



Agenda Item No. (3)

To: Building and Operating Committee/Committee of the Whole
Meeting of February 22, 2024

From: John R. Eberle, Deputy District Engineer
Ewa Z. Bauer-Furbush, District Engineer
Denis J. Mulligan, General Manager

Subject: **APPROVE ACTIONS RELATIVE TO THE PRECONSTRUCTION PHASE
OF THE GOLDEN GATE SUSPENSION BRIDGE SEISMIC RETROFIT
PROJECT**

Recommendation

The Building and Operating Committee recommends that the Board of Directors approve the following actions relative to the Preconstruction Phase of the *Golden Gate Suspension Bridge Seismic Retrofit Project (Project #1923)*:

1. Authorize execution of Professional Services Agreement (PSA) No. 2023-B-015, *Golden Gate Suspension Bridge Seismic Retrofit CMGC Preconstruction Services*, with Halmar International, LLC, Nanuet, NY, (Halmar) in an amount not-to-exceed \$5,754,332, for Construction Manager/General Contractor (CMGC) preconstruction services subject to the Golden Gate Bridge, Highway and Transportation District (District) receiving the Federal Highway Administration's (FHWA) approval of the award prior to the PSA execution;
2. Authorize execution of PSA No. 2023-B-042, *Golden Gate Suspension Bridge Seismic Retrofit ICE Services*, with Leland Saylor Associates, Walnut Creek, CA, in an amount not-to-exceed \$1,514,263, for Independent Cost Estimator (ICE) preconstruction services, subject to the District receiving the California Department of Transportation's (Caltrans) approval of the award prior to the PSA execution;
3. Authorize execution of the Fourteenth Amendment to PSA No. 2010-B-1, with HDR Engineering, Inc., Walnut Creek, CA, in an amount not-to-exceed \$5,543,833, for additional engineering design services to finalize the Project construction documents and to assist the District in establishing construction price and schedule for the Project during the Preconstruction Phase; and,
4. Authorize an \$8,540,031 increase, to be funded with District reserves, in the FY 23/24 Bridge Division Capital Budget for Project #1923 to finance the estimated \$15,913,057 in costs for the District's staff and consultant services, and other expenses required to develop the final construction documents and the construction price and schedule, for the total Project budget of \$19,845,538.

This matter will be presented to the Finance-Auditing Committee at its February 22, 2024, meeting for concurrence, and to the Board of Directors at its February 23, 2024, meeting for appropriate action.

Introduction

By Resolution No. 2018-049, the Board of Directors approved the use of the Construction Manager/General Contractor construction project delivery method for the construction of the *Golden Gate Suspension Bridge Seismic Retrofit Project* (Project).

The Construction Manager/General Contractor project delivery method allows the project owner to engage a construction contractor (referred to as CMGC) during the project design stage (referred to as Preconstruction Phase) to collaboratively work with the project team on development of construction plans and specifications, as well as on the construction price and schedule. The project team consists of the owner's staff, design consultant, ICE consultant, owner's other consultants and CMGC. During the Preconstruction Phase, CMGC provides input on value engineering ideas that improve the project's constructability and price; on impacts of project site, on environmental and regulatory constraints on construction cost and schedule; and on construction cost and schedule risks and how those risks can be mitigated. Also, the CMGC prepares construction cost estimates at each pricing milestone and for its Construction Price Proposal (CPP) using an open book production-based estimation method and an agreed to cost model that defines costs related to labor, materials, equipment, subcontractor and supplier quotes, means and methods, production rates, risk, direct costs, mobilization, and overhead and profit. This arrangement fosters a greater understanding between the project owner and the construction contractor so that misunderstandings and future claims are kept to a minimum, and construction change orders are significantly reduced. After design plans and specifications for the project are finalized, the owner requests the CMGC's CPP for the project construction. If the CPP is accepted by the owner, a construction contract is issued to the CMGC so that the Construction Phase of the project can begin, and the CMGC becomes a prime contractor. If the CPP is not accepted by the owner, the owner, in its sole discretion, may end the CMGC's participation in the project and advertise the project for construction bids.

