Board committee meetings are held remotely.

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I. Call to Order and Adoption of Agenda
   (1 minute Mary-Ann Baldwin)

II. Draft Minutes | January 3, 2024
    (1 minute Michelle Dawson)
    ACTION REQUESTED: Approve minutes.

III. Resolution Adopting Design-Build-Bridging Delivery Method for the BOMF Expansion
    (20 minutes Katharine Eggleston)
    ACTION REQUESTED: Recommend the board adopt a resolution to use the Design-Build-Bridging Delivery Method for the Nelson Road Bus Operations and Maintenance Facility Modernization and Expansion project.
    Criteria
    Resolution

IV. Adjournment
    (Mary-Ann Baldwin)
Wednesday, January 3, 2024  3:00 p.m.  Remote | Microsoft Teams

Board members present | Mary-Ann Baldwin, Susan Evans, Sally Greene, Jennifer Robinson, Leo Williams

Board members absent | Valerie Jordan

GoTriangle President/CEO Chuck Lattuca called the meeting to order at 3:08 p.m. A quorum was present.

I. Election of Committee Chair
Lattuca asked for nominations for committee chair. Committee members discussed some of the responsibilities of the committee: organizational structure, how the board governs, board composition related to elected officials as well as the creation of a business advisory board and potential term limits of board members.

Action: Greene nominated Mary-Ann Baldwin for committee chair. The motion was seconded by Evans and upon vote, carried unanimously.

II. Election of Committee Vice Chair
Committee chair Baldwin asked for nominations for vice chair.

Action: Evans nominated Sally Greene for committee vice chair. The motion was seconded by Robinson and upon vote, carried unanimously.

III. Adoption of Agenda
Action: A motion was made by Greene and seconded by Robinson to adopt the agenda. Upon vote by roll call, the motion was carried unanimously.

IV. Wake ADA Policy
Michelle Peele’s presentation is attached and hereby made a part of these minutes. She presented two administrative documents to support how fixed route operations are funded by Wake Transit:

- ADA funding policy
  - Individual transit agencies receive 15% of their Wake Transit Plan fixed route costs for ADA paratransit trips
  - Higher reimbursements may be requested with justification [significant increases in the number of eligible riders, increased trips taken per rider, higher service delivery costs]
- Service guidelines and performance measures
  - Service quality: On-time performance
Service effectiveness: cost per rider and riders per hour/trip
Service impact: reduction in standards for routes with higher community impact [serving historically disadvantaged communities]

**Action:** A motion was made by Robinson and seconded by Greene to recommend board adoption of the Wake Transit ADA Policy and Service Guidelines and Performance Measures. Upon vote by roll call, the motion was carried unanimously.

VIII. **Adjournment**

**Action:** Chair Baldwin adjourned the meeting at 3:31 p.m.

Prepared by:

____________________________
Michelle C. Dawson, CMC
Clerk to the Board of Trustees
Submitted by: Katharine Eggleston, Planning and Development  
Meeting date: March 6, 2024  

**SUBJECT: Resolution Adopting Design-Build-Bridging Delivery Method for the BOMF Expansion**

**Strategic Objective or Initiative Supported**  
1.2 Pursue service improvements and expansion opportunities  

**Staff Recommendation**  
Recommend the board adopt a resolution to use the Design-Build-Bridging Delivery Method for the Nelson Road Bus Operations and Maintenance Facility Modernization and Expansion project.

**Item Summary**  
GoTriangle is pursuing a project to modernize and expand its existing bus operations and maintenance facility (BOMF) located at 5201 Nelson Road in Morrisville. The project will add the needed capacity required to accommodate GoTriangle’s projected fixed-route fleet of 120 buses, including vehicles needed for operations in Wake, Orange and Durham Counties, through 2050. The renovation and expansion will also include updates to better accommodate the facility’s administrative functionality and improve facility quality for operations and maintenance employees.

The current budget for the project is $40M. Constructing the project will be complex, affecting operations, maintenance, and administrative areas of the facility and requiring continuous ongoing operations of the facility during construction. Staff has evaluated potential project delivery methods and has determined that early contractor involvement, specifically engaging a design criteria professional to pursue the design-build-bridging delivery method, will be most advantageous for the agency for this project’s specific circumstances.

