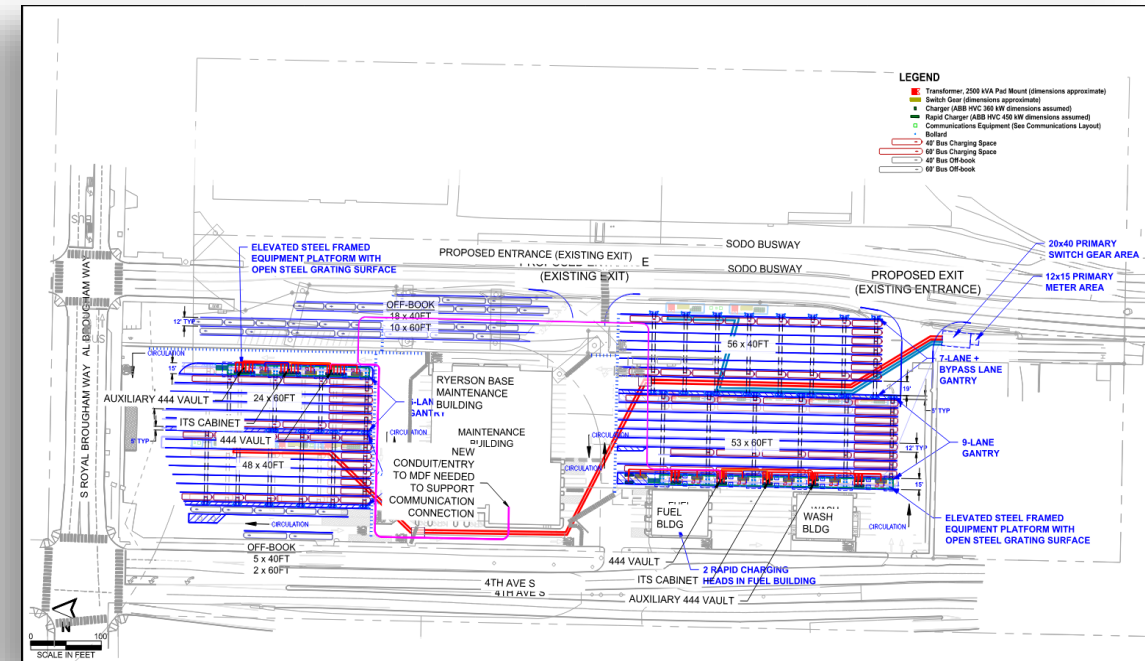
✓ *Project Meets Evaluation Criteria B.1*

Key Project Complexities:

- Live operating transit base during construction
- Congested urban environment including adjacent stadium sporting events
- Medium-voltage ZEB charging infrastructure
- Construction phasing, access, outage constraints

Why PDB Fits:

- Enables early and continuous collaboration between owner, designer, builder
- Supports constructability reviews and schedule alignment
- Supports Risk Mitigation and cost certainty
- Collaborative planning mitigates service disruption
- Optimizes coordination with Seattle City Light



Innovation and Efficiencies with Integrated Team

✓ *Project Meets Evaluation Criteria B.2*



Integrated team structure fosters early collaboration between designer, builder, and owner



Innovative solutions enabled through shared planning, risk mitigation, and design input



State-of-the-art technologies deployed for charging infrastructure and power distribution



Opportunities for prefabrication and modular construction reduce field labor and minimize service disruptions



Streamlined decision-making improves efficiency and responsiveness during delivery



Target Value Design (TVD) aligns design decisions with cost goals, fostering continuous cost validation and value optimization throughout the project.

Delivery Schedule Benefits

Project Meets Evaluation Criteria B.3

- Compresses procurement and design timelines compared to Design-Bid-Build or traditional Design-Build
- Allows early contractor involvement and overlapping design and construction
- Supports early work packages to fast-track – possible examples include:
 - Utility service upgrades
 - Medium-voltage equipment procurement
 - Charging system infrastructure (foundations, conduits)
 - Construction phasing establishing work zones & maintaining bus operations
 - Prefabrication of gantries, raceways, or modular components
- Not practical to achieve Metro's 2031 completion target using Design-Bid-Build

