

APPLICATION FOR GC/CM PROJECT APPROVAL | JUNE 20, 2019

# Pacific Avenue/SR 7 Corridor Bus Rapid Transit Project



Submitted to:  
CPARB Project Review Committee



June 19, 2019

Project Review Committee  
State of Washington Department of Enterprise Services  
PO Box 41476  
Olympia, WA 98504

Subject: Application for Pacific Avenue/SR 7 Corridor Bus Rapid Transit Project Approval to Use General Contractor/Construction Manager (GC/CM)

Dear PRC Panelists

Attached please find our application requesting approval to utilize the General Contractor/Construction Manager (GC/CM) delivery method to support our Bus Rapid Transit (BRT) improvements along a 14.4-mile corridor on Pacific Avenue/State Route 7 between downtown Tacoma and Spanaway. The corridor is currently served by Route 1, which continuously has the highest ridership of any Pierce Transit fixed route. Currently, riders board the BRT portion of the Route 1 alone an average of 1.1 million times per year, which accounts for 12 percent of Pierce Transit's total ridership systemwide. By 2040 we project 2.2 million annual boardings along the BRT corridor. The BRT system is designed to carry a larger number of riders with improved speed, reliability, and frequency over a standard fixed-route bus. It will connect the South Sound community in an environmentally friendly, cost-efficient, and accessible manner that will also promote economic growth along the corridor.

Sound Transit is a major partner and has already set aside \$60 million in funding from Sound Transit 3. An additional \$15 million in state funding has also been secured, with the remaining funding expected to come primarily from federal grants.

We are currently selecting the final designer and wish to bring GC/CM aboard to help us plan and construct the project to meet our project delivery goals. We have retained an experienced team to assist us, including Parametrix as our GC/CM Advisor and CM support consultant, and Pacific Law Group as our outside legal counsel. Both are highly experienced with the GC/CM process.

With your approval, our team is looking forward to moving ahead with our project. We look forward to your review of our application and further engaging with the Committee at your July 25th meeting. Thank you for your consideration of our application.

Sincerely

A handwritten signature in black ink that reads "Sue Dreier".

Sue Dreier  
Chief Executive Officer



State of Washington  
 Capital Projects Advisory Review Board (CPARB)  
 PROJECT REVIEW COMMITTEE (PRC)

**APPLICATION FOR PROJECT APPROVAL**  
*To Use the General Contractor/Construction Manager (GC/CM)  
 Alternative Contracting Procedure*

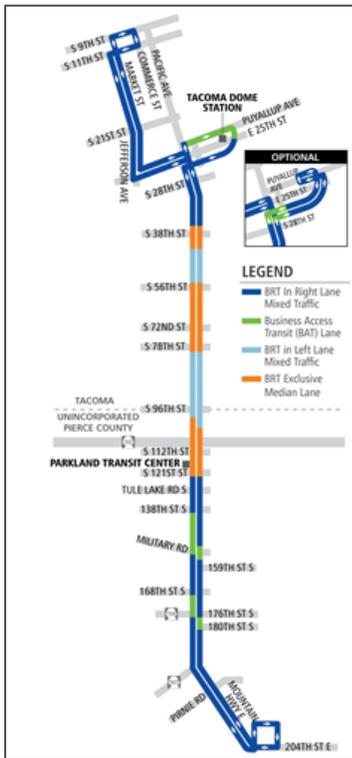
The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 8.

**Identification of Applicant**

- a) Legal name of Public Body (your organization): [Pierce Transit Public Transportation Benefit Area Corporation \(Pierce Transit\)](#)
- b) Address: [3701 96th Street SW Lakewood, WA 98499-4431](#)
- c) Contact Person Name: [Sean Robertson](#) Title: [Sr. Construction Project Manager](#)
- d) Phone Number: [\(253\) 983-3359](#) E-mail: [srobertson@piercetransit.org](mailto:srobertson@piercetransit.org)

**1. Brief Description of Proposed Project**

- a) Name of Project: [Pacific Avenue/SR 7 Corridor Bus Rapid Transit Project](#)
- b) County of Project Location: [Pierce County](#)
- c) Please describe the project in no more than two short paragraphs.



- BRT in Right Lane Mixed Traffic
  - 7.3 miles
- BRT in Curbside BAT Lane
  - 1.0 miles
- BRT in Median Lane
  - 3.6 miles
- BRT in Left Lane Mixed Traffic
  - 2.5 miles



*Curbside BAT Lane*



*Median Lane*

Located in Pierce County, Washington, the Pacific Avenue/SR 7 Bus Rapid Transit (BRT) project will connect downtown Tacoma, a designated Regional Growth Center, to the Spanaway Mountain Highway Towne Center. The 14.4-mile alignment will establish 32 new BRT stations on each side of the street, including a branded station at Tacoma Dome Station (TDS).

The inaugural BRT project includes exclusive and semi-exclusive rights-of-way along much of the corridor from south 38th Avenue to Military Road, including sidewalk improvements to promote pedestrian access. Based on continuously high ridership along the current (fixed) Route 1, Pierce Transit will replace 73 percent of the existing route with this new high-capacity bus service. The system will open in late 2022 or early 2023 with 17 60-foot articulated vehicles.

This project is expected to provide many benefits, including:

- Safe, fast, and reliable transportation that will connect the South Sound community
- A time-saving escape from gridlock with relaxing, frequent service and state-of-the-art buses that can comfortably hold up to 90 passengers and have amenities such as Wi-Fi and multiple boarding doors.
- A fast ride that rivals car travel times, with buses arriving every 10-15 minutes
- New BRT Stations will feature pre-payment options, real-time travel info and weather protection
- Accessible to all with level boarding for bikes, strollers, wheel chairs and pedestrians
- Environmentally friendly, high-speed transit for a fraction of the cost of rail modes
- A uniquely branded system that is easy to understand and use
- Better opportunities for economic development along the corridor

## 2. Projected Total Cost for the Project:

### A. Project Budget

Estimated costs for the project budget are provided in Table 2-1 by general items. The project is currently in the conceptual design phase, therefore the budget is based on similar BRT project costs with adequate contingency allowance for unknowns and risks. We anticipate that construction will start in 2021 and the new BRT will be operational in 2023.

Current project contingencies include a construction contingency of 10% and owners contingency of approximately four percent of the overall project. During the course of design, current unknowns and various risks will be narrowed to allow allocation of contingencies to specific line items, including GC/CM contingency. We also anticipate maintaining a separate owner's contingency.

Table 2-1. Estimated Total Project Costs

Professional Services (A/E, Legal etc.)	\$19,983,000
Estimated project construction costs (including contingencies)	\$82,038,000
Construction contingency	\$8,204,000
Equipment and furnishings costs	\$21,334,000
Off-site costs (including property)	\$4,771,000
Contract administration costs (owner, CM, etc.)	\$8,000,000
Other Related Project Costs:	
Contingencies (design & owner)	\$5,670,000
Sales tax*	
<b>Total:</b>	<b>\$150,000,000</b>

\* Sales tax to be established following determination of eligibility for partial waivers under Department of Revenue Rule 171 and are included in line item budgets above.

### 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*

Pierce Transit has currently secured \$86 M of the total \$150 M project budget. Of the amount secured, \$60 M is from Sound Transit (ST3 funding) and \$15 M is from a State of Washington grant. The remaining \$11 M is coming from various federal and state grants.

