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Maintenance and Operations Base  
Infrastructure and Facilities Improvement Project

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Project Review Committee GC/CM Application

October 22, 2018

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

Dear PRC Panelists:

Attached please find our application requesting approval to utilize the GC/CM delivery method to support improvements and expansion to our bus maintenance base in Lakewood as described in our recently completed Base Master Plan. If approved, we intend to proceed with a phased development approach for our Lakewood operations base to address the unmet needs of the current fleet and to provide additional capacity for projected fleet growth.

Our Board of Commissioners has approved funding of \$8.5 million which is intended to fund design, GC/CM preconstruction and construction of the initial phases of the project. We anticipate the Board approving an additional \$28.1 million at its December meeting. Sound Transit is a major partner and tenant, accounting for approximately 46% of the usage of the base. Over the next year, Pierce Transit and Sound Transit will negotiate a cost participation agreement that reflects Sound Transit's intended usage of the base that will proportionately add to the funds available for the project. There are also opportunities for grant funding and other funding sources to supplement Pierce Transit and Sound Transit funds.

We are working with our consultant Parametrix, to procure GC/CM services for Phase 1 of the Base Master Plan. We have just commenced design, and wish to bring the GC/CM aboard to help us plan and construct the large number of improvements we need to meet our growing needs. We have brought aboard an experienced team to assist us, including Parametrix as our GC/CM Advisor and Pacifica Law Group as our outside legal counsel. Both are highly experienced with the GC/CM process.

With your approval, our team is looking forward to moving ahead with our project. We look forward to your review of our application and further engaging with the Committee at your November 29<sup>th</sup> meeting. Thank you for your consideration of our application.

Sincerely,

Pierce Transit

  
Sue Dreier, CEO

# Project Review Committee GC/CM Application



**Maintenance and Operations Base  
Infrastructure and Facilities Improvement Project**

**Pierce Transit**  
3701 96th St. SW  
Lakewood, WA 98499

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## IDENTIFICATION OF APPLICANT

a. Legal Name of Public Body:

Pierce Transit Public Transportation Benefit Area Corporation (Pierce Transit)

b. Address:

3701 96th Street SW  
Lakewood, WA 98499-4431

c. Contact Person

Name: Clint Steele

Title: Sr. Construction Project Manager

d. Phone Number:

(253) 984-8218

Email: [csteele@piercetransit.org](mailto:csteele@piercetransit.org)

# 1. BRIEF DESCRIPTION OF PROPOSED PROJECT

a) Name of Project:

Pierce Transit Maintenance and Operations Base Infrastructure and Facilities Improvement Project

b) County of Project Location:

Pierce County

c) Project Description:

Founded in 1979, Pierce County Public Transportation Benefit Area Corporation (Pierce Transit) is a nationally recognized leader in the public transportation industry. Pierce Transit covers 292 square miles of Pierce County, located south of Seattle, and serves approximately 70 percent of the county population. With transit operations in Washington’s second largest county, Pierce Transit provides three types of service—fixed route, SHUTTLE paratransit, and vanpools—that help get passengers to jobs, schools, and appointments.

The Base, located in Lakewood, serves the entire bus fleet of Pierce Transit, as well as over 100 Sound Transit vehicles that are operated and maintained alongside Pierce Transit buses. The intent of both agencies is to continue this positive relationship for as long as feasible and beneficial to both partners. The recently updated Base Master Plan anticipates a phased development approach to address the aging infrastructure, unmet needs of the current fleet and to provide additional capacity for projected fleet growth through 2040. This will be accomplished through a series of phased projects that increase the vehicle parking, fuel and wash, and maintenance capacity of the existing base while also bringing these facilities up to contemporary safety and operation standards. This project will cover 14 sub-projects over four phases. Graphics depicting the existing project site and expected project elements are shown in Sections 4 and 8.

We expect that specific elements and timing of the phases and sub-phases will evolve with input from the project team (including the selected GC/CM) to better meet project goals including:

- Optimize the use of existing assets, including land
- Improve the efficiency, safety, and productivity of facilities in a cost-effective manner
- Provide flexibility to adapt to industry changes and evolving partner agency needs
- Be open to new and innovative business practices and work environments
- Utilize green design principles in site and facility design

## 2. PROJECTED TOTAL COST FOR THE PROJECT

### A. Project Budget

Estimated costs for the project budget are provided in Table 2-1 by general items and in Table 2-2 by project construction phase. Total allocations within these tables may change to reflect actual funding and market conditions. Phase naming convention of Table 2-2 is generally consistent with the figures provided in Section 8. The exception is Phase 3A, new West Base Facility construction, has been divided into two stages in Table 2-2; it is shown as a single stage in the figures of Section 8.

**Table 2-1. Estimated Total Project Costs**

Item	Project Budget
Professional Services	\$31,280,000
Estimated Construction Costs (includes 5% GC/CM and 5% SSD Contingency)	\$86,176,400
Equipment and Furnishings	\$1,564,000
Off-Site Costs (permits and utilities)	\$4,692,000
Contract Administration	\$782,000
Contingencies	\$15,640,000
Other Costs (moving and legal costs)	\$782,000
Sales Tax	\$15,483,600
<b>Project Total</b>	<b>\$156,400,000</b>

**Table 2-2. Estimated Total Project Costs by Project Phase**

Phase/Sub-Phase	Initiate Design	Initiate Construction	Proposed Budget*
Phase 1A: Expand South Base Parking	2018	2019	\$5,300,000
Phase 1A: Building 4 Parking Improvements	2018	2019	\$800,000
Phase 1B: Expand Bus Parking	2019	2020	\$5,200,000
Phase 1B: Refurbish or Replace Existing Fuel and Wash	2019	2020	\$5,000,000
Phase 1B: Renovate Building 1	2020	2021	\$1,200,000
Phase 1B: Demolish Public CNG & Build New Detail Clean Facility	2026	2027	\$5,100,000
Phase 1C: Bus Lot Restriping and Reorientation	2020	2021	\$700,000
Phase 1C: Regrade and Pave Maintenance Employee Lot for Buses	2021	2021	\$5,000,000
Phase 2A: Pedestrian Crossing Improvements	2025	2025	\$1,100,000
Phase 2B: Building 4 Workplace Improvements	2025	2025	\$5,800,000
Phase 3A: New West Base Facility (moving to Phase 1) – Stage 1	2019	2021	\$39,000,000
Phase 3B: Demolish Existing Building 2 (Wash + Facilities Maintenance)	2023	2023	\$500,000
Phase 4A: Building 1 Renovation	2027	2028	\$24,700,000
Phase 4B: Building 4 Addition and Renovation	2027	2028	\$13,000,000
Phase 4C: Building 5 Workplace Improvements	2027	2028	\$5,000,000
Phase 3A: New West Base Facility - Stage 2	2029	2030	\$39,000,000

\* Project estimates have an escalation factor applied based on the projected schedule to calculate the total project cost over time for all phases.

