GC/CM Re-Certification

March 28, 2019
• Sound Transit and GC/CM
• Delivery Method Selection
• GC/CM Project Experience
• Small & Disadvantaged Business Utilization
• Questions

Presentation Overview
Sound Transit and GC/CM

Leslie Jones
Chief Officer, Business and Labor Compliance
Current Service

Light rail
- University of Washington, Capitol Hill, Downtown Seattle, Sea-Tac Airport, Angle Lake
- Tacoma Dome to Theater District

Sounder rail
- Everett to Seattle
- Lakewood/Tacoma to Seattle

ST Express bus
- 28 regional bus routes
Upcoming Alternative Delivery Opportunities

**Light rail**
- West Seattle to Ballard Ext.
- Everett Ext.
- Federal Way to Tacoma Ext.
- Issaquah to Kirkland Ext.

**Bus**
- Bus Rapid Transit

**Sounder**
- Sounder Capital Improvements
Successful Management of GC/CM Projects

Over $3.6 Billion in GC/CM Projects

Lynnwood Link Extension
East Link Extension
Northgate Link Extension
U-Link Extension
Link Light Rail Systems
Delivery Method Selection

Nick Datz, CPPB, Assoc. DBIA
Director, Design and Construction Contracts
Contract Packaging Workshop
Recommend Delivery Method
GC/CM Project Review Request
Phase Gate

GC/CM Delivery Selection Process
**Evaluate Project**
- Evaluate delivery methods against criteria and packages
- Determine best delivery method & contract packaging

**Establish Evaluation Criteria**
- Define criteria for each category
- Score risk of each category (+/-)
- Prioritize categories
- Evaluate contract packaging options

**Contract Packaging Workshop**

**Review Project Goals**
Based on TCRP-131 Model
Revised Phase Gate Process

- Advanced Delivery Method Selection Gate to Occur Earlier in Project Development
- Focused Design Efforts Based on Delivery Method
- Earlier Selection of GCCM Contractor
GC/CM Project Experience

Randy Harlow, PE
Deputy Project Director
## Management of GC/CM Contracts

<table>
<thead>
<tr>
<th></th>
<th>U District Station</th>
<th>Roosevelt Station</th>
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<tbody>
<tr>
<td>Initial Contract</td>
<td>$159,836,688</td>
<td>$152,291,184</td>
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<tr>
<td>% Contract Change</td>
<td>1%</td>
<td>3%</td>
</tr>
<tr>
<td>Completion</td>
<td>53%</td>
<td>73%</td>
</tr>
<tr>
<td>GC/CM Self Performed Work</td>
<td>0%</td>
<td>24%</td>
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</table>
7 Contracts, 3 Different Delivery Methods
One Integrated Result for East Link

- Seattle to South Bellevue
  - Heavy Civil GCCM
- South Bellevue
  - DBB
- Downtown Bellevue Tunnel
  - DBB
- Downtown Bellevue to Spring District
  - Heavy Civil GCCM
- Bel-Red
  - DBB
- SR520 to Redmond
  - Design-Build
- Systems
  - Heavy Civil GCCM
Key scopes include International District Station (IDS) modification, retrofit of existing WSDOT structures including the I-90 floating bridge, and two light rail stations.

The involvement of the GC/CM during the design stage was critical to the success of the project, specifically regarding the constructability of the "track bridge" component, which stabilizes the track so that light rail vehicles can cross the floating bridge without disruption.
**E335 Downtown Bellevue to Spring District**

**Heavy Civil GC/CM**

Four light rail stations; aerial, at-grade and retained-cut guideway through downtown Bellevue, over I-405, to 124th Avenue NE

Implementation of the project involves complex scheduling, phasing, and coordination

The involvement of the GC/CM during the design stage was critical to project success

The project encompasses a complex or technical work environment in the downtown Bellevue urban corridor.
Lessons Implemented

Early GC/CM involvement (30% design)

Support for timely decisions and issue resolution

Staff projects with team members that have the right attitude and experience

Understanding of time-driven costs and the importance of schedule
Small & Disadvantaged Business Utilization

Leslie Jones
Chief Officer, Business and Labor Compliance
## Small & Disadvantaged Business Utilization

<table>
<thead>
<tr>
<th></th>
<th>Capitol Hill Station</th>
<th>UW Station</th>
<th>U Link Systems</th>
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<tbody>
<tr>
<td><strong>SBE</strong></td>
<td>GOAL</td>
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<td>10%</td>
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<tr>
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<td>ATTAINMENT</td>
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<td>11.3%</td>
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<tr>
<td><strong>DBE</strong></td>
<td>GOAL</td>
<td>7%</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>ATTAINMENT</td>
<td>7%</td>
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Questions?
Thank you.