

A blue and white Sound Transit train is stopped at a station platform. The train's destination sign above the windshield reads "INGTON STATION". The Sound Transit logo is visible on the front of the train. Several people are standing on the platform to the left of the train. The image has a dark blue overlay with white text and is framed by orange and green geometric lines.

Public Works Delivery Methods and Use at Sound Transit

 **SOUNDTRANSIT**

December 2019

Presenters

- **Ted Lucas, Procurement and Contracts**
- **Nick Datz, Procurement and Contracts**
- **Joe Gildner, DECM**
- **Mike Bell, DECM**

Presentation Overview

- **Quick Profile of the Available Delivery Methods**
- **How ST Selects the Appropriate Delivery Method**
- **ST Experience Using the Delivery Methods**
- **Questions and Conversation**

A photograph of two men in a modern office environment. The man on the left, with short dark hair and a light beard, is wearing a grey V-neck sweater over a light blue collared shirt. He is gesturing with his right hand while speaking. The man on the right, with short dark hair and glasses, is wearing a dark jacket over a light blue collared shirt. He is smiling and holding a silver metal railing. In the background, there are glass partitions and office equipment. The text "Delivery Methods" is overlaid in the center in a white, italicized font.

Delivery Methods

What is Public Works

Governing Legislation: RCW Chapter 39.04

- "Public work" means all work, construction, alteration, repair, or improvement other than ordinary maintenance, executed at the cost of the state or of any municipality

Standard Public Works Delivery Methods

- Limited Public Works (Less than \$50k)
- Small Public Works (Less than \$350k)
- Design-Bid-Build (No Limit)

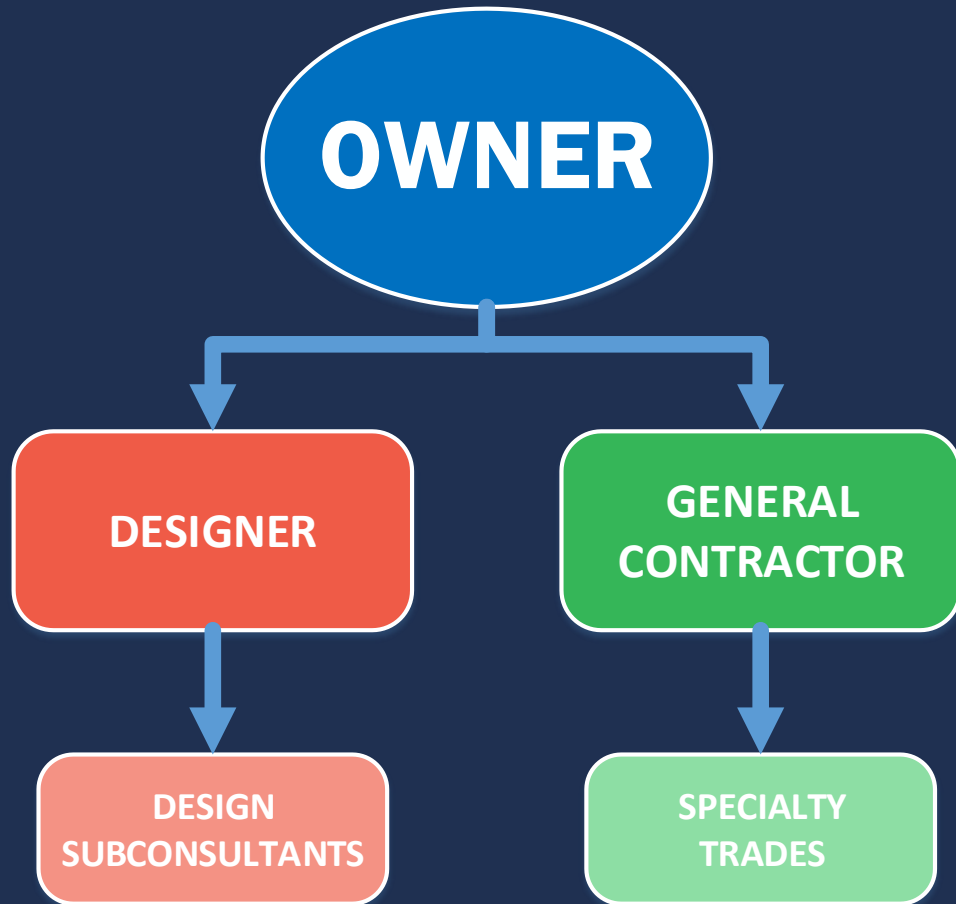
Alternative Public Works in Washington

Governing Legislation: RCW Chapter 39.10

Alternative Public Works Delivery Methods

- Job Order Contracting (JOC)
- General Contractor/Construction Manager (GCCM)
- Design Build

