December 28, 2015

Mr. Bill Phillips  
Program Supervisor  
Engineering and Architectural Services  
Dept. Of Enterprise Services  
P.O. Box 41476  
Olympia, WA 98504

Application for Re-Certification of Public Body to use GC/CM Contracting Procedure

Dear Mr. Phillips:

Since its inception in 1996, Sound Transit has planned, designed, constructed and commissioned nearly $3 billion worth of transportation and transit infrastructure in the Puget Sound region. This includes numerous facilities to support our extensive regional express bus system in King, Pierce and Snohomish Counties; a commuter rail line from Lakewood to Everett; and a light rail system from downtown Seattle to Sea-Tac Airport. In 2009, Sound Transit began utilizing the GC/CM contracting procedure and became a certified Public Body in 2013. Sound Transit is currently administering five GC/CM and four Heavy Civil GC/CM projects on our Link Light Rail extensions for University Link, Northgate Link, and East Link. In addition, we are currently in the process of procuring two Heavy Civil GC/CMs for Lynnwood Link.

As Sound Transit continues to implement our ST2 regional transit plan and develop the ST3 plan, the Agency is generating billions of dollars in new design and construction contracts for the Puget Sound region. Our constituents are accustomed to Sound Transit delivering high quality transit infrastructure quickly, efficiently, and within budget. Re-Certification as a public body to use GC/CM as a potential delivery method will ensure we continue to deliver on these expectations.

Sound Transit has the qualifications and experience, and it has successfully managed GC/CM contracts since 2009. Therefore, we are submitting for your consideration our application for public body re-certification.

I have appointed Linneth Riley-Hall, Design & Construction Contracts Manager to lead the application process for Sound Transit. Please feel free to contact Linneth at 206-398-5072 or linneth.riley-hall@soundtransit.org if you have any questions or need additional information.

Sound Transit appreciates your consideration of this application and looks forward to your review and response.

Sincerely,

Mike Harbour  
Acting Chief Executive Officer
APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting- GCCM and/or DB

The CPARB PRC will consider recertification applications based upon agency’s experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GCCM) and/or Design-Build (DB) project delivery process. Incomplete applications may delay action on your application.

1. Identification of Applicant
   (a) Legal name of Public Body (your organization): Central Puget Sound Regional Transit (dba Sound Transit)
   (b) Address: 401 S. Jackson Street, Seattle, WA 98104-2826
   (c) Contact Person Name and Title: Linneth Riley-Hall, Design & Construction Contracts Manager
   (d) Phone number: 206-398-5072 Fax: (206) 398-5215
      E-mail: linneth.riley-hall@soundtransit.org
   (e) Effective Date of current Certification: 3/28/2013 [GCCM] 5/28/2015 [DB]
   (f) This Re-Application is for GCCM X DB
      [Check one or both as applicable]

2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GCCM and/or DB under Alternative Contracting Procedure(s) in RCW 39.10 (RCW 39.10.270 (3)(a)) Limit response to two pages or less.

   If there have been any changes to your agency’s processes addressing items (a) and (b) below, please submit the revised process chart or list.

   (a) The steps your organization takes to determine that use of GCCM and/or DB is appropriate for a proposed project; and

   (b) The steps your organization takes in approving this determination.

   Include and describe any such process changes since your original certification (and reasoning for same) to your determination process based upon your experience to date in utilizing the delivery method(s).

Sound Transit has established clear and deliberate processes and procedures in determining whether a project is appropriate for the General Contractor/Construction Manager (GC/CM) delivery method. These processes bring together various department personnel for input and review throughout the agency. As an agency, Sound Transit practices continuous process improvement and has continued to refine our delivery method selection process.
**GC/CM Selection Process**

The delivery method selection process begins in the earlier stages of project design. The agency will complete a Risk Management Workshop (RMP) which, among other items, discusses the risk with the various procurement strategies. Additionally, Sound Transit will complete a Constructability Review Program (CRP) thereby developing the framework contract packaging approach and delivery method. The design firm and Sound Transit will then undertake a Contract Packaging Workshop where all potential delivery methods are discussed (e.g. traditional low bid, GC/CM, and Design Build). This is a new step in the process that has been implemented since Sound Transit’s Certification in 2013.

For the Contract Packaging Workshop a committee is created which is composed of representatives from various stakeholder departments like Planning, Environmental and Project Development (PEPD), Design, Engineering, and Construction Management (DECM), and Procurement & Contracts. The committee reviews the completed RMP and CRP as well as establishing the project goals. The committee will review amongst other things the potential packaging configurations based on the following six criteria; size and complexity, contract interfaces, jurisdictional boundaries, construction access and staging, maintenance of traffic, and staffing requirements along with the requirements of RCW 39.10. The committee will make its recommendations to the Executive Director of DECM and if a project is a candidate for GC/CM, the project team starts developing a formal GC/CM Project Review Request.

During this time, the project will be progressing through gates 1 through 3 of the Phase Gate process described below. The Sound Transit Phase Gate process, a multi-disciplinary project management process requiring an Agency-wide collaborative effort providing comprehensive project information to the Sound Transit Board, CEO and Agency staff. Phase Gate includes eight (8) gates throughout the project lifecycle (e.g. progressions through design, to construction and service start-up). The Gates are essentially checkpoints that allow the Agency to assemble and review information, project alternatives, the project delivery method, scope, costs, schedule, cash flows, risks and affordability.

