



Motion No. M2023-111

Contract Execution with Connect Seattle Partners for Program Management Support Services for the West Seattle and Ballard Link Extensions

Meeting:	Date:	Type of action:	Staff contact:
System Expansion Committee	12/14/2023	Final action	Brooke Belman, Deputy CEO, Chief Expansion Delivery Officer Ron Lewis, Executive Director, DECM Ron Endlich, Project Director, DECM

Proposed action

Authorizes the chief executive officer to execute a contract with WSP USA, Inc., a Joint Venture Member, Mott MacDonald LLC, a Joint Venture Member, and Connect Seattle Partners Joint Venture for Program Management Support Services for the West Seattle and Ballard Link Extensions in the amount of \$37,945,116, with a 10 percent contingency of \$3,794,512, for a total authorized contract amount not to exceed \$41,739,628, contingent upon approval of Resolution No. R2023-40.

Key features summary

- This action authorizes execution of a consultant services contract with WSP USA, Inc., a Joint Venture Member, Mott MacDonald LLC, a Joint Venture Member and Connect Seattle Partners Joint Venture (“Joint Venture”) to provide Program Management Support Services for the West Seattle and Ballard Link Extensions (WSBLE) program Initiation Phase.
- Program Management Support Services (PMSS) for WSBLE are needed because of the unusually large size, complexity, and timeline of WSBLE. The consultant will bring to the project team expertise and experience in setting up and managing transit programs of similar size and complexity in the USA and around the world. The consultant will also supplement staff resource capacity for Sound Transit.
- The scope of the proposed PMSS contract includes options that may be exercised at Sound Transit’s sole discretion in six distinct phases: Initiation, Final Design, Construction, Testing & Commissioning, Closeout and Spine Segmentation. The Phases identified reflect the varying team structures, compositions and leadership skills required for each stage of the projects. It is expected that these Phases will overlap. The Initiation Phase services include establishment of tools and processes to manage design, secure third party agreements, and preparatory work for procuring Final Design and early construction packages for the West Seattle Link Extension (WSLE).
- The requested amount covers Initiation Phase services with an initial term of the contract of approximately 18 months. Subsequent services will be negotiated in blocks of two to five years, subject to satisfactory performance by Connect Seattle Partners and Board action.
- This action is contingent upon R2023-40 that would increase the Proposed 2024 Budget’s authorized allocation in the construction services phase for the West Seattle Link Extension project by the amount of \$457,522 and for the Ballard Link Extension project by the amount of \$1,282,106.

Background

The West Seattle and Ballard Link Extensions projects were approved for funding by voters under the ST3 Plan. The projects will provide fast, reliable light rail connections to dense residential and job centers throughout the region and add a new downtown Seattle light rail tunnel to provide efficient operating capacity for the entire regional system. It consists of two separate Link light rail extensions: one to West Seattle and the other to Ballard. The extension to West Seattle will operate from downtown Seattle to West Seattle's Alaska Junction neighborhood with four stations and will eventually connect to the Everett Link Extension. The Ballard extension will operate from downtown Seattle to Ballard's Market Street area with nine stations and will include a new rail-only tunnel from the Chinatown/International District to South Lake Union and Seattle Center/Uptown. It will eventually connect with the Tacoma Dome Link Extension.

The project development process has three phases. The first phase included alternatives development, environmental scoping and identification of a preferred alternative(s) and other alternatives. The second phase included the preparation of a Draft Environmental Impact Statement (EIS) and conceptual engineering of a preferred alternative(s) and other alternatives as identified through alternatives development. Both projects were evaluated together in a Draft EIS issued in 2022. The third phase includes the preparation of a Final EIS, including responses to public and agency comments on the Draft EIS, and Preliminary Engineering of the Preferred Alternative. In this phase, the West Seattle and Ballard Link Extensions will each be evaluated in separate Final EISs. A new NEPA Draft EIS/SEPA Supplemental Draft EIS is currently being prepared for Ballard Link Extension. Record of Decision for West Seattle Link Extension is expected in 2024.