King County Capital Project Experience

✓ *Project Meets Evaluation Criteria C.1*

Project Name	Description	Contracting Method	Start	Finish	Planned Budget	Actual Cost
Harbor Maleng Building Single Patient Rooms	Convert two outpatient clinic floors in Maleng building into single patient rooms and renovate two clinic floors in Ninth and Jefferson Building (NJB)	PDB	Nov-21	ongoing	\$75M	\$78M
Interim Base Electrification	Constructs the infrastructure to house up to 123 battery electric buses	DB using ESPC	Jun-21	Dec-25	\$67M	On-going
Atlantic Vehicle Maintenance (VM)	Replace existing HVAC system serving the shop and storage spaces in the Vehicle Maintenance building with new and new Building HVAC controls.	DB using ESPC	Jun-21	Jan-27	\$15 M	\$29M
South Base Test Chargers	Constructed an Electric Bus Charger test facility at its South base. This project includes installation of new electrical service, duct bank, and charger infrastructure	DB using ESPC	Jan-21	Sep-24	\$7M	\$8M
Safety and Training Building	Lease for a build site to relocate the South Annex Base Safety and Training facility that includes a 12,000 sq. ft facility with a 350,000 sq ft training and storage yard.	Lease - Build to Suit	Mar-20	Mar-21	\$3.7 M	\$4.7 M
Passenger Ferry Terminal at Colman Dock	10,000 SF passenger ferry terminal located at Colman Dock, Seattle, for the King County Water Taxi and Kitsap Fast Ferry serving 1.25 million passengers	Joint Venture	Aug-17	Sep-19	\$35 M	\$35 M

Admin Personnel with Construction Experience

✓ *Project Meets Evaluation Criteria C.2*



Eileen McHugh (Project Management Supervisor)

- UCSD Franklin Antonio Hall Research Lab (GC/CM)
- Capital Supervisor (ESPC)
- Project Architect/Enabling Projects Manager (PDB)



Kevin Kibet, PMP, DIBA (Project Manager)

- Interim Base Electrification (PDB & ESPC)
- South Base Test Chargers (ESPC)
- RapidRide H Line (DBB)
- Eastlake Layover Facility (DBB)
- Montlake Hub Improvements (DBB)



Sadiq Anod, PE (Project Engineer)

- South Base Test Chargers (ESPC)
- RapidRide H Line (DBB)
- Eastlake Layover Facility (DBB)
- Yard Lighting Projects (ESPC)



Carol Pennie (Project Representative)

- King County Marine Division Pier 50 Float Replacement Project (DB)
- KC South Interim Base Building Demolition (DBB)
- Atlantic Yard Refurb GC/CM Procurement
- Interim Base Electrification PDB Procurement
- KC South Base Test Chargers (ESPC)
- King County Multistoried Structured Parking Program (DBB)



Tyler Bir (Construction Manager)

- Interim Base Electrification (ESPC)
- Atlantic Base HVAC Replacement Project (ESPC)
- Central Base Wash / Vac Replacement (ESPC)
- Van Distribution Center Asphalt Concrete Paving (DBB)

Admin Personnel with Construction Experience

✓ *Project Meets Evaluation Criteria C.2*



David Umstot, PE, DBIA (Owner Advisor)

- KCM Interim Base Electrification, Tukwila, WA (PDB)
- Los Angeles World Airports, LAX Terminal Cores Project for Automated People Mover (PDB)
- Fullerton College Instructional Building and Central Plant Expansion (PDB)



Mo Sheikhezadeh, PE (Owner Advisor Project Manager)

- I-405, NE 6th to I-5 Hard Shoulder Running (HSR) & ELT Improvements, WSDOT, Bellevue, WA (DB)
- Panama Canal - Three Locks, Panama Canal Authority (DB)
- SR 519 - I-90 to SR 99 Intermodal Access I/C Improvements Phase 2, WSDOT, Seattle WA (DBB)



Jim Sammet, PE, DBIA (Resident Engineer)

- SR3/ SR104/ SR303/ SR307/SR308 Kitsap County Remove Fish Barriers (PDB)
- SR 2022 Evans/Patterson/Tribes Fish Passage, WSDOT (DB)



Rene Hurtado, PE (Scheduler)

- Highway 101: Carpinteria to Santa Barbara (GC/CM)
- I-405, Renton to Bellevue Widening and Express Toll Lanes (DB)
- Gordie Howe International Bridge (DB)



Larry Bjork, PE (Cost Estimator)

- Interim Base Electrification (PDB)
- Highline High School (GC/CM)
- Evergreen High School (GC/CM)
- Pacific Middle School (GC/CM)