## B. Funding Status

Pierce Transit has identified funding of \$36.6 M which is intended to fund design, GC/CM preconstruction and construction of Phase 1 elements of the project.

- \$8.5 M has been appropriated by the Pierce Transit Board for 2018 which will fund design, preconstruction services and initial phases of construction.
- An additional \$3.8 M has been proposed for appropriation in the 2019 budget and expected to be acted upon by the Board of Commissioners in December, prior to GC/CM selection.
- An additional \$24.3 M has been designated in capital budgets which Pierce Transit expects to be able to fund towards the project, subject to annual appropriation by the Board of Commissioners

Additional sources of expected funding include:

- Sound Transit is a major partner and tenant, accounting for approximately 46% of the usage of the base. Over the next year, Pierce Transit and Sound Transit will negotiate a cost participation agreement that reflects Sound Transit's intended usage of the base. These funds will be added to Pierce Transit funds and will likely provide approximately \$31 M for the project.
- Additionally, Pierce Transit plans to apply for grant funding and explore other funding sources to supplement Pierce Transit and Sound Transit funds. If additional funding is received, Pierce Transit will complete additional phases of the project, and will likely include an option to continue service with the selected GC/CM firm once funds are received.



### 3. ANTICIPATED PROJECT DESIGN AND CONSTRUCTION SCHEDULE

#### Schedule Status

Table 3-1 provides the schedule for GC/CM PRC approval and procurement. **Design commenced in October, and the GC/CM will be on board by the 30% design submittal for the first work package.** Schedule for the remaining work packages and phases will be finalized based on timing of funding and interagency agreements.

**Table 3-1. Preliminary Schedule**

Activity	Date
A/E Selection (Huitt Zollars)	August 2018 (Complete)
A/E Notice to Proceed	October 2018 (Complete)
GC/CM Advisor Selection (Parametrix)	October 2018 (Complete)
Project Review Committee (PRC) Application	October 22, 2018
PRC Meeting	November 29, 2018
GC/CM Outreach	November 2018
Advertise GC/CM RFP	December 2018
Shortlist GC/CM and Interview	January 2019
Final Proposal and Fee	January 2019
Selection and Notice of Intent to Award of Preconstruction Services	February, 2019
NTP/Board Approval of GC/CM Selection	March 2019
Phase 1A 30% Design Submittal	March 2019

We are currently reassessing the sequence of the work and expect to accelerate several Phase 3 work packages based on the timing of available funding; our current capital plan and request for 2019 through 2024 anticipates the following schedule:

#### Design and Construction Schedule

**Table 3-2. Project Design and Construction Schedule**

Phase/Sub-Phase	Initiate Design	Initiate Construction
<b>Work likely included in Currently Funding:</b>		
Phase 1A: Expand South Base Parking	November 2018	July 2019
Phase 1A: Building 4 Parking Improvements	November 2018	July 2019
Phase 1B: Refurbish or Replace Existing Fuel and Wash	April 2019	May 2020
Phase 1B: Expand Bus Parking	April 2019	May 2020
Phase 1B: Renovate Building 1	January 2020	October 2021
Phase 1C: Bus Lot Restriping and Reorientation	September 2020	October 2021
Phase 1C: Regrade and Pave Maintenance Employee Lot for Buses	January 2021	October 2021

Phase/Sub-Phase	Initiate Design	Initiate Construction
<b>Phase 3A: New West Base Facility – Stage 1</b> (likely moving to Phase 1)	<b>2019</b>	<b>2021</b>
<b>Work likely covered by future funding</b>		
Phase 1B: Demolish Public CNG & Build New Detail Clean Facility	2026	2027
Phase 2A: Pedestrian Crossing Improvements	2025	2025
Phase 2B: Building 4 Workplace Improvements	2025	2025
Phase 3B: Demolish Existing Building 2 (Wash + Facilities Maintenance)	2023	2023
Phase 4A: Building 1 Renovation	2027	2028
Phase 4B: Building 4 Addition and Renovation	2027	2028
Phase 4C: Building 5 Workplace Improvements	2027	2028
Phase 3A: New West Base Facility – Stage 2	2029	2030

## 4. WHY THE GC/CM CONTRACTING PROCEDURE IS APPROPRIATE FOR THIS PROJECT

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

Of the six criteria, four are applicable:

- a. Complex scheduling, phasing, or coordination
- b. Construction at an occupied facility
- c. Involvement of the GC/CM is critical during the design phase, and
- d. The project is primarily infrastructure (Heavy Civil)

### Complex Scheduling, Phasing, and Coordination

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

Currently, there are expected to be 14 sub-projects within the four envisioned phases. The projects are grouped into four major phases of renovation of the existing and operating Pierce Transit Maintenance Base. The projects will need to be organized into a logical sequence to minimize disruption to the operating base and maximize vehicle capacity early in the project and are illustrated in Section 9.

Scheduling, phasing, and coordination are critical to this project as for the following reasons:

- The Maintenance Base is currently operating at the existing capacity and has been doing so for some time. The work must be scheduled and phased to allow for early expansion of vehicle capacity while still maintaining existing Base operations.
- Sequencing of work must be done logically to ensure full functionality of the base during construction. This means making space and building new facilities prior to decommissioning or upgrading existing facilities.
- Construction funding consist of agency appropriations, interlocal agreements (e.g. Sound Transit) and grants and will likely require resequencing as needed to match the actual flow of funding.
- Other projects such as electrification (often grant funded) and major route expansions (such as the planned Pacific Avenue Bus Rapid Transit line) may generate new or changed demands which will complicate phasing and scheduling.

### Construction at an Existing Facility

**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?**

The project involves the reconfiguration, renewal and expansion of the Agency's only operational maintenance base, and work must be coordinated to maintain full operations and a safe operating environment at all times.



Figure 4-1. Pierce Transit aerial showing Base Master Plan Concepts



Figure 4-2. Aerial showing Base Master Plan Concepts – Parking and Bus Lot Expansions with new buildings

Functions to be relocated include:

Location/Function	Where Relocated to:
Building 1 south parking lot	Relocated to behind Building 5
Building 2 – Facilities Maintenance, Bus Wash, Temporary Storage Shelter	Facilities and infrastructure to be demolished and relocated to area yet to be determined with input from GC/CM
Building 3 – Fueling, Revenue Counting	Facilities and infrastructure to be demolished and relocated to employee parking lot north of Building 4
Building 4 Employee parking lot (north) Visitor parking (southwest)	Facilities and infrastructure relocated to Building 5 expanded parking lot Expand/reconfigure to accommodate ADA, relief vehicles, admin vehicles and visitor parking
Building 5 – Van Pool operations	Van pool operations to be relocated to Building 6
Building 6	Currently being renovated for future use by van pool operations
Building 7 – Service Supervisors program	Building to be demolished; functions need to be relocated to area yet to be determined with input from GC/CM
Building 8 Warehouse, IT storage, Facilities storage Facilities maintenance storage	Building to be demolished; functions need to be relocated to area yet to be determined with input from GC/CM

Improvements are planned for the bus storage, maintenance, and office facilities. All facilities need to continue to be fully operational during construction. Staff parking facilities will need to be moved and expanded, base parking and maintenance facilities expanded, renovation of and additions to existing office and maintenance buildings conducted, and new maintenance buildings constructed. All these activities need to be coordinated to provide a safe, operational base during construction. Requirements during construction phasing will include:

- A safe work and access environment must always be provided.
- Transit operations must continue without interruption; this includes both bus and staff operational functions.
- Because the base is operating beyond existing capacity, expansion of capacity should be provided as early as possible to accommodate growth in use.
- All existing operations must be maintained on the existing property; no new property is planned for acquisition or temporary use.