We anticipate that the remaining unsecured amount of \$64 M will be awarded no later than summer 2020 from a federal Small Starts grant. Pierce Transit was rated Medium/High on the Small Starts Grant Evaluation, and the project has received positive comments from Federal Transportation Administration staff.

In the event the Small Starts Grant is not awarded, we would scale the project down to meet the available funds and continue to seek additional grant funds to fully build out the project in future years.

### 3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- a) Procurement;
- 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)

#### Schedule Status

Table below provides the schedule for GC/CM PRC approval and procurement. Pierce Transit is currently negotiating fee schedule with selected A&E. We anticipate that the GC/CM will be on board by the 30% design submittal. Schedule for the remaining phases will be finalized based on timing of funding and interagency agreements.

Schedule for GC/CM PRC Approval and Procurement Activity	Date
A/E Selection	June 2019 (in progress)
A/E Notice to Proceed	July 2019
GC/CM Advisor Selection (Parametrix)	May 2019 (complete)
Project Review Committee (PRC) Application	June 2019
PRC Meeting	July 25, 2019
GC/CM Outreach	July 2019
Advertise GC/CM RFP	August 2019
Shortlist GC/CM and Interview	October 2019
Final Proposal and Fee	October 2019
Selection and Notice of Intent to Award of Preconstruction Services	November 2019
NTP/Board Approval of GC/CM Selection	December 2019

#### Design and Construction Schedule

Our current capital plan and request for 2019 through 2024 anticipates the following schedule:

Activity	Date
30% Milestone	December, 2019
60% Milestone (Federal Funding)	Summer, 2020
90% Milestone	December, 2020
100% Milestone	March, 2021
Construction Period	April 2021 - March 2023
Revenue Service	Q2, 2023

**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:

Of the six criteria identified in RCW 39.10, Criteria 2 (Occupied site) and Criteria 6 (Heavy Civil) are most applicable as discussed below.

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

The project will involve phased improvements over a 14 plus mile corridor and will involve complex scheduling, phasing and coordination including:

- Funding is expected to come from agency appropriations, interlocal agreements (e.g. Sound Transit) and grants and will likely require resequencing as needed to match the actual flow of funding.
- Permits and approvals will be required from a number of agencies, including WSDOT, City of Tacoma, Pierce County and numerous utilities and other service providers among others. The timing of these approvals is difficult to predict and may require multiple changes in scheduling and sequencing of the work.
- Many property owners will need to be negotiated with; schedules for acquisitions and easements may vary and will require scenario planning and resequencing of work to accommodate availability of needed rights of way and properties.
- The project will need to interface with other projects and facilities managed by other entities; it is likely that the GC/CM will need to employ complex scheduling, phasing and coordination strategies to accommodate this.

- **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.

The project will be constructed on a high traffic urban corridor with numerous ‘occupants’ and facilities that will need to be accommodated during construction. These include:

- Adjoining businesses, institutions and residents who must traverse the corridor daily
- Emergency services such as fire, police and other emergency responders

Functions to be relocated during construction are summarized below:

Location/Function	Where Relocated to/how:
Emergency services	Where construction affects emergency access, temporary access routes and facilities will need to be provided to maintain uninterrupted services
Utilities	Electric power, water, sewer, storm drainage, communications and other utilities are present in the corridor and will need to be kept in operational through temporary services during construction
Traffic operations	The project will develop transit signal priority systems that must work as part of or in conjunction with existing traffic signaling systems; temporary systems will likely be needed during construction to maintain signaling services and to avoid exacerbating existing issues

Location/Function	Where Relocated to/how:
Access to adjoining and nearby public, commercial and residential uses	Where construction affects emergency access, temporary access routes and facilities will need to be provided to maintain uninterrupted services
Bus facilities (used by traveling public)	The existing corridor has the highest bus traffic in Pierce County; existing services including bus stops and other passenger services will need to be maintained during construction
Link Light Rail	The route intersects the existing Link Light Rail service (in downtown Tacoma) which will need to be maintained

- **If involvement of the GC/CM is critical during the design phase, why is this involvement critical?**

If the application is approved, the project team would seek a GC/CM that will actively participate and influence the design of the project while acting as part of an integrated team throughout all design and construction efforts. This involvement is critical due to the many sensitive community issues and concerns that could be affected by construction or eventual operations.

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

The project will need to solve a number of complex technical issues, including:

- Utility relocations
- Signal priority systems
- Fare collection systems
- Closed-Circuit Television (CCTV) systems
- Roundabouts – multiple intersections may be required to be reconstructed as roundabouts
- Real Time Information System/signage

- **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?**

The project will include construction adjacent to historic buildings but is not anticipated to involve alterations to buildings with historic significance.

- **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?**

We are requesting Heavy Civil authority for this project as it is primarily infrastructure construction including:

- Civil roadway improvements
- Streetscape improvements
- Traffic signaling and signal priority systems
- Travel information systems
- Environmental and storm drainage improvements

Heavy Civil is appropriate for a number of reasons, including:

- The work will include time-critical construction on congested urban corridors. Negotiated Self-Performed work authorities under Heavy Civil offers significant advantages in terms of being able to have the GC/CM

directly execute time sensitive or highly technical work packages quickly and cost effectively when and as needed, reducing risk to the project.

- From a schedule perspective, negotiated work also allows early scopes to be executed sooner than a traditionally subcontracted methodology which can be critical to meet the project's scheduled in-service date. Given the unknown nature of timing and value of funding (and agreements) this flexibility will be important in meeting project schedule commitments.
- Utilizing Heavy Civil provisions will provide more options for structuring subcontract work including Negotiated Support Services and Negotiated Self-Perform work packages, which we believe will particularly benefit local small and disadvantaged businesses who often struggle to compete in traditional GC/CM low bid subcontracted work.
- Finally, we believe that the ability to negotiate work will be helpful in attracting a highly qualified and capable GC/CM provider in this busy construction market.

## 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 example, your description must address, but is not limited to:

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

**Reduced Costs** – In periods of inflationary construction cycles as we are currently experiencing, the risk of contractors and subcontractor financial failures is substantial. The GC/CM process provides a means for Pierce Transit to investigate the financial stability of the firm it is contracting with, minimizing risk of costly litigation or time extensions due to subcontractor failures. The GC/CM will evaluate the design documents and participate during the design process, reducing unforeseen impacts and leading to reduced costs and schedule impacts. During the design, the GC/CM will be charged with finding buildable, cost-effective solutions that enable Pierce Transit to control construction phase changes. Constructability and value engineering will also be employed by the GC/CM to identify better solutions for not only construction, but for the overall operational life of the Facility.

**Experienced Partner** – Using a GC/CM Contractor that has been thoroughly vetted, with a proven track record of similar project experience, budget management, scheduling, claim avoidance, project phasing, effective safety plans for construction, lean construction practices, and being a proactive member of the team will ensure employee safety and protect Pierce Transit's schedule and budget.