The implementation of the Golden Gate Suspension Bridge Seismic Retrofit Project Preconstruction Phase, which will conclude with establishing a construction cost and schedule, will require participation of the following Project Team members:

- CMGC
- Design consultant (previously retained by the District)
- Independent Cost Estimator (ICE) consultant
- Project Technical Review Panel (TRP) consultants (previously retained by the District)
- FHWA and Caltrans oversight staff
- District's project management and contract administration staff

The *Golden Gate Suspension Bridge Seismic Retrofit Project* (Project) is under the California Department of Transportation (Caltrans) and Federal Highway Administration (FHWA) oversight for compliance with applicable state and federal laws, rules and regulations because of the federal funding participation in the Project.

Since this is the first project for which the District is using the Construction Manager/General Contractor construction project delivery method, new procurement documents and content have been developed to comply with the applicable federal and state laws, rules and regulations, and the District's Procurement Manual.

In consultation with FHWA, Caltrans, the District's Disadvantaged Business Enterprise (DBE) Office and the District's Attorney, Engineering staff has developed documents for the procurement of CMGC and ICE contracts. These procurement documents define scopes of work and qualifications of firms that would be performing the CMGC services and ICE services. Staff has also developed a scope of work for additional services to be performed by the Project's design consultant to assist the District with development and completion of the construction plans and specifications based on input from the CMGC and ICE and with oversight by TRP. The focus of the Project Team will be to establish common understanding of factors that affect construction cost and schedule, which will aid a reconciliation of construction estimates prepared by the CMGC, ICE, and the design consultant (Engineer's Estimate) leading to establishing the construction price and schedule. It is anticipated that the duration of the remainder of the Preconstruction Phase will be approximately 12 months.

Recommendation of Award of PSA No. 2023-B-015, Golden Gate Suspension Bridge Seismic Retrofit CMGC Preconstruction Services

In conformance with the FHWA-approved December 2022 Caltrans Local Assistance Procedures for Construction Manager/General Contractor (CMGC) Projects and the District's Procurement Manual, the District's qualification-based CMGC selection process involved evaluation and selection procedures utilizing a Request for Qualifications (RFQ). The FHWA-approved Local Assistance Procedures are based on the following Federal and State regulations:

- 23 Code of Federal Regulations (23 CFR) Part 630 Preconstruction Procedures and Part 635 Construction and Maintenance, Subpart A – Contract Procedures; and Subpart E – Construction Manager/General Contractor (CM/GC) Contracting that prescribe policies, requirements, and procedures from FHWA's standpoint relating to the use of the CMGC method of contracting.
- California Public Contract Code (PCC) 6973, which states that CMGC projects authorized pursuant to PCC 6972 shall be governed by the same process, procedures, and requirements as set forth in PCC 6703, subdivision (a) of PCC 6704, and PCCs 6705 to 6708, inclusive, except that any reference to "department" shall mean the regional transportation agency.

On May 31, 2023, the District issued a Request for Statement of Qualifications, RFQ No. 2023-B-015, *Golden Gate Bridge Suspension Bridge Seismic Retrofit CMGC Preconstruction Services*.

Proposers participating in the CMGC procurement were required to provide information in their Statements of Qualifications (SOQ) to demonstrate their capacity as follows (the evaluation of this SOQ information was assigned pass/fail scores):

- An organizational and legal structure that would allow the CMGC to conduct business in the State of California, including status of licenses, compliance with various federal and state public contract laws and regulations; and

- A financial capacity that would allow the CMGC to comply with the insurance and bonding requirements for the Project during Preconstruction and Construction Phases.

Furthermore, based on proposers' past performance and their understanding and approach to execution of the CMGC Preconstruction and Construction Phases, proposers had to demonstrate that they met qualifications and expertise requirements listed in the RFQ.

Regarding the past performance, proposers were required to provide the following information in their SOQs (the evaluation of this SOQ information was assigned numerical scores):

- Construction of projects of similar size, scope, and complexity.
- Construction/reconstruction using innovative designs, methods, and materials.
- Engineering and installation of work access systems similar to, and in scale of, access systems that will be required for this Project.
- Delivery of materials and equipment to a jobsite with limited ingress and egress.
- Implementation of complex work staging involving only nighttime partial bridge traffic lane closures, limited lane closure hours, and maintaining pedestrian, bike, and vehicle traffic.
- Coordination with adjacent contracts.
- Structural retrofit of major steel bridges.
- Management of steel fabrication requiring shop drawings based on contractor provided field verifications and measurements.
- Management and coordination of trades.
- Cost reduction incentive proposals implemented to minimize cost and schedule growth.
- Experience with techniques used to avoid delays and claims.
- Compliance with environmental regulations and restrictive permit requirements.
- Experience of working together as an integrated team.
- Construction of high-profile public projects that require coordination with local and regional agencies.
- Record of any non-compliance with the State of California Contractor's License Law.
- Record of any non-responsiveness and lack of responsibility as a bidder.
- Record of any past financial insolvency.
- Safety program and records.
- History of litigation and major claims.