Issues of particular significance created by the need for full occupancy during construction include:

- Site access for buses and construction vehicles are limited to one entrance and one exit onto 96th Street.
- Due to capacity constraints, the site needs to be operational for vehicle maintenance and servicing nearly 24/7, complicating utility shutdowns.
- Existing site traffic patterns have safety concerns which could be exacerbated by construction traffic
- Over the next two to five years, Pierce Transit will expand its fleet in both numbers and vehicle types, including electric buses and articulated buses, as well as with commissioning/decommissioning of replacement buses, paratransit vehicles, vanpool vehicles and non-revenue vehicles. This will add to the capacity challenges of operating on the base.

## Involvement of the GC/CM is Critical During the Design Phase

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

If the application is approved, the project team would seek a GC/CM that will actively participate and influence the final design for the Maintenance and Operations Base Improvements Program while acting as part of an integrated team throughout all design and construction efforts. This involvement is critical due to the limited site footprint and requirement for continued, uninterrupted operations during construction.

The GC/CM will be critical to the project team in developing the best ways to maximize the site for all phases of construction for staging, bus storage and operational needs, and safe pedestrian pathways in and around the site. The GC/CM will have significant input during the design process to ensure that systems, facilities, circulation, and safety considerations are integrated into the design and bid documents and that the project will remain on budget and can be completed in a timely manner. Input from the GC/CM contractor during design regarding planned critical phasing, bid packages, and sequencing of work will be essential to the achievement of our goals for the design and construction: staying on budget, minimizing the impact to the ongoing operations, and maintaining a safe environment for staff and the contractor's forces.

The project is also a unique combination of traditional vertical construction (buildings) and transportation construction (parking and access improvements) using a variety of design codes (AASHTO and IBC). Each design code typically uses its own specification format (APWA and CSI), and we intend to utilize the GC/CM to tailor the specifications to best match the intended subcontracting audiences for best value.

## Heavy Civil

*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 project will involve a mix of infrastructure and building work. The work included in current funding plans is primarily infrastructure in nature, including paving, utility infrastructure, stormwater management systems, utilities, electric charging and fueling facilities, and other infrastructure work. The work will include renewal and reconfiguration of site infrastructure as well to support relocated facilities and new technologies such as electric charging infrastructure for battery operated buses

Heavy Civil is appropriate for a number of reasons; a few of the more significant include:

- The facility is over capacity, and the most time critical activities are site infrastructure work to expand overall site capacity including safety improvements and utilities infrastructure. Having a GC/CM who can self-perform this work would provide the greatest degree of assurance of resources, quality and schedule needed for the project.
- Heavy Civil will provide more options and greater flexibility for the selected GC/CM to structure subcontract work including Negotiated Support Services and Negotiated Self-Perform work packages. We believe this will particularly benefit local small and disadvantaged businesses who often struggle to compete in traditional GC/CM subcontracted work.
- Due to funding limitations, the project is likely to be spread out over several years. Providing the opportunity for a greater degree of self-performed work will make it more feasible for the selected GC/CM to sustain their project efforts and is likely to improve the attractiveness of the project to potential GC/CM's who may also be considering other opportunities with shorter durations.

Since a variety of potential GC/CM's may consider the project and may bring a variety of capabilities (including civil, facilities and systems capabilities) to the project, we plan to seek input from industry, management and legal counsel prior to deciding whether and how to utilize heavy civil authorities.

## 5. PUBLIC BENEFIT

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:**

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

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

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

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



How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules:

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

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

**Increased Engagement with the Small Business Trade Community**- By engaging the GC/CM during the design, Pierce Transit can work with them to identify small business goals and strategies for outreach. The GC/CM will be able to use their phasing plans and bidding strategies as tools to develop targeted opportunities for small businesses within the trades.

**Enhanced Coordination of Materials and Equipment Purchases** – Providing better coordination with materials and equipment purchases including MEP coordination, vendor coordination, timing, rough-in, delivery, off-loading, and storage will benefit Pierce Transit Operations and Maintenance Staff. Communicating the need for this level of coordination on a design-bid-build method is complex and very difficult to enforce with potentially uncooperative contractors who have not developed a vested interest in the project.

**More Responsive and Responsible Bids** – Because of the scale and complexity of these projects, Pierce Transit believes a GC/CM will have a greater ability to prequalify and attract firms with resources needed to do the work and meet the schedule. On non-GC/CM projects, constructability, errors and omissions, and scheduling issues are often not raised by the contractor or sub-contractors until after bidding has been completed. Many of those issues become costly change orders during construction. Utilization of the GC/CM delivery method can minimize the risk of these types of changes cropping up during construction.

**Ongoing Value Analysis and Constructability Review** – The GC/CM method of delivery facilitates more of an ongoing Value Analysis and Constructability Review Process during design. This ongoing approach during design results in a more economical design and a better bid package with fewer change orders and less risk of lost time or delay to the project completion.

## Why the Heavy Civil contracting procedure serves the public interest

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

- Greater control of critical infrastructure work needed to expand capacity and quickly adapt to changing fleet structure requirements such as battery powered bus technologies
- Offers greater opportunity to balance work flow to maintain consistent GC/CM staffing and build on lessons learned
- Greater ability to gain early commitments of resources to work needed to maintain schedule
- Greater flexibility in packaging and subcontracting to increase participation by small and disadvantaged businesses

## 6. PUBLIC BODY QUALIFICATIONS

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

Construction experience for each proposed staff member and consultant is described in the staff and consultant biographies below.

### Pierce Transit

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

Brett Freshwaters has been the Executive Director of Finance and Chief Financial Officer (CFO) of Pierce Transit since February 2017. Brett is responsible for finance, accounting, budget, procurement, and project management. Brett is the Project Sponsor for the Pierce Transit Base Master Plan implementation and will provide overall project direction and serve as the Executive Team project liaison. He will also serve on the project Steering Team. He was previously employed for 10 years as CFO at Metro Parks Tacoma, an independent park district in Tacoma, WA, where he oversaw the procurement process for two separate GC/CM projects. At Metro Parks, he was also a member of the Capital Projects Group, which oversaw the direction of all capital projects within the agency. Brett has more than 30 years of experience as a finance executive for private, non-profit, and government entities and has been a member of oversight teams for several multi-million dollar building projects, including retirement housing, YMCAs, community centers, and major park facilities. Brett’s project experience is summarized in Table 6-1.

