

# City of Tukwila



## Re-Application for GC/CM Project Delivery Approval Fire Stations 51, 52 and 54 Project



### State of Washington Capital Projects Advisory Review Board (CPARB) Project Review Committee (PRC)



Submitted by  
City of Tukwila  
August 1, 2017

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August 1, 2017

Project Review Committee  
c/o State of Washington Department of Enterprise Services  
P.O. Box 41401  
Olympia, Washington 98504-1401

Dear PRC Members:

After our application and presentation in July for the City of Tukwila Fire Stations 51, 52, and 54 project, it was apparent that our team did not adequately articulate how we met the required criteria established in RCW 39.10.340. Additionally, we did not clearly answer all the questions from your panel during the interview. We have heard your concerns and questions, and submit this new application to address them:

- Tukwila Fire Stations 51, 52 and 54 project is appropriate for the GC/CM delivery method due to the technical nature of complicated mechanical/electrical/controls/alerting systems, and could greatly benefit from MC/CM and EC/CM partnerships.
- Due to our site selection process for two out of the three fire stations, the completion of the stations will be phased. Because the potential sites require complicated site analyses, the stations would benefit from early GC/CM involvement.
- We have further articulated our City Council's Program Management Quality Assurance consultant Steve Goldblatt's role and responsibilities, including his level of active engagement with the project executive team.
- We have added better information on the site selection process for stations 52 and 54 to ensure timely selection and acquisition.

Our team has extensive experience with the GC/CM contracting method and we are committed to involving the entire team in extensive GC/CM transfer of knowledge throughout the project phases, as well as signing up for appropriate GC/CM workshops available in the area. This will benefit the City for future projects to utilize the GC/CM contracting method.

Thank you for considering our re-application. We look forward to presenting the criteria and other information to clarify the case for our application on August 23, 2017.

Sincerely,



David Cline  
City Administrator  
City of Tukwila

State of Washington  
Capital Projects Advisory Review Board (CPARB)  
**Project Review Committee (PRC)**

**RE-APPLICATION FOR PROJECT APPROVAL**

*To Use the General Contractor/Construction Manager (GC/CM) Contracting Procedure*

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Question 9

**1. Identification of Applicant**

- (a) Legal name of Public Body (your organization): **City of Tukwila**
- (b) Address: **6300 Southcenter Blvd, Suite 100, Tukwila, WA 98188**
- (c) Contact Person Name: **David Cline** Title: **City Administrator**
- (d) Phone Number: **206-571-6918** E-mail: **david.cline@tukwilaWA.gov**

**2. Brief Description of Proposed Project**

The Fire Stations 51, 52, and 54 Project is part of the City of Tukwila's Public Safety Program, which the City developed to address the needs of the community and Tukwila's first responders. The program prioritizes fully funding fire, police and other first responders by investing in safe, modern facilities, as well as fire apparatus and equipment. This includes replacing the City's three seismically-deficient fire stations, guaranteed funding for 20 years for fire apparatus and equipment, building a Justice Center to house the Tukwila Police Department and Municipal Court, and replacing the City's Public Works Shops. The City will make these investments with a mix of City General Fund, Enterprise Funds, impact fees, land sales, and the voter-approved bond that passed on November 8, 2016. This bond measure is the largest capital program executed to date in the City. The timely and successful implementation of all program elements is of the utmost importance to the City to address significant deficiencies in Tukwila's emergency response facilities.

All three fire stations are intended to be flexible, with sites large enough to add additional bays, sleeping quarters, community rooms and storage as the City continues to grow and the population requires more first responder support over the next 50 years. While these are three separate buildings, the City views them as one project, as all three facilities need to have consistency in materials, systems, operations and maintenance procedures.

**Fire Station 51**

The current Station 51 is undersized and seismically deficient. Built before our modern understanding of the health issues associated with firefighting, it lacks many of the physical barriers included in modern fire stations to protect firefighters' health. The current location is less than optimal to meet required response times or the needs of the projected population growth of the City.

The new Station 51 is proposed to be a 9,426 SQ FT, 2-bay neighborhood station that will house one ladder truck and one aid car. This station will provide storage for additional fleet vehicles, as well as the Self Contained Breathing Apparatus (SCBA) maintenance room. It will include specific "hot" and "cool" zones, air filtration and other strategies to support firefighter health. The design will include mindful planning of future facilities at this site, including, but not limited to, a future training tower and a large storage barn to house large equipment needed during emergencies.

