



King County – Atlantic Base Refurbishment (ABR) Project



STATE OF WASHINGTON

CAPITAL PROJECTS ADVISORY REVIEW BOARD (CPARB)

PROJECT REVIEW COMMITTEE (PRC)

Application for General Contractor Construction Manager (GC/CM)

Project Approval

Submitted by

King County

April 20, 2021



Capital Division

201 S. Jackson Street
KSC-TR-0412
Seattle, WA 98104-3856

April 20, 2021

Via email (PRC@des.wa.gov)

Attn: Talia Baker, Administrative Support
Project Review Committee
c/o State of Washington Dept. Enterprise Services
Engineering & Architectural Services
Post Office Box 41476
Olympia, WA 98504-1476

Re: King County's Atlantic Base Refurbishment Project - Application for Project Approval (GC/CM)

Dear PRC Members,

King County Metro (KCM) is pleased to submit the attached application for approval for the Atlantic Base Refurbishment (ABR) project using Heavy Civil General Contractor Construction Manager (GC/CM) alternative contracting procedures, as defined in RCW 39.10.

The base is located in central campus and was originally constructed as Metro's only trolley bus yard in the late 1980's and the majority of original site utilities are still in operation. The ABR project was initiated as part of the State of Good Repair (SGR) Condition Assessment project for Metro bus bases, in which the pavement was rated as marginal and subsequently ranked the base high on the priority list for pavement replacement.

The fuel and wash bays in the base serve buses that operate out of the adjacent base (Central Base). It is essential for the base to stay continuously operational. In order to minimize the need for future site work and impact to base operations, all site utilities are being evaluated for replacement and the Overhead Catenary System (OCS) will also be replaced. KPFF has been selected as the design firm and is progressing with the design and site investigations.

King County Metro performed delivery method evaluation to analyze the pros and cons of the various methods and selected the Heavy Civil General Contractor Construction Manager (GCCM) for delivery of this project. Due to the project complexities outlined in this application, Heavy Civil GCCM will enhance the success of the ABR project while minimizing impact to the 24 hour trolley bus base operational needs over a traditional Design-Bid-Build (DBB) delivery.

Continued.

KCM has a professional in-house project team supplemented by OAC Services, Inc. for additional expertise in alternative project delivery. The team is committed to an efficient, effective, and collaborative approach to ensure a successful outcome of the project. Early involvement from the contractor and implementation of a cost reimbursable contract will promote transparency and trust.

One of our key goals is to transfer the information gained from this important project to upcoming Bus Electric Base and other County projects, as well.

Sincerely,

Brian Berard

Brian Berard
Transit Capital Project Manager
King County
(206) 263-4160
bberard@kingcounty.gov

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: [King County](#)
- b) Address: [201 South Jackson Street, Seattle, WA 98104](#)
- c) Contact Person Name: [Brian Berard](#) Title: [Project Manager](#)
- d) Phone Number: [\(206\) 263-4160](#) E-mail: bberard@kingcounty.gov

Acronyms and Abbreviations

ABR	Atlantic Base Refurbishment
AIA	American Institute of Architects (professional certification)
CM	Construction Management
ESJ	Equity and Social Justice
FTA	Federal Transit Administration
GC/CM	General Contractor/Construction Manager
KC	King County
KCM	King County Metro
KPFF	KPFF Consulting Engineers
MACC	Maximum Allowable Construction Contract
OAC	OAC Services, Inc.
PE	Professional Engineer
PM	Project Management
PMP	Project Management Professional
PRC	Project Review Committee
RA	Registered Architect
RFFP	Request for Fee Proposal
RFQ	Request for Qualification
SOQ	Statement of Qualifications

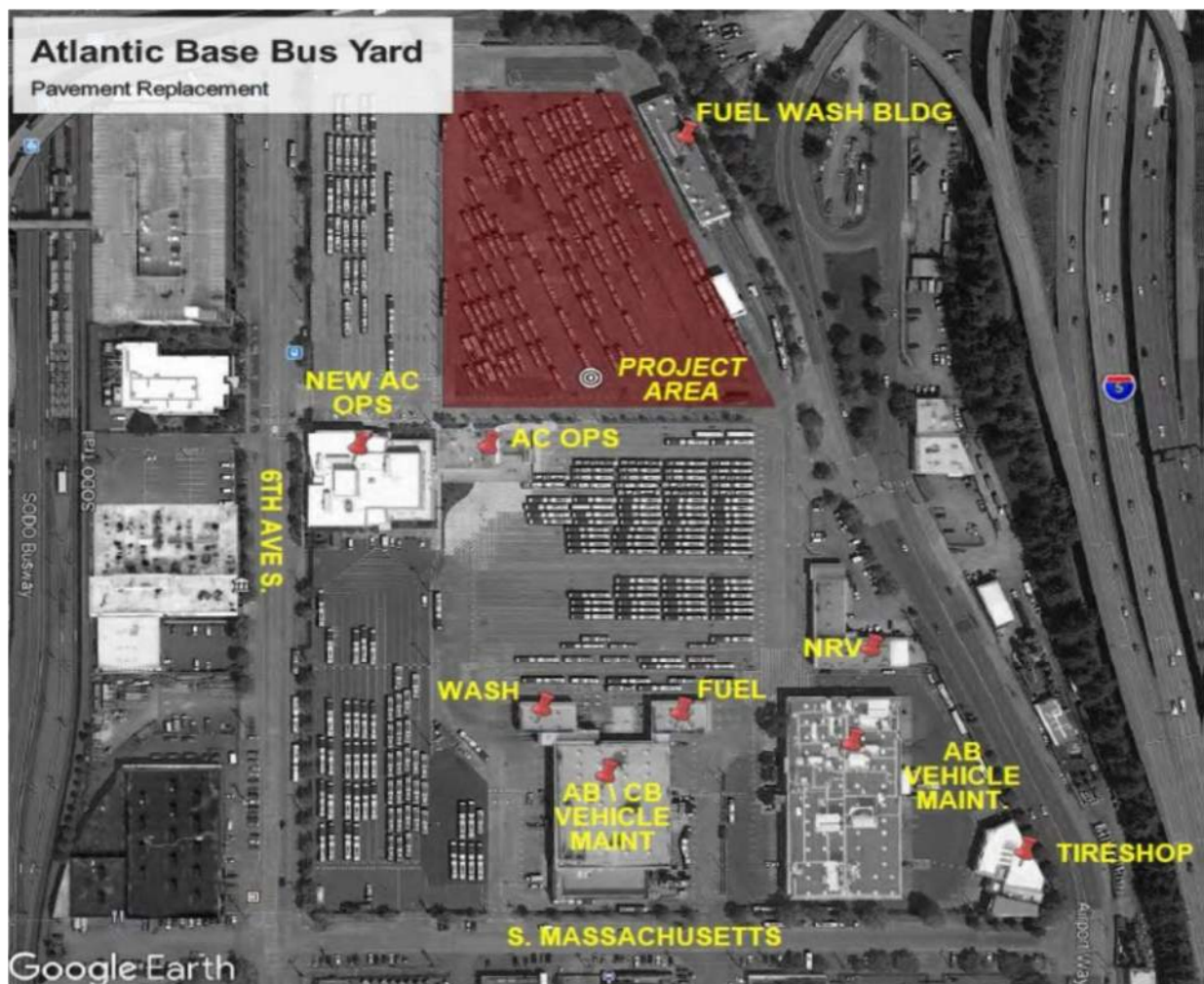
1. Brief Description of Proposed Project

- a) Name of Project: [Atlantic Base Refurbishment](#)
- b) County of Project Location: [King, WA](#)
- c) Please describe the project in no more than two short paragraphs.

King County Metro's Atlantic Base is in Seattle, south of Royal Brougham Way, between Airport Way South and 6th Avenue South. It includes approximately six (6) acres of land (as shown in Figure 1 below) and is Metro's only electric trolley bus parking and maintenance facility. Primary uses of the base include bus maintenance, storage for up to 200 electric trolley buses, fueling, and washing operations. Buses access the site through the Airport Way South driveway entrance at the southeast portion of the base and exit onto South Royal Brougham Way at the northwest corner of the base.