**Table 6-1. Brett Freshwaters Project Experience**

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

**Clint Steele, Sr. Construction Project Manager**

Clint Steele has over 26 years in project management experience, working in Higher education facilities management and project management roles for 22 years and the last four years with Pierce Transit as a senior construction project manager. Prior to that he worked over 10 years in Facilities maintenance and construction. During the past 36 years he has been involved with capital improvements, planning, design, estimating, consultant selection, construction and construction oversight. He has worked with the cities of Lacey, Olympia, Lakewood and Tacoma as the authorities having jurisdiction. He has worked successfully with many engineering and architect firms from Pe-Design through construction including: Miller Hull Architects, Callison Architects, NBBJ Architects, Schacht/Aslani Architects, McGranahan Architects, Gray and Osborne Engineers, AHBL Engineers, Hargis Engineers and Parametrix, to name a few.

Some of Clint’s experience in construction and property-related development is outlined in the following table:

**Table 6-2. Clint Steele, Sr. Construction Experience**

<b>Construction Projects</b>	<b>Project Value in dollars</b>	<b>Procurement Method</b>	<b>Role</b>	<b>Completion Date</b>
SR-512 Transit Center and Park and Ride Renewal	\$2,500,000	D/B/B	Project Manager during design only	2018
Tacoma Mall Transit Center Renewal	\$1,200,000	D/B/B	Project Manager during design only	2018
Tacoma Community College Transit Center and Park and Ride Renewal	\$1,500,000	D/B/B	Project Manager during design only	2018
72nd Street Transit Center Renewal	\$500,000	D/B/B	Project Manager during design only	2018
Building 4 Operator’s Lobby Renovations and 2nd Floor Renovations	\$2,000,000	D/B/B	Project Manager during construction	2014
TDS Mid-Life Repairs	\$5,700,000	D/B/B	Project Manager during design only	2019
Joe Harned Center for Health Careers LEED Gold	\$35,000,000	D/B/B	Director of Facilities and Capital Project Management – Project Manager	2015
Parking lot ‘B’ Expansion	\$500,000	D/B/B	Project Manager	2010
Annette B. Weyerhaeuser Early Learning Center LEED Gold	\$4,800,000	D/B/B	Director of Facilities and Capital Project Management – Project Manager	2008
Pamela Transue Center for Science and Engineering	\$31,400,000	D/B/B	Project Manager 2 <sup>nd</sup> half of construction	2007
TCC Fire Lane and Bridge replacement	\$1,800,000	D/B/B	Director of Facilities and Capital Project Management	2007
Information Technology Building	\$15,700,000	D/B/B	Director of Facilities and Capital Project Management	2005
Classroom Administration Building	\$3,700,000	D/B/B	Director of Facilities and Capital Project Management – Project Manager	2004
250 stall pervious brick paver parking lot	\$500,000	D/B/B	Director of Facilities and Capital Project Management	2004
Siemens Energy Conservation project	\$3,100,000	ESCO	Director of Facilities and Capital Project Management	2003

## GC/CM Advisors: Parametrix

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

### ***Howard Hillinger, GC/CM Project Manager (Parametrix)***

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

**Table 6-3. Howard Hillinger GC/CM Experience**

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Timeframe</b>
Washington State Ferries – Seattle Multi Modal Terminal Modernization	\$320,000,000	GC/CM (Heavy Civil)	GC/CM Advisor	2014 – Present
City of Seattle - Central Waterfront Overlook Walk	\$75,000,000	GC/CM (Heavy Civil)	GC/CM Advisor	2018-Present
Ridgefield High School Additions, Ridgefield School District	\$23,000,000	GC/CM	GC/CM Advisor	2016-2017
Jemtegaard Middle School, Washougal School District	\$37,800,000	GC/CM	GC/CM Advisor	2015-2016
Excelsior High School, Washougal School District	\$4,100,000	GC/CM	GC/CM Advisor	2015-2016
McCarver Elementary School Historic Modernization, Tacoma Public Schools	\$39,000,000	GC/CM	GC/CM Advisor	2013-2015
Stewart Middle School Historic Modernization, Tacoma Public Schools	\$66,000,000	GC/CM	GC/CM Advisor	2013-2015
Eastside Community Center, Metro Parks Tacoma	\$32,000,000	GC/CM	GC/CM Advisor	2014-2015

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

Joel has more than 20 years of experience in engineering design, project, and construction management for major transportation projects. He has significant experience with alternative project delivery, including both GC/CM (Heavy Civil) and Design Build. He is a Professional Engineer in the State of Washington and has worked on transit projects as both a design consultant and owner. Joel’s experience in construction and property-related development is outlined in Table 6-4.

**Table 6-4. Joel Theodore Construction and Property Development Experience**

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

**Michelle Dunn, GC/CM Support (Parametrix)**

Michelle has more than 13 years of project controls and project management experience for both small and large projects. As the project manager for the tenant improvements for office space, Michelle has managed over 18 projects that included office closure, relocations, tenant improvements, and furniture and space planning. For projects larger in scale, Michelle has experience with scheduling of a RapidRide Corridor for King County using MS Project software, as well as financial management expertise including earned value reporting, subconsultant coordination, and invoicing. Michelle is also involved in the financial reconciliation of construction management reports and invoice packages for the Washington State Convention Center. Michelle’s project controls and management experience is summarized in Table 6-5.

**Table 6-5. Michelle Dunn Project Management Experience**

Project	Project Value	Delivery Method	Role	Timeframe
Tenant Improvements for all Parametrix Offices	\$1,000,000	D/B/B	Project Manager	2005-2017
King County Metro Transit – Convention Center Place	\$16,000,000	GC/CM	Project Controls	2018
RapidRide Expansion Program, King County Metro	\$13,000,000	GC/CM	Project Controls MS Project Scheduler	2018
Pierce Transit – Building 6 Fire Sprinkler and Alarm System	\$422,000	D/B/B	Design Project Manager	2018

## Legal Counsel

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

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

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

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

**Table 6-6. Pacific Law Group Construction Project Experience**

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

## A/E: Huitt-Zollars

### **Francis J. Wall, PE, LEED AP – Project Manager**

Francis J. Wall has managed some of Huitt-Zollars’ largest and most complex infrastructure and facility engineering projects. His technical skills, attention to cost savings, and personal commitment to each project have earned him the respect of clients, contractors, and public agency representatives alike. He communicates regularly with clients and staff on project goals, milestones, and deadlines to ensure effective coordination of all phases of a project. Francis’ technical expertise and practical knowledge dealing with infrastructure development issues have been instrumental in the firm’s success in the development, planning, design, and construction of several of Huitt-Zollars’ major industrial development projects. Wall’s specialized experience includes facility design, roadway design, storm drainage, and utility system design. He also has extensive experience in leading multi-discipline teams through planning, design, and construction of multi-phase large-scale projects, including several recent design build projects involving close design phase coordination with the contractor. Francis’ construction project experience is summarized in Table 6-7.