Design-Bid-Build Relationship Structure



- **1 Design Contract**
- **1 Construction Contract**
- **No Relationship Between Designer and Contractor**

Design-Bid-Build

One Step Procurement

- *Low Bid*

Lump Sum Contract

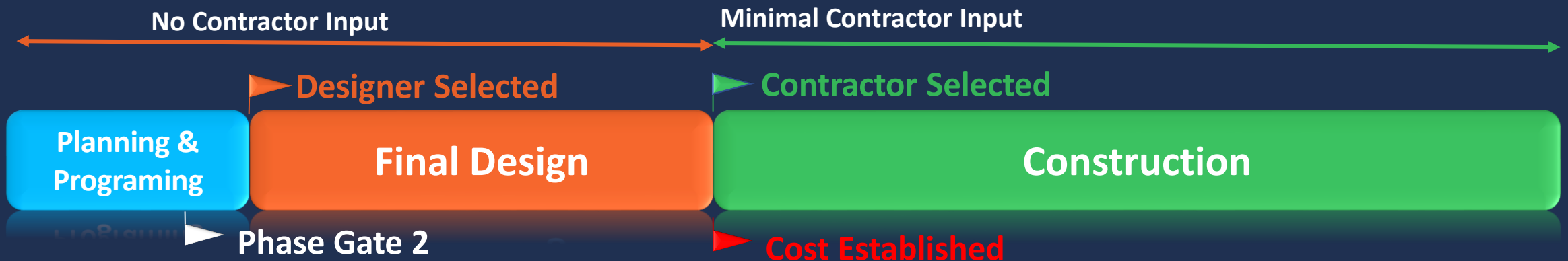
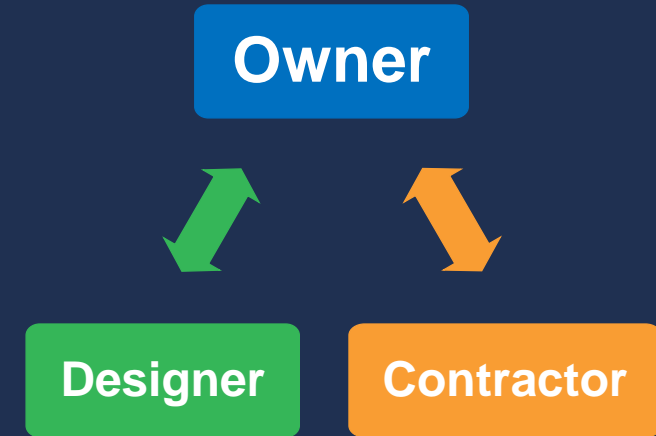
Agency Examples:

- *South Bellevue (E320)*
- *Northgate Tunnel (N125)*
- *Hilltop Tacoma Link (T100)*