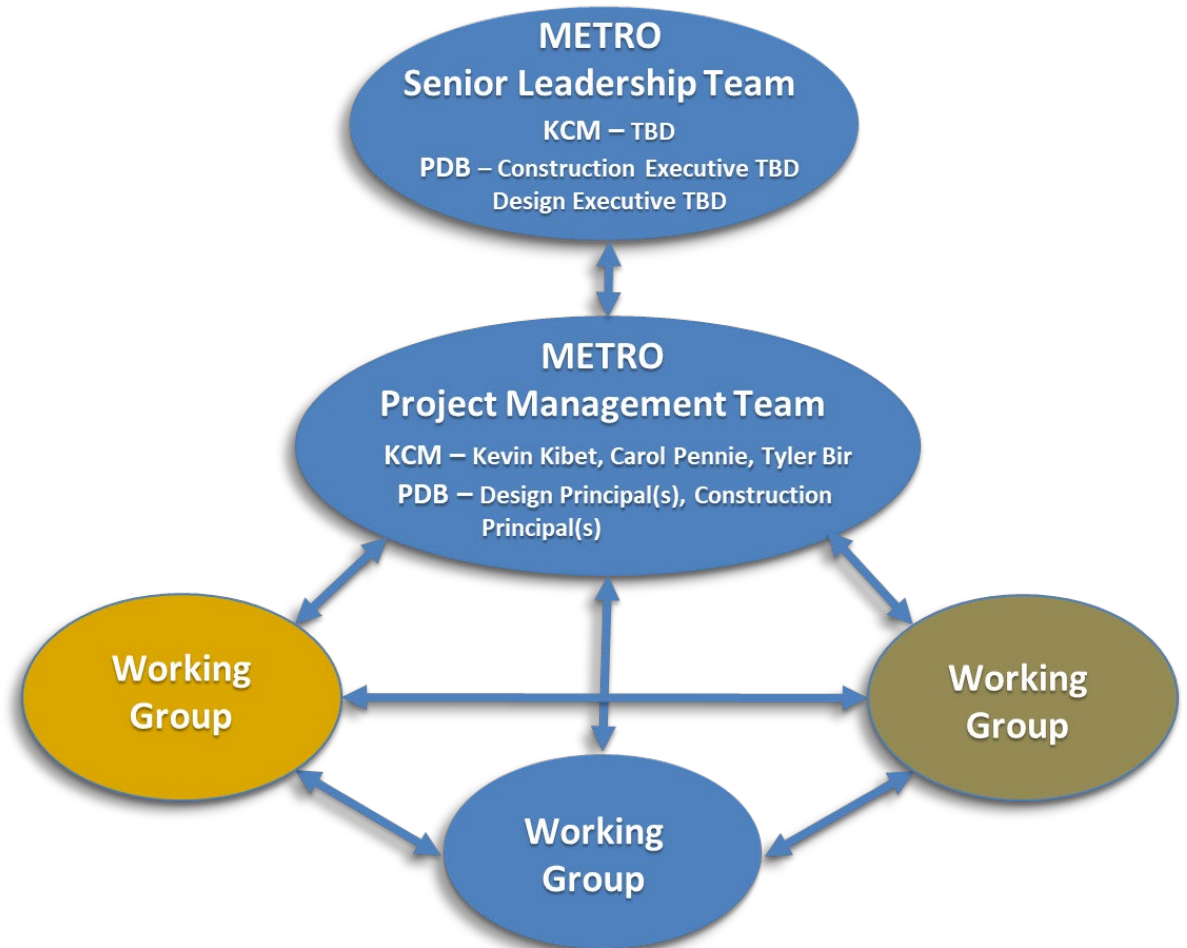
Administration and Management Plans

✓ *Project Meets Evaluation Criteria C.3*

METRO's Management Plans

- Established Management Framework with Defined Roles and Authority:
- Metro's Internal Delivery Manuals:
- Project Governance:
- Change Management Structure:
- Alignment with PDB Implementation:

