

PIERCE TRANSIT - GC/CM PROJECT

Response to Panel Questions

1. In Section 7.2, it is stated that *“Pierce Transit has and will continue to adequately manage the project by surrounding itself with professionals that have a proven track record of successful GC/CM projects.”* A review of the project management team’s experience in Section 7.1 indicates that two members of the team, Clint Steele (Senior Construction Manager) and Francis J. Wall (Design Project Manager) do not have GC/CM experience. Fourteen of the fifteen projects listed for Mr. Steele did not employ an alternate delivery method, as they are Design-Bid-Build delivery. Mr. Wall’s experience indicates DB and DBB, but no GC/CM experience. Can you explain how lack of GC/CM experience for these key members of the project team will be addressed?

Clint Steele, our proposed project manager, Heidi Soule, Project Management Office Manager, Naomi Graham, Purchasing Coordinator, and Ashley DeGraffenreid, Project Controls Administrator of our staff recently completed the AGC/UW GC/CM training and will be assisting throughout the project.

Additional in-house support will be available to Clint from Doug Dickinson, another Pierce Transit project manager who worked on our previous GC/CM project for Building 5 at our maintenance base.

We have contracted with Parametrix and Pacifica to provide ongoing technical, managerial and legal support and consultation. We will ensure that sufficient time and resources are available from experienced Parametrix staff to provide any additional support needed, and they have committed to make additional resources available if and when needed.

CAPITAL PROJECTS ADVISORY REVIEW BOARD
PROJECT REVIEW COMMITTEE
QUESTIONS RE: MAINTENANCE & OPERATIONS BASE INFRASTRUCTURE
AND FACILITIES IMPROVEMENT PROJECT APPLICATION
Meeting Date: November 29, 2018

2. In Section 5 (*Why is GC/CM Contracting Procedure Appropriate?*), the statement is made “*The project is primarily infrastructure (Heavy Civil)*” and that “*We plan to seek input from industry, management and legal counsel prior to deciding whether and how to utilize heavy civil authorities.*” When will the decision be made to procure the project as a heavy civil construction project?

We plan to seek industry input and will make our determination prior to issuing the RFP.

We plan to hold an industry open house and will consider input from interested contractors, peer agencies and our consultants in making our decision. The open house announcement and request for input document is attached.

Our RFP will indicate if we plan to utilize Heavy Civil provisions, and if so, our expectations for self-performed work.

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3. Please expand upon how you intend to manage 14 separate budgets under the single GC/CM contract. We would like specific understanding on how, if any of the initial projects happens to have problems in the market or construction, will funding be able to be managed for later projects that are reliant on the same overall pot of money?

Nearly half of the total project is planned to come from proposed current and future Pierce Transit and Sound Transit appropriations.

Plans for the remaining funds are being developed and may include grants and other sources.

Projects by Likely Funding Source	Initiate Design	Initiate Construction	Escalated Cost (millions)
2019 Proposed Pierce Transit Appropriations			
Expand South Base Parking	2019	2019	\$5.3
Building 4 Parking Improvements	2019	2019	\$0.8
Expand Bus Parking	2019	2019	\$5.2
Refurbish or Replace Existing Fuel and Wash	2019	2019	\$5.0
Renovate Building 1	2019	2019	\$1.2
Demolish Public CNG & Build New Detail Clean Facility	2026	2027	\$5.1
Bus Lot Restriping and Reorientation	2019	2019	\$0.7
Subtotal			\$23.3
Planned Future Appropriations			
Regrade and Pave Maint. Emp. Lot for Buses	2023	2024	\$5.0
Pedestrian Crossing Improvements	2025	2025	\$1.1
Building 4 Workplace Improvements	2025	2025	\$5.8
Subtotal			\$11.9
Pierce Transit and/or Sound Transit Funds			
New West Base Facility (Phase 1)	2019	2021	\$39.0
Sound Transit Funds			
Demolish Existing Building 2 (Wash + Facilities Maintenance)	2023	2023	\$0.5
Grants/Not Yet Identified			
Building 1 Renovation	2027	2028	\$24.7
Building 4 Addition and Renovation	2027	2028	\$13.0
Building 5 Workplace Improvements	2027	2028	\$5.0
New West Base Facility (Phase 2)	2029	2030	\$39.0
Subtotal			\$81.7

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Grand Total	\$156.4
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Owing to the large number of projects, needs and variability of our funds, we plan to work with our selected GC/CM to evaluate phasing, schedules, costs and cash flow to best meet our needs.

In the event it is not possible to complete early projects within scope, we will work with our GC/CM and consultants to evaluate potential alternatives for later phases.



**OPEN HOUSE
AND
REQUEST FOR INFORMATION**

**MAINTENANCE AND OPERATIONS BASE
INFRASTRUCTURE AND FACILITIES IMPROVEMENT
GC/CM PROJECT**

RFQ/PA No. 109-18

PURPOSE: Pierce Transit is holding an Open House requesting industry comments on its upcoming Maintenance and Operations Base Infrastructure and Facilities Improvement Project, located in Lakewood, WA. Pierce Transit anticipates utilizing the General Contractor/ Construction Manager (GCCM) delivery method and is seeking Project Review Committee Approval on November 29, 2018.

Pierce Transit is providing prospective Proposers an opportunity to receive an overview of the project, review the draft requirements and provide feedback, particularly on the following items:

1. Length of time that would be sufficient between receiving the RFQ/PA and deadline for submission of proposal.
2. Given constrained market capacities, options Pierce Transit could consider to control costs and leverage its purchasing power.
3. Comments on pros and cons of using EC/CM and MC/CM for this project.
4. Advantages and disadvantages to the GC/CM method.
5. Percentage of self-performed work.
6. Procuring the project as a heavy civil construction project.
7. Incentive clause(s) for early completion, cost savings, or other performance goals.

Additional questions and comments with respect to this GC/CM procurement and project delivery are welcome.

If you are unable to attend the Open House, please submit your comments/questions no later than 2:00 pm on December 7th to Linda Shilley, Procurement Manager via email address lsilley@piercetransit.org.

DATE: December 5, 2018 **TIME:** 2:00 pm - 4:00 pm PST

LOCATION: Pierce Transit's Training Center Building 5, Rainier Conference Room located at 3720 – 96th St SW, Lakewood, WA.

PROJECT LOCATION: The Maintenance and Operations Base is located on the north and south sides of 96th St SW in Lakewood, WA and serves the entire bus fleet of Pierce Transit, as well as over 100 Sound Transit vehicles that are operated and maintained alongside Pierce Transit buses.

PROJECT BACKGROUND: The recently updated Base Master Plan anticipates a phased development approach to address the aging infrastructure, unmet needs of the current fleet and to provide additional capacity for projected fleet growth through 2040. This will be accomplished through a series of phased projects that increase the vehicle parking, fuel and wash, and maintenance capacity of the existing base while also bringing these facilities up to contemporary safety and operation standards.

REFERENCE DOCUMENTS: The Base Master Plan Final Draft dated 3-22-18 is available at the following web address: <https://www.piercetransit.org/bmp/>. Pierce Transit's Project Review Committee GC/CM Application is available for your review at <https://des.wa.gov/about/boards-committees/capital-projects-advisory-review-board/project-review-committee>.

MACC ESTIMATE: \$50 Million.