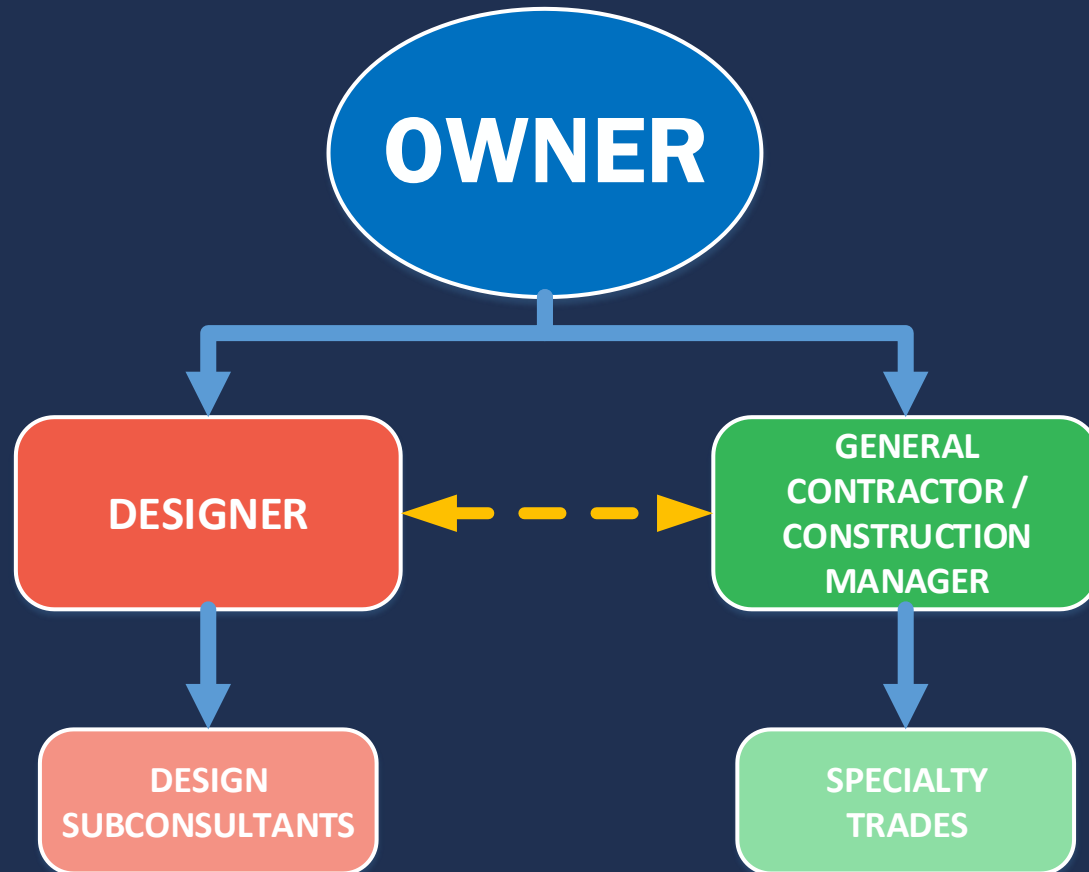


Opportunities/Challenges for DBB

- Linear Process
- Owner Controls Design
- Owner Responsible for Design Risk
- Owner Makes All Decisions



GCCM Relationship Structure



- **1 Design Contract**
- **2 Construction Contracts**
 - Preconstruction (During Design)
 - Construction
- **Indirect Relationship Between Designer and Contractor**

GC/CM

Two Step Procurement

- *RFQ & RFP*
- *Qualifications Based*

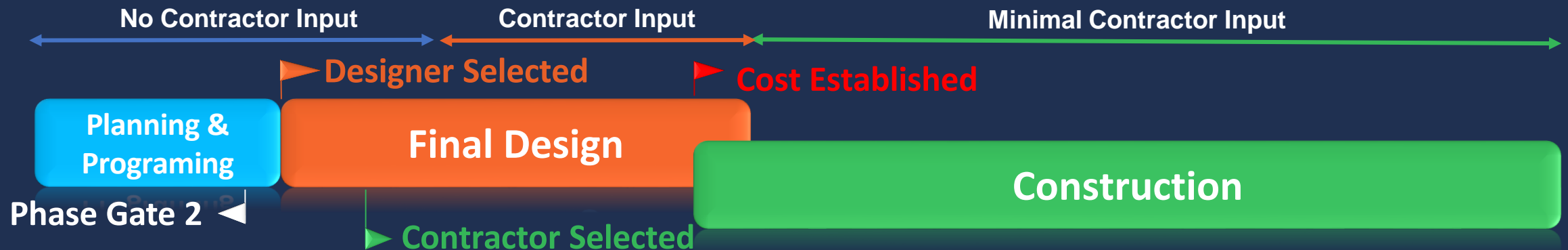
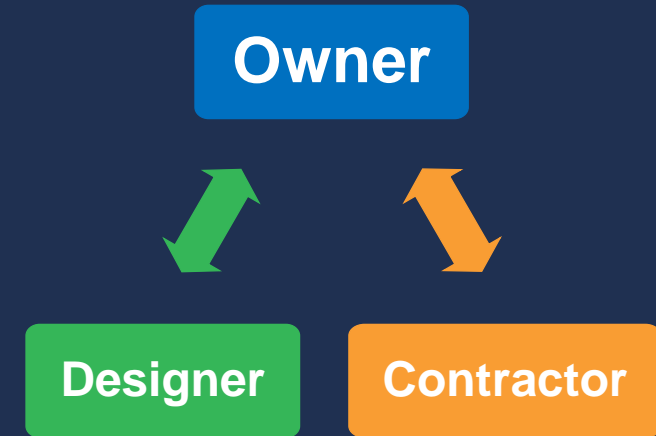
Contract