**Allocation of Risk** – The GC/CM delivery's approach to risk is different than DBB. The organization of the team allows for integrated and collaborative approaches to risk, changes, and issues as they arise, which will be essential for a project of varying scope, schedule and budget. Some of the distinctions include:

- A DBB contractor may not be as willing to maintain a schedule that it did not participate in developing if the schedule slides due to scope changes
- Risk is not just on the Owner or GC/CM, it is distributed among the team
- The GC/CM process provides 'open book', transparent accounting and financial reporting to the Owner
- The GC/CM will develop a true understanding of the work by being involved in the design, and will have a full understanding of the Owner's expectations prior to any bidding of the work
- The GC/CM will participate and provide feedback during constructability reviews and value analysis exercises and will have ownership of any changes they suggest that become incorporated. This provides real buy-in from the GC/CM and not a hands-off approach to decisions involving the design.
- Phasing of bid buy-out and flexibility to adjust bid packages as the work is bought out allows for cost management by Pierce Transit and GC/CM team

- **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.**

**Real Time, Market-Based Cost Estimates** – The Pacific Northwest region has experienced construction cost inflation rates of 7.5 – 10% over the last few years and constrained market conditions are expected to continue for the foreseeable future. It is critical to the success of the project that real-time, current market pricing be available to validate scope and budgeting during the design process. The GC/CM delivery process, as opposed to the DBB process, assists in making that project more fiscally responsible and viable to the public by having the Contractor participate in constructability review, value analysis, design team/contractor coordination, and the use of design phase overlap to accelerate project completion, thus lowering construction costs and stretching the buying power of Pierce Transit.

**Producing a More Efficient, Accurate Phasing Plan** – By engaging the expertise of the GC/CM who will actually perform that work, they will study the existing conditions, desired scope of work, and unique scheduling constraints of Pierce Transit to build the most efficient phasing plan possible.

**More Responsive and Responsible Bids** – Because of the scale and complexity of these projects, Pierce Transit believes a GC/CM will have a greater ability to prequalify and attract firms with resources needed to do the work and meet the schedule.

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

A few of the major reasons the heavy civil contracting procedure serves the public interest include:

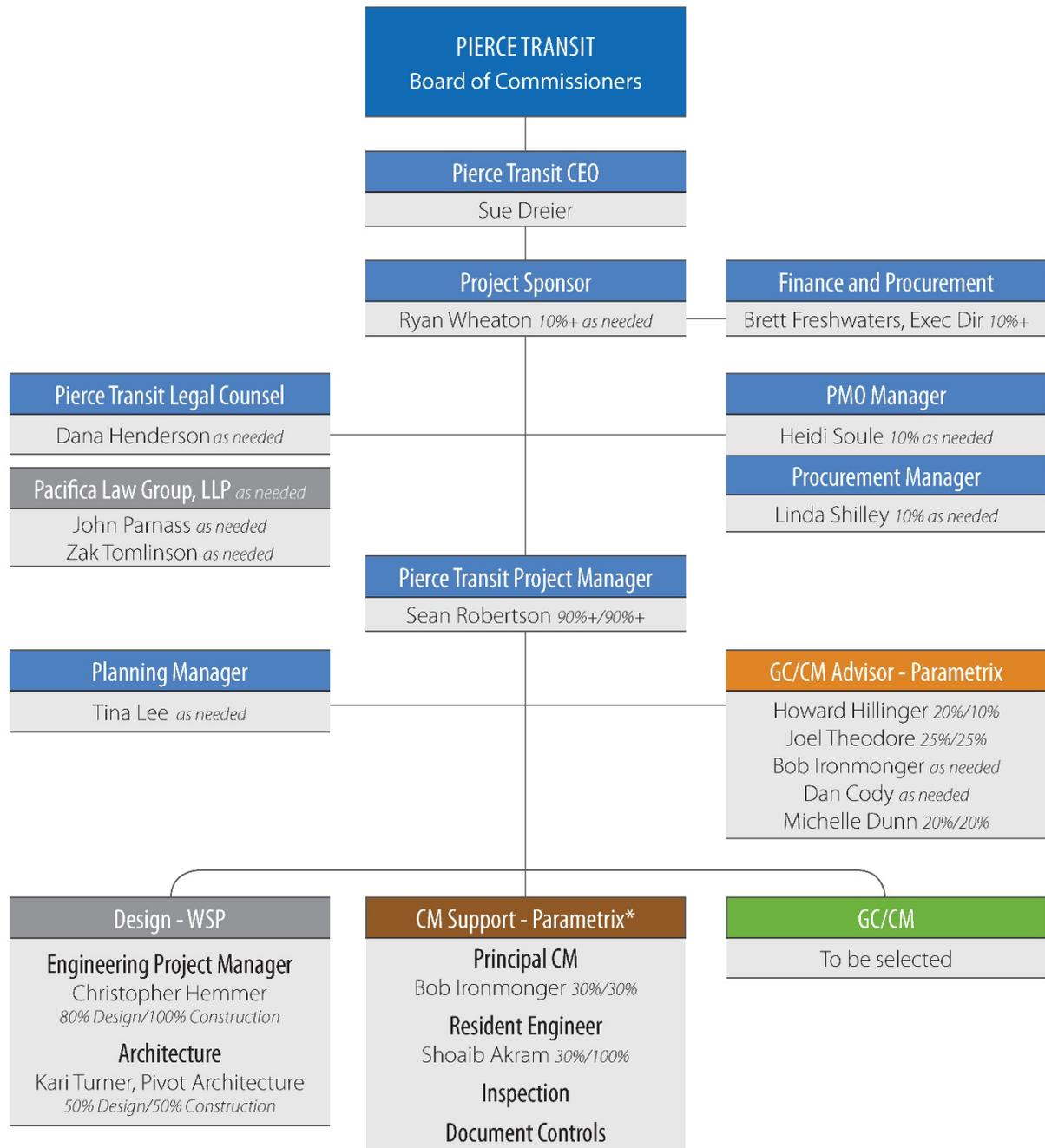
- Critical infrastructure work such as traffic signals and utilities, particularly involving access to high priority infrastructure, can be negotiated and executed as needed to meet critical operational, safety, schedule or quality requirements
- Ability to revise delivery to adapt to changing requirements and technologies
- Offers greater opportunity to balance work flow to maintain consistent GC/CM staffing and build on lessons learned
- Greater ability to gain early commitments of resources to work needed to maintain schedule
- Greater flexibility in packaging and subcontracting to increase participation by small and disadvantaged business consistent with industry capabilities

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
- 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)*
- Staff and consultant short biographies (*not complete résumés*).
- 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.
- 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.

Our proposed project organization is presented below. Relevant experience for each proposed staff member and consultant is described in the staff and consultant biographies below. Our contract with Parametrix includes construction management support which will be finalized based on the actual project funding, scope and schedule.



## Pierce Transit

### *Ryan Wheaton, Executive Director of Planning & Community Development – Project Sponsor*

Ryan Wheaton has been the Executive Director of Planning and Community Development of Pierce Transit since February 2018. Ryan is responsible for service planning, capital planning, marketing, community development, business accounts, and vanpool. Ryan is the Project Sponsor for various Pierce Transit planning and construction projects, and will provide planning direction in addition to stakeholder coordination. In previous roles at Pierce Transit, Ryan managed paratransit operations, and developed innovative projects to meet business and community needs. Outside of the agency, Ryan worked as City Manager in Shelton, Washington, where he had oversight of all city functions.