The Atlantic Base Refurbishment (ABR) project responds to a condition assessment conducted in 2016 that identified the existing yard concrete and pavement as 'marginal' and in need of replacement by 2022. The primary purpose of this project is to replace all concrete paving and underground infrastructure (including storm drainage, sanitary sewer, industrial waste, buried power lines, natural gas, domestic and fire watermain, and storage tanks) in the bus storage yard (Figure 1: Project Location). Metro plans to replace and upgrade this infrastructure during the pavement replacement along with other associated underground structures such as hand-holes and vaults in need of replacement.

Figure 1: Atlantic Base Refurbishment Project Location



2. Projected Total Cost for the Project

The project is carrying a large design and owner contingency due to the significant risk and cost exposure particularly as related to geotechnical conditions, soil contaminants, escalation, unforeseen conditions, and safely and efficiently phasing work around an operating trolley bus base with an overhead catenary system. In addition, the project is subject to Rule 171 which excludes sales tax on much of the construction cost.

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 6,000,000
Estimated project construction costs (including construction contingencies):	\$ 22,000,000
Contract administration costs (owner, cm, permits etc.)	\$ 6,000,000
Contingencies (design & owner)	\$ 7,000,000
Sales Tax	\$ 1,000,000
Total	\$ 42,000,000

B. Funding Status

Please describe the funding status for the whole project.

The ABR project has partial grant funding (approx. 50%) from FTA and Public Transportation. The remaining funding is from King County Metro's general capital sub fund. Project funding has been appropriated.

3. Anticipated Project Design and Construction Schedule

Please provide the anticipated project design and construction schedule, including:

a) Procurement.

The GC/CM Procurement Milestone Schedule is listed below.

b) Hiring consultants if not already hired.

OAC Services and KPFF have been contracted to perform PM/CM/Owner Advisory and Design consulting services, respectively.

- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

King County has assigned a robust internal technical and management staff to serve the project. OAC and KPFF have full-service teams with diverse and deep subconsulting expertise, including specialty areas such as overhead catenary systems and archeological. Additional consultants will be procured at the appropriate time, as needed.

GC/CM Procurement Milestones

Task	Status/Duration
Procure PM/CM and Design Consultants	Complete
PRC Application	April 20, 2021
GC/CM Informational Outreach Meeting(s)	May 2021
PRC Meeting / Approval for GC/CM	May 27, 2021
Advertise GC/CM RFQ	June 1, 2021
GC/CM SOQs Due	June 22, 2021
Select and Notify GC/CM Finalists	July 1, 2021
Interview Finalists	July 12-13, 2021
Public Fee Opening and Notice of Intent to Award	July 22, 2021
GC/CM Contracting	August-September 2021
GC/CM Notice to Proceed	September 2021
30% Design Submittal	November 2021

Please refer to **Attachment A Preliminary Schedule** for additional schedule information.

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.

The ABR project meets five of the six criteria specified in RCW 39.10 for the use of the GC/CM contracting procedure, including the criteria associated with the heavy civil contracting procedure. KCM evaluated alternative project delivery methods for implementation on this project and selected GC/CM as the optimum delivery method to promote a successful project and best manage risk. During the project planning risk assessment workshops in which 79 individual risks were identified, the following risks were among those of increased interest at the time of the workshops:

- Geotechnical conditions and underground obstructions
- Soil contamination
- Project scheduling and estimating
- Escalation due to the phased duration of the project
- Site safety during construction
- Planned Sound Transit work on 6th Avenue
- SCS involvement and availability
- Maintenance & operations—achieving design standards and impact during construction
- Industrial wastewater treatment system

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

Complex scheduling, phasing and coordination is involved:

Replacement of the bus yard paving surface and associated utilities will need to occur in multiple phases so that the facility can remain operational for the duration of construction. Phasing of the concrete replacement, utilities, and overhead catenary system around a busy and active operating trolley bus base will create unique and complex challenges, including safety of both construction and KCM personnel, which will require careful advance planning, with the consult of the contractor, and is well-orchestrated with facility operations. Early involvement by the GC/CM will promote project success by giving the contractor ample visibility and time to understand the existing conditions, advise on appropriate design approaches, plan for optimum site safety, and consider intelligent alternatives to sequencing the work and staging and delivery of materials.

- **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?**

Construction at an existing facility that must continue to operate during construction:

The Atlantic Base includes fuel/wash, bus operations, and bus maintenance facilities which are adjacent to the trolley bus storage yard. The base facilities will remain operational and the yard will be used for trolley bus storage for the duration of the refurbishment project. The “**Project Area**” identified in **Figure 1** will only be made available to the GC/CM in partial sections at a time, while the remainder will be operational as trolley bus storage. The adjacent fuel/wash facilities, bus operations, and bus maintenance facilities will remain in operation for the duration of the project. Input from the GC/CM on planning the most efficient way to execute the work while minimizing impact on operations will be critical.

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

GC/CM involvement is critical during the design phase:

GC/CM involvement during the design is critical in promoting cost and schedule predictability, early incorporation of value engineering and constructibility recommendations, as well as stakeholder coordination and smart planning of work sequencing and phasing. In addition, and perhaps most importantly, the GC/CM must plan for safe use of the site by both construction personnel and KCM staff while phased construction is performed adjacent to trolley bus base maintenance and operations activities.

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

The project involves a complex and technical work environment:

The complex and technical work environment the GC/CM will encounter at the ABR includes but is not limited to: extensive utility infrastructure, overhead catenary system, complex and challenging geotechnical conditions, contaminated soils, safety issues associated with close proximity of construction to ongoing trolley bus base operations, and staging and delivery of materials. The project site is constrained both vertically and horizontally; horizontally by the trolley bus base’s adjacent operating facilities and vertically overhead by energized catenary trolley wires.

- **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?**

Not applicable.

- **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?**

The GC/CM heavy civil contracting procedure is appropriate for this project:

The ABR project is a prime candidate for the GC/CM heavy civil contracting procedure for multiple reasons including the following:

- The primary scope of work for the ABR is that which a heavy civil contractor self-performs, consisting of a significant amount of concrete, utility infrastructure, earthwork, and stormwater management. Use of heavy civil GC/CM will ensure that KCM has the ability to contract the work efficiently and effectively and in a manner that is attractive to the general contractors who specialize in this type of work.
- Due to phasing requirements associated with performing the work around active trolley bus operations, the project is anticipated to be stretched over a longer duration. The size of the project and longer duration may not be as attractive to some qualified bidders. Providing the GC/CM the opportunity to self-perform more of the work will make the project more attractive to qualified bidders, provide them with greater control to manage, plan, and flex to the phased schedule and respond to unforeseen conditions when they occur.
- Heavy civil provides greater flexibility for KCM and the GC/CM to plan and execute subcontracted work, negotiate support services, and negotiate self-performed work in a manner that best responds to project risks and needs. This also results in the added benefit of enabling more strategic involvement from the small and disadvantaged businesses who might otherwise have a more difficult time competing on typical GC/CM low-bid work packages.

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.**

GC/CM will benefit the public by increasing predictability and reducing financial risks:

GC/CM delivery improves cost transparency and predictability through open book accounting and financial reporting. This clear and comprehensive visibility to contractor costs promotes trust and enables more confident and prompter decision-making, resulting in substantial fiscal benefit.

Additional benefits which contribute to substantial fiscal benefit are listed within the second paragraph of the next response.

- **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.**

Planning, coordinating and executing complex systems is best done with collaboration between designers and builders throughout the process:

The ABR project would suffer greatly under a traditional low-bid lump-sum method. The complexities associated with the phasing and sequencing of work, unforeseen conditions, necessity for close coordination with trolley base ongoing operations, and technical complexities would present fertile ground for extensive changes from the contractor and higher risk of unnecessary impacts to public transportation services.

GC/CM construction promotes higher quality standards, delivery schedules, overall team collaboration and improved planning. As described previously throughout this application the advantages are many, several of which include: contractor consulting during the design such as ongoing value analysis and constructibility recommendations, more accurate cost estimating based on current market pricing from

the contractors that perform the work, improved scheduling, phasing, sequencing of work, and site safety planning, contribute to risk management planning, more timely and responsive subcontractor involvement and buyout flexibility, increased engagement with small and disadvantaged businesses, more control and visibility of long-lead material and equipment purchases and planning of site deliveries and material staging, greater integration of valuable technology platforms such as Building Information Modeling, Virtual Design and Construction, Bluebeam, and collaborative project management systems, among others.