The City has secured and currently owns the new project site for Station 51.

### **Fire Station 52**

The current Station 52 is also undersized, seismically deficient and not in the best location to meet the response times for the community. It has physical deficiencies that do not support the health and safety of firefighters working at the station.

The new Station 52 is proposed to be a 15,068 SQ FT, 3-bay station that will house one ladder truck, one aid car, and one Battalion Chief vehicle, as well as the administrative headquarters for the Fire Department. It will include a training room that will double as a backup emergency operations center for the City, and accommodations for two community outreach programs: the Ham Radio Club of Tukwila and the Fire Department Explorers Group.

The City is engaged in a detailed siting analysis effort to identify a short list of parcels for this Station 52. It is expected the City will have a site control by December 2017.

### **Fire Station 54**

The current Station 54 handles the most calls for the City due to its present location, rendering the size of the station significantly inadequate. While the present location is appropriate to meet response times, the building is also seismically deficient and its lot is too small to allow for growth. The current building has similar deficiencies to protect firefighter health and safety as the other two.

The new Station 54 is proposed to be 9,287 SQ FT, 2-bay neighborhood station that will house one engine and a spare bay for a future vehicle, as well as a tool maintenance shop for the Fire Department.

The City is engaged in a detailed siting analysis effort to identify a short list of parcels for Station 54. It is expected the City will have control by December 2017.

### **Sites**

The City engaged FACETS Consulting to provide information and recommendations for the locations for Stations 52 and 54. Potential locations were determined through a geographical information system (GIS) analysis process. This GIS analysis takes into consideration response times based on national standards, historical response data, street and road access and speed limits, topography, and barriers to response (i.e. bridges, railroad tracks, etc.). In addition to the fire station locations, FACETS provided input on the size of the fire stations and the appropriate location for fire headquarters.

Following the FACETS Consulting study, the City hired Heartland LLC to manage the site acquisition process for Stations 52 and 54. The process is underway with a list of potential sites identified. Heartland and team are working through assessing the sites based on siting criteria approved by the City Council. The City Council is prepared to utilize eminent domain on the sites deemed appropriate by fall 2017 with the goal of sites under control by December 2017. Having a GC/CM on board by the fall will provide valuable insights into site constraints and/or constructability issues important for City and team to understand.

Early siting investigation has already identified specific challenges related to sensitive site conditions, including high liquefaction zones throughout the City and significant steep slopes, the need for additional traffic control devices, the need of dual access points at each site, and tight sites in densely populated residential neighborhoods. Final siting choices will take the presence of these conditions into account, in addition to the costs associated with acquisition and development.

**3. Projected Total Cost for the Project:**

**A. Project Budget**

Costs for Professional Services (A/E, legal, etc.)	\$ 2,314,000
Estimated project construction costs (incl. construction contingencies)	\$22,501,000
Equipment and furnishing costs	\$ 2,550,000
Off-site costs	\$ 1,516,000
Contract administration costs (owner, cm, etc.)	\$ 1,181,000
Contingencies (design & owner)	\$ 2,608,000
Other related project costs	\$ 631,000
Sales Tax	\$ included
<b>Total</b>	<b>\$ 32,906,000</b>

**B. Funding Status**

Please describe the funding status for the whole project.

*Note: If funding is not available, please explain how and when funding is anticipated*

This project will be funded through the bond proceeds from the Tukwila Public Safety Program approved by voters in November 2016, and will also utilize impact fees, land sales and City General Fund funding.

**4. Anticipated Project Design and Construction Schedule**

<b>Fire Station 51</b>	<b>Start</b>	<b>Completion</b>
Prime Consultant Procurement (CM)	October 2016	November 2016
Design Procurement (AE)	December 2016	March 2017
Programming / Pre Design	April 2017	September 2017
Schematic Design	September 2017	December 2017
Design Development	December 2017	April 2018
Construction Documents	May 2018	September 2018
Permitting – MUP / Construction	February 2018	October 2018
GCCM Procurement	September 2017	November 2017
GCCM Pre-Construction	December 2017	October 2018
Early Package Construction	November 2018	January 2019
Primary Construction	February 2019	February 2020
FF & E /Owner Move-in	February 2020	March 2020