**Table 6-1. Ryan Wheaton Project Experience**

Construction Projects	Project Value	Procurement Method	Role	Completion Date
72nd Street Transit Center Renewal	\$509,000	D-B-B	Project Sponsor	2019
SR512 Park & Ride and Transit Center Renewal	\$2,593,000	D-B-B	Project Sponsor	2018
Lakewood Towne Center Transit Center Renewal	\$740,000	D-B-B	Project Sponsor	In progress
Tacoma Mall Transit Center Renewal	\$1,193,179	D-B-B	Project Sponsor	2018
TCC Park & Ride and Transit Center Renewal	\$1,500,000	D-B-B	Project Sponsor	2018
TDS Mid-life Maintenance	\$5,671,000	D-B-B	Project Sponsor	2019

***Brett Freshwaters, Executive Director of Finance***

Brett Freshwaters has been the Executive Director of Finance and Chief Financial Officer (CFO) of Pierce Transit since February 2017. Brett is responsible for finance, accounting, budget, procurement, and project management and is the Project Sponsor for the Maintenance and Operations Base Infrastructure Heavy Civil GC/CM project now in design. He will also serve on the project Steering Team. He was previously employed for 10 years as CFO at Metro Parks Tacoma, an independent park district in Tacoma, WA, where he oversaw the procurement process for two separate GC/CM projects. At Metro Parks, he was also a member of the Capital Projects Group, which oversaw the direction of all capital projects within the agency. Brett has more than 30 years of experience as a finance executive for private, non-profit, and government entities and has been a member of oversight teams for several multi-million dollar building projects, including retirement housing, YMCAs, community centers, and major park facilities. Brett’s project experience is summarized in Table 6–2

**Table 6-2. Brett Freshwaters Project Experience**

Construction Projects	Project Value	Procurement Method	Role	Completion Date
Base Master Plan (Maintenance & Operations Base Infrastructure)	\$56,000,000	Heavy Civil GC/CM	Project Sponsor	In progress (preconstruction)
Eastside Community Center (Tacoma)	\$30,000,000	GC/CM	Contractor selection team member, contract compliance oversight, project oversight team member	N/A
Destination Point Defiance	\$50,000,000	GC/CM	Contractor selection team member, contract compliance oversight, project oversight team member	N/A
Tom Taylor YMCA (Gig Harbor)	\$20,000,000	D/B/B	Contractor selection team member, contract compliance oversight, project oversight team member	2006
Mel Korum YMCA (Puyallup)	\$18,000,000	D/B/B	Contractor selection team member, contract compliance oversight, project oversight team member	2001
Various independent and assisted living retirement communities	Total more than \$50,000,000	D/B/B	Contractor selection team member, contract compliance oversight, project oversight team member	1988-1994

**Sean Robertson, Project Manager**

Sean Robertson has served as a Senior Construction Project Manager for Pierce Transit since April 2018. During that time Sean has managed most of Pierce Transits renewal projects, including the renovation of the SR512 Park & Ride and Tacoma Transit Centers. Prior to working for Pierce Transit, Sean worked for 5 years as the Civil Engineering Supervisor for Seattle Department of Transportation where he oversaw the Major Permitting department. Sean also served as a licensed Professional Civil Engineer for close to 10 years prior to working in the public sector. Sean will be receiving AGC GC/CM training when it is next offered, and will be mentored by Parametrix staff.

**Table 6-3. Sean Robertson Project Experience**

Construction Projects	Project Value	Method	Role	Completion Date
SR 512 Park & Ride	\$2,593,000	D/B/B	Project Manager during construction	2018
Tacoma Mall Transit Center	\$1,193,179	D/B/B	Project Manager during construction	2018
TCC Transit Center	\$1,500,000	D/B/B	Project Manager during construction	2018
72nd Street Transit Center	\$509,000	D/B/B	Project Manager during construction	2018
Lakewood Mall Transit Center	\$740,000	D/B/B	Project Manager during construction	2019
Narrows Park & Ride	\$500,000	D/B/B	Project Manager during design	TBD
UW Medicine SLU Phase 3.1	\$165,000,000	DB	Civil Project Manager	2013
Vulcan Blocks 26 & 32 – Amazon Headquarters	\$100,000,000	DB	Civil Project Manager	2010
Lake Stevens Cavelero Mid-High School	66,800,000	D/B/B	Civil Project Manager	2007

**GC/CM Advisors: Parametrix**

Parametrix will support Pierce Transit for all issues related to the GC/CM process. Parametrix has served as advisor and/or project manager on over two dozen current and recent GC/CM projects conducted under the authority of RCW 39.10, including three ongoing Heavy Civil projects

**Howard Hillinger, GC/CM Advisor (Parametrix)**

Howard Hillinger has extensive GC/CM experience on recent and current GC/CM projects for clients including schools, transit, transportation and other public facilities. He has served as advisor on more than a dozen projects including three current Heavy Civil GC/CM projects (Seattle Multi Modal Terminal reconstruction for Washington State Ferries, City of Seattle Overlook Walk, and Pierce Transit’s Maintenance and Operations Base Infrastructure project). Other projects include Eastside Community Center for Metropolitan Parks District Tacoma and multiple projects for Tacoma, Shoreline, Vancouver, Washougal, Ridgefield, and Lake Washington school districts. Howard is also a past member of the CPARB Heavy Civil GC/CM legislative task force that drafted the current Heavy Civil amendments to RCW 39.10 and is in his second term as a member of the CPARB Project Review Committee. Howard is a Certified Construction Manager.

**Table 6-4. Howard Hillinger GC/CM Experience**

Project	Project Value	Delivery Method	Role	Timeframe
Washington State Ferries – Seattle Multi Modal Terminal Modernization	\$320,000,000	GC/CM (Heavy Civil)	GC/CM Advisor	2014 – Present
City of Seattle - Central Waterfront Overlook Walk	\$75,000,000	GC/CM (Heavy Civil)	GC/CM Advisor	2018-Present
Pierce Transit Maintenance & Operations Base Infrastructure	\$56,000,000	GC/CM (Heavy Civil)	GC/CM Advisor	2019-Present
Jemtegaard Middle School, Washougal School District	\$37,800,000	GC/CM	GC/CM Advisor	2015-2016
Excelsior High School, Washougal School District	\$4,100,000	GC/CM	GC/CM Advisor	2015-2016
McCarver Elementary School Historic Modernization, Tacoma Public Schools	\$39,000,000	GC/CM	GC/CM Advisor	2013-2015

**Table 6-4. Howard Hillinger GC/CM Experience**

Project	Project Value	Delivery Method	Role	Timeframe
Stewart Middle School Historic Modernization, Tacoma Public Schools	\$66,000,000	GC/CM	GC/CM Advisor	2013-2015
Eastside Community Center, Metro Parks Tacoma	\$32,000,000	GC/CM	GC/CM Advisor	2014-2015

***Joel Theodore, GC/CM Project Manager (Parametrix)***

Joel has more than 20 years of experience in engineering design, project, and construction management for major transportation projects. He has significant experience with alternative project delivery, including both GC/CM (Heavy Civil) and Design Build. He is a Professional Engineer in the State of Washington and has worked on transit projects as both a design consultant and owner. Joel’s experience in construction and property-related development is outlined in Table 6-5.