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

Use of heavy GC/CM heavy civil procedure is in the best interest of the public:

Heavy civil contracting procedure will serve the public interest by ensuring KCM is able to achieve the best value for the ABR project and minimize impact to public transportation services. This is achieved through:

- Increased interest from qualified general contractors who specialize in this type of work.
- Improved control over how the work is contracted and the ability to respond to complex and changing conditions.
- Improved ability to engage the right resources early and obtain commitments and predictability.
- Greater flexibility in the development of work packages and subcontracting to optimize participation by small and disadvantage businesses in the local community.

6. Public Body Qualifications

Please provide:

- **A description of your organization's qualifications to use the GC/CM contracting procedure.**

KCM retained OAC Services, Inc. (OAC), a professional project and construction management firm, to provide Owner Advisor, Construction Management and Inspection Services for the delivery of the ABR project. OAC is an industry leader in alternative project delivery, having supported 46 GC/CM projects, totaling over \$3B+ in construction value. The Owner Advisory team will be led by **Dan Chandler, PE, AIA** who brings decades of experience aiding public agencies in similar roles. **Stacy Shewell, DBIA, PMP**, who has an extensive background with alternative project delivery, will support Dan and KCM through the development of GC/CM contracting and procurement documents for the ABR project. See individual biographies for more details.

King County's staff is highly experienced in public contracting and many of the KCM team members have GC/CM expertise. Managing Director, **Liz Krenzel, PE, PMP**, will provide project oversight and governance. She is fully supportive of KCM's movement into alternative project delivery, including GC/CM. Project Manager, **Brian Berard, RA, CCM, LEED**, brings 30 years of project delivery experience including GC/CM and design build with large public agencies. Project Representative, **Carol Pennie**, brings considerable expertise in project and construction management, and has recent alternative project delivery experience. Supervising Attorney for KCM's Contracts, **Thomas Kuffel, JD**, and Contracts Specialist, **Darren Chernick**, will be leading the procurement and contract documents efforts for KCM's efforts.

KCM is also well positioned with engineering expertise who will aid in development of the design for the project. KPFF Consulting Engineers has been engaged and is currently advancing the design. KCM's Project Engineer, **Amir Moazzami**, will be leading the design effort for the project.

- **A Project organizational chart, showing all existing or planned staff and consultant roles.**

Please refer to “Attachment B – Project Organization Chart”

- **Staff and consultant short biographies.**

Liz Krenzel, PE, PMP: Project Delivery Section Manager, King County Metro

Liz is a project management professional with over 25 years of experience working with managers, supervisors, chiefs and staff teams throughout the KCM Transit Department on a wide variety of transit initiatives, programs and projects. She holds a degree in Civil Engineering and is a member of the Project Management Institute. She is an excellent listener, which is an important part of learning and understanding each person’s role and experience they bring to the team and organization. She has experience in building relationships and treating all employees and customers equitably, with respect and dignity as well as solve problems for the good of KCM Transit.

Michelle Anderson, PMP, CRL, Project/Program Manager, King County Metro

Michelle has twenty years of project management experience, including fifteen years of construction related project and program management experience. Recent experience includes five years of program management leading Metro’s State of Good Repair programs, working with internal and external partners to plan timely replacement of nearly 40,000 fixed assets across 60 facilities. Prior experience includes low voltage and electrical project administration and management, working for a private contractor, Net Versant, and major supplier, CSC/Wesco, in varying capacities across projects to support quality, procurement, control, and deliver desired results to both private and public clients in the United States and internationally. Additionally, alternative delivery experience with CSC/Wesco includes supporting Holmes Electric and Turner Construction on the Husky Remodel project for almost two years, providing procurement quality control, order management, confirming performance specifications, and managing relationships between manufacturers, suppliers, and contractors. Michelle holds a B.S. in Business Administration, Project Management Professional (PMP) certification, Certified Reliability Leader (CRL) certification, and is a member of the International Facility Management Association (IFMA). Michelle is the Lead Planner and Program Manager for the ABR project, supporting the team, ready to help mitigate risk and be an internal advocate to ensure project success.

Carol Pennie, Construction Project Representative, King County Metro

Carol has over thirty-five years of experience in project management, construction management and civil engineering design. Carol holds a degree in Civil Engineering and has managed the design and construction of transit multi-modal facilities and industrial and bus maintenance facilities, including the administration of FTA funded projects in both the private and public sector. She has recently completed the Pier 50 Float Replacement, which was a DB project for KCM’s Marine Transit Division. As a Construction Supervising Engineer V at KCM’s Capital Project Delivery Section, she has demonstrated experience in facilitating integrated teams to deliver transit construction projects including Design Build, Progressive Design Build, ESCO, Lump Sum, and Work Order contracting. Carol has completed the 2021 AGC GCCM course. She will secure excellent results for the ABR project.

Brian Berard, RA, CCM, DBIA, LEED, Capital Project Manager, King County Metro

Brian Berard is a senior Capital Delivery Project Manager for KC Metro Transit. Prior experience spans 30 years’ as a Senior Project Manager, in addition to KC Metro, includes time with Heery International and the University of Washington project management groups. Additionally, as a Senior Resident Engineer with the Port of Seattle at SeaTac Int’l Airport. Public works project experience includes public transportation, K-12, higher education, and justice facilities. Recent alternate delivery experience with GC/CM projects at U of W includes Savary Hall GC/CM from design through construction and Balmer Hall Business School Phase 2 design phase and GC/CM selection. Additionally, design-build experience includes U of W Benjamin Hall, Educational Outreach Bldg., and the Alternate Utility Facility

at SeaTac Int'l Airport. Mr. Berard has served on the Northwest Chapter of Design Build Institute of America Education Committee. Currently serving as a Board Member for the Pacific Northwest Chapter of the Construction Management Association of America.

Mr. Berard received his BARCH degree from the University of So. California, is a licensed Architect in Washington State. Mr. Berard is currently nearing completion of the master's in engineering and technology management degree from Washington State University and has obtained the related graduate certificate in project management. Mr. Berard has completed the 2021 AGC GCCM course. Mr. Berard is a Certified Construction Manager, DBIA Design Build Professional and a LEED AP BD+C. Professional memberships include, the Construction Management Association of America, Design Build Institute of America, and the U.S. Green Building Council.

Ian Kowalski, Supporting Capital Project Manager, King County Metro

Ian Kowalski is a supporting Capital Delivery Project Manager with King County Metro Transit. Prior experience in support of capital infrastructure projects includes RapidRide bus rapid transit projects, trolley bus infrastructure replacement and modification, off-street bus layover and service management projects, and various facility infrastructure and equipment replacement projects. Responsibilities include managing team communications and facilitating meetings, schedule updates and revisions, project financial and budget reporting, support of design reviews, drafting of interagency agreements, closeout reporting activities, and as-needed coordination and collaboration with Engineering, Construction Management, Permitting, Planning, Consultants, and partner agencies and jurisdictions. Mr. Kowalski completed concurrent masters in urban planning and public administration from the University of Washington in 2019.

Gerald Williams, Construction Manager, King County Metro

Gerald Williams brings over XX years' experience administering numerous Transit construction projects ranging in size from minor to major, highly political to low priority with excellent and extremely difficult contractors all while maintaining a professional demeanor as a team member or collaboratively with diverse individuals or groups and contractors. Responsibilities include Submittals, RFIs, RCOs, RCPs, Pay Requests, Project Schedule, coordination of site inspections and working collaboratively with Project Management, Engineering, Consultants, property owners, agencies having jurisdiction and the general public. Prior to joining Metro, Gerald was a General Foreman performing electrical and civil work on numerous projects around the Puget Sound region.