<b>Fire Stations 52 &amp; 54</b>	<b>Start</b>	<b>Completion</b>
Prime Consultant Procurement (CM)	October 2016	November 2016
Design Procurement (AE)	December 2016	March 2017
Programming / Pre Design	April 2017	September 2017
Schematic Design	June 2018	September 2018
Design Development	October 2018	February 2019
Construction Documents	February 2019	August 2020
Permitting – MUP / Construction	October 2019	August 2020
GC/CM Procurement	September 2017	November 2017
GC/CM Pre-Construction	September 2018	August 2019
Early Package Construction	September 2019	November 2019
Primary Construction	December 2019	November 2020
FF & E /Owner Move-in	December 2020	January 2021

## 5. 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:

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

### Complex Schedule / Phasing

While the three fire stations are separate facilities, the City views them as one project due to the critical nature of the facilities and emergency response times. Fire Stations are interdependent due to the need for seamless emergency coverage throughout the city. Three of the four current fire stations (51, 52, and 54) are seismically deficient and need to be relocated within a couple of years to respond to community emergencies in a manner that meets the National Fire Protection Association standards. Meeting this schedule requires significant organization and planning from design through construction. A collaborative relationship between the City, Architect, and Contractor is essential to executing these complex scheduling and critical phasing efforts. The design-bid-build delivery method—with the potential for three separate general contractors—would pose significant risk to the tight schedule and necessary phasing.

### Complex and Consistent Systems

The complexity of this project comes from both the nature of the program, and the desire to maximize the benefits to the City from building three new stations at one time. Fire stations involve mechanical, electrical, and communications systems that are unique and critical to the success of the operation of the facilities. Since the stations function 24-7 as first responder facilities, these systems need to be particularly robust and not require frequent or involved maintenance procedures. They also must be constructed with firefighter health and safety in mind, particularly cancer, MRSA and other disease prevention strategies that are incorporated into design, mechanical systems and other systems. As is the case with many public agencies, Tukwila does not have an extensive maintenance staff available to quickly address any problem that may arise, so building systems need to be easy to maintain and consistent for them to quickly return the stations to full operations after any setback.

If three different design-bid-build contractors with three different mechanical subcontractors were to build the new fire stations with the exact same specifications, the City could end up with three different mechanical schemes—each installed with varying levels of familiarity and skill. By utilizing the GC/CM process, as well as bringing the electrical and mechanical subcontractors on board early, the design team and City maintenance staff have the opportunity to decide on one set of systems that the design team believes is the right fit, the contractor is confident they can install correctly, and the maintenance team can familiarize themselves with even before the buildings are completed. From a maintenance perspective, Tukwila will effectively have one new building, divided into three locations, making their operations run much more smoothly throughout the life of the three stations.

### Real Time Cost Estimating / Escalation Awareness

Utilization of the GC/CM process will assist in completing the project in an expedited manner, reducing the impact of the current volatile cost escalation experienced throughout the state of Washington. We will be able to procure early bid packages and complete some of the early site construction work that can be concurrently executed while the design team is completing the construction documents phase of the project.

### Site Evaluation

As mentioned previously, the City owns the site for the future Station 51 and is in the process of identifying potential sites for Stations 52 and 54. A GC/CM would be indispensable in helping determine the different development costs associated with the available sites. While the architect and estimating team will be assisting in that process as well, the GC/CM could bring real time pricing information and construction expertise that will identify the risks of unforeseen conditions, laydown

area constraints and material delivery route strategies to be able to aid in selection of the optimal property with the least amount of associated risks and development complications.

- b) 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 site selection and acquisition process is underway identifying potential sites. Station 54 current location is a strong option for the new station. If this location is ultimately chosen, it may require temporary facilities for Station 54 during construction and significant logistical efforts to maintain adequate operations and a safe construction environment. Station 51 will be constructed at a site on vacant land already secured by the City with the current station open and operating until the new station is complete. It is anticipated that the new location for Station 52 will be a site purchased by the City for the that purpose. Any occupants will be permanently relocated prior to beginning construction. The current Station 52 will remain operational until the new station is complete.

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

The GC/CM's involvement during the design phase is especially critical in our current regional construction market, where cost escalation is high, subcontractors and suppliers are at capacity, and bidding conditions are unpredictable. Involving the GC/CM and key subcontractors during the design process will allow the design team to vet their assumptions with the construction team, minimizing both potential constructability issues and eliminating unnecessarily costly solutions. Because Station 51 will be designed first, the design team can work out many of these issues and have real-time costs associated with them by means of early design estimates, calibrating the designs to both the contractor's strengths and the market conditions before applying those solutions to the two subsequent stations.