**Table 6-5. Joel Theodore Construction and Property Development Experience**

Project	Project Value	Delivery Method	Role	Timeframe
Lynnwood Link Extension, Sound Transit	\$3,000,000,000	GC/CM (Heavy Civil)	Owner Design Manager	2017-2018
Convention Place Station, King County Metro	\$16,000,000	GC/CM	GC/CM Advisory	Ongoing
RapidRide Expansion Program, King County Metro	\$13,000,000	GC/CM	GC/CM Advisory	Ongoing
Overlook Walk Project, City of Seattle	\$50,000,000	GC/CM (Heavy Civil)	GC/CM Advisory	Ongoing
S. 200th (Angle Lake) Link Extension, Sound Transit	\$200,000,000	D/B	Owner Design Manager	2016
University Link Extension, Sound Transit	\$2,000,000,000	D/B/B and GC/CM	Owner Design Oversight	2016
Maintenance of Way Building, Sound Transit	\$30,000,000	D/B	Owner Design Oversight	2015
Milwaukie to Portland Light Rail, TriMet	\$1,500,000,000	GC/CM	Senior Designer	2015

***Bob Ironmonger – CM Lead***

Bob Ironmonger has managed many large heavy civil/infrastructure projects using both traditional design-bid-build and alternative delivery methods, including GC/CM and Design/Build contracts. His expertise is providing construction management services during the design phase, specifically during the development of contract documents. These projects include Heavy Civil GC/CM such as the Seattle Multi Modal Terminal reconstruction for Washington State Ferries and Northgate Light Rail Station for Sound Transit. Bob is a Certified Construction Manager and an Associate DBIA.

**Table 6-6. Bob Ironmonger Project Experience**

Project	Project Value	Delivery Method	Role	Timeframe
ST U-Link Capital Hill Light Rail Station	\$110,000,000	GC/CM	PM/CM	2008 - 2016
ST U District Light Rail Station	\$130,000,000	GC/CM	PM/CM	2012 - 2017
ST Roosevelt Light Rail Station	\$120,000,000	GC/CM	PM/CM	2012 - 2017
ST Northgate Station & Aerial Guideway	\$200,000,000	GC/CM (Heavy Civil)	PM/CM	2012 - 2017
WSF Seattle Multi Modal Terminal at Colman Dock	\$320,000,000	GC/CM (Heavy Civil)	QA Advisor	2019
ST Downtown Redmond Link Extension	\$560,000,000	Design/Build	Lead - Project Requirements	2017 - 2018

## Legal Counsel

### *Dana Henderson, General Counsel, Pierce Transit*

Dana Henderson, General Counsel, has twenty-one years of experience as a lawyer, and has been supporting Pierce Transit for over five years. She is licensed to practice in all state and federal courts in Washington. In her role with Pierce Transit, she oversees all of the agency’s legal affairs, including advice and consultation on public procurement, contract dispute, governance, public records, and safety regulations. Additionally, she manages the work of outside specialty counsel such as the attorneys at Pacifica Law Group. She is currently involved with Pierce Transit’s Maintenance and Operations Base Infrastructure Heavy Civil GC/CM project.

### *Pacifica Law Group (Outside Counsel)*

John Parnass and Zak Tomlinson, partners with Pacific Law Group LLP, advise public clients on a variety of procurement requirements and public bidding procedures under applicable statutes. They joined Pacifica Law Group in May 2013 after leading the Construction Law Group at Davis Wright Tremaine LLP in Seattle. Pacifica Law Group LLP, a 35-attorney firm based in Seattle, is a recognized leader in the Pacific Northwest in the representation of municipal, civic, and government entities in construction, land use, bond finance, and litigation. John and Zak are both well versed in GC/CM contracts, the RCW provisions, dispute negotiations and project management issues. Representative clients for whom John and Zak have written and negotiated GC/CM contracts include the Port of Seattle, the City of Everett, Snohomish County, the Seattle Asian Art Museum, and Pacific Tower (Seattle). They also advise GC/CM contractors including Lydig Construction, and therefore have a wide perspective on the preparation of documents to induce competition and produce successful project outcomes. They advise clients on issues throughout the GC/CM construction process and handle a wide variety of complex construction disputes in court, arbitration, and mediation. Pacific Law Groups’ construction project experience is summarized in Table 6-7.

**Table 6-7. Pacifica Law Group Construction Project Experience**

Construction Projects	Project Value	Procurement Method	Role	Completion Date
Port of Seattle N. Satellite Expansion Project-Seattle-Tacoma International Airport	\$550,000,000	GC/CM	Outside construction counsel (contract preparation/GC/CM compliance)	2016-present
Snohomish County New Courthouse Project, Everett, WA	\$90,000,000	GC/CM	Outside construction counsel (contract preparation/GC/CM compliance)	2014-present
City of Everett Pollution Control Facility, Everett, WA	\$30,000,000	GC/CM	Outside construction counsel (contract preparation/GC/CM compliance)	2013
Seattle Art Museum Asian Art Museum Renovation/Expansion Seattle, WA	\$35,000,000	GC/CM	Outside construction counsel (contract preparation/advice and dispute resolution)	2016-present
Lydig Construction (as GC/CM) Numerous Educational Projects	varied	GC/CM	Outside construction counsel (review/modify GC/CM contract, advice and dispute resolution)	2010-present

### *Christopher Hemmer, Engineering Project Manager (WSP USA)*

Chris Hemmer with WSP is an highly experienced engineer and senior project manager in the transit agency. Chris brings more than 20 years of experience the mass transit design for both rail and bus systems and has been a national leader in the advancement of Bus Rapid Transit as a high capacity transit solution since 2002. Many of the standards used throughout the bus rapid transit industry have their origins on projects Chris has designed or managed. Chris also has extensive experience working within the GC/CM-type contracting format for

construction. He assisted Lane Transit District in crafting their CM/GC contract language and selection of a CM/GC for all three of their bus rapid transit corridors. His CM/GC project experience includes:

- Westside MAX Lightrail, Portland, OR, \$550M, (Complete 1998)
- Interstate MAX Lightrail, Portland, OR, \$350M, (Complete 2003)
- Ruby Junction Lightrail Maintenance Facility Expansion, Gresham, OR, \$18M, (Complete 2013)
- Franklin Corridor BRT, Eugene, OR, \$12M, (Complete 2007)
- Gateway Corridor BRT, Springfield, OR, \$24M, (Complete 2011)
- West Eugene EmX Extension (BRT), Eugene, OR, \$58M, (Complete 2017)
- Division Transit Project, Portland, OR, \$68M, Ongoing (2021)

#### *Kari Turner, Architect (Pivot Architecture)*

Kari Turner with PIVOT Architecture has been specializing in transit station design for more than 20 years. As project manager for a number of transit projects, Kari has designed the full range of station design options for everything from fixed-route stops to BRT lite and BRT Gold. Kari understands station fabrication with a proven track record of working with steel fabricators, contractors, and site furnishings manufacturers to develop cost-effective and attractive stations. She has collaborated with GC/CM contractors on multiple bus rapid transit projects. Additionally, she assisted King county Metro in development of an RFP to select a site furnishings manufacturer for their new RapidRide kit of parts. Her CM/GC project experience includes:

- Franklin Corridor BRT, Eugene, OR, \$12M, (Complete 2007)
  - Gateway Corridor BRT, Springfield, OR, \$24M, (Complete 2011)
  - West Eugene EmX Extension (BRT), Eugene, OR, \$58M, (Complete 2017)
  - Division Transit Project, Portland, OR, \$68M, Ongoing (2021)
  - Provo/Orem BRT, Provo/Orem, Utah, \$77M, (Complete 2018)
  - Eugene Family YMCA, Eugene, OR, estimated \$25M (Ongoing)
- **A description of the controls your organization will have in place to ensure that the project is adequately managed.**

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. The firms Parametrix and Pacifica Law Group have proven track records of successful GC/CM projects. The firms Parametrix and Pacifica Law Group are proven GC/CM practitioners. Pierce Transit expects these firms will guide the project to a successful and timely completion.