Each project team will refine the procurement strategies based on the discussions of the Phase Gate Reviews and once GC/CM is determined to be the most appropriate delivery method the GC/CM Project Review Request is finalized and submitted to the Procurement and Contracts, Design and Construction Contracts Manager for review. The process is represented as a chart in Figure 1 below.

Throughout the entire process, the central public works contracting authority for the agency, the Design and Construction Contracts (D&CC) section, is involved with the evaluation, discussion, and final determination on whether a project is appropriate for the GC/CM method.

**GC/CM Project Review Request**

Sound Transit has written criteria to assess the suitability of a project for GC/CM delivery. A request documenting that GC/CM is an appropriate delivery method and that the project meets the RCW 39.10 criteria for GC/CM is submitted by the Executive Director of DECM to the D&CC Manager for final review and approval or disapproval. A sample of the GC/CM Project Review Request Form is included as Attachment A of this application.
Sound Transit’s experience, along with its established processes and procedures, demonstrates Sound Transit’s ability and commitment to properly evaluating each project ensuring it is appropriate for the GC/CM delivery method.

Below is the process chart for the process described above. The Contract Packaging Workshop steps are circled.

![Process Chart](image)

Figure 1

3. **Project Delivery Knowledge and Experience** *(RCW 39.10.270 (3)(b)(i))*

*Limit response to four pages or less.*

Please describe your organization’s experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

(a) Include the status of each *alternative delivery* project [planned, underway, or complete, dates, and projected/determined construction cost].

Please see Attachment 1.

**DESCRIBE any LITIGATION AND SIGNIFICANT DISPUTES ON any Alternative Delivery Project since PREVIOUS certification.**

There is no litigation arising from any of the Sound Transit projects that utilized alternative contracting methods; however, none of those projects (all of which involve large civil infrastructure construction) have yet achieved substantial completion. On two of the projects, there are outstanding issues relating primarily to compensation for perceived change work and design propriety. The total amount at issue is less than five percent of the total value of the contracts. All parties involved are working toward, and hopeful for, negotiated resolutions.
4. ** Personnel with Construction Experience Using the Alternative Contracting Procedure(s)  
   
   [RCW 39.10.270 (3)(b)(ii)]

   Please provide an updated matrix/chart showing changes in your agency’s personnel with management and construction experience using the alternative contracting procedure(s) since **PREVIOUS** certification. Provide a current organizational chart and highlight changes since **PREVIOUS** certification.

   Please see Attachment 2.

5. ** Resolution of Audit Findings on Previous Public Works Projects**  
   (RCW 39.10.270 (3)(c).) *(Limit Response to one page or less.)*

   If your organization had audit findings on any public works project since the **PREVIOUS** certification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

   No audit findings have been made on any Sound Transit Public works projects.

6. ** Project Data Collection**

   Please provide a matrix listing of all projects with a total value of greater than $5 million with a design agreement or design-build agreement in place **as of July 1, 2005**. This list shall also include projects within the public body’s capital plan **projected** for the next three (3) years.

   - Project Title
   - Agency’s Project Number
   - Project Value
   - Delivery Method [DBB, DB, or GCCM- either actual or as-planned]
   - Whether or not project data has been entered into the CPARB Data Collection System? *(RCW 39.10.320 and .350)*  
     [Yes or No; if No, why not?]
   - Is the project complete [Yes or No]

   Please see Attachment 3. Sound Transit has not been able to enter the data into the CPARB Data Collection System due to technical difficulties.
Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel in order to adequately evaluate recertification under RCW 39.10. You agree to submit such information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request for recertification you agree to continue to provide data on such projects in accordance with RCW 39.10 data collection criteria covering the complete history of each of these construction projects. You understand that this information is being used in a study by the State to evaluate the effectiveness of the alternative contracting procedure(s). Additionally, you understand that should this recertification be approved it is only valid for one additional three year period beyond your current certification expiration and that re-certification must be applied for under RCW 39.10