Regarding the Project understanding and approach, proposers were required to submit in their SOQs the following information (the evaluation of this SOQ information was assigned numerical scores):

- Organizational charts for both the Preconstruction and Construction Phases.
- Qualifications of key personnel assigned to the Project, such as Contract Manager, Lead Construction Engineer, Lead Construction Estimator, Lead Construction Scheduler, Lead Superintendent, Quality Control Manager, Safety and Site Security Manager.
- Understanding of the Project's construction scope, logistics, and constraints.
- Methodology of working as an integrated team with the District and its consultants during the Preconstruction and Construction Phases

- Innovative ideas that may assist the Project Team in managing construction time, cost, and quality.
- A list of the top risks of this Project's construction, explanation of their causes, and approach to managing these risks, including methods for identifying and pricing them.
- Safety considerations specific to the Project and the Proposer's overall approach to safety.

The District advertised the RFQ on its procurement portal and sent notices to fifteen (15) firms informing them of the solicitation. During the solicitation period, forty-nine (49) firms downloaded the documents. By the solicitation due date of August 4, 2023, the Office of the District Secretary received three (3) SOQs from the following firms:

- American Bridge/Traylor, Joint Venture, Lodi, CA
- Flatiron/Obayashi, Joint Venture, Concord, CA
- Halmar International, LLC, Nanuet, NY

Representatives from the Engineering Department, the District's DBE Program Office, and District's Attorney reviewed the proposals and determined that they were all responsive to the solicitation requirements, and all proposers received passing scores for their organizational and legal structure and their financial capacity.

The District's selection committee reviewed the SOQs and interviewed the three proposers on September 27, 2023 and evaluated them based upon the criteria that were assigned numerical scores as presented above. FHWA and Caltrans representatives observed the interviews. Reference checks of the firms and personnel proposed to be assigned to the Project were also conducted.

The final ranking of the proposers was determined to be as follows:

1. Halmar International, LLC, Nanuet, NY
2. American Bridge/Traylor, Joint Venture, Lodi, CA
3. Flatiron/Obayashi, Joint Venture, Concord, CA

The selection committee has agreed that the top-ranked consultant firm, Halmar International, LLC (Halmar), is the most qualified to perform the requested services.

The scope of CMGC Preconstruction Services consists, in general, of:

- Participating in Project Team kick-off workshop.
- Participating in Project Team partnering meetings.
- Reviewing and providing comments on design plans and specifications and other relevant Project documents.
- Performing Project site field reviews and providing field review reports.
- Proposing and tracking innovations and value engineering ideas.
- Developing and updating a Project risk register.
- Developing, updating, and finalizing a construction means and methods plan.
- Developing, updating, and finalizing a construction access plan.
- Developing, updating, and finalizing preconstruction and construction schedules.
- Developing, updating, and finalizing quality control plan for the Project construction.

- Developing, updating, and finalizing health and safety plan for the Project construction.
- Developing, updating, and finalizing a construction cost model.
- Developing, updating, and finalizing a subcontracting plan and a DBE engagement plan.
- Preparing opinions of probable construction costs (OPCCs).
- Preparing and submitting a construction price proposal (CPP).
- Administering the CMGC preconstruction services.

As stated in the RFQ, after the qualifications-based ranking of the CMGC proposers was established, District staff opened and reviewed a sealed cost proposal submitted by the highest ranked firm, Halmar. Staff conducted a cost analysis and negotiated with Halmar a total not-to-exceed price of \$5,754,332 for the CMGC Preconstruction Services. Staff has determined that this not-to-exceed price is fair and reasonable based on the scope of services requested by the District and an independent cost estimate performed by the District. Halmar will be compensated for actual time expended at specified hourly rates, and other direct expenses incurred, for the not-to-exceed authorized amount.