Pierce Transit will set in place specific controls to manage the project, beginning with a management plan developed by Parametrix and reviewed and approved by the Pierce Transit team. Procedures and limits of authority with regards to budget, schedule, and change in the work approvals were established during the kick-off of the design phase. This plan will provide a responsibility matrix and will address specific expectations for Pierce Transit, the design team, and the project management teams. Subsequent expectations of the GC/CM team will be identified in the RFP, RFFP, and GC/CM agreement. Project budgets, schedules, MACCs, and TCC will be established early on and reviewed at each design phase by Pierce Transit's management team and Board of Commissioners. The project management team will coordinate with the Finance Director and CEO to ascertain that all parties are aware of any development that might affect the budget and that all expenditures are approved prior to payment. Expenditure limits on a per-occurrence basis will be established by the Finance Director, CEO, and the Board of Commissioners and a line of signature authority will be implemented.

Contingencies will include statute-driven contingencies and conservative owner contingencies to provide cushion beyond those figures established in the GC/CM contract. Pierce Transit will insist on reconciling of budgets,

designs, and schedules prior to moving forward with the next design phase. If budget shortfalls are identified, the entire team will cooperate to make whatever changes are necessary to bring the project back within budget, either through value analysis or scope reduction exercises.

To improve electronic tracking and project management capabilities, Pierce Transit is implementing a construction program management software called e-Builder. E-Builder serves as a tool for facility owners, and those that act on their behalf, with their capital project team members to manage the GC/CM process, all the way from bid management to construction closeout. E-builder provides financial control and audit features in a secure environment to help improve how budgets are managed across multiple projects, which will be beneficial for the GC/CM phasing. Additionally there is a documents module that serves as the central repository of all project files including documents, drawings, photographs, CAD files and more.

As part of the preconstruction services, the GC/CM will develop a subcontracting bid plan and schedule for bidding, as well as for phased construction and early procurement as agreed to by Pierce Transit. The A/E's design deliverables will be integrated with the GC/CM bidding and construction plan and updates on a regular basis. Early and frequent meetings with the City permit agencies, fire department, and other code officials prior to permit intakes will help ensure that permit comment requirements that may affect the MACC will be mitigated.

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

Design is expected to commence in July, 2019, and the GC/CM selection will be timed to have the GC/CM contract executed and services commence by the start of 30% design.

GC/CM selection is anticipated to start soon after PRC action. The currently anticipated schedule for GC/CM selection is:

- RFP issued: August 2019
- Proposals due: late September/early October 2019
- Interviews: October 2019
- Final Proposals (RFFP) due: October 2019
- Award of preconstruction service management: December 2019

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

We expect to utilize our recently completed GC/CM contract for the Maintenance Base project currently underway as a basis for our new agreement. Pacific Law Group was extensively involved in the contract development to ensure compliance with the GC/CM statute and lessons learned from our recent Heavy Civil GC/CM procurement (Maintenance and Operations Base Infrastructure project) as well as those from peer agencies. Pacific Law Group is also our outside counsel for this project to assist in any required updates. Lead counsel John Parnass and Zak Tomlinson are experienced on multiple GC/CM contracts.

## **7. 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

Project Name	Construction Budget	Final Construction Costs	Variance %	Project Type	Planned Schedule (Start/Finish)	Actual Schedule (Start/Finish)	Comments (Reason for Variance) Summary
CNG Fueling Station	\$3,220,274	\$3,704,540	15%	D-B-B	06/11 - 03/12	06/11 - 05/13	Weather delays and latent conditions (piping) caused additional costs. Unexpected permit fees and sales tax (rule 171) added costs. Lesson learned: increase preconstruction investigations, clarify sales tax rule application in advance of construction
112th & Pacific Transit Access Improvements	\$2,375,658	\$1,814,098	-24%	D-B-B	01/12 - 09/14	01/12 - 06/15	Did not need to buy as much property as originally assumed, and the improvements on the north side weren't as substantial as anticipated. Lesson learned: Begin property acquisition earlier in project
Parkland Transit Center/121st St Improvements	\$309,515	\$353,913	14%	D-B-B	02/12 - 12/12	03/12 - 06/14	Major issues with contractor not understanding shop drawings. Incorrect materials ordered, with long lead time. Lesson learned: increased preconstruction services
Building 4 Modifications (Operator's Lobby Remodel and 2nd Floor Tenant Improvements)	\$2,428,317	\$2,030,316	-16%	D-B-B	04/12- 1/13	04/12 - 03/17	Project delayed due to funding constraints and staff turnover related to economic recession. Project rescoped and completed within budget. Scope back at end of project to utilize savings.
Building 4 Roof Deck Replacement	\$254,752	\$334,752	31%	D-B-B	02/14 - 07/14	02/14- 12/14	Bids higher than expected. Lesson Learned: research market conditions, industry outreach
Auto Shop Hoist Replacement	\$457,258	\$392,398	-14%	D-B-B	03-16 - 10/17	03/16 - 01/18	Differing site conditions (original foundations left in place) than indicated on the as-built drawings. Lesson learned: increased investigation of existing conditions during design
TDS G Street	\$744,024	\$581,923	-22%	D-B-B	12/13 - 12/15	12/13 - 01/18	Bid came in under estimate. Concurrent Sound Transit project needed coordination of contractors, which caused delays. Lessons learned: increase coordination with adjoining projects prior to construction
SR512 Park & Ride and Transit Center Renewal	\$2,593,153	\$2,275,130	-12%	D-B-B	02/16 - 11/18	02/16- 12/18	Bid came in under estimate.
TDS Mid-life Maintenance	\$5,671,045	\$4,689,988 so far	TBD	D-B-B	07/12 - 01/17	02/16- current	In progress. Owner directed scope changes as project design progressed. Change in owner and designer PM personnel delayed project. We also lost time in order to meet Federal Buy-America requirements.
TCC Park & Ride and Transit Center	\$1,500,000	\$1,322,008	-12%	D-B-B	09/16 - 05/18	10/16- 03/19	Permitting took longer than expected with City of Tacoma. Delayed bid process to adjust for weather window. Lesson learned: increase coordination with permitting agencies and account for requirements in schedule
Tacoma Mall Transit Center Renewal	\$1,193,179	\$1,078,016	-10%	D-B-B	09/16 - 05/18	10/16- 03/19	Longer than expected permitting process with City of Tacoma caused delay, due to Right-of-Way and ADA issues.
72nd Street Transit Center Renewal	\$509,671	\$426,089	-16%	D-B-B	09/16 - 12/18	10/16 - 03/19	Bids came in under estimate.
Base Master Plan (Maintenance and Operations Base Infrastructure)	\$156,400,000	TBD	TBD	Heavy Civil GC/CM	2018- 2030	2018- current	GC/CM selected and under contract, design is in progress.