Name (please print) Linnette Riley-Hall

Title: Design + Construction Contracts Manager

Date: 12/18/15
<table>
<thead>
<tr>
<th>ID</th>
<th>Segment</th>
<th>Type</th>
<th>Project</th>
<th>Project Name</th>
<th>Construction Substantial Completion</th>
<th>Construction Contract (in Millions)</th>
<th>Status</th>
<th>RCW 39.10 Criteria</th>
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<tbody>
<tr>
<td>1</td>
<td>East Link</td>
<td>Heavy Civil GCCM</td>
<td>EL130</td>
<td>Seattle to South Bellevue Heavy Civil GCCM</td>
<td>December, 2020</td>
<td>$410</td>
<td>Procurement Stage</td>
<td>Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination of the work. The EL130 project is in the track installation from I5 to South Bellevue that includes 7 miles of rail, 2 station, and seismic retrofits on WSDOT right of way. Most critical to the success of the project will be GC/CM input during preconstruction on the constructability of the &quot;track bridge&quot; component of the project which stabilizes the track so that light rail vehicles can cross the floating bridge without disruption.</td>
</tr>
<tr>
<td>2</td>
<td>East Link</td>
<td>Heavy Civil GCCM</td>
<td>EL335</td>
<td>Downtown Bellevue to Spring District</td>
<td>December, 2020</td>
<td>$421</td>
<td>In Preconstruction Service</td>
<td>Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination of the work. For example, the work includes project interfaces and complicated handovers with adjacent projects and the SEM Tunnel contractor as well as working in the downtown Bellevue corridor requiring GC/CM input during the design phase as to schedule and project phasing as well as coordination with authorities having jurisdiction.</td>
</tr>
<tr>
<td>3</td>
<td>East Link</td>
<td>DB</td>
<td>E130</td>
<td>SR 520 to Overlake Transit Center</td>
<td>September, 2019</td>
<td>$242</td>
<td>Procurement Stage</td>
<td>DB delivery was selected because the work includes field constraints requiring highly specialized construction activities for aerial and at grade light rail construction and potential options of rebuilding ramps along SR520. The design build approach is critical to the success of the project and developing the construction methodology due to the complexities of staging, traffic control and minimizing impacts to current users as well as reviewing options to integrate current highway infrastructure with new light rail.</td>
</tr>
<tr>
<td>4</td>
<td>Lynnwood Link</td>
<td>Heavy Civil GCCM</td>
<td>L200</td>
<td>NE 200th St. to Lynnwood Station</td>
<td>June, 2021</td>
<td>$425</td>
<td>Procurement Stage</td>
<td>Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination required for this work. The work includes 3.7 miles of light rail guideway, both aerial and retained cut, trackwork, two elevated stations, and two 500 Stall parking garages in a narrow corridor within the WSDOT right of way as it.</td>
</tr>
<tr>
<td>5</td>
<td>Lynnwood Link</td>
<td>Heavy Civil GCCM</td>
<td>L300</td>
<td>Northgate Way to NE 200th St.</td>
<td>September, 2021</td>
<td>$471</td>
<td>In Planning Stage</td>
<td>Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements that involves complex scheduling, phasing, and coordination of the work. The work includes 4.5 miles of light rail guideway, trackwork, two elevated stations, and a 1650 Stall parking garage. The GC/CM's input during preconstruction in regards to constructability of extended lengths and height of retained cuts within a very narrow corridor along the I5, and phasing the work in cooperation with WSDOT is critical to the success of the project. During construction, the work requires close coordination with third parties such as the City of Seattle, WSDOT, Shoreline, and KC Metro, and two other GC/CMs.</td>
</tr>
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<td>6</td>
<td>Northgate Link</td>
<td>GCCM</td>
<td>N140</td>
<td>U District Station</td>
<td>December, 2019</td>
<td>$122</td>
<td>In Preconstruction Service</td>
<td>GC/CM delivery was selected because implementation of the project involves complex, scheduling, phasing, coordination where the involvement of the GC/CM is critical during the design phase. N140 U District Station involves complicated scheduling and sequencing relationships with the Systems, Tunnel, and Trackwork contractors. Value engineering and constructability reviews performed by the GC/CM and their EC/CM and MC/CM subcontractors during the design phase are expected to yield cost savings, helping to resolve design, scheduling, sequencing, and interface issues, a substantial benefit to the public.</td>
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<tr>
<td>7</td>
<td>Northgate Link</td>
<td>GCCM</td>
<td>N150</td>
<td>Roosevelt Station Finishes</td>
<td>September, 2019</td>
<td>$130</td>
<td>In Preconstruction Service</td>
<td>GC/CM delivery was selected because implementation of the project involves complex, scheduling, phasing, coordination where the involvement of the GC/CM is critical during the design phase. N150 Roosevelt Station involves complicated scheduling and sequencing relationships with the Systems, Tunnel, and Trackwork contractors. Value engineering and constructability reviews performed by the GC/CM and their EC/CM and MC/CM subcontractors during the design phase are expected to yield cost savings, helping to resolve design, scheduling, sequencing, and interface issues, a substantial benefit to the public.</td>
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<tr>
<td>ID</td>
<td>Segment</td>
<td>Type</td>
<td>Project</td>
<td>Project Name</td>
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<td>Construction Contract (in Millions)</td>
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<td>RCW 39.10 Criteria</td>
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<td>8</td>
<td>Northgate Link</td>
<td>Heavy Civil GCCM</td>
<td>N160</td>
<td>Northgate Station, Elevated Guideway and Parking Garage</td>
<td>November, 2019</td>
<td>$180</td>
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<td>9</td>
<td>Northgate Link</td>
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<td>N830/E750</td>
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<td>December, 2021</td>
<td>$330</td>
<td>In Preconstruction Service</td>
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<td>10</td>
<td>Sounder</td>
<td>DB</td>
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<td>April, 2017</td>
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<td>Procurement Stage</td>
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<td>11</td>
<td>South Link</td>
<td>DB</td>
<td>S440</td>
<td>South Link Project SeaTac/Airport Station to South 200th Street</td>
<td>April, 2016</td>
<td>$169</td>
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<td>12</td>
<td>South Link</td>
<td>DB</td>
<td>S445</td>
<td>South 200th Link Extension Parking Garage Design Build</td>
<td>December, 2015</td>
<td>$30</td>
<td>In Construction</td>
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<td>13</td>
<td>U Link</td>
<td>GCCM</td>
<td>U240</td>
<td>Capitol Hill Station (CHS)</td>
<td>November, 2015</td>
<td>$105</td>
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<td>14</td>
<td>U Link</td>
<td>GCCM</td>
<td>U250</td>
<td>University of Washington Station (UWS)</td>
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<td>$142</td>
<td>Substantial Completion of Construction</td>
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<td>15</td>
<td>U Link</td>
<td>DB</td>
<td>U810</td>
<td>Maintenance of Way Building</td>
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<td>16</td>
<td>U Link</td>
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<td>U830</td>
<td>University Link Light Rail Systems Construction</td>
<td>February, 2016</td>
<td>$119</td>
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</tbody>
</table>