In conformance with the Local Assistance Procedures for CMGC Projects, there was no contract specific Disadvantaged Business Enterprise goal for the CMGC Preconstruction Services. The District's DBE Program Office has determined that Halmar is not a DBE and that there will be no DBE participation associated with these services. However, as required by the RFQ and in conformance with the Local Assistance Procedures for CMGC Projects, Halmar signed the Proposer's Disadvantaged Business Enterprise Declaration Affidavit confirming its commitment to comply fully with U.S. DOT DBE provisions as set forth under Title 49 Code of Federal Regulations Part 26 and subsequent publication of the Federal Register dated October 2, 2014 (Volume 79, Number 191), as may be amended, and the DBE goal requirements as further will be defined in the Construction Contract if/when issued.

The execution of PSA No. 2023-B-015 with Halmar is subject to the District receiving FHWA approval of the PSA award.

Staff recommends that the Building and Operating Committee recommend that the Board of Directors authorize the award of PSA No. 2023-B-015 to Halmar International, LLC, Nanuet, NY, in an amount not-to-exceed \$5,754,332, for performing the CMGC Preconstruction Services as presented in this staff report.

Recommendation of Award of PSA NO. 2023-B-042, Golden Gate Suspension Bridge Seismic Retrofit ICE Services

As stated in the Local Assistance Procedures for CMGC Projects, the District is required to engage services of an Independent Cost Estimator (ICE) consultant to provide independent cost estimates for the purposes of evaluating the acceptability of the CMGC's construction cost estimates, schedules and price proposal and design consultant's construction cost estimate (Engineer's Estimate). The ICE consultant will provide other preconstruction services (e.g. design reviews, innovation and risk reviews) that will allow the ICE to obtain a good understanding of the Project in order to develop informed cost estimates and to advise the District on factors that affect construction cost and schedule. The ICE must be a consultant not affiliated with the CMGC and not affiliated with the District's design consultant and must have experience performing contractor-style production-based estimating in order to assist the District in reconciling cost

estimates with the CMGC.

The District is required to procure the ICE consultant in conformance with the Caltrans Local Assistance Procedures Manual Chapter 10, Consultant Selection. District's qualification-based ICE selection process involves evaluation and selection procedures utilizing a Request for Qualifications and Proposal (RFQ/RFP) in conformance with the Local Assistance Manual Chapter 10 and the District's Procurement Manual.

On December 15, 2023, the District issued RFQ/RFP No. 2023-B-042, *Golden Gate Bridge Suspension Bridge Seismic Retrofit Independent Cost Estimator (ICE) Services*.

Proposers participating in the ICE Services procurement were required to demonstrate the following:

- Firm's qualifications, such as
 - Successful track record in providing independent construction cost estimation, construction cost and schedule risk evaluation and review, and construction schedule review services for heavy civil construction, including public works contracts and retrofit/rehabilitation of major steel bridges.
 - Capability of providing qualified personnel and to accommodate changing project requirements.
 - Management and scheduling abilities.
 - Quality and cost control methods.
- Team qualifications and experience, such as
 - Qualifications and experience of the proposed personnel relevant to the scope of services to be provided under a contract resulting from the RFQ/RFP.
 - Demonstrated capability and successful track record of Consultant's personnel on similar or related projects.
 - Time commitment (availability) of the personnel assigned to the Project.
 - Organization of the team in relation to work assignments and effectiveness of monitoring and control of work.
 - Knowledge of public agencies and experience in coordination of services with public agencies such as FHWA.
- Project understanding and approach to provide services indicated in the RFQ/RFP.

The District advertised the RFQ/RFP on its procurement portal and sent notices to 56 firms, including 39 DBE firms, informing them of the solicitation. During the solicitation period, 19 firms downloaded the documents. By the solicitation due date of January 10, 2024, the Office of the District Secretary received three (3) Statements of Qualifications and Proposals (SOQ&Ps) from the following consulting firms:

- Leland Saylor & Associates, Inc., Walnut Creek, CA
- Capo Projects Group, San Clemente, CA
- Stanton Constructability Services, LLC, Holladay, UT (the proposer withdrew before interviews)

Representatives from the Engineering Department, the District's DBE Program Office, and the

District's Attorney reviewed the proposals and determined that they were all responsive to the solicitation requirements.

The District's selection committee reviewed the SOQ&Ps and interviewed the proposers and evaluated them based upon the criteria included in the RFQ/RFP as presented above. Reference checks of the firms and personnel proposed to be assigned to the Project were also conducted.

The final ranking of the proposers is as follows:

1. Leland Saylor & Associates, Inc., Walnut Creek, CA
2. Capo Projects Group, San Clemente, CA

The selection committee agreed that the top-ranked consultant firm, Leland Saylor & Associates, Inc., is the most qualified to perform the requested services.