The Board adopted Motion No. M2022-57 in July 2022 to confirm or modify a preferred alternative(s) for the separate Final EIS for the West Seattle Link Extension. The Board adopted Motion No. M2023-18 in March 2023 to confirm or modify a preferred alternative(s) for the separate EIS for the Ballard Link Extension. The Board subsequently adopted Motion No. M2023-57 in July 2023 to modify the preferred station location for the Denny Station for the Ballard Link Extension EIS.

The project team has developed proposed contract packaging and procurement approaches for both extensions including construction and professional services. In order to maintain the current West Seattle Link Extension schedule, preparation of the first procurements for the West Seattle project must begin in early 2024.

The Program Management Support Services (PMSS) contract is intended to provide extensive expertise and experience in setting up and managing major capital transit programs of a similar size and scope to WSBLE, both in the US and worldwide. The intent is to leverage such experience as early as possible to bring quality and consistency to the management approach, well in advance of proceeding with the planned series of procurements for design and construction. In developing the approach and scope for the PMSS contract the WSBLE team reached out to participants in Sound Transit's previous Link projects to collect lessons learned. Additionally, the team has conducted an extensive industry outreach program and spoken to several other transit agencies regarding experience using broad program-wide consultant services for light rail expansion programs. Staff also sought and received feedback from Board consultant Dave Peters during the development of scope for this contract.

The current motion before the Board to authorize execution of a PMSS contract will begin the Initiation Phase and prepare for the Final Design Phase for the West Seattle Link Extension (WSLE). Services for the Initiation Phase will be focused on setting up the tools, processes and systems needed to effectively manage Final Design and Construction Phases. Areas of focus will include overall program delivery organization structure and governance, program project controls, design management, third party management, quality, expert technical advice, technology and reporting, and consistent program document control. The early preparatory stages of PMSS services to support WSLE Final Design phase

may include supporting the development of procurement documents for civil and systems Final Design consultants, early works construction contracts (e.g. utilities and demolition) and preparation for procurement of at least one major construction contract for the proposed Duwamish Crossing. PMSS Services to support WSLE Final Design may be added after a Record of Decision is obtained, via Change Order to the PMSS contract subject to acceptable performance of Initiation Phase services and at Sound Transit’s sole discretion. The ultimate total contract duration could be up to approximately twenty years, if extended through to closeout of the Ballard Link Extension project.

The PMSS contract will also supplement Sound Transit’s staff resource capacity sufficiently to manage delivery of the WSBLE program. Initiation, design, and pre-construction of WSBLE facilities overlaps the latter stages of construction, testing, commissioning, startup and closeout of existing ST2 projects, and the project development phases of other ST3 projects creating a period of high demand that requires access to consultant professional services to manage. The PMSS contract is not expected to provide Final Design or Construction Management services for West Seattle and Ballard Link Extensions.

Project status

West Seattle Link Extension

Project Identification	Alternatives Identification	Conceptual Engineering/ Draft EIS	Preliminary Engineering/ Final EIS	Final Design	Construction
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Projected completion date for Preliminary Engineering/Final EIS: 2024

Project scope, schedule and budget summary are located on page 113 of the October 2023 Agency Progress Report.

Ballard Link Extension

Project Identification	Alternatives Identification	Conceptual Engineering/ Draft EIS	Preliminary Engineering/ Final EIS	Final Design	Construction
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Projected completion date for Preliminary Engineering/Final EIS: 2026

Project scope, schedule and budget summary are located on page 16 of the October 2023 Agency Progress Report.

Procurement information

A Request for Qualifications (RFQ), contract number RTA/0070-23, for the first phase of PMSS services was advertised on June 16, 2023. Sound Transit received two Statements of Qualifications (SOQs) on August 17, 2023. The SOQs were reviewed and evaluated per the criteria in the RFQ: Firm Experience and History, Knowledge and Experience of Key Individuals, Capacity and Project Organization, Project Understanding and Approach, Good Faith Efforts and Commitment to DBEs and other Small Business, and Equal Employment Opportunity (EEO) Commitment. Clauses required for federal funding are included in the contract. Selection is based on qualifications only, as required for A/E professional services. The resulting contract is a cost plus fixed fee contract.