Heavy Civil GCCM delivery was selected because the predominant features of the project are infrastructure improvements and because the early involvement of the GC/CM contractor is critical to the success of the project due to the complex scheduling, phasing, and coordination of the work. The work of the N160 contract includes constructing elevated station and guideway, including tail track structure, Transit roadway, Civil and architectural finishes at the Maple Leaf Portal and a parking garage at an occupied facility, Northgate Mall, which must continue to operate during construction.

Heavy Civil GCCM delivery was selected because the predominant features of the project are infrastructure improvements and because of the complex interfaces and coordination required to complete the work. Project includes the Systems work for the installation of signaling, traction power substations, overhead catenary system (OCS), and communications systems for both the East Link and Northgate Link Projects. This Contractor will interface with 3 Station GC/CM Contractors on the Northgate Link Project and up to 5 Civil Contractor Teams on the East Link Project. The early involvement of the GC/CM is critical to the development of the final systems design and its integration into the infrastructure of the two extensions.

Heavy Civil GC/CM delivery was selected because the predominant features of the project are infrastructure improvements and because of the complex interfaces and coordination required to complete the work. Project includes the Systems work for the installation of signaling, traction power substations, overhead catenary system (OCS), and communications systems for both the East Link and Northgate Link Projects. This Contractor will interface with 3 Station GC/CM Contractors on the Northgate Link Project and up to 5 Civil Contractor Teams on the East Link Project. The early involvement of the GC/CM is critical to the development of the final systems design and its integration into the infrastructure of the two extensions.

The Design Build delivery method was selected because the design build approach is critical to the development of highly specialized construction methodologies. Sound Transit expects to benefit from a significant savings in project delivery time. The project involves installation of systems elements and trackwork including 1.6 miles of double-track Light Rail Transit (LRT) elevated line between the SeaTac/Airport Station and South 200th Street, with an interim terminal station at S. 200th Street and 88th Ave S. in SeaTac, Washington. The corridor is extremely narrow and adjacent to sensitive airport facilities requiring the contractor and the designer to coordinate closely in order to develop an approach to the work for these tight constraints.

The Design Build delivery method was selected because the scope of this contract is the construction of a pre-engineered building. In addition, Sound Transit expects to benefit from substantial savings in project delivery time using the design build delivery method.

The Design Build delivery method was selected because the early involvement of the GC/CM contractor is critical to the success of the project especially in regards to staging, and the logistics and assembly of thirteen miles of track for the entire University Link extension.

The Design Build delivery method was selected because the scope of this contract is design and build a parking garage. This delivery method is ideal for parking garage. The Design Build method was selected because the scope of this contract is design and build a parking garage. This delivery method is ideal for parking garage.
<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Company</th>
<th>Experience</th>
<th>Project Size</th>
<th>Location</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>Debora Ashland</td>
<td>Director of Architecture and Art</td>
<td>OEX</td>
<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>15 years of project management experience</td>
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<td>Tony Raben, PE</td>
<td>Executive Project Director</td>
<td>OEX</td>
<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>15 years of design and construction</td>
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<td>Jonathan Gabelein</td>
<td>Principal Construction Manager</td>
<td>OEX</td>
<td>Present</td>
<td>$425</td>
<td>WA HC GC/CM</td>
<td>Over 30 years of design and construction</td>
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<tr>
<td>Miles Haupt, CCM, DBIA</td>
<td>Executive Project Director</td>
<td>OEX</td>
<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>29 years of design and construction</td>
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<td>Chisty Sanders-Meena</td>
<td>Construction Manager</td>
<td>OEX</td>
<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>Over 30 years of design and construction</td>
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<td>Ahmad Fazel</td>
<td>Project Delivery Manager</td>
<td>OEX</td>
<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>Over 30 years of project and construction</td>
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<td>Mark Pickerill</td>
<td>Principal Construction Manager</td>
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<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>Over 30 years of design and construction</td>
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<tr>
<td></td>
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<td>OEX</td>
<td>Present</td>
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<td>WA HC GC/CM</td>
<td>Over 30 years of project and construction</td>
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<td>WA HC GC/CM</td>
<td>Over 30 years of project and construction</td>
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<td>OEX</td>
<td>Present</td>
<td>$122</td>
<td>WA HC GC/CM</td>
<td>Over 30 years of project and construction</td>
</tr>
</tbody>
</table>