The scope of services consists, in general, of:

- Participating in Project Team kick-off workshop.
- Participating in Project Team partnering meetings.
- Reviewing and providing comments on Design Plan and Specifications and other relevant Project documents.
- Participating in Project site field reviews and reviewing and commenting on the CMGC's field review reports.
- Reviewing and commenting on innovations and value engineering ideas.
- Reviewing and commenting on risk register.
- Reviewing and commenting on the CMGC's construction means and methods plan.
- Reviewing and commenting on the CMGC's construction access plan.
- Reviewing and commenting on the CMGC's preconstruction and construction schedules.
- Reviewing and commenting on the CMGC's quality control plan for the Project construction.
- Reviewing and commenting on the CMGC's health and safety plan for the Project construction.
- Reviewing and commenting on the CMGC's construction cost model.
- Reviewing and commenting on the CMGC's subcontracting plan and DBE engagement plan.
- Preparing and submitting independent opinions of probable construction cost (OPCCs) and reviewing and commenting on the CMGC's OPCCs.
- Preparing and submitting an independent construction price proposal (CPP) and reviewing and commenting on the CMGC's CPP.
- Administering ICE preconstruction services.

As stated in the RFQ/RFP, after the qualifications-based ranking of consultants was established, District staff opened and reviewed a sealed cost proposal submitted by the highest-ranked firm, Leland Saylor & Associates.

Staff conducted a cost analysis and negotiated a total not-to-exceed price of \$1,514,263 with Leland Saylor & Associates for the services. Staff has determined that this not-to-exceed price is

fair and reasonable based on the scope of services requested by the District and an independent cost estimate performed by the District. Leland Saylor & Associates will be compensated for actual time expended and expenses incurred, plus a fixed fee, for the not-to-exceed authorized amount.

There was no contract-specific DBE goal for this contract. The District's DBE Program Office has determined that Leland Saylor & Associates is an SBE and 100% SBE participation, including 6.91% DBE participation, is anticipated during the performance of these services. The execution of the PSA with Leland Saylor & Associates is subject to the District receiving Caltrans' approval of the PSA award.

Staff recommends that the Building and Operating Committee recommend that the Board of Directors authorize the award of PSA No. 2023-B-042 to Leland Saylor & Associates, Inc., in the not-to-exceed amount of \$1,514,263, to perform the ICE services as presented in this staff report.

Recommendation of Award of the Fourteenth Amendment to PSA No. 2010-B-1, Golden Gate Suspension Bridge Seismic Retrofit Design Services

By Resolution No. 2009-070, the Board of Directors authorized execution of PSA No. 2010-B-1, *Golden Gate Suspension Bridge Seismic Retrofit Design Services*, with HDR Engineering, Inc. (HDR), to reevaluate and update the Suspension Bridge seismic retrofit strategy, to develop the final design, and to prepare design plans and technical specifications for the Golden Gate Bridge Seismic and Wind Retrofit of the Suspension Bridge.

HDR has completed the seismic retrofit strategy and progressed the design of the Suspension Bridge seismic retrofit to approximately 85% completion.

Upon award of the CMGC Preconstruction PSA, the District will provide to CMGC, ICE, and other Project Team members the 85% completed design plans and specifications, and other relevant documents for their review and use to perform the Preconstruction Phase services concluding with establishing the construction price and schedule.

During the second stage of Preconstruction Phase of the Project, as the design consultant, HDR will be an essential Project Team member. The District determined that HDR needs to perform the following scope of services to finalize the Project construction documents and to assist the District in establishing price and schedule for the Project construction:

- Participating in Project Team kick-off workshop.
- Participating in Project Team partnering meetings.
- Presenting 85%-completion and further updates of design plans and specifications to the Project Team.
- Reviewing comments from the Project Team on design plan and specifications and other relevant Project documents and responding to these comments.
- Updating design calculations, plans, and specifications as necessary to address the CMGC innovations and value engineering ideas.
- Participating in Project site field reviews and reviewing and commenting on the CMGC's field review reports.
- Reviewing and commenting on innovations and value engineering ideas.