The GC/CM's involvement during design will also provide value to the owner in the form of constructability reviews, value analysis, construction document quality control, and other design phase deliverables. This process will allow the entire design phase for the three stations to be compressed and reduce the need for lengthy and complicated value engineering exercises at the end of design, enabling an earlier start to construction and minimizing the risk of price escalation. GC/CM involvement during design is even more critical during this time of significant market escalation and will help the City achieve its budget and schedule goals.

- d) If the project encompasses a complex or technical work environment, what is this environment?

Each of the three new fire stations will have a unique set of site conditions that require early and consistent intervention on the part of the contractor to ensure project success.

The first phase, Station 51, will be built on a site with a steep slope. Although the precise sites for Stations 52 and 54 have not yet been secured, the list of target sites for each station share certain attributes. It has been determined that Station 52, the future headquarters and largest station, needs to be located on a parcel either directly adjacent to Southcenter Boulevard or on the northern edge of the existing City Hall campus, also located on Southcenter Boulevard. This area is very hilly, while fire stations require large areas of flat ground to accommodate the circulation of their apparatus. The construction of this station will therefore involve a great deal of re-grading and retaining wall construction, which is difficult in a developed and highly-trafficked area. Each of these sites will also require meticulous construction scheduling and traffic control planning in order not to negatively impact the main arterial into commercial Tukwila, the busy civic campus, or the adjoining dense residential areas. The potential sites for Station 54, on the other hand, are all flat parcels clustered in a lower density residential area in the vicinity of Foster High School. These sites will require just as much attention to and control over the schedule and traffic conditions around the site, as well as the management of the increased risk of noise and dust impacts on the nearby residents. It is highly likely

that all sites will also need additional traffic control measures to be installed for fire station operations and public safety, which require a high degree of coordination to implement.

By utilizing the GC/CM delivery method, the City greatly increases its chances of hiring a sophisticated general contractor who will have the experience and organizational bandwidth to manage three different sets of site constraints, further ensuring successful and cost-efficient projects.

e) If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

N/A

f) 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?

N/A

## 6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

a) How this contracting method provides a substantial fiscal benefit;

The most significant benefits to the public in using the GC/CM contracting procedure are two-fold.

First, as mentioned above, the early involvement and collaboration with the design team will allow the GC/CM to have significant input during the design of the stations, encouraging their investment in the success of the design and avoiding confusion over details or systems during the construction process. This scenario should result in the highest quality building possible for the taxpayer dollar, which is especially important for essential public facilities.

The second most significant benefit is cost saving associated with overlapping the phasing of the design and construction of all three stations, while still benefitting from the experience and cooperation of a single, unified design and construction team. Maintaining the same team for the three stations will make the second phase of design more streamlined and allow the overall project schedule to be very aggressive, avoiding some of the construction cost escalation we are currently experiencing in the region, in addition to minimizing any negative effects on the immediate neighborhoods during construction. The City has a limited budget for their new public safety facilities, yet has high aspirations for creating robust civic buildings that will serve the community well and positively influence the built environment of Tukwila over the next few decades. Managing cost escalation frees up more funds for quality construction, resulting in better buildings to serve the public.

Furthermore, the GC/CM process can reduce risks and claims in a way that the design-bid-build process likely does not. A GC/CM is highly motivated to maintain the construction schedule it helps develop, understands the nature and scope of the construction work prior to the bid period (which reduces the potential for surprises during construction), and participates in producing the estimates and ultimately guarantees the price at the time of Total Contract Cost negotiations. The potential for serious construction claims and litigation is much reduced with the development of collaborative relationships among the team members.

Other benefits from utilizing the GC/CM delivery method include:

- Real-time, subcontractor-verified cost estimates: during the design process, the GC/CM contractor can engage their subcontractors to reflect the current market conditions and validate scope and budgets.
- Constructability reviews, value analysis and design coordination: these measures will help lower the construction costs and protect the City's project budget and contingency funds.
- Responsible bidders and responsive bids: a GC/CM is able to exercise greater control in the assembly of bid packages and the subcontractor qualifications to reduce the potential for non-responsible bidders and/or non-responsive bids.
- Better control of site activities: a GC/CM will play an important role in the design phase by preparing a feasible and safe construction plan. Especially during the site selection process, it will be able to inform the City of the potential risks associated with each specific site, reducing the possibility of a costly development expenses.
- Complex scheduling: the preparation of a construction schedule by a GC/CM contractor in collaboration with the design team provides a detailed, realistic Critical Path Method schedule. This schedule will better assist the City in timely decision making, coordination with the community for proper notifications, as well as foreseeing other potential impacts related to the construction of the projects.