State law requires that “A governmental entity shall establish in writing the criteria used for determining the circumstances under which engaging a design criteria design professional is appropriate for a project” (NCGS 143-128.1B(b)). The attachments to this memorandum detail those criteria and describe their application to this project.

**Financial Impact**  
None.

**Attachments**  
- Criteria and Evaluation  
- Resolution
GoTriangle Nelson Road BOMF Modernization and Expansion Project

Project Background
GoTriangle began a 2021 Regional Fleet and Facilities Study which evaluated constraints and needs for maintenance, storage, fueling, charging, and servicing capacity as well as work-flow efficiency at the Nelson Road Bus Operations and Maintenance Facility (BOMF). The goal of the study was to develop a plan to ensure that adequate facilities are in place to support the fleet needs of current and future transit service. The study identified onsite expansion and renovation of the current Nelson Road BOMF as the most cost-effective option to address current and future fleet needs throughout the useful life of the renovated facility of 40+ years. The study team evaluated a wide range of existing and future facility program and site-specific needs, and completed a conceptual design and 15% schematic design including a preliminary cost estimate. The study also included a design and construction schedule.

Project Challenges
Renovating, expanding, and modernizing the Nelson Road facility has several unique challenges that increase the complexity of planning needed and emphasize the coordination and communication that must be achieved for successful delivery of the project. The renovation and expansion of the existing facility needs to be done with a phasing plan that will allow for full utilization of the transit fleet throughout the construction process. Certain aspects of fleet maintenance, like the bus wash, may be able to be temporarily located remotely during construction; however, many of the daily operations and maintenance activities will need to be able to continue uninterrupted. This requirement alone will require increased design and construction details to be taken into account prior to work beginning.

Design-Build Bridging
The BOMF is critical to transit operations for GoTriangle, and ensuring that we can continue to provide daily transit service is critical to our riders. As such, GoTriangle has placed a priority on choosing the best possible solution to achieve success. Analysis of project delivery methods led GoTriangle to the Design-Build Bridging delivery method as the best-fit for all of the needs outlined by the Fleet and Facilities Study.

Design-build bridging allows for the development of a detailed set of bridging documents (35% design) which will factor in detailed departmental policies, reviews, and subject matter expert input into a cohesive design criteria manual along with the drawings and specifications. These comprehensive bridging documents will allow for selection of a Design-Build team that will be best able deliver the project. The progressive bridging approach (versus standard Design-Build delivery) will allow GoTriangle to negotiate the guaranteed maximum price for construction after design is sufficiently advanced to more accurately quantify risks.

Furthermore, utilizing a design-builder to finish the design and construction of the BOMF project provides mechanisms to address the challenges of a phased renovation project while maintaining a construction site that will have active bus operations daily, compared to a conventional design-bid-build delivery in which contractor input is not available during the design phase. And lastly, the design-build bridging method utilizes a design criteria design professional which will fulfill a critical aspect of project continuity and management by requiring the team that developed the design criteria package to stay on the project and provide oversight to the design-builder as the project finalizes the design process and is constructed.
G.S. § 143-128.1B. Design-build bridging contracts.

(b) A governmental entity shall establish in writing the criteria used for determining the circumstances under which engaging a design criteria design professional is appropriate for a project, and such criteria shall, at a minimum, address all of the following:

(1) The extent to which the governmental entity can adequately and thoroughly define the project requirements prior to the issuance of the request for proposals for a design-builder.

Building off of the efforts from the Fleet and Facilities Study’s 15% Schematic Design, GoTriangle proposes utilizing the development of the Design Criteria Package (35%) as an opportunity to provide a comprehensive and detailed solicitation document. GoTriangle is bringing on STV Consultants to act as an extension of staff and build out the Design Criteria Design Professional team, as well as continuing to utilize the services of the Fleet and Facilities Study team. The DCDP led by GoTriangle understands that the development of project requirements is critical to the success of the project, and that a poorly defined initial scope in the RFP may result in significant cost increases.