- Reviewing and commenting on risk register.
- Reviewing and commenting on the CMGC's construction means and methods plan.
- Reviewing and commenting on the CMGC's construction access plan, including wind tunnel testing of the proposed access if required.
- Reviewing and commenting on the CMGC's preconstruction and construction schedules.
- Reviewing and commenting on the CMGC's quality control plan for the Project construction.
- Reviewing and commenting on the CMGC's health and safety plan for the Project construction.
- Reviewing and commenting on the CMGC's construction cost model.
- Reviewing and commenting on the CMGC's subcontracting plan and DBE engagement plan.
- Assisting the District with the Project environmental re-evaluation.
- Assisting the District with obtaining construction permits.
- Preparing and submitting Engineer's Estimates corresponding with the CMGC's opinions of probable construction cost (OPCCs) and reviewing and commenting on the CMGC's OPCCs.
- Finalizing the construction plans and specifications.
- Preparing and submitting the Engineer's Estimate corresponding with the CMGC's construction price proposal (CPP) and reviewing and commenting on the CMGC's CPP.
- Administering the preconstruction services.

Engineering staff requested and HDR has provided a cost proposal for the scope of work presented above. Engineering staff has reviewed the cost proposal and negotiated the price of services in the not-to-exceed amount of \$5,543,833, which staff finds to be reasonable in terms of HDR's budgeted labor hours to perform the scope of services requested by the District and consistent with HDR's audited labor and overhead billing rates. HDR will be compensated for actual time expended and expenses incurred, plus a fixed fee, for the not-to-exceed authorized amount.

The District's DBE Program Office has determined an anticipated DBE participation of 2.27% associated with the work under the Fourteenth Amendment.

Staff recommends that the Building and Operating Committee recommend that the Board of Directors authorize the execution of the Fourteenth Amendment to PSA No. 2010-B-1, with HDR Engineering, Inc., in the not-to-exceed amount of \$5,543,833, to finalize the Project construction documents and to assist the District in establishing construction price and schedule for the Project during the Preconstruction Phase as presented in this staff report.

Project Management and Contract Administration by Engineering Staff During the Second Stage of Preconstruction Phase

During the second stage of Project Preconstruction Phase, the District's Engineering staff will be engaged in performing the following work:

- Reviewing and commenting on the deliverables submitted by the Project Team members.
- Coordinating the work of the Project Team and external agencies including the National Park Service (NPS), State Historic Preservation Office (SHPO), Caltrans, and FHWA.

- Obtaining construction permits from NPS, BCDC, US Coast Guard, California State Water Resources Control Board, and Caltrans.
- Preparing and obtaining Caltrans and FHWA approvals of the Project Management Plan for the Construction Phase.
- Assisting with securing and obligation of funding for the Construction Phase.
- Obtaining FHWA approvals of the construction cost price analysis and construction contract award.
- Administering contracts executed with the CMGC, ICE, design consultant, and TRP.

Engineering staff has performed an analysis of the level of effort necessary for staff to perform this work and have estimated that a budget of \$1,796,810 be established for this effort.

Expenses during the First Stage of Preconstruction Phase

Engineering staff, with the assistance of the Project design consultant, has completed the first stage of the Project Preconstruction Phase implementation that involved the following effort at a total cost of \$3,932,481 (see Table 1 below), which was financed with the federal funds approved for the Project:

- Performing wind tunnel testing to determine general limits of a construction access system on the Suspension Bridge to preserve its structural integrity under strong winds.
- Performing stainless steel weld testing for the Energy Dissipation Devices (EDDs) to develop procedures for welding of thick stainless-steel plates.
- Updating the design plans and technical specifications to include the Physical Suicide Deterrent System details, results of the construction access system wind tunnel testing, EDD weld testing, and other information concerning the conformance with the federal Buy America requirements.
- Converting administrative and technical specifications to conform to the 2023 Caltrans Standard Specifications.
- Assisting with securing federal funding for the Construction Phase.
- Establishing, in consultation with FHWA and Caltrans, procedures for the Project Preconstruction Phase.
- Developing procurement document format and scopes of work for the CMGC and ICE services.
- Obtaining FHWA and Caltrans approvals of the CMGC services solicitation documents.
- Advertising for the CMGC and ICE proposals and selecting the most qualified candidates for the proposed award of their contracts.
- Implementing document management software, e-Builder, to facilitate the Project document control and Project Team's collaboration.
- Establishing a project office, by leasing an office space, to provide for Project Team collaborative work.