Summary of Experience

- Over 30 years of design and construction experience in light rail systems for implementing light rail transit projects in complex urban areas.
- Experience includes design-build projects as an owner and design consultant. AGC GC/CM training 2015.
- Sound Transit projects:
  - Roosevelt Station
  - Northgate Station
  - Capitol Hill Station
  - U District Station
  - South 200th Link Extension - Airport to S 200th
  - South 200th Link Extension - Parking Garage
  - SR 520 to Overlake Transit Center
  - Downtown Bellevue to Spring District
  - Seattle to South Bellevue
  - South Link Project Airport to S 200th
  - Lynnwood Link North
  - Lynnwood Link South

- Experience in managing design and construction of light rail projects and other civil projects with an emphasis on project delivery strategies.
<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Summary of Experience</th>
<th>Project Name</th>
<th>Project Size (in Millions)</th>
<th>Project Delivery Type</th>
<th>Planning</th>
<th>Design</th>
<th>Construction</th>
<th>Commissioning, Startup, Closeout</th>
<th>Role Start</th>
<th>Role Finish</th>
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</thead>
<tbody>
<tr>
<td>Bob Nichols</td>
<td>Corridor Design Manager</td>
<td>20 years experience in the design and construction of facilities projects delivered through both conventional design-bid-build and alternative project delivery methods.</td>
<td>Sound Transit, Lynnwood Link South</td>
<td>$425</td>
<td>WA Heavy Civil GC/CM</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>2013</td>
<td>Present</td>
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<tr>
<td>Jeffrey Delaire</td>
<td>Systems Corridor Design Manager</td>
<td>15 years of design, engineering, management, including operation and maintenance management, construction of electrical and electronic systems, including complex power users and light rail transportation systems, for public and private industry.</td>
<td>Sound Transit, Lynnwood Link North</td>
<td>$473</td>
<td>WA Heavy Civil GC/CM</td>
<td>OCTR</td>
<td>OCTR</td>
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<td>Present</td>
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<td>Ian Mahleit, AIA, LEED AP</td>
<td>Architect</td>
<td>25 years of architectural experience with the design and construction of numerous public sector projects.</td>
<td>Sound Transit, South 200th Link Extension - Parking Garage</td>
<td>$10</td>
<td>WA DB</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
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<td>2010</td>
<td>Present</td>
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<tr>
<td>Neil Theodore, PE</td>
<td>Architect</td>
<td>Providing design/engineering support for Transportation public works projects on design-build projects as an owner, owner's representative.</td>
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<td>WA DB</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>2012</td>
<td>Present</td>
</tr>
</tbody>
</table>