**Table 6-7. Francis J. Wall Construction Project Experience**

<b>Construction Projects</b>	<b>Project Value</b>	<b>Procurement Method</b>	<b>Role</b>	<b>Completion Date</b>
Sound Transit S440 South Link Extension Guideway and Station D/B Procurement	\$165,000,000	D/B	Project Manager	2016
Sound Transit S445 Angle Lake Station Parking Garage	\$30,000,000	D/B	Project Manager	2016
Sound Transit S446 I-5 Interchange Improvements at South 200th Street and Military Road	\$3,000,000	D/B/B	Project Manager	2017
Sound Transit S447 Station Access, Roadway, and Non-Motorized Improvements	\$10,000,000	D/B/B	Project Manager	2017
Sound Transit Operations and Maintenance Facility East D/B Procurement	\$240,000,000 (Ongoing)	D/B	Project Manager	2018
Sound Transit Maintenance of Way Facility	\$11,500,000	D/B	Civil PIC	2016
Target T600 Import Warehouse Phase 1 and 2	\$85,000,000	D/B	Civil Project Manager	Phase 1 2002 Phase 2 2005

**Dennis Erwood, AIA, LEED AP-Architecture**

Dennis Erwood is Principal of Studio Meng Strazzara’s Public Facilities studio, and has 35 years of experience working for transit agencies, municipalities, and school districts throughout the Puget Sound region. His portfolio includes a diverse range of projects from small works and planning studies to major capital improvements. Dennis is an adept leader, capable of helping teams to navigate the complexities of public funding, alternative delivery, and community engagement. His expertise with alternative delivery began nearly 20 years ago on design-build military housing for Naval Air Station Whidbey Island, and he is currently supervising two active GC/CM projects. Dennis’ construction project experience is summarized in Table 6-8.

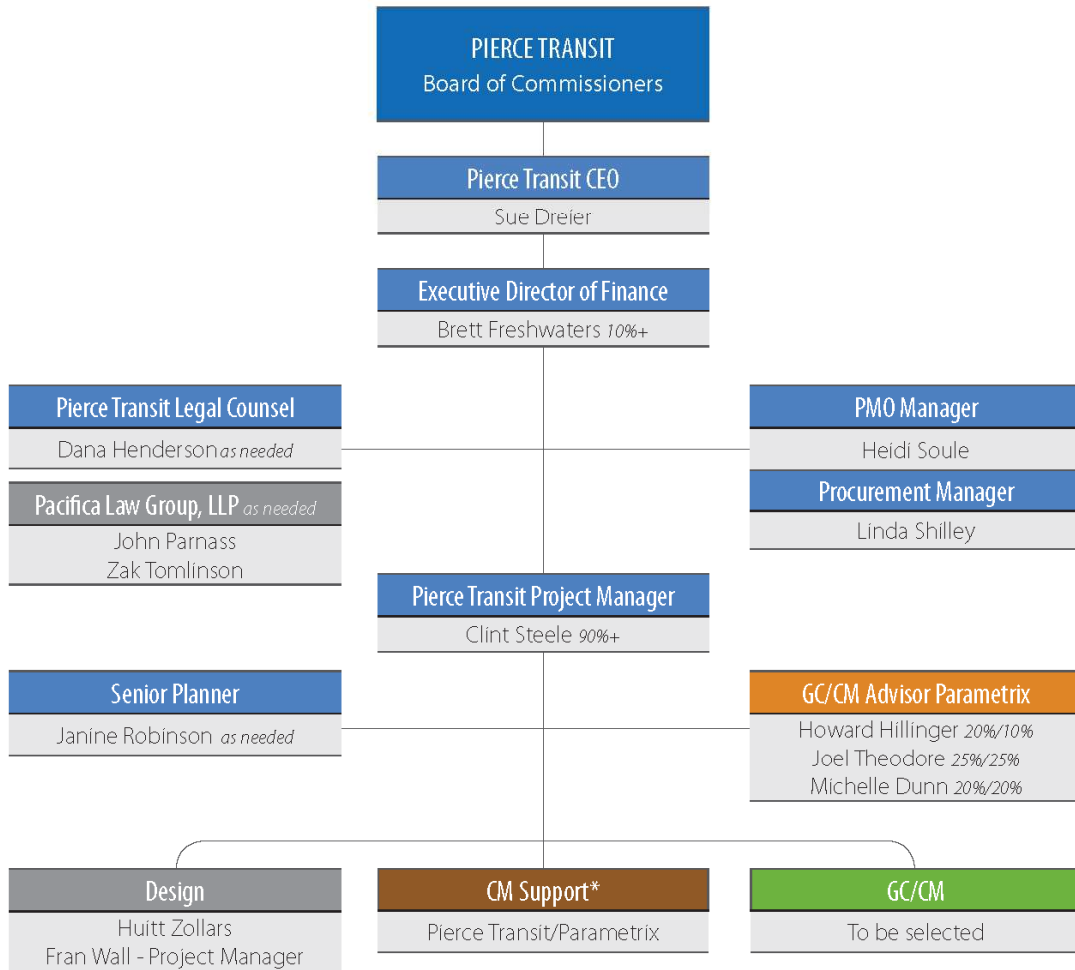
**Table 6-8. Dennis Erwood Construction Project Experience**

<b>Construction Projects</b>	<b>Project Value</b>	<b>Procurement Method</b>	<b>Role</b>	<b>Completion Date</b>
Lake Washington School District, Peter Kirk Elementary School	\$34,000,000	GC/CM	Principal-In-Charge	2019 (est.)
Clover Park School District New Middle School	\$54,000,000	GC/CM	Principal-In-Charge	2020 (est.)
Naval Air Station Whidbey Island Bachelor Officer Quarters	\$4,000,000	D/B	Principal-in-Charge /Project Manager	2000
Naval Air Station Whidbey Island Bachelor Enlisted Quarters	\$9,000,000	D/B	Principal-in-Charge /Project Manager	2001
Sound Transit, RTA 0044-13 Maintenance of Way Facility	\$13,000,000	D/B	Principal-in-Charge	2016





## M&O Base Improvements Organization Chart



\* CM support will be in house or consultant (or blended) to be negotiated based on final schedule and funding.  
Parametrix contract includes option for CM support

**Figure 6-1. M&O Base Improvements Organization Chart**

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

This program will have 14 different projects that may be consolidated or left as is (based on the schedule presented earlier).