Commercial Journeyman Electrician, EL01 – Washington Certified, August 1994, WILLIGN066NL

Commercial Electrical Administrator, AD01 – Washington Certified, June 2004, WILLIGN961LT

General Journeyman Electrician – Oregon Certified, February 1995, 13370J

Amir Moazzami, PE, Project Engineer, King County Metro

Amir Moazzami is a senior professional Civil Engineer with over 30 years of experience, mainly focused on roadway transportation, site development and transit facilities design and construction. For the last 18 years, he has served as project engineer or project manager capacity on a number of Metro transit facilities including Redmond Transit Center (RTC), south Renton transit center and North, East, South and Ryerson bus bases. Prior to joining King County Metro, Mr. Moazzami led a consulting civil engineering firm for over 10 years providing design services for multi-residential and commercial developments as well as several public schools and treatment plants in Island County. He served as civil engineer for Parsons Brinckerhoff in late 80's where highlight of his career was in design of HOV lanes on Interstate 5, 164th Street SW interchange in Snohomish County and NE 70th in Kirkland. Mr. Moazzami has completed the 2021 AGC GCCM course and is prepared to embark on team collaboration in design and delivery of ABR project.

Thomas Kuffel, JD, Supervising Attorney, Contracts, King County PAO

Thomas is the senior deputy prosecuting attorney in the Civil Division of the KC Prosecuting Attorney's Office, where he supervises the Contracts, Finance and Court Services Section. Thomas has been with the prosecutor's office since 1993. He has assisted county agencies on a wide variety of legal matters involving the drafting, procurement and administration of public contracts. His experience covers professional services and traditional design-bid-build contracts and alternative public works contracts, such as the Brightwater Treatment Plant Project (GCCM), the KC Children and Family Justice Center Project (Design-Build) and the KC Marine Division Pier 50 Float Replacement Project (Design-Build).

Darren Chernick, Procurement Lead & Contract Specialist, King County Procurement

Darren has 20 years of experience in construction contracting with King County procuring numerous construction contracts. He has demonstrated strong skills in developing contracts, reviewing specifications, and working collaboratively with a variety of client agencies through King County. In addition to the many design bid build projects, ranging from Small Works Roster to projects over \$100 million, Darren has participated on a number of teams for the solicitation of alternative public works projects such as: Design Build, Children and Family Justice Center Project and the Marine Division Pier 50 Float Replacement Project; GC/CM, Brightwater Treatment Plant; and Solid Waste Handling System, Factoria Transfer Station and Bow Lake Transfer Station. He also has experience with Architectural and Engineering procurements and overseeing Goods and Services solicitations. Darren has completed Design Build Training (DBIA) and recently completed the AGC GC/CM training certification.

Monica Moravec PE, A/E Project Manager, KPFF Consulting Engineers

Monica Moravec, PE, has 40 years of design experience in transit, transportation and major utility projects. Her experience involves predesign studies through preparation of construction documents for traditional and alternative bidding projects. Monica served as the Lead Civil Engineer on a \$900M transit project utilizing GCCM as the contracting method. Her successes include sequencing of major transportation and transit projects to allow minimal disruption of existing service. She brings a proven ability to integrate multi-discipline teams and decision-makers to support complex transit projects.

Dan Chandler, PE, AIA, GC/CM Advisor, OAC Services, Inc.

Dan has 40 years of experience in the construction industry and is known for his integrity, leadership, and team-building skills. Dan has a successful track record of serving public, private, and nonprofit owners and guiding his clients through the development process's challenges. Dan is a published author, speaker, and experienced practitioner in all project delivery methods, including Design-Build, GC/CM, and design-bid-build. Dan has promoted the expansion of alternative delivery since 2003, testified before the legislature, served on Project Review Boards, and served on the Project Review Committee from 2007-2010, including serving as chair.

Stacy Shewell, DBIA, PMP, Project Manager/Owner Advisor, OAC Services, Inc.

Stacy has over 10 years of experience in the construction industry with a proven track record in alternative delivery of both Design-Build and GC/CM projects. She has supported alternative delivery procurements for projects totaling over \$1B in value, with varying scope, complexity, and procurement approach. On these projects, she has acted both in Advisor and Project Manager roles, overseeing the procurement process, ensuring compliance with the RCWs and ongoing project management to ensure successful implementation of the alternative project delivery process. Her projects include two that were honored at the national level by DBIA for excellence in teaming and process.

Val Hammer, EIT, Resident Engineer & Project Inspector, KBA

Val brings over 20 years of experience as a Resident Engineer and Inspector with a strong background on heavy civil and infrastructure projects. He is experienced in all aspects of construction management and inspection, including managing construction contracts, day-to-day management of construction, field staff oversight, project inspection controls, review and approval of contractor progress payments, timely notice and documentation of changes, drafting of correspondence for the owner, strong communications skills, implementation of QA/QC processes, technical support, making recommendations as to entitlement for changes in the work, ability to work closely with design and owners, and coordinating project activities. Val is experienced in the use of alternative project delivery, including Construction Manager at Risk, GC/ CM and Design-Build. Val has extensive experience working on operational GC/CM wastewater treatment facilities and the successful processes and procedures he implemented to minimize impact to ongoing critical facility operations.

- **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.**

Please refer to **Attachment C - Team Member Experience**.

- **The qualifications of the existing or planned project manager and consultants.**

The qualifications of the project manager and consultants are described within each Staff and Consultant Biography listed above.

- **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.**

Not Applicable.

- **A brief summary of the construction experience of your organization's project management team that is relevant to the project.**

In the past six-years, King County has performed hundreds of millions of dollars in construction projects, in transit, water/wastewater, parks and public facilities. Liz Krenzel, Brian Berard, Carol Pennie, Amir Moazzami, Thomas Kuffel, and Darren Chernick are all senior level personnel dedicated to the success of the ABR project. Our organization and this team are also focusing on alternative project delivery to allow for an integrated team to continue our long history of successfully completing large and complex construction projects. OAC brings a comprehensive full-service team with extensive background in alternative project delivery to support KCM in the delivery of the ABR project.

Please see individual biographies for more details.

- **A description of the controls your organization will have in place to ensure that the project is adequately managed.**

KCM will be managing the project with experienced in-house staff supplemented by OAC which has been procured to provide Project and Construction Management, Inspections and GC/CM Owner Advisory services in support of the project. KCM will work with OAC to develop the GC/CM

procurement and contract documents. Once the GC/CM is on board, OAC will act as the day-to-day contact, administering the GC/CM contract on KCM's behalf. Project decisions and change management will follow the processes and controls identified in KCM's *Get Things Built Framework* and will be coordinated by the OAC team.

Additional organizational controls are outlined below:

Project Management and Decision Making

- Authority and decision-making responsibility will be provided by KCM staff noted herein with implementation by the OAC project management team.
- Weekly project meetings will occur to discuss, and plan project implementation and ensure resources are well aligned.
- Stacy Shewell, Project Manager will be the GC/CM's point of contact during design.
- Val Hammer, Resident Engineer will be the GC/CM's point of contact during construction.

Evaluation Committee

- The GC/CM evaluation committee will be comprised of KCM Project Management, Contracts and Procurement staff.
- OAC will facilitate and monitor the process.

Communication

- KCM and OAC will use established tools to consistently provide effective communications with all project stakeholders.
- KCM will advertise the RFQ via common bidding platforms.
- During project implementation regular project meetings will occur between the PM/CM team, project stakeholders, and the GC/CM to ensure the project is progressing as expected by the owner. Formal interim reviews of drawings, schedule and budget will also be conducted.

Project Progress

- The GC/CM will be required to provide regular daily reports, QA/QC, site safety, CPM and short interval schedules, among others to document project progress and status.
- Project progress and status reporting from the owner team will include monthly scope, schedule and cost summaries, risk management reporting, site observation reporting, progress payment reviews, and key milestone executive reporting to KCM leadership, among others.

Cost and Budget

- The KCM/OAC PM team will provide review and analysis of project estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided and monitored by KCM/OAC regularly.
- Owner will retain a third-party cost consultant to demonstrate appropriate use of public funds. The cost consultant's responsibility will include review of preliminary estimates at key milestones and the MACC prior to its acceptance by the Owner.
- The District will maintain an owner contingency consistent with WA State statutory requirements, to address any owner driven changes following establishment of the MACC.
- A risk contingency will be included in the MACC based upon a detailed project-specific risk register, which will be developed collaboratively by the GC/CM and PM/CM team. Use of this contingency will require KCM approval.