- *Guaranteed Maximum Price*
- *MACC + GC Lump Sum + Fee*
- *Heavy Civil GCCM allows up to 50% negotiated subcontract work*



Opportunities/Challenges for GCCM

- Contractor Input During Design
- Potential for Reducing Project Risks
- Owner Controls Design and Owns Design Risk
- Decision Making Through Owner
- Negotiated Contract (Not to Exceed Amount)



Agency Experience with GC/CM

University Link

- University of Washington Station (U250)
- Capital Hill Station (U240)
- ULink Systems (U830)

North Gate Link

- Roosevelt Station (N150)
- U District Station (N140)
- North Gate Systems (E750) [Combined w/ N830]
- Northgate Station (N160)*

East Link

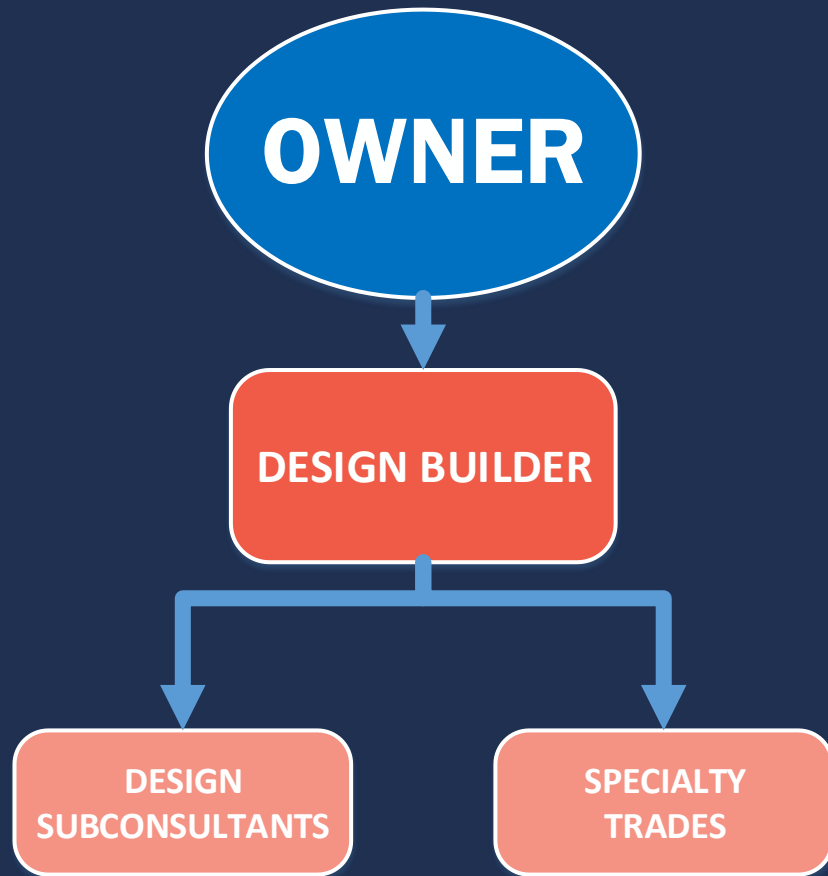
- Downtown Bellevue to Spring District (E335)
- Seattle to South Bellevue (E130)
- East Link Systems (N830) [Combined w/ E750]

Lynnwood Link

- Northgate Station to Lynnwood Transit Center (L200)
- NE 200th St. to Lynnwood Transit Center (L300)



Design Build Relationship Structure



- 1 Design and Construction Contract
- One Team Responsible for all Design and Construction