Pierce Transit has and will continue to adequately manage the project by surrounding itself with professionals that have a proven track record of successful GC/CM projects. The firms Parametrix and Pacifica Law Group are proven GC/CM practitioners. Pierce Transit expects these firms, will guide the Capital projects to a successful and timely completion.

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

As part of the work, each project will be tracked individually to maintain better control of design, schedule, and costs. Pierce Transit will be following this structure and may opt to use a series of mini MACCs developed with the GC/CM team to better control the budget process and identify design, schedule, or quality shortfalls. Contingencies will include statute-driven contingencies and conservative owner contingencies to provide cushion beyond those figures established in the GC/CM contract. Pierce Transit will insist on reconciling of budgets, designs, and schedules prior to moving forward with the next design phase. If budget shortfalls are identified, the entire team will cooperate to make whatever changes are necessary to bring the project back within budget, either through value analysis or scope reduction exercises.

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

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

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

Design commenced in October, and the GC/CM selection will be timed to have the GC/CM contract executed and services commence prior to the completion of preliminary design for the first work packages.

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

- RFP issued: December 2018
- Proposals due: early January 2019
- Interviews: mid-January 2019
- Final Proposals (RFFP) due: end of January 2019
- Award of preconstruction services agreement: March 2019

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

We expect to utilize our prior GC/CM contracts for our past project completed in 2001 as a basis for our new agreement. We are currently reviewing that contract to determine which provisions may need updating to conform to subsequent changes in the GC/CM statute and industry lessons learned. We have retained Pacifica Law Group as our outside counsel for the program to assist in the updates. Lead counsel John Parnass and Zak Tomlinson are experienced on multiple GC/CM contracts.

## 7. PUBLIC BODY (PIERCE TRANSIT) 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:

Project Name	Construction Budget	Final Construction Costs	Variance %	Project Type	Planned Schedule (Start/Finish)	Actual Schedule (Start/Finish)	Comments (Reason for Variance) Summary
CNG Fueling Station	\$3,220,274	\$3,704,540	15%	D-B-B	06/11 - 03/12	06/11 - 05/13	Weather delays and latent conditions (piping) caused additional costs. Unexpected permit fees and sales tax (rule 171) added costs.
112th & Pacific Transit Access Improvements	\$2,375,658	\$1,814,098	-24%	D-B-B	01/12 - 09/14	01/12 - 06/15	Did not need to buy as much property as originally assumed, and the improvements on the north side weren't as substantial as anticipated.
Parkland Transit Center/121st St Improvements	\$309,515	\$353,913	14%	D-B-B	02/12 - 12/12	03/12 - 06/14	Major issues with contractor not understanding shop drawings. Incorrect materials ordered, with long lead time.
Building 4 Modifications (Operator's Lobby Remodel and 2nd Floor Tenant Improvements)	\$2,428,317	\$2,030,316	-16%	D-B-B	04/12-1/13	04/12 - 03/17	Project delayed due to funding constraints and staff turnover related to economic recession. Project rescoped and completed within budget. Scope back at end of project to utilize savings.
Building 4 Roof Deck Replacement	\$254,752	\$334,752	31%	D-B-B	02/14 - 07/14	02/14-12/14	Bids higher than expected.
Auto Shop Hoist Replacement	\$457,258	\$392,398	-14%	D-B-B	03-16 - 10/17	03/16 - 01/18	Differing site conditions (original foundations left in place) than indicated on the as-built drawings.
TDS G Street	\$744,024	\$581,923	-22%	D-B-B	12/13 - 12/15	12/13 - 01/18	Bid came in under estimate. Concurrent Sound Transit project needed coordination of contractors, which caused delays.
SR512 Park & Ride and Transit Center Renewal	\$2,593,153	\$1,985,000	-23%	D-B-B	02/16 - 11/18	02/16-current	In progress. Expected to complete on time.
TDS Mid-life Maintenance	\$5,671,045	\$4,089,482	-28%	D-B-B	07/12 - 01/17	02/16-current	In progress. owner directed scope changes as project design progressed. Change in owner and designer PM personnel delayed project. We also lost time in order to meet Federal Buy-America requirements
TCC Park & Ride and Transit Center	\$1,500,000	\$1,162,300	-23%	D-B-B	09/16 - 05/18	10/16-current	In progress. Will complete by end of year. Permitting took longer than expected with City of Tacoma. Delayed bid process to adjust for weather window.
Tacoma Mall Transit Center Renewal	\$1,193,179	\$919,000	-23%	D-B-B	09/16 - 05/18	10/16-current	In progress. Will complete by end of year. Longer than expected permitting process with City of Tacoma caused delay, due to Right-of-Way and ADA issues.
72nd Street Transit Center Renewal	\$509,671	\$346,000	-32%	D-B-B	09/16 - 12/18	10/16 - current	In progress. Expected to complete on time and under budget