**DECM PROJECT CONTROLS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Summary of Experience</th>
<th>Project Name</th>
<th>Project Size (in Millions)</th>
<th>Project Delivery Type</th>
<th>Planning</th>
<th>Design</th>
<th>Construction</th>
<th>Commissioning, Startup, Closeout</th>
<th>Role Start</th>
<th>Role Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Robert Strzybinski, PMP, PSP, AS, PMI-RMP</td>
<td>Director, Estimating, Scheduling, Risk &amp; AE, Design Engineering and Construction Management</td>
<td>20 years of project and construction management experience, specifically in the management, development and implementation of cost and schedule controls, risk management and value engineering.</td>
<td>Sound Transit, Seattle to South Bellevue</td>
<td>$450</td>
<td>WA Heavy Civil GC/CM</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>2013</td>
<td>Present</td>
</tr>
<tr>
<td>Ana McConnell</td>
<td>Sr. Project Control Specialist</td>
<td>20 years of project control and construction management experience for public works projects in the public agencies and in private industry.</td>
<td>Sound Transit, Downtown Bellevue to Spring District</td>
<td>$321</td>
<td>WA Heavy Civil GC/CM</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>2013</td>
<td>Present</td>
</tr>
<tr>
<td>Juan Gonzales</td>
<td>Sr. Project Control Specialist</td>
<td>20+ years of design and construction management experience on public works projects.</td>
<td>Sound Transit, Downtown Bellevue to Spring District</td>
<td>$344</td>
<td>WA DB</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>2013</td>
<td>Present</td>
</tr>
<tr>
<td>Brian Ellingston</td>
<td>Sr. Scheduling Engineer</td>
<td>15 years of design and construction management experience.</td>
<td>Sound Transit, Capitol Hill Station Parking Garage</td>
<td>$30</td>
<td>CM CM</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>OCTR</td>
<td>2007</td>
<td>2009</td>
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**DESIGN & CONSTRUCTION CONTRACTS**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Summary of Experience</th>
<th>Project Name</th>
<th>Project Size (in Millions)</th>
<th>Project Delivery Type</th>
<th>Planning</th>
<th>Design</th>
<th>Construction</th>
<th>Commissioning, Startup, Closeout</th>
<th>Role Start</th>
<th>Role Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jemith Wiley-Hat, CPPO, DBA</td>
<td>Design &amp; Construction Contracts Manager</td>
<td>Over 15 years in public sector procurement and contract administration, including DB and GC/CM contract administration.</td>
<td>Sound Transit, Lynnwood Link South</td>
<td>$471</td>
<td>WA Heavy Civil GC/CM</td>
<td>OPROC</td>
<td>OPROC</td>
<td>OPROC</td>
<td>OPROC</td>
<td>2013</td>
<td>Present</td>
</tr>
<tr>
<td>Shutong Hong, JCPA, Assoc. DBA</td>
<td>Design &amp; Construction Contracts Engineer</td>
<td>Over 10 years in public sector procurement and contract administration, including DB and GC/CM procurement and contract administration.</td>
<td>Sound Transit, Lynnwood Link North</td>
<td>$423</td>
<td>WA Heavy Civil GC/CM</td>
<td>OPROC</td>
<td>OPROC</td>
<td>OPROC</td>
<td>OPROC</td>
<td>2013</td>
<td>Present</td>
</tr>
<tr>
<td>Name</td>
<td>Title</td>
<td>Summary of Experience</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Nick Davis, CPA, Assoc. DBIA</td>
<td>Design &amp; Construction Contracts Supervisor</td>
<td>Over 15 years of construction project management experience, specifically in the full range of GC/CM construction.</td>
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</tr>
<tr>
<td>Tae-Hee Han, LEED AP</td>
<td>Design &amp; Construction Contracts Analyst</td>
<td>Over 5 years in public sector construction management and contract administration.</td>
<td></td>
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</tr>
<tr>
<td>Steven Johnson, CPPO, Assoc. DBIA</td>
<td>Design &amp; Construction Contracts Analyst</td>
<td>Combined 30 years of experience in contract development, construction procurement, claims resolution, and litigation for horizontal and vertical construction projects of all kinds including DBB, DB, GC/CM and various other competitively procured and negotiated project delivery methods.</td>
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</tr>
<tr>
<td>Brian Baron, Assoc. DBIA</td>
<td>Design &amp; Construction Contracts Specialist</td>
<td>Over 5 years in public sector procurement and contract administration, specifically in the full range of GC/CM construction.</td>
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</tr>
<tr>
<td>Nina Rahrich</td>
<td>Design &amp; Construction Contracts Specialist</td>
<td>Over 5 years of experience in public sector transportation program management and contract administration.</td>
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</tr>
<tr>
<td>Lauren Armstrong, JD and Tim Reimer, JD</td>
<td>Project Delivery Type</td>
<td>Combined 30 years of experience in contract development, construction procurement, claims resolution, and litigation for horizontal and vertical construction projects of all kinds including DBB, DB, GC/CM and various other competitively procured and negotiated project delivery methods.</td>
<td></td>
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</tr>
</tbody>
</table>
### Personnel with Construction Experience using Various Contracting Procedures

**Role During Project Phases**

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Summary of Experience</th>
<th>Project Name</th>
<th>Project Size (in Millions)</th>
<th>Project Delivery Type</th>
<th>Planning</th>
<th>Design</th>
<th>Construction</th>
<th>Commissioning, Startup, Closeout</th>
<th>Role Start</th>
<th>Role Finish</th>
</tr>
</thead>
<tbody>
<tr>
<td>SUBCTR</td>
<td>A subconsultant providing project controls, scheduling, or estimating services</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>SUBDES</td>
<td>A subconsultant providing design or engineering services</td>
<td></td>
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<tr>
<td>SUBCM</td>
<td>A subconsultant providing construction management, resident engineering, or field engineering services</td>
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</tr>
<tr>
<td>SUBCON</td>
<td>A subcontractor to the prime on the project</td>
<td></td>
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Revised: November 2015
<table>
<thead>
<tr>
<th>No.</th>
<th>Delivery Method</th>
<th>Project No.</th>
<th>Project Title</th>
<th>Project Description</th>
<th>Contractor Contribution</th>
<th>Local Design Firm</th>
<th>Planned Start</th>
<th>Planned Finish</th>
<th>Actual Start</th>
<th>Actual Finish</th>
<th>Actual Costs (in Millions)</th>
<th>Actual Costs (in Millions)</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Real Option</th>
<th>Strike Work</th>
<th>Strike Work</th>
<th>Strike Work</th>
<th>Strike Work</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>D-RH</td>
<td>Airport Link</td>
<td>C125</td>
<td>East Link - 120th Street to East Link</td>
<td>Construction of aerial guideway between 120th Street and East Link</td>
<td>PCL Construction/General Bldg. Engineers (425) 251-0133</td>
<td>NA</td>
<td>05/2012</td>
<td>05/2013</td>
<td>05/2013</td>
<td>05/2013</td>
<td>YSS</td>
<td>$30</td>
<td>No</td>
<td>D-B-B</td>
<td>Strike Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>D-RH</td>
<td>Airport Link</td>
<td>C130</td>
<td>East Link - Rainier Valley Station and Track work</td>
<td>Construction of the elevated Rainier Valley Light Rail Station, the International Boulevard Pedestrian Bridge, and East Link track work from 120th Street to the station</td>
<td>Mass Electric Construction Co. (206) 639-5791</td>
<td>NA</td>
<td>07/2007</td>
<td>08/2007</td>
<td>08/2007</td>
<td>10/2007</td>
<td>YSS</td>
<td>$56</td>
<td>$57</td>
<td>No</td>
<td>Strike Work</td>
<td>Follow on Work</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>AIR</td>
<td>Airport Link</td>
<td>NA</td>
<td>NA</td>
<td>Design of the airport link includes the elevated Rainier Valley Light Rail Station, the international Pedestrian Bridge and East Link track work from 120th Street to the station</td>
<td>Mass Electric Construction Co. (206) 639-5791</td>
<td>NA</td>
<td>02/2008</td>
<td>02/2010</td>
<td>02/2010</td>
<td>02/2012</td>
<td>YSS</td>
<td>$13</td>
<td>$13</td>
<td>No</td>
<td>Strike Work</td>
<td>Strike Work</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:**