Project Governance Structure



Project Schedule

 **Project Meets Evaluation Criteria C.4**

Description	2025	2026	2027	2028	2029	2030	2031
Procurement Preparation							
Delivery Method & PRC Approval	PRC Approval – September 2025						
RFQ & Contract Development		RFQ – March 2026					
PDB Procurement							
Step 1: RFQ/Shortlisting		Shortlist – June 2026					
Step 2: RFP/Evaluation and Selection			Selection – November 2026				
Contract Negotiations			Execute Contract - February 2027				
Preconstruction Phase (Preliminary: pending Design Builder schedule input)							
Alt Analysis/Design/GMP Development				GMP - July 2028			Substantial Completion Dec. 2030
Final Design/Permitting							
Construction & Commissioning							Closeout May 2031
Closeout Phase							

- Aligns with METRO's Zero Emissions Goals
- Allows time for two-step Progressive Design-Build (PDB) procurement
- Supports robust preliminary design and GMP development phase
- Provides sufficient time for construction, commissioning, and closeout

Construction Budget and Funding

 **Project Meets Evaluation Criteria C.4 & C.6**

- Project is fully funded
- Seeking grant funding (FTA and/or WSDOT grants)

Budget Item	Project Cost
Costs for Professional Services (A/E, Legal etc.)	\$ 11,537,000
Estimated project construction costs (including construction contingencies)	\$ 124,997,572
Equipment and furnishing costs	\$ 35,245,428
Off-site costs	\$ 1,444,731
Contract administration costs (owner, construction management etc.)	\$ 21,537,000
Contingencies (design & owner)	\$ 12,602,957
Other related project costs	\$ 4,205,000
Sales Tax (Rule 171)	\$ 21,537,000
Total	\$233,106,688

Continuity of Project Management Team Experience

 **Project Meets Evaluation Criteria C.5**

NAME	ROLE	Organization	Contract Delivery			Project Type			COMMITMENT		
			DB*	PDB	GCCM	Transit	Power	Facilities	PLAN	DESIGN	CON.
Eileen McHugh	Capital Supervisor	King County	✓	✓	✓	✓	✓	✓	5%	10%	15%
Kevin Kibet, PMP, DBIA	Project Manager	King County	✓	✓		✓	✓	✓	75%	50%	40%
Carol Pennie	Construction Project Rep	King County	✓	✓	✓	✓	✓	✓	30%	50%	75%
Tyler Bir	Technical Construction Rep	King County	✓			✓	✓	✓	15%	50%	75%
Sadiq Anod	Project Engineer	King County	✓	✓		✓	✓	✓	15%	50%	50%
Tony Wasser	Project Controls Supervisor	King County	✓		✓	✓	✓	✓	5%	10%	10%
Samol Hefley	Contract Specialist	King County	✓			✓	✓	✓	50%	25%	5%
Jim Sammet, PE, DBIA	Resident Engineer	Owner Advisory/CM (DEA)	✓	✓	✓	✓	✓	✓	25%	75%	90%
Mo Sheikhezadeh, PE	Owner Advisor Project Manager	Owner Advisory/CM (DEA)	✓		✓	✓		✓	15%	30%	30%
Rene Hurtado, PE	Scheduling Specialist	Owner Advisory/CM (Hurtado)	✓	✓	✓	✓	✓	✓	30%	30%	30%
David Umstot, PE, DBIA	Owner Advisor	Owner Advisory/CM (Umstot)	✓	✓	✓	✓	✓	✓	50%	25%	25%
Larry Bjork	Cost Estimating	Owner Advisory/CM (Vanir)	✓	✓	✓	✓	✓	✓	5%	30%	5%