## 8. 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:

- A 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 Appendix.](#)

## 9. 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.

[Pierce Transit has received no audit findings on any project.](#)

## 10. Subcontractor Outreach

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

[One of the advantages of GC/CM is that Pierce Transit will be able to leverage outreach efforts by qualified GC/CMs to encourage participation by small, women and minority-owned businesses. Highlights of our efforts and those expected by our selected GC/CM include:](#)

- [We expect to include outreach efforts by qualified GC/CMs to encourage participation by small, women and minority-owned businesses as one of the selection criteria in the GC/CM selection](#)
- [Additionally, Pierce Transit participates in various industry forums to provide information on upcoming work opportunities; most recently we participated in an industry day in Puyallup and provided information on our ongoing projects including our current Maintenance and Operations Base Infrastructure project.](#)
- [We will utilize the Construction Management and Contracting Plan \(CMACP\) provisions of the GC/CM statute to contractually link outreach efforts with planned subcontracting. We plan to require the selected GC/CM to submit interim drafts of their outreach and planned subcontracting plans \(elements of the CMACP\) to provide a means for the GC/CM to show how they will encourage participation. CMACP approval will be required prior to award of construction.](#)
- [One of the advantages of Heavy Civil is that negotiated self-perform work can provide the GC/CM the opportunity - after award of the construction to the GC/CM - to carve out and award subcontract work packages on commercial terms which may be more feasible for small, women and minority-owned businesses. We will work with our selected GC/CM to make this feasible to the extent allowed under statute.](#)

**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 the 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.

If the PRC approves your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB. Additionally, responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB. Data collection shall include GC/CM project information on subcontract awards and payments, and if completed, a final project report. 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: Susan Dreier

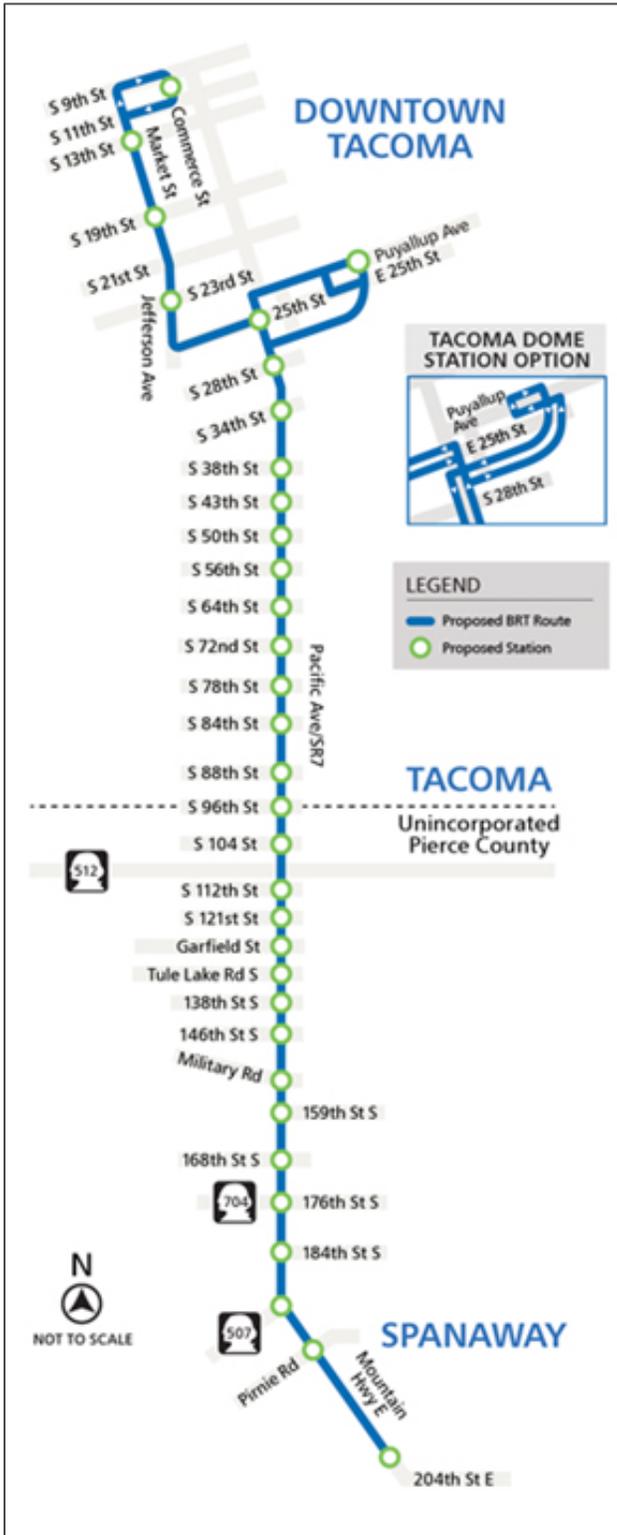
Name (please print): Susan Dreier (public body personnel)

Title: Chief Executive Officer

Date: 6/19/19

# APPENDIX

Graphics illustrating our project are presented below.