1. **Delivery Method:**
   - D-RH: Direct Receipt of Funds
   - AIR: Airport Receipt of Funds

2. **Reason:**
   - Required: Necessary for project completion
   - Recommended: Recommended for project completion

3. **Project Title:**
   - East Link: A high-capacity, light rail transit system that connects downtown Seattle to East Link. The system includes 12 stations and an 18-mile light rail guideway. Two new light rail stations will be added to existing platforms at the South Bellevue and Overlake Village stations.
   - Airport Link: A high-capacity, light rail transit system that connects downtown Seattle to the airport. The system includes 11 stations and an 18-mile light rail guideway.

4. **Contractor Contribution:**
   - PCL Construction/General Bldg. Engineers: Projects include construction of structures, mechanical and electrical systems, and mechanical and electrical systems.
   - Mass Electric Construction Co.: Projects include construction of structures, mechanical and electrical systems, and mechanical and electrical systems.

5. **Local Design Firm:**
   - Mass Electric Construction Co.: Projects include construction of structures, mechanical and electrical systems, and mechanical and electrical systems.

6. **Planned Start/Finish:**
   - Planned Start/Finish dates for East Link projects.

7. **Actual Start/Finish:**
   - Actual Start/Finish dates for East Link projects.

8. **Actual Costs:**
   - Actual Costs for East Link projects (in Millions).

9. **Real Option:**
   - No: project not real option
   - Strike Work: project strike work

10. **Follow on Work:**
    - No: project not follow on work
    - Strike Work: project strike work

11. **Strike Work:**
    - No: project not strike work
    - Strike Work: project strike work

Revision: November 2023

**Attachment 2:** Project Data State
**Project Title:** North Corridor Transit Partners

**Project Description:**

Construct a second commuter rail platform at the Mukilteo Sounder Station on the south side of the main access to the Sounder’s Mukilteo Depot.  The new station also includes a number of related features, including:

- Concrete platforms with passenger shelters
- Bus transit area
- Full ADA access to the Sounder station
- Pedestrian, bicyclist and driver access to the Sumner Sounder

The scope of the project is to provide:  

- A new elevated railway station with train stop, passenger platforms, pedestrian access and service facilities.  
- Extensive differing site conditions and unanticipated design requirements.  
- Full ADA (Americans with Disabilities Act) features.

**Lead Design Firm:** Bake Oswalt Consulting

**Lead Construction Firm:** North Corridor Transit Partners

**Award Information:**

- Original Budget: $60 million
- Final Cost: $70 million
- Cost overruns: $10 million
- Cost overruns due to: unanticipated design requirements and unforeseen site conditions

**Period: 04/2014 to 03/2015**

**Reason:**

- Unanticipated design requirements and unforeseen site conditions.

---

**Project Title:** North Corridor Transit Partners

**Project Description:**

Construct a second commuter rail platform at the Mukilteo Sounder Station on the south side of the main access to the Sounder’s Mukilteo Depot.  The new station also includes a number of related features, including:

- Concrete platforms with passenger shelters
- Bus transit area
- Full ADA access to the Sounder station
- Pedestrian, bicyclist and driver access to the Sumner Sounder

The scope of the project is to provide:  

- A new elevated railway station with train stop, passenger platforms, pedestrian access and service facilities.  
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**Lead Design Firm:** Bake Oswalt Consulting

**Lead Construction Firm:** North Corridor Transit Partners

**Award Information:**

- Original Budget: $60 million
- Final Cost: $70 million
- Cost overruns: $10 million
- Cost overruns due to: unanticipated design requirements and unforeseen site conditions

**Period: 04/2014 to 03/2015**

**Reason:**

- Unanticipated design requirements and unforeseen site conditions.

---

**Project Title:** North Corridor Transit Partners

**Project Description:**

Construct a second commuter rail platform at the Mukilteo Sounder Station on the south side of the main access to the Sounder’s Mukilteo Depot.  The new station also includes a number of related features, including:

- Concrete platforms with passenger shelters
- Bus transit area
- Full ADA access to the Sounder station
- Pedestrian, bicyclist and driver access to the Sumner Sounder

The scope of the project is to provide:  

- A new elevated railway station with train stop, passenger platforms, pedestrian access and service facilities.  
- Extensive differing site conditions and unanticipated design requirements.  
- Full ADA (Americans with Disabilities Act) features.