## 7. Public Body Qualifications

Please provide:

- a) A description of your organization's qualifications to use the GC/CM contracting procedure.

The City of Tukwila has retained construction project management firm Shiels Oblatz Johnsen (SOJ), which has extensive GC/CM management experience as detailed below. SOJ will be reporting to the Executive Project Team, the seven-member City Council, as well as the Siting Advisory and Financial Oversight Committees, through the program's duration. Additionally, the City Council has retained Steve Goldblatt as City Council's Program Management Quality Assurance Consultant, overseeing the performance and management by the project team.

- b) A **Project** organizational chart, showing all existing or planned staff and consultant roles.

See Exhibit A – Project Organization Chart

- c) Staff and consultant short biographies (*not complete résumés*).
- d) Provide the **experience and role on previous GC/CM projects delivered** under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (*See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.*)
- e) The qualifications of the existing or planned project manager and consultants.

**David Cline, City Administrator**

David has 25 years of local government experience with six years as the City Administrator for the City of Tukwila. Prior to City of Tukwila, he was the City Manager/Assistant City Manager for the City of Burien for five years. David is a member of the International City Management Association and the current President of the Washington City Management Association.

Project Role: David represents the team’s main point of contact on all key issues of the project. David is on the City’s Executive Project Team, which also includes Bob Giberson listed below. The Executive Project Team has established weekly meetings led by Justine Kim to review project status, next steps, budget impacts, community outreach and all other project related items.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Burien City Hall & Library (GC/CM)	\$38M	Owner Representative	2012

**Bob Giberson, City of Tukwila Public Works Director**

Bob Giberson, P.E. has been employed by the City of Tukwila since 1989. He served as City Engineer prior to being promoted to Public Works Director. Mr. Giberson oversees 64 city employees in Public Works in operations, maintenance, engineering and administration. Mr. Giberson holds a Bachelor of Science in Civil Engineering from the University of Washington and a Masters in Engineering Management from Saint Martin’s University. He is a member of the American Public Works Association and has been a registered Professional Civil Engineer in the State of Washington for over 30 years.

Project Role: Bob is part of the City’s Executive Project Team. Bob is a tremendous resource for the City, with institutional knowledge of City procurement, permitting and other City specific process requirements. As part of the City’s Executive Team, Bob will participate in the weekly Executive Team meeting, participate in active reviewing of documents for project management and procurement, including GC/CM proposal review, scoring, interviewing, contract negotiations and contract management throughout the duration of the project.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Interurban Ave S Improvements (DBB)	\$12M	Program Manager	July 2016
Tukwila Urban Center Pedestrian Bridge (DBB)	\$10.7M	Program Manager	Current
Boeing Access Road Bridge Rehabilitation (DBB)	\$12M	Program Manager	Current
Strander Blvd Extension Ph. 111 (DBB)	\$39M	Program Manager	Current
Southcenter Parkway Extension (DBB)	\$35M	Program Manager	Summer 2011
Urban Center Access (DBB)	\$24M	Program Manager	2010

**Justine Kim, Consultant, Senior Project Manager**

With 29 years of professional design, development, project management and construction management experience, Justine oversees a broad range of complex development and building projects varying from civic, educational, institutional, commercial and residential in nature. Her work includes project site/project planning, organizational structure development, project scheduling, budgeting, financing audit and compliance, program, design and construction management, and contract management. Justine has successfully completed six GC/CM projects totaling more than \$390M and brings outstanding experience on phased projects spanning multiple years in duration for design and construction.

**Project Role:** Justine is the Senior Project Manager overseeing the Tukwila Public Safety Plan, including the Fire Station project. Justine will be involved with programming, design and construction including contract management of the GC/CM and other project consultant contracts, all procurement efforts, change order review and negotiation. She will present updates to the City Council on a regular basis and manage the weekly Executive Team Meeting with key City staff.