The deliverables to be included in the solicitation for the design-builder shall be the result of a design process that includes an initial test fit of the 15% schematic design for appropriateness, several site visits and walkthroughs, workshops for direct input from the operations, maintenance, security, information technology, communications and project development teams. A detailed basis of design report will be developed, documenting requirements for programmatic needs, interior and exterior space utilizations and capacities, material quality standards and performance criteria, peer reviews, detailed reports on utilities, parking, security, structural, mechanical, electrical, plumbing, architectural and other standards or expectations of GoTriangle. Agency goals, applicable ordinances and codes, and adjacent structures will also be addressed in the solicitation documentation.

(2) The time constraints for the delivery of the project.

Modernization and expansion of the BOMF are necessary to support expansion of GoTriangle’s regional services planned in the upcoming five to ten years and beyond. Timely completion of the project is critical to ensuring that GoTriangle is able to deliver these necessary service expansion opportunities for the region. Additionally, the project has a set budget of $40M funded through the Durham, Orange, and Wake county transit plans, based on expectations for delivery of the project prior to 2030. Due to ever-rising construction costs, delivery methods that are likely to extend the project are also more likely to increase the overall cost of the project due to escalation. GoTriangle understands that a design-builder selected with a well-defined solicitation provides early schedule certainty and is less likely to see schedule growth compared to conventional design-build-build project delivery.
(3) The ability to ensure that a quality project can be delivered.

GoTriangle has highly qualified staff that are capable and experienced in management of federally-funded transit capital projects including compliance with Federal Transit Administration requirements for quality and safety/security management on projects of this magnitude and larger. GoTriangle will supplement its staff as needed with highly qualified consultants. Solicitation documents for the design-builder will specify required quality management protocols including quality control and quality assurance, and the project management plan will specify protocols for quality verification by GoTriangle.

(4) The capability of the governmental entity to manage and oversee the project, including the availability of experienced staff or outside consultants who are experienced with the design-build method of project delivery.

GoTriangle has highly qualified staff that is capable and experienced in management of federally-funded transit capital projects including compliance with Federal Transit Administration requirements for management of scope, schedule, budget, and project delivery risks on projects of this magnitude and larger including alternative delivery methods similar to design-build bridging. GoTriangle will supplement its staff as needed with highly qualified consultants with demonstrated experience successfully managing design-build projects of similar scope and magnitude, as well as outside counsel with significant experience developing and negotiating contracts favorable to governmental entities undertaking design-build and progressive delivery methods.

(5) A good-faith effort to comply with G.S. 143-128.2, G.S. 143-128.4, and to recruit and select small business entities. The governmental entity shall not limit or otherwise preclude any respondent from submitting a response so long as the respondent, itself or through its proposed team, is properly licensed and qualified to perform the work defined by the public notice issued under subsection (d) of this section.

All contracts associated with this project will include requirements for compliance with applicable DBE and M/WBE programs depending on funding source. GoTriangle’s capital development program regularly achieves DBE and M/WBE participation that meets or exceeds goals, due to our diligent efforts establishing relationships with local firms, and partnering with prime firms to maximize participation of DBE and M/WBE subcontractors. Firms unable to meet goals will not be precluded from consideration, so long as they are appropriately licensed and qualified and have documented good faith efforts to meet the goal as required by federal and state programs for DBE and M/WBE respectively.

Good Faith Efforts to maximize the number of partnerships with Disadvantaged Minority and Woman-Owned Business Enterprise companies are a priority at GoTriangle. These efforts start with fully acquainting minority businesses with information about current and upcoming procurement opportunities. GoTriangle meets with minority business firms on a continuing basis to cultivate and maintain great relationships. This includes providing encouragement and information about technical and financial resources, and general contracting partnerships that may interest minority businesses that are considering DBE certification, and publishing relevant information on GoTriangle’s website.
GoTriangle uses the “Connect NCDOT” website to locate certified DBE and minority/woman-owned businesses when preparing to release procurement solicitations. This website provides a directory of minority businesses within work classifications, and includes access to the North American Industry Classification System (NAICS), which provides a breakdown of work classifications, including professional services. Once the number of available minority businesses are identified for possible work associated with a planned GoTriangle project or initiative, a project goal is calculated and announced within a procurement solicitation. Doing Business | Connect NCDOT

GoTriangle annually hosts minority business workshop training sessions. GoTriangle staff reaches out to DBE groups in the region and invites them to participate. The participants are provided project information, schedule information, and are walked through as to how to get connected with projects and also how to become DBE certified. GoTriangle is proud of its DBE program and has gone above and beyond to ensure recruitment of DBE entities.