Design Build

Two Step Procurement

- *RFQ & RFP*
- *Best Value Selection*

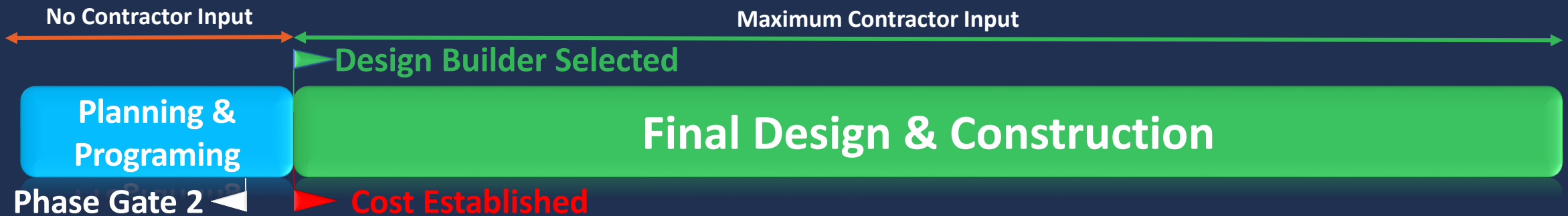
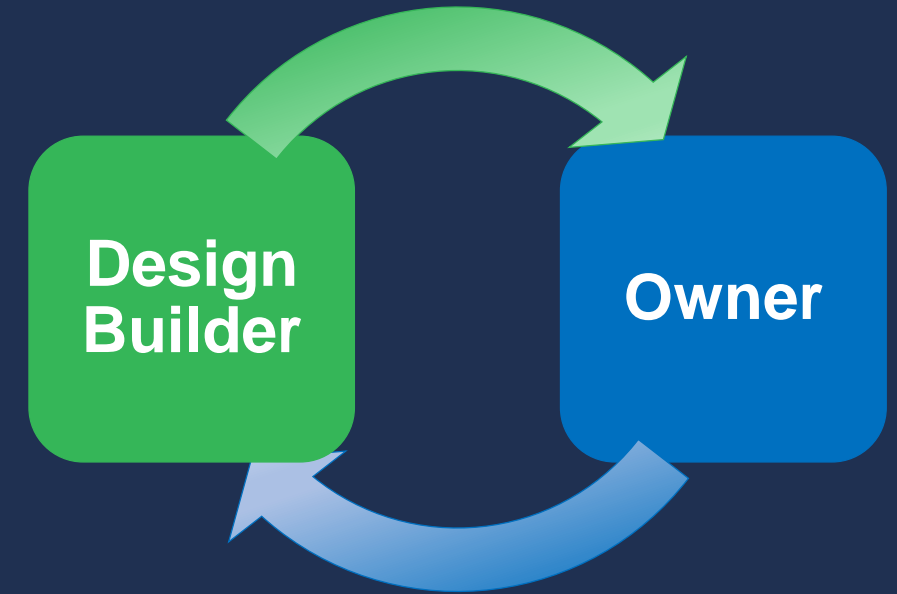
Contract

- *Typically Lump Sum, or*
- *Guaranteed Maximum Price*



Opportunities/Challenges for DB

- Managing to Project Performance
- Integrated Process
- Design Builder Owns Design Risk
- Owner & Design Builder Design Collaboration
- Build During Design



Agency Experience with Design Build

Central Link

- Maintenance of Way Building

South Link

- Angle Lake Station (S200)
- Angle Lake Garage (S445)

East Link

- SR 520 to Overlake Transit Center (E360)
- Operations & Maintenance Facility: East (M200)

Sounder

- Puyallup Parking Garage (Awarded Nov. 2019)
- Sounder Yard Expansion

Federal Way Link Extension

- Combined Civil and Systems into Single Contract for Alignment

Redmond Link Extension

- Combined Civil and Systems into Single Contract for Alignment



A photograph of a light rail train stopped at a station platform. Several people are waiting on the platform, including a woman in a yellow hijab and white dress in the foreground. The train is white with a blue stripe and has 'CANTON SENTINEL' written on its front. The platform has a blue railing and a yellow tactile paving strip. The background shows more of the station and some greenery.