Recommendation of Funding the Second Stage of the Project Preconstruction Phase

Following the Board approval of the Construction Manager/General Contractor construction project delivery method for the Project, in March 2019, FHWA established a new federal project number, Federal Aid Project Number BHLS-6003(029) for the Preconstruction Phase of the

Golden Gate Suspension Bridge Seismic Retrofit Project, and approved the Authorization to Proceed with the Project’s CMGC Preconstruction Phase. Consistent with this FHWA action, in April 2019, the Board of Directors, by Resolution No. 2019-023, authorized the establishment of Project #1923, Golden Gate Suspension Bridge Seismic Retrofit (CMGC). To date, FHWA and Caltrans approved a transfer of \$11,305,507 of federal funds unspent under the previous phases of the Bridge Seismic Retrofit to Project Number BHLS-6003(029) (District’s Project #1923).

The total cost to implement the second stage of Project Preconstruction Phase is estimated at \$15,913,057, which includes the CMGC, ICE, design consultant, Engineering staff, and all other costs that may be incurred to complete the Preconstruction Phase as presented in Table 1 below.

Staff recommends that the Building and Operating Committee recommend that the Board of Directors approve a \$8,540,031 increase to the Project #1923 budget, which would provide for the CMGC, ICE, design consultant, Engineering staff, and all other costs that may be incurred to complete this phase as presented in this staff report.

Fiscal Impact

Project #1923, *Golden Gate Suspension Bridge Seismic Retrofit Project* is included in the FY 2023/24 Bridge Division Capital Budget with a budget of \$11,305,507, financed with 100% federal funds.

Project expenditures through January 31, 2024, are \$3,932,481, leaving a balance of \$7,373,026 in federal funds to finance the implementation of the second stage of Project Preconstruction Phase. The estimated cost of \$15,913,057 to implement the second stage of Preconstruction Phase (presented in Table 1 below) will require an \$8,540,031 increase in the FY 2023/24 Bridge Division Capital Budget for Project #1923, for a revised total Project budget of \$19,845,538. This increase is proposed to be financed with District reserves. The new total project budget of \$19,845,538 will be funded with \$11,305,507 (57%) federal funds and \$8,540,031 (43%) District funds.

Table 1: Project #1923 Budget

DESCRIPTION	TOTAL EXPENSE/ BUDGET	EXPENSE/ BUDGET ITEMS
TOTAL FIRST STAGE EXPENSES	\$3,932,481	
District Staff (Labor + Fringe Benefits)		\$1,128,215
Indirect Cost (ICAP)		\$595,584
General Project Expenditures		\$15,507
Permits and Fees		\$3,295
Miscellaneous/Incidentals		\$269
Office Space Lease		\$58,623
Design Consultant		\$2,005,237
Technical Review Panel		\$17,588
e-Builder Document Control Software		\$108,163
TOTAL PROPOSED SECOND STAGE BUDGET:	<u>15,913,057</u>	

District Staff (Labor + Fringe Benefits)		<u>1,176,000</u>
Indirect Cost (ICAP)		<u>620,810</u>
General Project Expenditures		<u>50,000</u>
Printing & Advertising		<u>10,000</u>
Permits and Fees		<u>400,000</u>
Miscellaneous/Incidentals		<u>4,952</u>
Delivery Expense - Financing		<u>207,000</u>
Office Space Lease		<u>141,377</u>
Design Consultant		<u>5,543,833</u>
Technical Review Panel		<u>430,490</u>
CMGC Consultant		<u>5,754,332</u>
Consultant ICE		<u>1,514,263</u>
Document Control System (eBuilder)		<u>60,000</u>
TOTAL PROPOSED PROJECT BUDGET	<u>\$19,845,538</u>	
TOTAL FEDERAL FUNDING	<u>\$11,305,507</u>	
Proposed budget increase – District Reserves	<u>\$8,540,031</u>	

Table 2: History of PSA No. 2010-B-1

	DATE APPROVED	DESCRIPTION	AMOUNT	SOURCE OF FUNDS
PSA No. 2010-B-1	11/17/2010	Original Contract PSA No. 2010-B-1, Phase IIIB Design Services; Resolution No. 2009-070	\$18,258,232	100% Federal (part of the Phase IIIB Design budget)
1 st Amendment	10/3/2012	Wind-Lock Repair Design; (under the GM authority)	\$24,576	100% District (not part of the Phase IIIB Design budget)
2 nd Amendment	7/3/2013	Additional Wind-Lock Repair Design; (under the GM authority)	\$11,449	100% District (not part of the Phase IIIB Design budget)
3 rd Amendment	9/26/2013	No cost time extension	\$0	
4 th Amendment	3/4/2015	EDD Testing, Resolution No. 2015-008	\$1,521,789	100% Federal (part of the Phase IIIB Design budget)