**Project Commitment:** Justine is contractually committed approximately 50%-75% time throughout the project.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Cascadia ES & Robert Eagle Staff MS (GC/CM)	\$116M	Project Manager	2017
MarketFront at Pike Place Market (GC/CM)	\$74M	Project Manager	2017
Burien City Hall & Library (GC/CM)	\$38M	Project Manager	2012
King Street Station Rehabilitation (GC/CM)	\$55M	Project Manager	2013
Seattle Fire Station 10 EOC and FAC (GC/CM)	\$55M	Project Manager	2009

**Carrie Holmes, Consultant, Project Manager**

Carrie has 15 years of development, project management and construction management experience as an owner’s representative. Carrie has overseen and assisted with a range of complex public and private development projects, including but not limited to non-profit, commercial, retail, hospitality and residential work totaling more than \$450M in completed construction.

**Project Role:** Carrie will manage all three fire stations through completion, including managing the site/project planning, project team members and consultants, overall project budget and schedule, day-to-day management of program, design and construction. Carrie will assist Justine with procurement of the GC/CM and all project consultants. Carrie has successfully worked in this role/capacity with Justine for the last five years on the Pike Place MarketFront project, also a GC/CM contracted project.

**Time Commitment:** Carrie is contractually committed to approximately 50%-100% time depending upon project phase.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
MarketFront at Pike Place Market (GC/CM)	\$74M	Deputy Project Manager	2017
Pike Place Market Renovation (GC/CM)	\$68M	Tenant Impacts Project Manager	2012

**Steve Goldblatt, City Council’s Program Management Quality Assurance (PMQA) Consultant**

Steve has 30 years of Washington public works experience at the policy, program, and project level. He was a member of the working group that drafted HB 2607 in 1994, creating RCW 39.10 and served as DRB chair, DRB member, or sole neutral on 64 WA GC/CM projects from \$15 million to \$500 million.

**Project Role:** The City Council has retained Mr. Goldblatt’s services for the duration of the City’s Public Safety Plan’s fire station, justice center, and combined public works shops projects. As PMQA consultant, he will provide oversight at a high level—adding independent perspective to

SOJ's day-to-day PM work—and keep the Council informed regularly and transparently about the Plan's projects. Pursuant to the Council's RFQ, Mr. Goldblatt will: (1) review and comment on overall project budgets, schedule, and delivery strategy; (2) meet monthly with the Executive PM team to assess progress, advise, and strategize; (3) provide updated monthly written reports to the Council re budget, schedule, and progress of all projects; and (4) make quarterly presentations to the Council of the review of budget and schedule status 2017 Q3 to 2018 Q3, then bimonthly if needed.

Time Commitment: Steve is contractually committed to 25-30 hours a month.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
UW Seattle Computer Science and Engineering 2		DRB Chair	Current
UW Seattle Fluke Hall Renovation		DRB Chair	Current
City of Seattle Fire Station 10		DRB Chair	
City of Seattle Justice Center		DRB Chair	
City of Seattle City Hall		DRB Chair	

### **Ed Weinstein, FAIA, Design Principal**

Ed is an award-winning architect with more than 45 years of experience. Principal and founder of Weinstein A+U Architects, Ed has assisted a broad range of clients with solving complex problems, arriving at unique design solutions that meet the specific needs of each client and project.

Project Role: As Design Principal on these fire stations, Ed will be intensively involved in the programming and the conceptual design of the project. He will work closely with the client team to synthesize the program into a design that elegantly satisfies the functional requirements within budget expectations. He will meet with the design team weekly to continue advancing the project, keep abreast of issues and concerns as they arise, and help establish priorities.

<b>Project</b>	<b>Value</b>	<b>Role / Tasks</b>	<b>Completed</b>
Seattle Fire Station 22	\$8.6M	Design Principal	2017
Seattle Fire Station 6	\$6M	Design Principal	2012
Seattle Fire Station 10 / EOC / FAC (GC/CM)	\$44.3M	Design Principal	2008
Kenmore City Hall / EOC		Design Principal	2010
SPD West Precinct / 911 Center	\$16M	Design Principal	1999
William K. Nakamura Federal Courthouse Renovation Project	\$74.3M	Design Principal	2009

### **Emma Nowinski, AIA, Project Manager**

Emma is a project manager and project architect with more than 10 years of experience in both the public and private sector.