Selecting a Delivery Method

Delivery Selection Authority

RCW 39.10.250

Public Bodies must obtain approval through the State's Project Review Committee (PRC)

Two Ways to Gain PRC Approval:

- Individual Project Approval
- Public Body Certification for Design Build and/or GCCM for a 3 year term

Public Body Certification

Public Body Certification Requires:

- Demonstrated Successful Management Using the Delivery Method
- Experience and Qualifications to Carry Out Delivery Method
- **Ability to Select an Appropriate Delivery Method**

Sound Transit Alternative Delivery Approval History

- Prior to 2013, Sound Transit received project approval for a number of individual projects for GCCM & Design Build

GCCM

- 1st certified in 2013
- Recertified twice more
- Most recently in 2019

Design Build

- 1st certified in 2015
- Recertified in 2018

Sound Transit Currently holds Public Body Certification for both Design Build and GCCM

Sound Transit Delivery Selection Process

Project Delivery Workshop(s)



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graph TD; A[Project Delivery Workshop(s)] --> B[Phase Gate 2 – Select Delivery Method]; B --> C[Informs Next Phase of Work]; C --> D[Final Design]; C --> E[Procurement Documents];
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Phase Gate 2 – Select Delivery Method

Informs Next Phase of Work

- *Final Design*
- *Procurement Documents*

Workshop Process

Establish
Project Goals



Evaluate Project



Establish
Evaluation Criteria

- Identify & Rank Project Risks
- Identify & Prioritize Criteria
- Identify Packaging Options

Project Delivery Selection; Continuous Learning

10+ Years Experience Selecting and Delivering Alternative Public Works Projects

Process Continues to be Reviewed and Refined as ST Gains Experience

Updated Guidelines in 2019

- Incorporated System Expansion Implementation Plan - Earlier Delivery Method Selection
- Ensure Appropriate Alternative Delivery Experience on Selection Panel
- Expanded Project Evaluation Criteria
- Improved Documentation of Delivery Selection Rational

Expanded Use of Alternative Delivery Beyond Light Rail

- Sounder
- Bus Rapid Transit

A photograph of a light rail train at a station platform. The train is white and blue, with "CANTON SENTINEL" visible on its front. A group of people, including a woman in a yellow hijab and a man in a blue shirt, are standing on the platform. The platform has a blue railing and a yellow tactile paving strip. The background shows a station building and trees.

ST Experience Using the Delivery Methods

Main Drivers for Delivery Method Selection

- Schedule
- Type Of Work
- Community, Permit and/or Jurisdictional Commitments
- Opportunity For Creativity
- Team
- Jurisdictional Relationship And Capacity
- Current Market Conditions And Capacity
- Design Complexity



Some Lessons Learned

- Delivery Method Selection as a Tool and Strategy.
- Realistic Assessment Of Contractor Role in Quality, Commissioning and Certification.
- Expectations with Precon and Changes (GCCM)
- Negotiation Strategy (GCCM-HC)
- Alignment of Owner and AHJ On Design Development (DB)
- Threshold For Quantity of Prescriptive Elements (DB)





Questions and Conversation

Guidance

TCRP 131

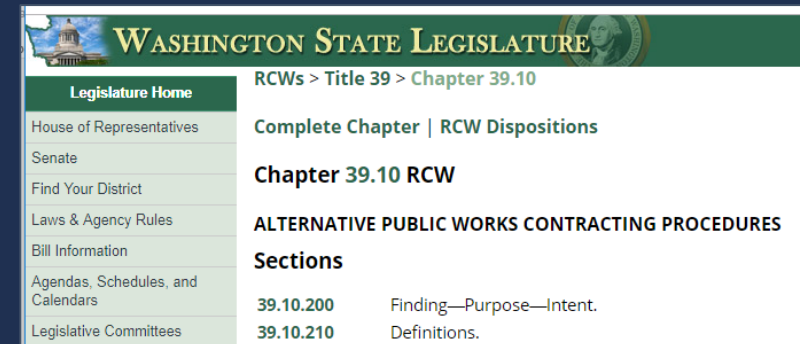
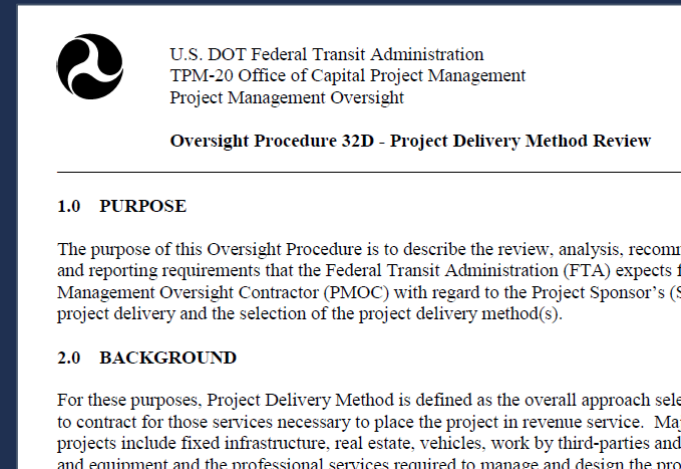
- FTA Supported
- Describes Criteria