Schedule

- A baseline schedule will be developed in parallel with the GC/CM procurement process by a third-party scheduler, who will also review the schedule developed by the GC/CM following contract award.
- The GC/CM will be required to develop a highly detailed project schedule accounting for permitting, design, bidding, phased construction activities, occupancy, close out and warranty.

The GC/CM's ongoing schedule will be reviewed, analyzed and reconciled, on a recurring basis, with the GC/CM's contractual baseline.

- Weekly look ahead schedules will be required of the GC/CM, as well as updates with each pay application.

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

King County is customizing Port of Seattle GC/CM contract documents for use on this project. King County will incorporate a comprehensive Pre-construction Services scope of work and General Requirements (Division 01) thoroughly coordinated with the contract agreement for the GC/CM construction procurement.

The GC/CM RFQ and RFFP and selection process will follow standard GC/CM format, typically used by OAC and modified with the latest lessons learned from other public owners. This process will include selection criteria, interviews, and final selection evaluations.

GC/CM Procurement Process

KC plans to use a three-phased GC/CM selection model:

1. Public outreach followed by a Request for Qualifications (RFQ).
 - Focus on relevant experience, proposed team and approach.
2. Short list for interviews—three to four firms.
 - Interviews may include office visits if Covid restrictions have lifted.
 - Focus on team members proposed for the work.
3. Fee and Specified General Conditions.
 - Focus on competitive and reasonable fees.

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

KC has a well-established procurement office/staff that is supported by KC Prosecuting Attorney's Office and contract specialists. Thomas Kuffel and Darren Chernick are leading the development of the GC/CM Contract Documents, utilizing Port of Seattle contract documents as a template, that will be customized to incorporate KC terms. OAC will also support this effort bringing industry leading expertise in alternative delivery, including 46 GC/CM projects, three of which were heavy civil.

The contract terms will be RCW compliant and will provide the County with the flexibility to establish reasonable commercial terms and perform early construction work while managing the project MACC.

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

Please refer to **Attachment D Agency Construction History**.

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. At a minimum, please try to include the following:

- An 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.

Please refer to **Attachment E Preliminary Concept Drawing**.

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.

King County has received no audit findings on any of the public works projects listed in response to Question 7.

10. Subcontractor Outreach

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

King County is a national leader in strategic planning that promotes Equity and Social Justice (ESJ) innovations. A common area of interest is how to influence the spending of government dollars to enhance equity outcomes for small businesses.

KCM will establish a minimum required level for the participation of Small Business Enterprise (SBE) firms certified by the Washington State Office of Minority and Women Business Enterprises (OMWBE). The requirement will be expressed as a percentage of the total contract value to be performed by SBE firms. In order to ensure success at meeting the SBE utilization requirement, KC will also require submission of an ESJ Innovation Plan. The ESJ innovation plan formalizes the proposer's approach and the specific actions that the proposer will take to maximize SBE participation on the project. The plan includes outreach and engagement strategies, identification of subconsultant and subcontractor work opportunities, potential barriers to small and diverse business participation, technical assistance, mentorship, as well as monitoring and performance measurements to ensure success of the plan. The proposer will be asked to separately address their inclusion strategies for design tasks, construction subcontracting, as well as equipment and supply purchases from SBE firms.

During contract performance, the awarded firm will be required to submit monthly reports to the project team detailing the ESJ Innovation Plan activities taken over the past month, as well as those activities planned for the coming month. Additionally, the awarded firm will be required to report all subcontract awards, and all subcontractor/subconsultant/supplier payments on a monthly basis into the County's Diversity Compliance Management System (DCMS). If at any point the awarded firm falls short of the SBE utilization requirement established for the contract, the County may require submittal of a corrective action plan.

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.

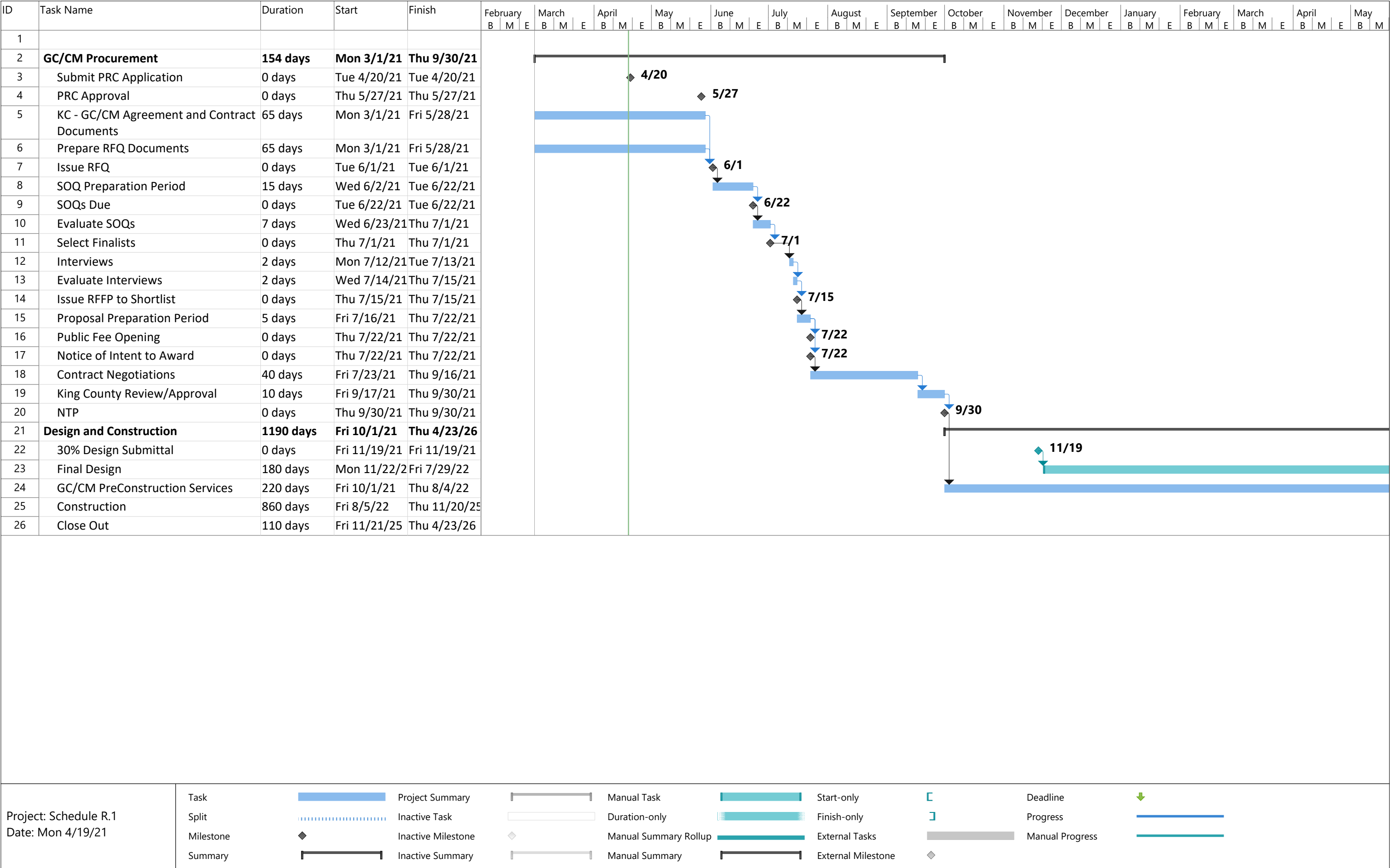
Signature: Brian Berard

Name (please print): Brian Berard (public body personnel)