(6) The criteria utilized by the governmental entity, including a comparison of the advantages and disadvantages of using the design-build delivery method for a given project in lieu of the delivery methods identified in subdivisions (1), (2), and (4) of G.S. 143-128a(a1).

GoTriangle’s evaluations of delivery method options for capital projects are grounded in industry best practices documented in Transit Cooperative Research Program (TCRP) Report 131: A Guidebook for Evaluation of Project Delivery Methods. GoTriangle staff have evaluated the delivery methods for the BOMF project, including analysis from consultants and contractors and factored in their experience.

Table 1.0 below provides a framework of comparisons of advantages and disadvantages for the delivery methods considered for this project used by GoTriangle in this evaluation. As required by statute, four delivery methods are compared: (1) Separate-prime Bidding, (2) Single-prime bidding, (4) Construction management at risk, (7) Design-build bridging.

<table>
<thead>
<tr>
<th>Evaluation Factor</th>
<th>(1) Separate-prime bidding</th>
<th>(2) Single-prime bidding</th>
<th>(4) Construction management at risk</th>
<th>(7) Design-build bridging</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Size</td>
<td>Not well-suited for large projects</td>
<td>Acceptable</td>
<td>Acceptable</td>
<td>Acceptable</td>
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<tr>
<td>Evaluation Factor</td>
<td>(1) Separate-prime bidding</td>
<td>(2) Single-prime bidding</td>
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<td><strong>Cost Control</strong></td>
<td>Not well-suited for complex project</td>
<td>Not well-suited for complex project; very likely to require change orders during construction increasing overall cost</td>
<td>Early contractor involvement provides benefits for incorporating innovation to reduce construction cost</td>
<td>Early contractor involvement provides benefits for incorporating innovation to reduce construction cost</td>
</tr>
<tr>
<td><strong>Schedule</strong></td>
<td>No advantages</td>
<td>No advantages</td>
<td>Early contractor involvement facilitates phased construction delivery, resulting in compressed overall schedule. Requires additional agency effort to meet compressed timeline.</td>
<td>Early contractor involvement facilitates phased construction delivery, resulting in compressed overall schedule. Requires additional agency effort to meet compressed timeline.</td>
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<tr>
<td><strong>Competition</strong></td>
<td>Likely to have a lot of bidders</td>
<td>Likely to have a lot of bidders</td>
<td>Delivery method is common for municipal facilities; likely to have sufficient competition</td>
<td>Delivery method is new in this area; may have less competition than other methods; will require agency effort to communicate upcoming opportunity with likely interested parties</td>
</tr>
<tr>
<td>Evaluation Factor</td>
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<tr>
<td><strong>Risk Management and Allocation</strong></td>
<td>No advantages</td>
<td>Not well-suited for project requiring continuous ongoing operations; cost to transfer risk to builder will be significant</td>
<td>Despite advantages of early contractor involvement, separate teams for designer and contractor can cause conflict in risk management process</td>
<td>Most likely to result in efficient/low-cost risk transfer due to single point of responsibility. Some loss of ability for owner to participate in risk management decision-making between designer and builder</td>
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<td><strong>Staffing Requirements</strong></td>
<td>Requires significant staff availability to manage interfaces between contractors</td>
<td>Acceptable</td>
<td>Acceptable</td>
<td>Acceptable, potentially lower staffing requirements due to combined design-build team</td>
</tr>
<tr>
<td>Evaluation Factor</td>
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<td>(2) Single-prime bidding</td>
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<tr>
<td>Agency Experience</td>
<td>No advantages</td>
<td>Agency is experienced in this delivery method</td>
<td>Agency is experienced in this delivery method</td>
<td>This delivery method is new, however agency has experience with similar progressive methods and a good understanding of the advantages and disadvantages relative to others. Additionally, agency has access to qualified consultants and outside counsel with experience in this method</td>
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