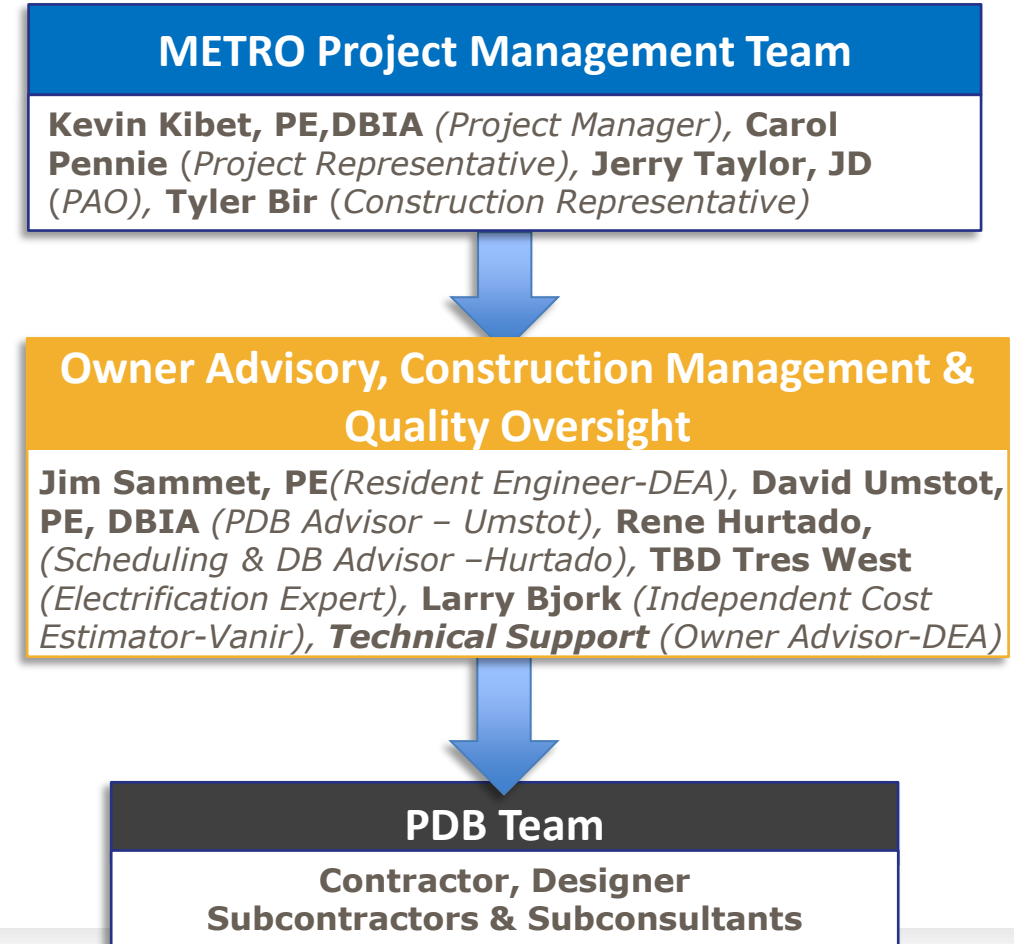
* Includes Energy Performance Contracting (ESPC)