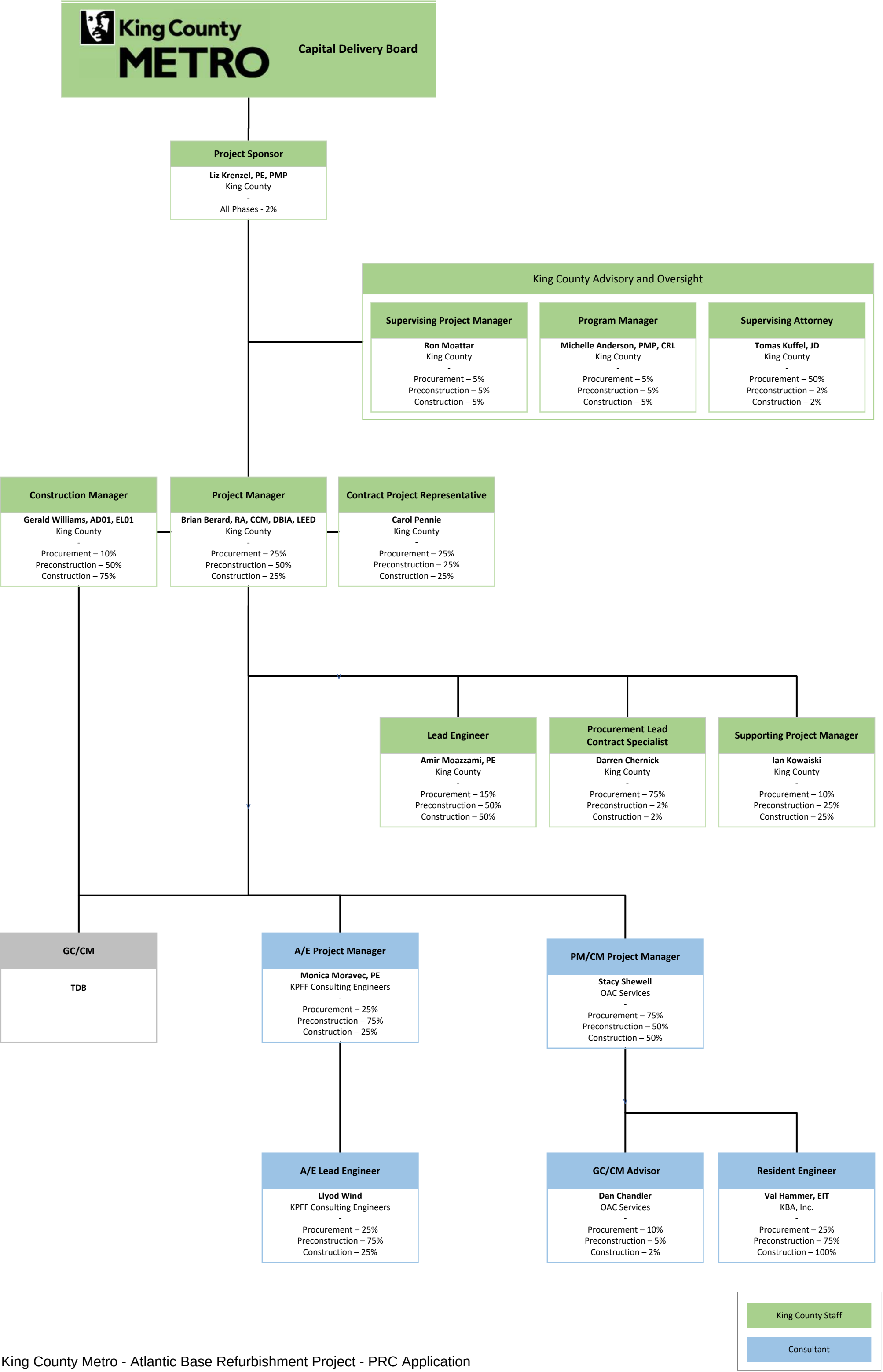
Title: Transit Capital Project Manager

Date: April 19, 2021

Attachment A - Project Schedule



Attachment B - Project Organization Chart



Attachment C - Team Member Experience

						Role During Project Phase		
Name	Summary of Experience	Organization	Project Name	Construction Budget	Procurement Type	Pre-Design	Design	Construction
Carol Pennie	Carol has over thirty-five years of demonstrated experience in project management, construction management and civil engineering design. Carol holds a degree in Civil Engineering and has managed the design and construction of transit multi-modal facilities and industrial and bus maintenance facilities, including the administration of FTA funded projects in both the private and public sector.	King County	Interim Base Electrification		PDB	PR		N/A
			King County Marine Division Pier 50 Float Replacement Project	\$8M	DB			PR
			KC South Interim Base Building Demolition	\$900,000	DBB			PR
			KC Frye Warehouse and AC Base Operations Demolition	\$2M	DBB			PR
			KC ESCO HVAC Replacement	\$20M	ESCO			PR
			KC South Base Test Chargers	\$5M	ESCO			PR
			King County Multistoried Structured Parking Program	\$70M	DBB	Program Mgr.	Project Mgr.	Const. Admin
Brian Berard	Brian is currently a Transit Capital Project Manager IV in Metro’s Capital Delivery Section and has over thirty-five years of experience in program/project management, construction management and design management primarily in the public sector. Brian holds a BARCH degree and is a registered architect in Washington State. Has graduate certificates and studies in Project Management and Design Management. Is a Certified Construction Manager by the CMAA, a Design Build certified professional by the DBIA and a LEED AP. Brian has successfully managed multiple major public works projects covering the board sectors of facilities for transportation, K-12, higher education, justice, and naval facilities. Project delivery experience has included DBB, DB, ESCO and GCCM.	King County	Savory Hall	\$35M	GC/CM	PM	PM	PM
			Balmer Hall Business School Phase 2	\$25M	GC/CM	PM	PM	
			Benjamin Hall	\$45M	DB	Support PM	Support PM	Support PM
			Education Outreach Building	\$10M	DB	PM	PM	PM
			Alternate Utility Facility, Sea Tac International	\$28M	DB	Alt. CM	Alt. CM	Alt. CM
Ian Kowalski	Ian Kowalski is a supporting Capital Delivery Project Manager with King County Metro Transit. Prior experience in support of capital infrastructure projects includes RapidRide bus rapid transit projects, trolley bus infrastructure replacement and modification, off-street bus layover and service management projects, and various facility infrastructure and equipment replacement projects.	King County	King County RapidRide I Line	\$56M	DBB	Support PM	Support PM	N/A
			King County Downtown Seattle - Eastlake Layover Facility	\$12M	DBB	Support PM	Support PM	N/A
			King County South Base Vehicle Maintenance Annex Improvements	\$400,000	DBB	Support PM	Support PM	N/A
Gerald Williams	Gerald Williams brings over 22 years’ construction management experience administering numerus Transit construction projects ranging in size from minor to major, highly political to low priority with excellent and extremely difficult contractors all while maintaining a professional demeanor as a team member or collaboratively with diverse individuals or groups and contractors. Responsibilities include Submittals, RFIs, RCOs, RCPs, Pay Requests, Project Schedule, coordination of site inspections and working collaboratively with Project Management, Engineering, Consultants, property owners, agencies having jurisdiction and the general public. Prior top Joining Metro, Gerald was a General Foreman performing electrical and civil work on numerous projects around the Puget Sound region.	King County	KC South Base Test Chargers	\$5M	ESCO			TR
			Third Avenue ORCA Reader Improvement	\$3.5M	DBB			TR
			Trolley Wire Extensions To Sound Transit Link Light Rail	\$3.9M	DBB			TR
			Next Generation Wireless (System Wide Upgrade)	\$3M	ESCO			TR
			RapidRade ITS A-Line	\$1.1M	DBB			TR
			RapidRade ITS B-Line	\$1M	DBB			TR
			RapidRade ITS F-Line	\$1.2M	DBB			TR
Amir Moazzami	Amir Moazzami is a registered professional engineer with over 30 years of experience in transportation, site development, public transit facilities, bus bases, public utilities facilities and site utilities development.	King County	King County Transit bus bases 5K-Integrity Network	\$3M	ESCO	Civil-Engineer	Civil-Engineer	
			King County Van distribution center expansion	\$2M	DBB	PE	PE	PE
			King County South Interim base	\$55M	GCCM	Engineer	Civil-Engineer	Civil-Engineer
			KC-Burien Transit Center	\$8M	DBB	PE	PE	Civil-Engineer
			KC-North Base Green roof	\$10M	DBB	PE-CE	PE-CE	Civil-Engineer
			Redmond Transit Center	\$6M	DBB	Civil-Engineer	Civil-Engineer	Civil-Engineer
Thomas Kuffel	Thomas is a senior deputy prosecuting attorney in the Civil Division of the King County Prosecuting Attorney's Office, where he supervises the Contracts, Finance and Court Services Section. Thomas has been with the prosecutor's office since 1993. He has assisted county agencies on a wide variety of legal matters involving the drafting, procurement and administration of public contracts. His experience covers professional services and traditional design-bid-build contracts and alternative public works contracts, such as the Brightwater Treatment Plant Project, the King County Children and Family Justice Center Project and the King County Marine Division Pier 50 Float Replacement Project.	King County	King County Children and Family Justice Center Project	\$154M	DB	Legal Advisory		
			King County marine Division Pier 50 Float Replacement Project	\$8M	DB	Legal Advisory		
			Brightwater Treatment Plant Project	\$277M	GCCM	Legal Advisory		
Darren Chernick	Darren has 19 years of public procurement experience almost entirely in the construction industry. In that time Darren has worked on numerous contracts of varying procurement methods, lead a team of construction procurement specialists, and a team including members working on Architectural/Engineering contracts and Goods and Services procurements.	King County	King County, Children and Family Justice Center	\$210M	DB	Contract Specialist		
			Bow Lake Facilities	\$42M	Alt. Del. Other*	Contract Specialist		
			Factoria Recycling and Transfer Station	\$45M	Alt. Del. Other*	Contract Specialist		
Monica Moravec	Monica Moravec, PE, has 40 years of design experience in transit, transportation and major utility projects. Her experience involves predesign studies through preparation of construction documents for traditional and alternative bidding projects.	KPFF Consulting Engineers	Sound Transit East Link Light Rail Project	\$800M	GC/CM	Civil Lead		
			Sound Transit North Link Light Rail Project	\$300M	GC/CM	Civil Lead		