**Lead Design Firm:** Bake Oswalt Consulting

**Lead Construction Firm:** North Corridor Transit Partners

**Award Information:**

- Original Budget: $60 million
- Final Cost: $70 million
- Cost overruns: $10 million
- Cost overruns due to: unanticipated design requirements and unforeseen site conditions

**Period: 04/2014 to 03/2015**

**Reason:**

- Unanticipated design requirements and unforeseen site conditions.

---

**Project Title:** North Corridor Transit Partners

**Project Description:**

Construct a second commuter rail platform at the Mukilteo Sounder Station on the south side of the main access to the Sounder’s Mukilteo Depot.  The new station also includes a number of related features, including:

- Concrete platforms with passenger shelters
- Bus transit area
- Full ADA access to the Sounder station
- Pedestrian, bicyclist and driver access to the Sumner Sounder

The scope of the project is to provide:  

- A new elevated railway station with train stop, passenger platforms, pedestrian access and service facilities.  
- Extensive differing site conditions and unanticipated design requirements.  
- Full ADA (Americans with Disabilities Act) features.

**Lead Design Firm:** Bake Oswalt Consulting

**Lead Construction Firm:** North Corridor Transit Partners

**Award Information:**

- Original Budget: $60 million
- Final Cost: $70 million
- Cost overruns: $10 million
- Cost overruns due to: unanticipated design requirements and unforeseen site conditions

**Period: 04/2014 to 03/2015**

**Reason:**

- Unanticipated design requirements and unforeseen site conditions.
<table>
<thead>
<tr>
<th>No.</th>
<th>Delivery Method</th>
<th>Segment</th>
<th>Project #</th>
<th>Description</th>
<th>General Contractor</th>
<th>Local Design Firm</th>
<th>Planning Start</th>
<th>Planned Finish</th>
<th>Actual Finish</th>
<th>Actual Status</th>
<th>Cost Overrun</th>
<th>Cost Under-run</th>
<th>Schedule Overrun</th>
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<tbody>
<tr>
<td>46</td>
<td>D-R-R</td>
<td>Sounder</td>
<td>9A</td>
<td>RTA/CNP (101-09)</td>
<td>Delivery of all services connected to the existing Tacoma Dome Station on 11th St and M Street, including bus service to the Sounder.</td>
<td>Sounder</td>
<td>01/2010</td>
<td>01/2010</td>
<td>12/2012</td>
<td>12/2012</td>
<td>Yes</td>
<td>$31</td>
<td>$50</td>
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<tr>
<td>47</td>
<td>D-R-R</td>
<td>South Link</td>
<td>10A</td>
<td>RTA/CNP (100-12)</td>
<td>Union station connections.</td>
<td>Sounder</td>
<td>01/2010</td>
<td>01/2010</td>
<td>12/2012</td>
<td>12/2012</td>
<td>Yes</td>
<td>$31</td>
<td>$50</td>
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<td>48</td>
<td>D-R-R</td>
<td>South Link</td>
<td>11A</td>
<td>RTA/CNP (100-13)</td>
<td>Westlake Station connections.</td>
<td>Sounder</td>
<td>01/2010</td>
<td>01/2010</td>
<td>12/2012</td>
<td>12/2012</td>
<td>Yes</td>
<td>$31</td>
<td>$50</td>
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<tr>
<td>49</td>
<td>D-R-R</td>
<td>South Link</td>
<td>12A</td>
<td>RTA/CNP (100-14)</td>
<td>Eastlake Station connections.</td>
<td>Sounder</td>
<td>01/2010</td>
<td>01/2010</td>
<td>12/2012</td>
<td>12/2012</td>
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<td>$31</td>
<td>$50</td>
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<tr>
<td>50</td>
<td>D-R-R</td>
<td>South Link</td>
<td>13A</td>
<td>RTA/CNP (100-15)</td>
<td>Rainier Station connections.</td>
<td>Sounder</td>
<td>01/2010</td>
<td>01/2010</td>
<td>12/2012</td>
<td>12/2012</td>
<td>Yes</td>
<td>$31</td>
<td>$50</td>
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<td>51</td>
<td>D-R-R</td>
<td>South Link</td>
<td>14A</td>
<td>RTA/CNP (100-16)</td>
<td>Beacon Hill Station connections.</td>
<td>Sounder</td>
<td>01/2010</td>
<td>01/2010</td>
<td>12/2012</td>
<td>12/2012</td>
<td>Yes</td>
<td>$31</td>
<td>$50</td>
</tr>
</tbody>
</table>

Actual Finish / Budget

- Extensive architectural, structural, engineering, mechanical and electrical design services and additional building permit services, protruding service lines, labor and material.
- Extensive architectural, structural, engineering, mechanical and electrical design services and additional building permit services, protruding service lines, labor and material.
- Extensive architectural, structural, engineering, mechanical and electrical design services and additional building permit services, protruding service lines, labor and material.
- Extensive architectural, structural, engineering, mechanical and electrical design services and additional building permit services, protruding service lines, labor and material.
- Extensive architectural, structural, engineering, mechanical and electrical design services and additional building permit services, protruding service lines, labor and material.
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