Construction Administration

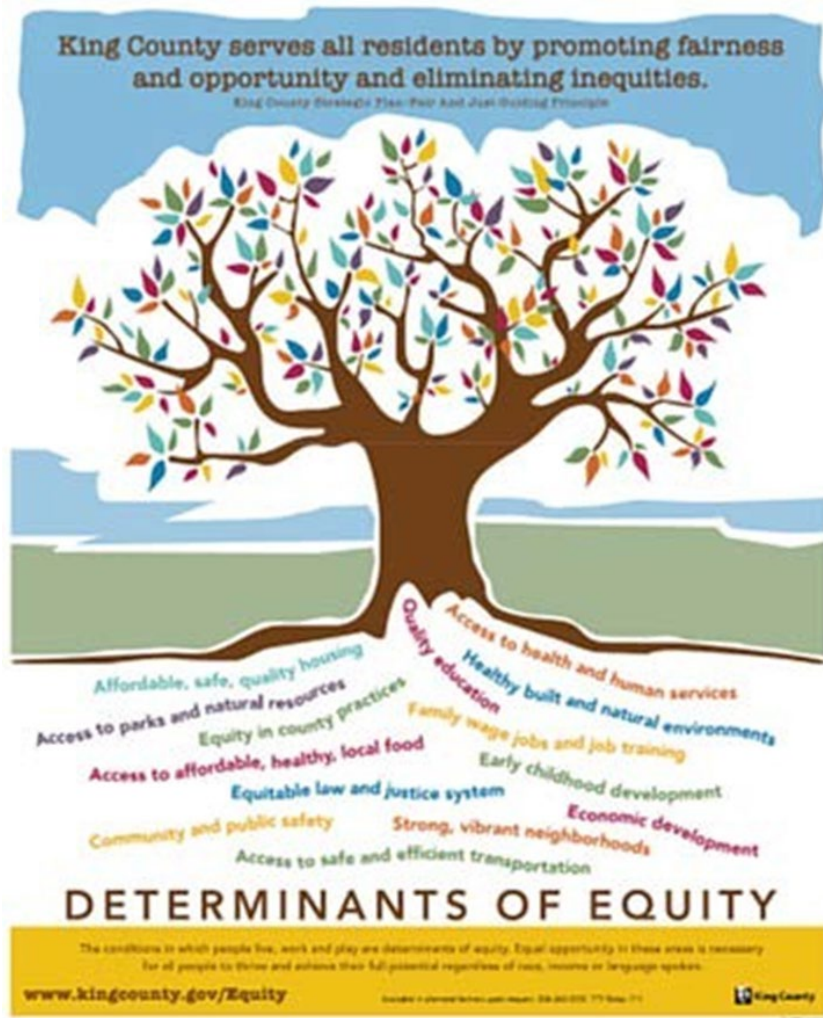


- King County Procedures Ensure Independent Contract Oversight
- Independent Oversight Roles & Expertise
 - Metro Project Management Team
 - Owner Advisor & Construction Management (DEA)
 - Specialized Advisors
 - Owner Advisor – Risk & PDB Best Practices
 - Resident Engineer
 - Cost estimating
 - Scheduling
 - Technical SMEs Including Electrical, Civil, Structural
 - Team Knowledge in PDB/DB Process
 - **Extensive DB/PDB experience** and DBIA training

Independent Oversight – Process Flow



Equity & Social Justice



- CCZE Project Requirements
 - SBE: 20%
- ESJ Innovation Plan to expand and maximizing participation of certified firms
- ESJ Coordinator/Manager required
- Compliance monitoring via KC Diversity Compliance Management System
- Good Faith Efforts & Corrective Action Plans
- King County FTA Funded Project Spend
 - 59 active FTA funded projects
 - \$25.7 million payments to SBE firms

Master Community Workforce Agreement

Priority Hire

Comprehensive pre-hire agreement between King County and the building trade unions. It addresses construction workforce shortage, diversifies the construction workforce, and provides disadvantaged communities access to opportunities

Prioritizes individuals living in economically distressed King County areas (Priority Hire zip codes)

Provisions in King County Code (KCC 12.18A) and Contract Specifications including all terms and conditions of the Master Community Workforce Agreement (MCWA)

Workforce Requirements

Apprenticeship: Apprentices must work a minimum percentage of the total labor hours.

Priority Hire Apprenticeship: Priority Hire Apprentice requirements are a set percentage of all apprenticeship labor hours.

Priority Hire Journey Workers: Priority Hire Journey requirements are a set percentage of all journey labor hours.

Preferred Entry: Are a set percentage of all Apprenticeship labor hours

CCZE Project Meets Qualifying Criteria in RCW 39.10

 **Project Meets Evaluation Criteria A, B, C, D and E**

- ✓ Total Project cost exceeds \$2 million threshold (*RCW 39.10.300 (1)*)
- ✓ Highly specialized construction activities and PDB approach critical for developing construction methodology (*RCW 39.10.300 (1a)*)
- ✓ Project provides for greater innovation and efficiency between designer and builder (*RCW 39.10.300 (1b)*)
- ✓ Significant savings in project delivery time would be realized (*RCW 39.10.300 (1c)*)
 - One procurement process vs. two for DBB or DB
 - Development of work packages and early work
- ✓ Substantial fiscal benefit: less risk, greater opportunities for cost and schedule control (*RCW 39.10.280 2a*)
- ✓ Qualified public body and consultant team with PDB experience (*RCW 39.10.280 2c and 2d*)
- ✓ Resolved audit findings – King County has had no audit findings (*RCW 39.10.280 2e*)

PRC Questions & Responses

- Question 1 – Organizational Clarity:** Clarified collaborative PMT/SLT governance model inspired by UW PDB and Alliance/IPD principles. Explained Metro design team's role, DB reporting structure, and integrated construction oversight.
- Question 2 – Role Integration:** Detailed how Metro's Technical Rep (aka Construction Manager), PM, Design Team, and DB Team collaborate across design and construction.
- Question 3 – Procurement Schedule:** Reduced from ~10 to ~8 months. Timeline reflects County's required processes with potential for further improvement.
- Question 4 – RFP Release Timing:** 30-working days reduced to 5 days due to strong progress in RFP development – RFP will be ready to Issue.
- Question 5 – Lessons from IBE Project:** Adopted DBIA-based improvements including focus on team behavior, interactive evaluations, cost validation, and early team alignment.
- Question 6 – Performance Goal of 15% (correction) was met**

Questions?

PRC Deliberation

METRO Response

Thank You