Attachment C - Team Member Experience

						Role During Project Phase		
Name	Summary of Experience	Organization	Project Name	Construction Budget	Procurement Type	Pre-Design	Design	Construction
Dan Chandler	Dan has 40 years of experience in the construction industry and is known for his integrity, leadership, and team-building skills. Dan has a successful track record of serving public, private, and nonprofit owners and guiding his clients through the development process’s challenges.	OAC Services, Inc.	Sound Transit, Sounder Maintenance Base	\$100M	DB	PIC, DB Advisor	PIC, DB Advisor	PIC, DB Advisor
			Lake Washington School District, 2016 Bond Program	\$400M	GC/CM	PIC	PIC	PIC
			Issaquah School District, New Middle and High School	\$260M	PDB	PIC, DB Advisor	PIC, DB Advisor	PIC, DB Advisor
			Clover Park School District	\$190M	GC/CM	PIC	PIC	PIC
			Tahoma School District 2014 Bond Program	\$229M	GC/CM	PIC	PIC	PIC
			King County, Children and Family Justice Center	\$210M	DB	PIC, DB Advisor	PIC, DB Advisor	PIC, DB Advisor
			Washington State University (8 projects)	\$230M	DB	DB Advisor	DB Advisor	DB Advisor
			Spokane Central Services Center	\$15M	DB	PIC, DB Advisor	PIC, DB Advisor	PIC, DB Advisor
Stacy Shewell	Stacy has over 10 years of experience in the construction industry with a proven track record in alternative delivery of both Design-Build and GC/CM projects. She has supported alternative delivery procurements for projects totaling over \$1B in value, varying scope, complexity, and procurement approach.	OAC Services, Inc.	Central Kitsap SD, Fairview Middle School	\$65	PDB	Advisor	Advisor	
			Issaquah Middle and High Schools	\$260M	PDB	Advisor	Advisor	Advisor
			Washington State Convention Center*	\$1.7B	GC/CM		Cost Control	
			Juanita High School	\$130M	GC/CM	PM	PM	
			Washington State University, Digital Classroom	\$65M	DB	PM	PM	
			Washington State University, Everett Academic Ctr.	\$65M	DB	PM	PM	PM
			Spokane Central Service Center	\$18M	DB	PM	PM	PM
Val Hammer	Val brings over 20 years of experience as a Resident Engineer and Inspector with a strong background on heavy civil and infrastructure projects. He is experienced in all aspects of construction management and inspection.	KBA, Inc.	Sound Transit Operations & Maintenance Facility – East	\$220M	Design Build		RE	RE
			Seattle Public Utilities (SPU) Tolt Ring Gate System Rehabilitation	\$1.3M	DBB			RE
			Seattle City Light French Creek 230KV Steel Monopoles, Site Access and Pole Foundations	\$1.5M	DBB			RE
			SPU Morse Lake Pump Plant Project	\$16.3M	DBB			RE
NOTES:		*RCW 36.58.090, Solid						
		** non OAC project						

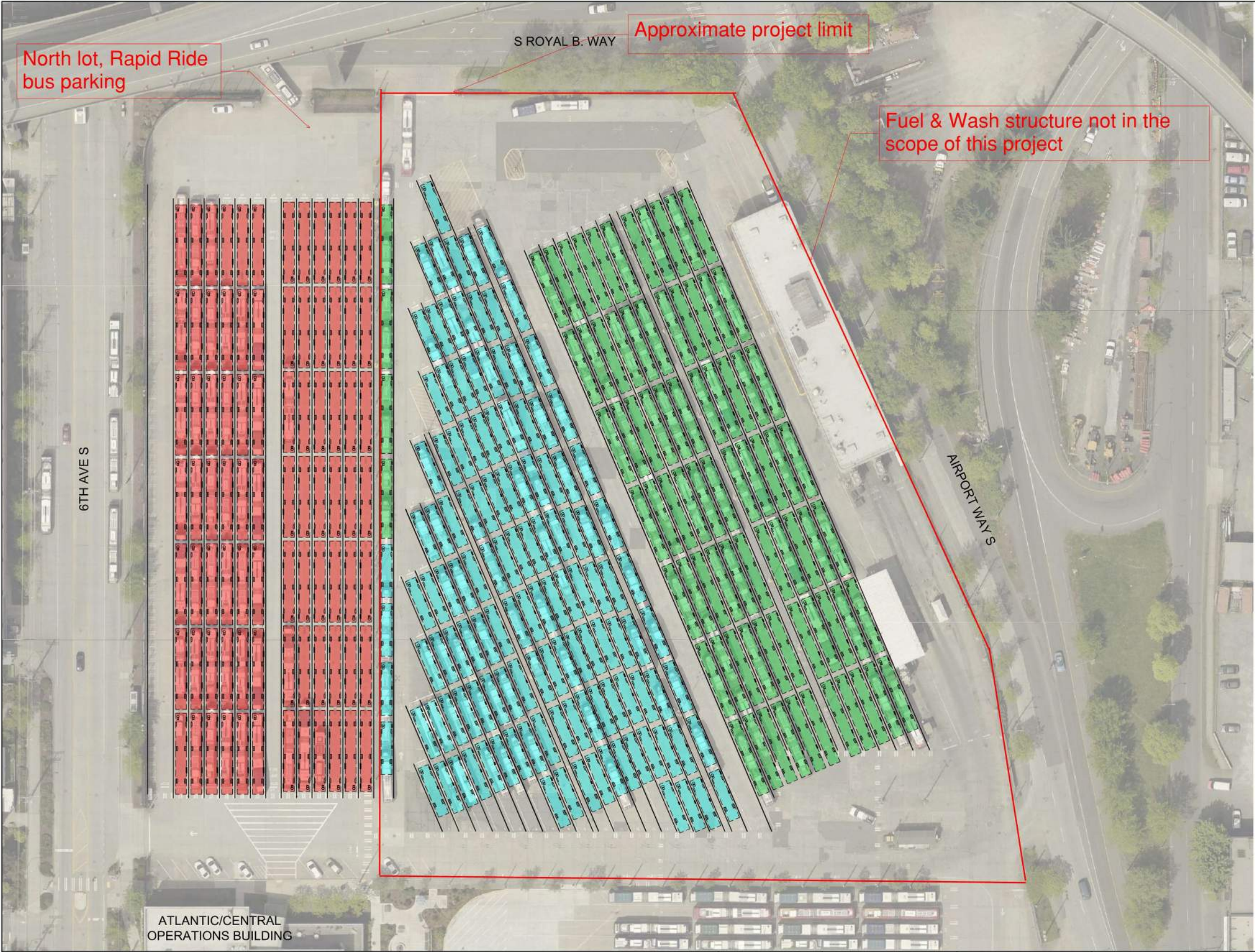
Abbreviations/Acronyms	
DB	Design-Build
ESCO	Energy Savings Perf. Contracting
PDB	Progressive Design Build
PE	Professional Engineer
PIC	Principal in Charge
PM	Project Manager
PR	Project Representative
RE	Resident Engineer
TR	Technical Representative