Based on these evaluations, both submitters were invited for interviews, which took place on September 14, 2023. The Connect Seattle Partners team, a joint venture of Mott MacDonald LLC and WSP USA, Inc. was determined to be the highest ranked firm based on qualifications and was invited to enter into negotiations for Phase 1 services. There are six phases identified in the Request for Proposals. Each Phase is considered a Contract Option that may be exercised at Sound Transit's sole discretion after negotiation of scope, schedule and not to exceed amount, and subject to Sound Transit Board approval. Work for phases may overlap in time. Contract modification will be issued for exercise of contract options.

Negotiations took place between September 22, 2023 and November 1, 2023. Sound Transit and Connect Seattle Partners first agreed on a scope of services based on a draft prepared by Sound Transit. The agreed scope was then used to develop and agree upon a required level of effort for the services. Negotiation of costs and commercial terms were based on the anticipated scope and schedule.

The negotiated not to exceed amount of \$37,945,116 and term of 1.5 years for the Initiation Phase of the scope of work was deemed fair and reasonable by Procurements staff in conjunction with the project team after reviewing the Independent Cost Estimate, current market rates, and current audited rates provided by the firms.

Fiscal information

This action is within the authorized project allocations for the West Seattle Link Extension and Ballard Link Extension projects, contingent on Board approval of the 2024 Proposed Budget and revisions outlined in Resolution No. R2023-40. As these projects are pre-baselined, both the authorized project budget for project development work and a forecasted cost estimate for remaining project delivery and construction work are reasonably assumed in the existing Long Range Financial Plan. The current cost estimate for the Ballard Link Extension project is \$11.2 billion in 2023\$ and the current cost estimate for the West Seattle Link Extension project is \$4.0 billion in 2023\$. This represents the cost estimate updated at the time of Realignment.

The authorized project allocation for the Ballard Link Extension project is \$729,862,314. Within the \$30,762,106 construction services phases, \$30,762,106 has been allocated for Project Management Support Services. The action would commit \$30,762,106 to this line item and leave an uncommitted line item balance of \$0.

The authorized project allocation for the West Seattle Link Extension project is \$246,814,363. Within the \$10,977,522 construction services phases, \$10,977,522 has been allocated for Project Management Support Services. The action would commit \$10,977,522 to this line item and leave an uncommitted line item balance of \$0.

West Seattle Link Extension

(in thousands)

Project Phase	2024 Proposed Allocation*	Total Commitment to Date	This Action	Total Commitment Plus Action	Uncommitted / (Shortfall)
Agency Administration	\$14,473	\$5,462	\$	\$5,462	\$9,011
Preliminary Engineering	84,160	70,849		70,849	13,311
Final Design					
Third Parties	4,050	1,141		1,141	2,909
Right of Way	133,154	1,379		1,379	131,774
Construction					
Construction Services	10,978		10,978	10,978	
Vehicles					
Total Current Budget	\$246,814	\$78,832	\$10,978	\$89,810	\$157,005
Phase Detail - Construction Services					
Project Management Support Services	\$10,978	\$	\$10,978	\$10,978	\$0
Other Construction Services					
Total Phase	\$10,978	\$	\$10,978	\$10,978	\$

Ballard Link Extension

(in thousands)

Project Phase	2024 Proposed Allocation*	Total Commitment to Date	This Action	Total Commitment Plus Action	Uncommitted / (Shortfall)
Agency Administration	\$52,907	\$35,046	\$	\$35,046	\$17,861
Preliminary Engineering	292,691	253,531		253,531	39,160
Final Design					
Third Parties	11,350	3,098		3,098	8,252
Right of Way	342,152	3,532		3,532	338,621
Construction					
Construction Services	30,762		30,762	30,762	
Vehicles					
Total Current Budget	\$729,862	\$295,207	\$30,762	\$325,969	\$403,894
Phase Detail - Construction Services					
Project Management Support Services	\$30,762	\$	\$30,762	\$30,762	\$0
Other Construction Services					
Total Phase	\$30,762	\$	\$30,762	\$30,762	\$

Agreement Detail

(in thousands)

Agreement Detail	Board Approvals to Date	Proposed Action	Proposed Total for Board Approval	Current Agreement Spend Status
PMSS - Connect Seattle Partners				
Ballard LE Agreement	\$	\$27,966	\$27,966	\$
Ballard LE Contingency		2,797	2,797	
West Seattle LE Agreement		9,980	9,980	
West Seattle LE Contingency		998	998	
Total Agreement		\$41,740	\$41,740	\$
Percent Contingency	0%	10%	10%	0%

Notes:

Amounts are expressed in Year of Expenditure \$000s.