FTA OP 32D

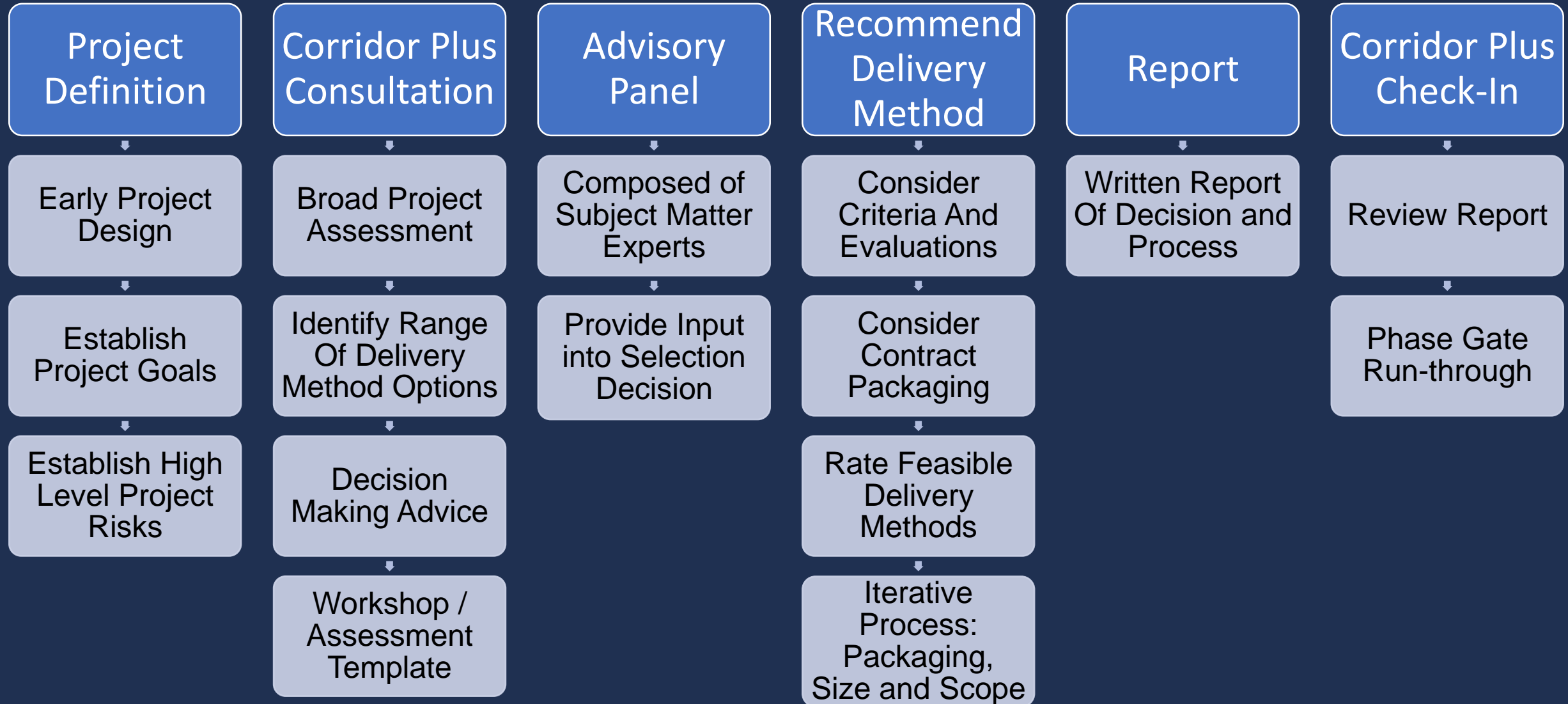
- Delivery Method Decision Report Contents

RCW 39.10

- State Law Over Alternative Contracting Procedures



Project Delivery Evaluation Process



Typical Evaluation Categories