	DATE APPROVED	DESCRIPTION	AMOUNT	SOURCE OF FUNDS
1 st Addendum to 4 th Amendment	1/25/2016	Additional EDD Testing; (under the GM authority)	\$152,034	
		Total 4 th Amendment	\$1,673,823	
5 th Amendment	10/9/2015	Bid support during advertising period of the Wind Retrofit, Contract No. 2016-B-1, Resolution No. 2015- 090	\$70,469	100% Federal (part of the Wind Retrofit Construction budget)
		----- Actual Spent	----- \$45,160	
		Remaining Balance reallocated to 2 nd Addendum to 7 th Amendment, Resolution No. 2020- 028	(\$25,309)	
6 th Amendment	12/31/2016	No cost time extension	\$0	
7 th Amendment	1/16/2017	Engineering support services during the Wind Retrofit Project construction, Resolution No. 2016-088	\$300,000	100% Federal (part of the Wind Retrofit Construction budget)
1 st Addendum to 7 th Amendment	12/18/2019	Additional engineering support services during the Wind Retrofit construction	\$30,000	
2 nd Addendum to 7 th Amendment	5/29/2020	Additional engineering support services during the Wind Retrofit construction, Resolution No. 2022-028	\$106,752	

	DATE APPROVED	DESCRIPTION	AMOUNT	SOURCE OF FUNDS
3rd Addendum to 7 th Amendment	01/25/2021	No cost time extension	\$0	
4 th Addendum to 7 th Amendment	10/28/2022	Additional engineering support services during the Wind Retrofit construction, Resolution No. 2022-085	\$39,868	
5 th Addendum to 7 th Amendment	12/8/2022	No cost time extension	\$0	
		----- Total 7 th Amendment	----- \$476,620	
8 th Amendment	3/6/2017	Additional design services, Resolution No. 2017-017	\$2,200,000	100% Federal (part of the Phase IIIB Design budget)
9 th Amendment	05/26/2017	Wind tunnel testing, Resolution No. 2017-047	\$191,000	100% Federal (part of the Phase IIIB Design budget)
1 st Addendum to 9 th Amendment	11/20/2017	Additional wind tunnel testing, Resolution No. 2017-106	\$216,500	
2nd Addendum to 9 th Amendment	07/27/2020	Additional wind tunnel testing, Resolution No. 2020-044	\$260,217	
3rd Addendum to 9 th Amendment	06/01/2021	Additional wind tunnel testing, Resolution No. 2020-044 contingency	\$39,000	

	DATE APPROVED	DESCRIPTION	AMOUNT	SOURCE OF FUNDS
4 th Addendum to 9 th Amendment	06/25/2021	Additional wind tunnel testing and acoustic analysis of the new bridge railing, Resolution No, 2021-043 Total 9th Amendment	\$130,418 \$837,135	
10 th Amendment	8/14/2017	Assistance with preparation of the Risk Assessment Plan and Major Project Management Plan, Resolution No. 2017-068	\$399,000	100% Federal (part of the Phase IIIB Design budget)
11 th Amendment	6/26/2019	Additional design services to develop stainless steel welding procedures for the fabrication of the energy dissipation devices, Resolution No. 2019-037	\$235,500	100% Federal (part of the Phase IIIB Design budget)
12 th Amendment	8/25/2023	e-Builder software module customization and staff training, Resolution No. 2023-054	\$399,637	100% Federal (part of the CMGC Preconstruction Phase Project Budget)
13 th Amendment	10/27/2023	Additional engineering design services	\$351,150	100% Federal (part of the CMGC Preconstruction Phase Project Budget)
14 th Amendment (proposed)	<i>This staff report</i>	<i>Additional engineering design and preconstruction services</i>	<i>\$5,543,833</i>	<i>100% Federal (part of the CMGC Preconstruction</i>

	DATE APPROVED	DESCRIPTION	AMOUNT	SOURCE OF FUNDS
				<i>Phase Project Budget)</i>
		TOTAL PSA AMOUNT <i>Proposed</i>	<i>\$30,456,151</i>	

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