## BRT in Right Lane Mixed Traffic

- 7.3 miles

## BRT in Curbside BAT Lane

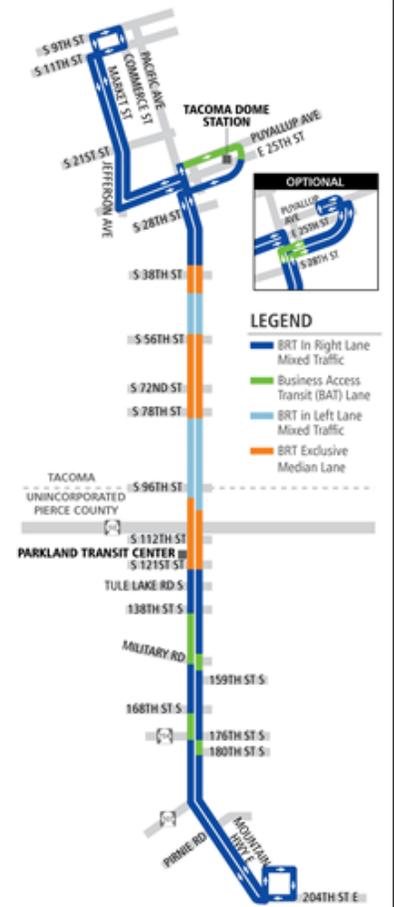
- 1.0 miles

## BRT in Median Lane

- 3.6 miles

## BRT in Left Lane Mixed Traffic

- 2.5 miles

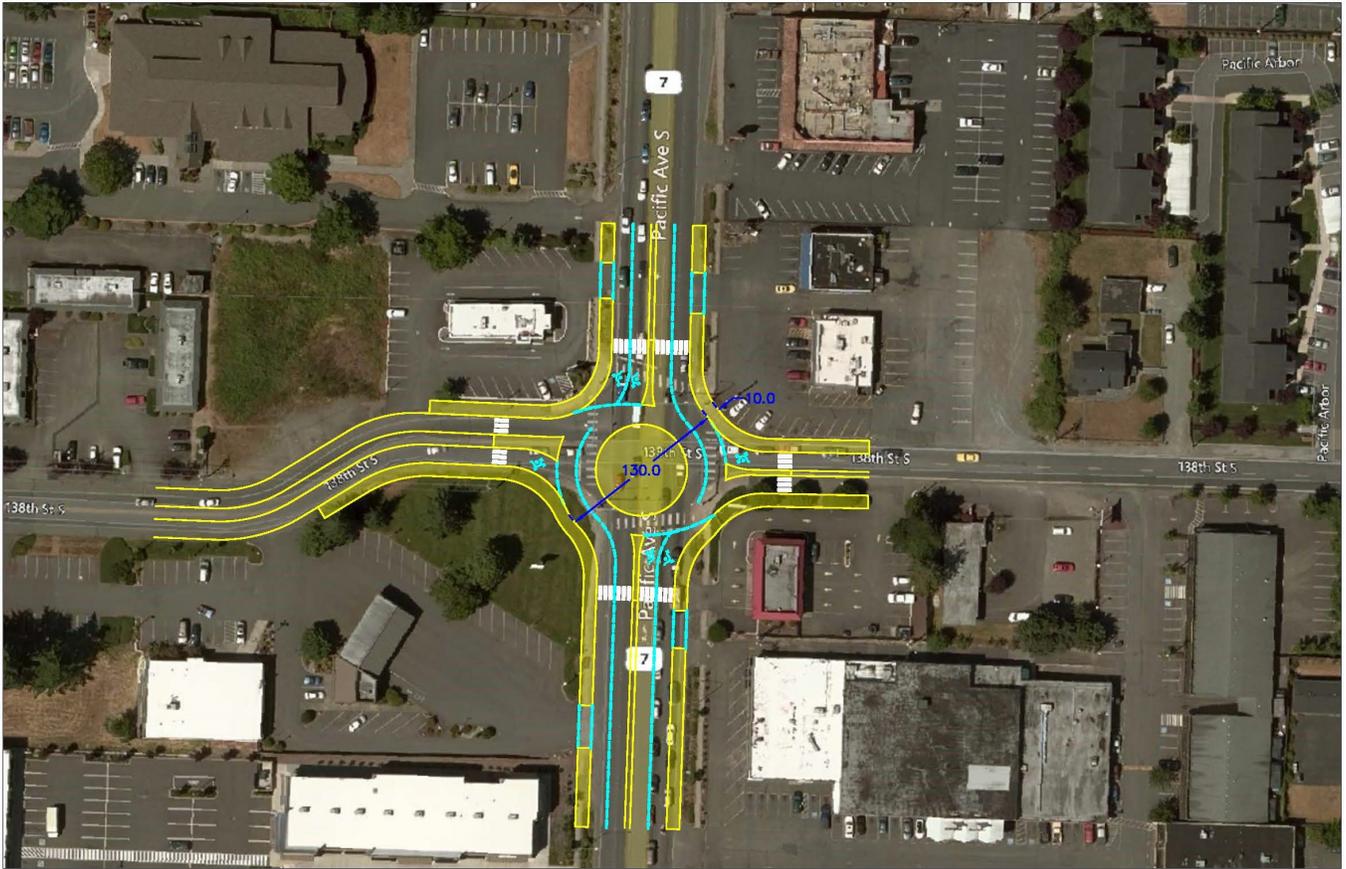




*Median Lane Configuration*



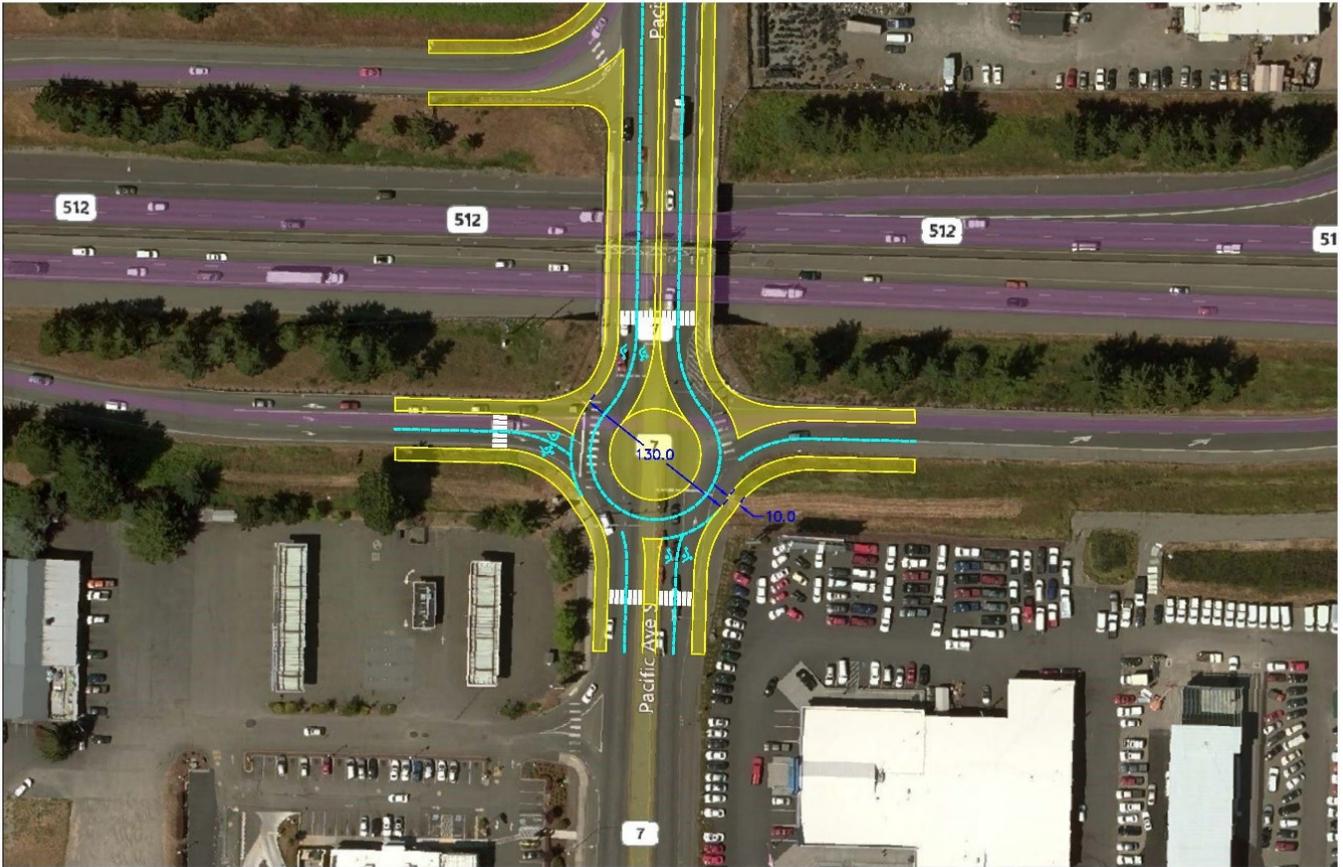
*Curbside BAT Lane Configuration*



## Pacific Ave & 138th St



Potential roundabout intersection that WSDOT has slated as a potential location for a new roundabout (subject to needs evaluation currently underway). The 138th roundabout has numerous business accesses around the intersection that would need to be kept open while also keeping traffic flowing through the area.



## Pacific Ave & SR 512



Potential SR 512/Pacific Avenue roundabout (currently under needs evaluation), if required by WSDOT would entail the installation of a roundabout while keeping a main offramp and onramp to 512 open.