Attachment D - Agency Construction History

Project Name		Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
1	Pier 50 Float Replacement	Design, construct and deliver a "turn-key" ready for use concrete float (approx. 117'x30') for the King County Water Taxi at the new WSF Colman Dock.	DB	Feb-18	Sep-18	Mar-18	May-19	\$7.2 M	\$8.0 M	Float delivery to Colman Dock delayed due to WSF construction delay. Budget changes due to moorage costs, float Installation costs and steel guide pile hoop design change.
2	Montlake HUB Capital Improvements	Construction of a concrete plaza adjacent to the University of Washington's Husky Stadium including raised concrete planters, bus zones, roadway paving, and signal work. Work included critical milestones to avoid impacting football games and school commencement.	DBB	Jun-17	May-20	Jun-20	Jul-20	\$3.4 M	\$3.5 M	Budget changes due to Seattle City Light design changes, additional paving and power to the RTIS system. Time extension due to weather impacts.
3	Eastgate Park & Ride Comfort Station	Construction of a new single unit driver comfort station (restroom) and new accessible path.	DB	Dec-17	Mar-17	Dec-17	Jul-18	\$ 202,000	\$ 203,506	Time extension due to additional electrical permitting and geotechnical work required. Cost increase for water line change per local agency.
4	Third Avenue ORCA Reader Improvements	Project specific work order contract for construction of ten bus zones (foundations, electrical power, sidewalk reconstruction) in the City of Seattle to support Metro's service relocations from the Downtown Tunnel to 3rd Avenue.	DBB	Mar-19	Mar-20	May-19	Jun-20	\$2.8 M	\$3.3 M	Additional funds were allocated to the budget to construct two additional bus zones. Contract time was extended to obtain Street Use Permits from the City.
5	South Interim Base (SIB) Development	Project specific work order contract to construct an interim bus. Work included concrete and asphalt paving, utilities, excavation and grading, storm drainage and water quality. Concrete foundations for Owner-procured modular and Pre-Engineered Buildings, installation of Owner-procured data/comm equipment, maintenance equipment and vehicle lift equipment.	DBB	Jun-19	Jun-21	Jul-19	Jun-21	\$23 M	\$26.4 M	Contract price was revised to include construction contingency.
6	South Interim Base (SIB) Demolition	Removal of 290,000 SF building including hazardous materials abatement, termination of utilities, removal of two underground fuel tanks, new paved access to existing garage and temporary site asphalt paving.	DBB	Jan-19	Jun-19	Jan-19	Jun-19	\$2 M	\$1.9 M	Credit for work that was not required to be performed (light pole relocation and rainwater storage tanks).
7	Judge Patricia A. Clark Children and Family Justice Center - Phase 1A (* not a Metro Department project but a King County Department of Executive Services project)	The Children and Family Justice Center replaces an outdated Youth Services Center with a trauma-informed facility that provides modern youth and family court services as well as a flexible and therapeutic juvenile detention center. The new facility includes: 137,000 sf courthouse with 10 courtrooms, an increase of three courtrooms and 40,000 sf; 92,000 sf, 112-bed juvenile detention center allowing for flexibility to reduce detention space in the future; 10,200 sf of youth program space; and 1.55 acres of open area including pedestrian and bicycle pathways and a public plaza. (Phase 1B includes 360 car garage along with landscaping for 9.1 acres and the Alder School due in 2021))	DB	Mar-15	Nov-19	Mar-15	Nov-19	\$154 M	\$186 M	Phase 1A construction was delayed by political opposition and issuance of the Master Use Permit. The team was able to reduce and mitigate the impact of this delay by approximately two months through efficient management of the schedule and performance of the work.
8	Safety and Training Building	Due to the construction of the South Annex Base the Safety and Training facility needs to be relocated. Metro has signed a Lease for a build to suit space that is 12,000 sq. ft facility with a 350,000 sq ft training and storage yard.	Lease - Build to Suit	Mar-20	Dec-19	Mar-20	Mar-21	\$3.7 M	\$4.7 M	Cost variance due largely to insecurity in Gross Maximum Price from owner as Design/Build was negotiated and completion date was impacted by Covid and permitting.
9	Passenger Ferry Terminal at Colman Dock	10,000 SF passenger ferry terminal located at Colman Dock, Seattle, WA. King County Water Taxi and Kitsap Fast Ferry operate out of the terminal serving 1.25 million passengers annually. Project achieved Platinum on the King County Sustainable Infrastructure Scorecard and included passenger wait area, small office space, two pedestrian bridges and 1% for art.	Joint Venture	Aug-17	Sep-18	Aug-17	Sep-19	\$35 M	\$35 M	Construction was delayed one year due to schedule impacts of the Colman Dock project. The project was delivered under budget despite the schedule delay. Final cost is still being determined (project is in closeout).
10	Atlantic Vehicle Maintenance (VM) & South Base Test Chargers	Replace existing HVAC system serving the shop and storage spaces in the Vehicle Maintenance building. The HV units servings shops will be replaced by new units with dual-core heat recovery, electric resistance heating and CO/NO2 control for VAV operation. The storage spaces will be supplied ventilation air by a DOAS unit with zone level electric unit heaters. Building HVAC controls will be upgraded.	DB utilizing ESCO	Mar-21	Dec-21			\$15 M		
		King County Metro is committed to lowering its carbon footprint. To meet this commitment King County Metro is rolling out an Electric Bus Fleet. As part of the roll out King County Metro is developing an Electric Bus Charger test facility at its South base. This project includes installation of new electrical service, duct bank, and charger infrastructure		Jan-21	Jul-21					

Abbreviations/Acronyms	
DB	Design-Build
DBB	Design Bid Build
ESCO	Energy Savings Perf. Contracting

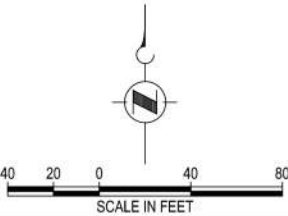
Attachment E - Preliminary Concept Drawing



- Scope of Improvements:
- 1-Replace concrete pavement based on the results from alternatives analysis.
 - 2-Replace all underground utilities based on alternatives analysis findings.
 - 3-Replace three Underground Storage Tanks (UST).
 - 4-Replace Trolley OCS foundations and poles, based on alternatives analysis results.
 - 5-Replace yard lighting and illumination systems, including power MHs, duct banks and conduits with respect to future power needs and based on alternatives analysis conclusions.

- Critical elements of the project:
- 1-Construction phasing of the project, base shall be fully functional during implementation of the improvements.
 - 2-Alignment of concrete panels and bus parking lanes.
 - 3-Evaluation of trolley OCS with respect to old technology vs. new modern technology that may lead to increasing bus parking capacity.

#	BUS TYPE
84	NEW FLYER DE60LFA RAPIDRIDE
81	NEW FLYER DE60LFF TROLLEY
126	NEW FLYER XT40 TROLLEY
291	TOTAL



					DESIGNED: B. BAGLEY DRAWN:	APPROVED: D. CRIPPEN		METRO TRANSIT CAPITAL DIVISION ATLANTIC BASE RAPIDRIDE & TROLLEY BUSES	DATE: OCT 2019
					CHECKED: G. FRANCO	PROJECT NO: -		DRAWING NO: 1	
					CHECKED: P. ENG	CONTRACT NO: -		SHEET NO. OF	
No.	REVISION				BY	APP'D		DATE	