## 8. PRELIMINARY CONCEPTS, SKETCHES, OR PLANS DEPICTING THE PROJECT

Index of Exhibits

Exhibit 1-8: Anticipated Project Phasing

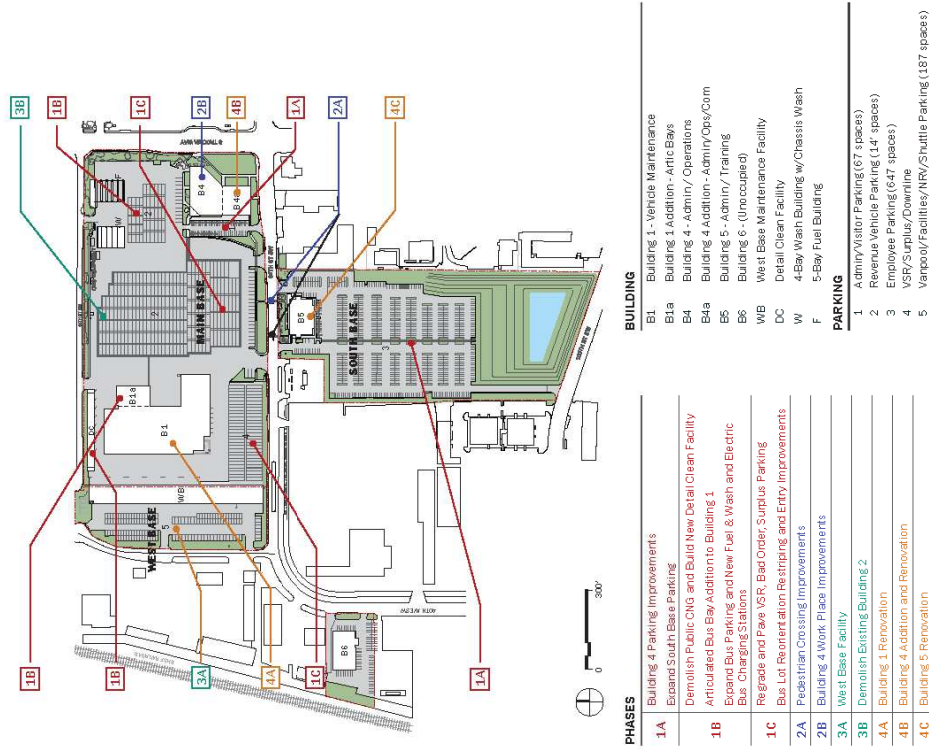


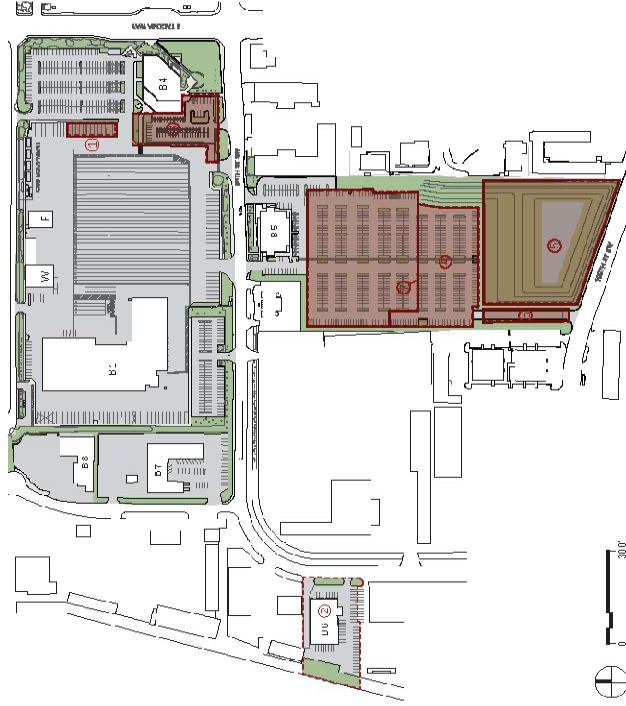
FIGURE 1.1 THE PREFERRED ALTERNATIVE WITH ALL PHASES AND IMPROVEMENTS SHOWN COMPLETED



FIGURE 3.1 EXISTING SITE PLAN

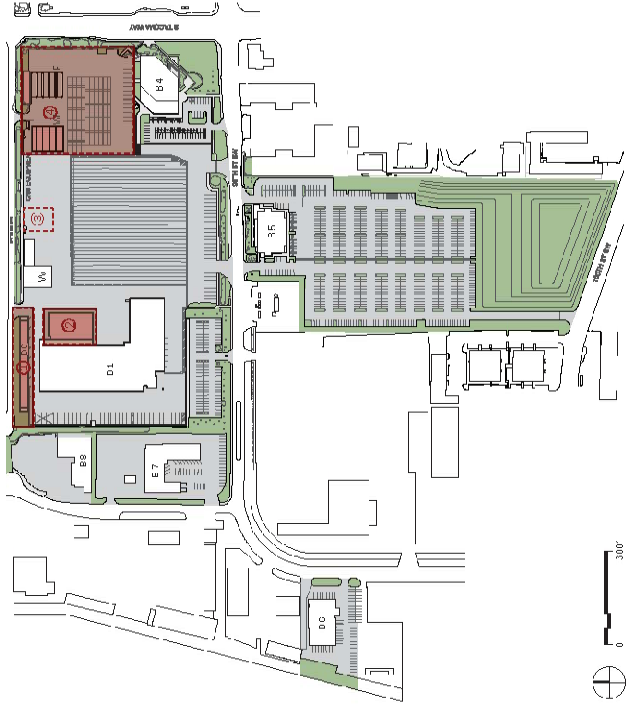
Preferred Alternative — Implementation & Phasing

Preferred Alternative — Implementation & Phasing



- PHASE 1A**
- ① Electric Bus Charging Stations - Phase 1
  - ② Relocate Vendor to Building C
  - ③ Relocate Stalls and Expand Building 4
  - ADMINISTRATION PARKING AREA
  - ④ Expand South Busturning
  - ⑤ Regrade for Storm Water Treatment & Detention Pond
  - ⑥ Connect to 100th St SW
  - ⑦ Previous Parking Lot Boundary

- COLOR LEGEND**
- Landscape
  - Building Footprint
  - Project Boundary
  - Paving
  - New Building Area
  - Pond
  - Keynote



- PHASE 1B**
- ① Demolish Public CNG and Construct New Detail Clean Facility (DC)
  - ② Construct Building 1 Addition - Articulated Bus Bays and Charging Bays
  - ③ Demolish Existing File Building
  - ④ Construct New Fuel & Wash Buildings and Expand Revenue Parking Area

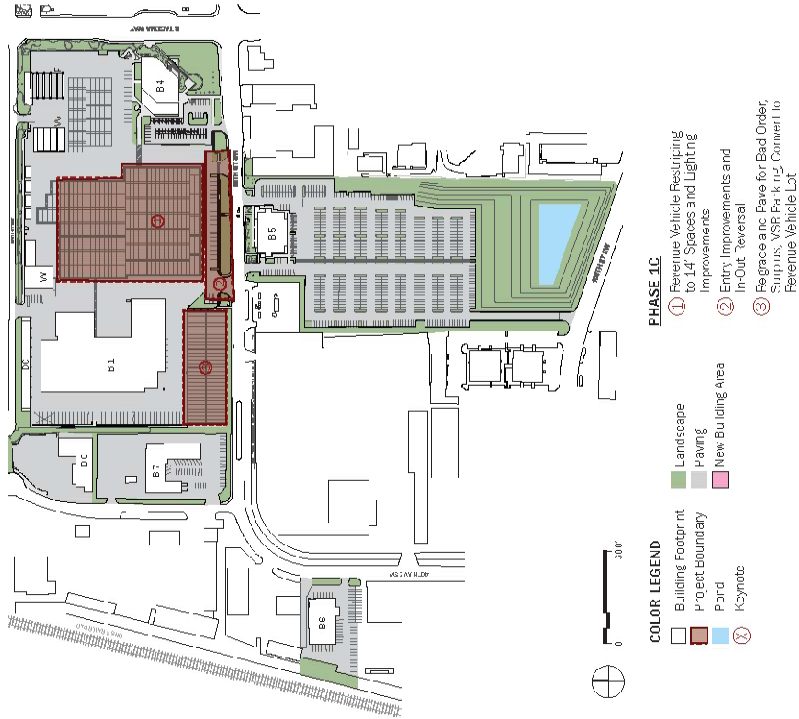
- COLOR LEGEND**
- Landscape
  - Building Footprint
  - Project Boundary
  - Paving
  - New Building Area
  - Pond
  - Keynote