Board Approvals = Commitment and PO Contingency Remaining as of 10/31/2023

For detailed project information, see pages 72 and 75 of the 2024 Financial Plan & Proposed Budget.

*Assuming board approval of 2024 proposed budgets & revisions outlined in R2023-40.

Disadvantaged and small business participation

Participation by small businesses and disadvantaged business enterprises (DBEs)

Sound Transit promotes and encourages small business participation, which also includes disadvantaged business enterprises (DBEs). Small business and DBE goals are based upon an

examination of subcontracting opportunities contained in the work of this contract/agreement and the number of small businesses/DBEs available to perform such subcontracting work.

For this specific contract, a DBE goal was set and the successful Bidder/Proposer committed to the following participation:

Disadvantaged business enterprise (DBE) Small Business (SB) goals and commitments,	
<i>DBE</i>	<i>Small Business</i>
Sound Transit Goal: 15%	Sound Transit SBE Goal: 0%
Respondent DBE Commitment: 15.15%	Respondent Small Business Commitment: 20.10%

Public involvement

Sound Transit is committed to actively seeking public feedback at all project stages for the West Seattle and Ballard Link Extension Projects with the overarching goal of fostering public trust through transparent communication, meaningful involvement and being responsive to concerns and issues. The project team will continue reaching out to communities, businesses, stakeholders, and agencies to shape the project by asking questions, holding conversations with project staff and seeking out ideas and comments.

The PMSS Initiation Phase contract will continue to support the extensive community engagement and outreach conducted for the West Seattle Link Extension project during Final Design, including public meetings, briefings, community workshops and drop-in sessions. It is envisioned that the PMSS contract will support community engagement and outreach for the Ballard Link Extension project should the Board authorize contract options for future phases of the program once Preliminary Engineering and the Final Environmental Impact Statement is completed in 2026.

Time constraints

A delay in approval of this action could impact schedule for initiating procurements for the West Seattle Link Extension.

Prior Board/Committee actions

Motion No. M2023-57: Confirmed or modified the preferred station location for the Denny Station for the Ballard Link Extension Environmental Impact Statement.

Motion No. M2023-18: Confirmed or modified the preferred alternative light rail route and station locations for the Ballard Link Extension, for evaluation in the Final Environmental Impact Statement along with other alternatives.

Motion No. M2022-57: Confirmed or modified the preferred light rail route and station locations for the West Seattle and Ballard Link Extensions Final Environmental Impact Statement and requested further studies in some areas to inform potential additional future Board action to confirm or modify the Preferred Alternative.

Environmental review – KH 11/27/23

Legal review – JSA 12/12/23



Motion No. M2023-111

A motion of the System Expansion Committee of the Central Puget Sound Regional Transit Authority authorizing the chief executive officer to execute a contract with WSP USA, Inc., a Joint Venture Member, Mott MacDonald LLC, a Joint Venture Member, and Connect Seattle Partners Joint Venture for Program Management Support Services for the West Seattle and Ballard Link Extensions in the amount of \$37,945,116, with a 10 percent contingency of \$3,794,512, for a total authorized contract amount not to exceed \$41,739,628, contingent upon approval of Resolution No. R2023-40.

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Motion

It is hereby moved by the System Expansion Committee of the Central Puget Sound Regional Transit Authority that the chief executive officer is authorized to execute a contract with WSP USA, Inc., a Joint Venture Member, Mott MacDonald LLC, a Joint Venture Member, and Connect Seattle Partners Joint Venture for Program Management Support Services for the West Seattle and Ballard Link Extensions in the amount of \$37,945,116, with a 10 percent contingency of \$3,794,512, for a total authorized contract amount not to exceed \$41,739,628, contingent upon approval of Resolution No. R2023-40.

APPROVED by the System Expansion Committee of the Central Puget Sound Regional Transit Authority at a regular meeting thereof held on December 14, 2023.



Claudia Balducci
System Expansion Committee Chair

Attest:



Kathryn Flores
Board Administrator