FIGURE 6-14 PHASE 1A

FIGURE 6-15 PHASE 1B

Sehcent Acloni Architects | WSP Group 01  
FINAL DRAFT UPDATED 3-22-18

Sehcent Acloni Architects | WSP Group 03  
FINAL DRAFT UPDATED 3-22-18



PHASE 2  
FIGURE 6-46 PHASE 1C

FINAL DRAFT UPDATED 9-22-18 SCHAONT ASIAN ARCHITECTS | WSP GROUP 35

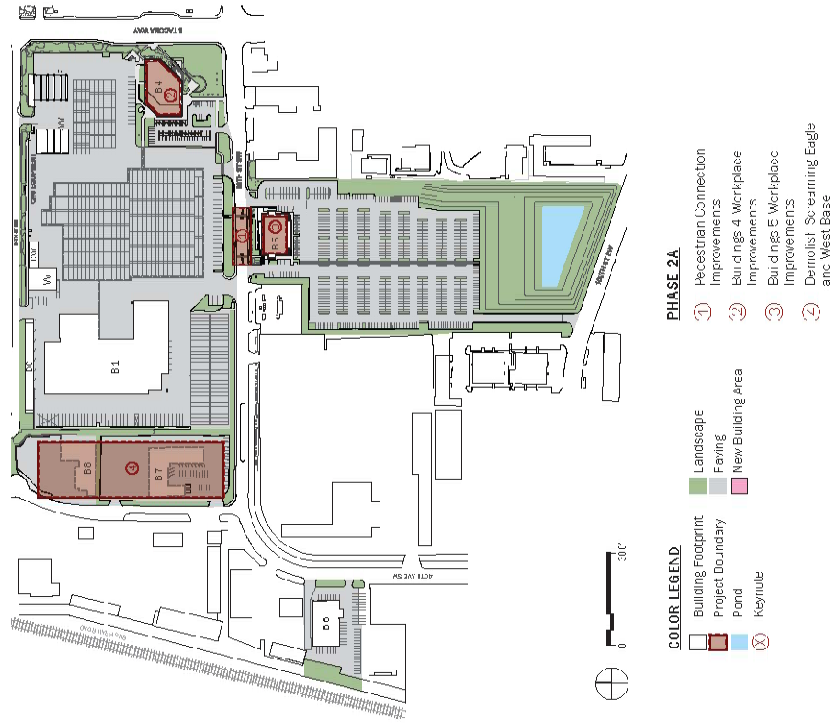


FIGURE 6-47 PHASE 2

FINAL DRAFT UPDATED 9-22-18 SCHAONT ASIAN ARCHITECTS | WSP GROUP 97



Preferred Alternative — Implementation & Phasing

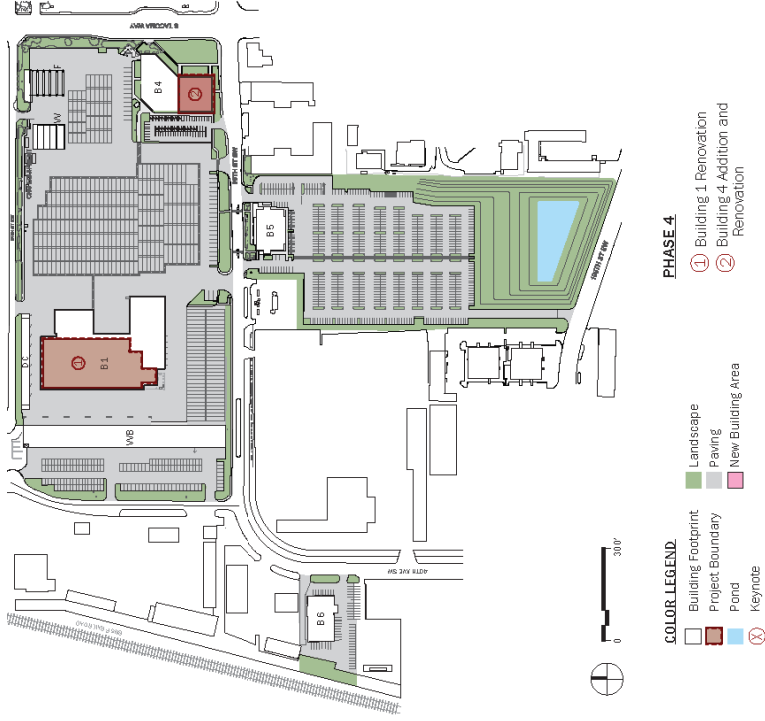


FIGURE 6-19 PHASE 4

Schacht Aslami Architects | WSP Group 101  
FINAL DRAFT UPDATED 3-22-18

Preferred Alternative — Implementation & Phasing

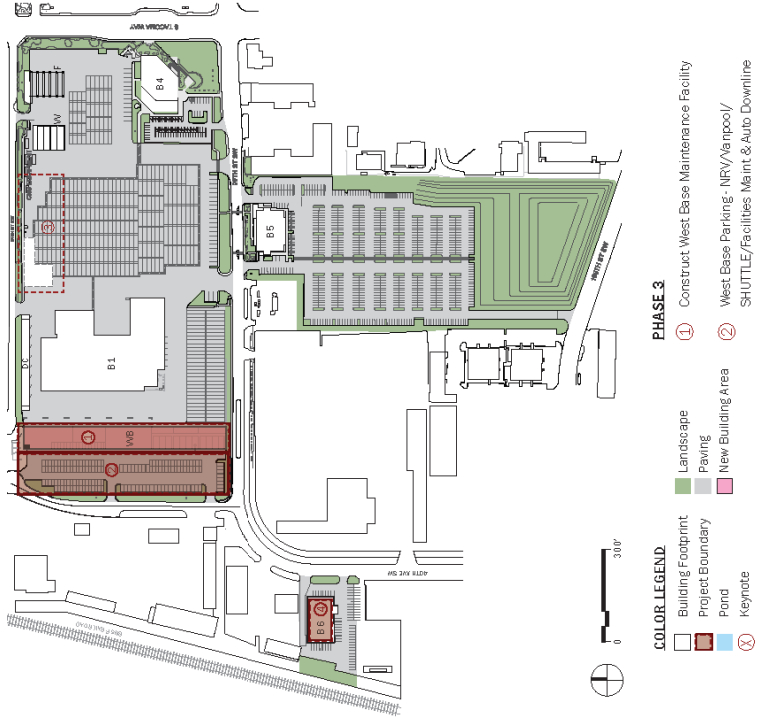


FIGURE 6-18 PHASE 3

Schacht Aslami Architects | WSP Group 99  
FINAL DRAFT UPDATED 3-22-18

## 9. RESOLUTION OF AUDIT FINDINGS ON PREVIOUS PUBLIC WORKS PROJECTS

Pierce Transit has received no audit findings on any project.

**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 shall render your application incomplete.

Should the PRC approve 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.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 

Name (please print): Brett Freshwaters

Title: Executive Director Finance/CFO

Date: 11/29/18