Project Role: Emma will serve as the main point of contact for both the owner and contractor throughout the duration of the fire station projects, providing consistency across each phase of the design and construction of the three facilities. She will work closely with the GC/CM project manager to develop and monitor the schedule milestones and budgets for the projects, identifying areas to increase value and avoid set-backs. In addition to coordinating communications outside of the office, Emma will manage the internal architectural and sub-consultant design teams, making sure that the documents they produce are consistent with the high level of quality and coordination on which Weinstein A+U has built its reputation.

Project	Value	Role / Tasks	Completed
NuSkin Innovation Center (GC/CM)	\$70M	Project Designer	2013
Seattle Fire Station 32 (GC/CM)	\$11.7M	Project Architect	2017
66th Street Apartments	\$32M	Project Architect	Current
East Union Apartments	\$31.5M	CA assist	Current

- f) If the project manager is interim until your organization has employed staff or hired a consultant as the project manager, indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

N/A

- g) A brief summary of the construction experience of your organization's project management team that is relevant to the project.

City Administrator David Cline has experience overseeing a municipal GC/CM project while he was City Manager for the City of Burien in 2006.

Bob Giberson, P.E. has been an employee in engineering and construction for the City of Tukwila since 1989. In addition to his qualifications identified above, Bob has managed or overseen more than \$250M in City construction projects and provides a wealth of valuable construction experience to the team.

Beyond the City project team of City Administrator and Director of Public Works working on this project, the City has retained Shiels Oblatz Johnsen (SOJ) as its consultant project construction manager (CM) to oversee and represent the City in implementation of these projects. SOJ has completed the management of approximately 19 major public / civic projects in the Pacific Northwest region through GC/CM or CM/GC delivery, totaling approximately \$2.1 billion in project value. SOJ has consistently demonstrated its ability to effectively manage GC/CM projects for public clients to meet program, budget and schedule goals.

The Senior Project Manager, Justine Kim, has successfully completed six GC/CM projects over the last 15 years with a project value of more than \$390M. The SOJ team for the Tukwila fire stations, Justine Kim and Carrie Holmes have worked together in this Senior Project Manager and Project Manager partnership for the last five years, most recently successfully completing the design, construction and turnover of the MarketFront project, a \$74M GC/CM project.

The Weinstein A+U team has successfully designed and provided construction administration for four fire stations, including Seattle's FS10 under the GC/CM delivery method.

Steve Goldblatt, City Council's Program Management Quality Assurance consultant is an expert in the nuances of the GC/CM delivery method. At the City Council's direction, Steve will provide high-level oversight and an independent review of the teams day-to-day progress.

The combination of the City Staff's long standing successful execution of City projects with the GC/CM specific expertise provided by SOJ, Weinstein A+U and Steve Goldblatt create a strong team to successfully execute the Fire Station project under the GC/CM delivery method.

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

SOJ is contracted to the City to provide continuous owner representation on this project from programming through design, construction and turnover. The services SOJ will provide include full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters, with dedicated integration or coordination with the City's accounting system.

As described elsewhere in this application, SOJ brings to the City a significant record of successfully managing the delivery of major capital projects in the region, in the private and public sectors and particularly in GC/CM delivery. SOJ has led the strategy and implementation of advertising, procuring and selecting GC/CM firms. SOJ has led the management, negotiation and coordination of the GC/CM's MACC, GMP and contract agreements, subcontract bidding strategy, the setting and use of MACC contingencies and negotiation of change orders and use of incentives. SOJ has performed all of these functions for public agencies including the City of Seattle, City of Burien, City of Kent, City of Portland, King County, Pike Place Market PDA, and Seattle School District.

In past projects, SOJ has utilized various project controls around schedule, cost, and change order management. As the project progresses the team will assess what project controls would be most prudent and effective on this project. Some project controls that will be useful include:

#### Schedule Management and Controls

- Develop and update Master Program Schedule
- Review schedules from GC/CMs
- Incorporate GC/CM schedules into Master Schedule
- Schedule Performance metrics and reporting

#### Cost Management and Controls

- Project Budget Development and Tracking
- Review of GC/CM Budgets
- Review Pay Applications

#### Change Management

- Working with GC/CM to establish appropriate Built-up Labor rates for changes
- Working with GC/CM to establish appropriate Equipment rates for changes
- Enforce standard markups per construction contract
- Establish backup/format protocols to meet auditor's criteria
- Review, manage and approve all COPs, CORs, and Request for MACC Contingency usage
- Develop and negotiate Change Orders to modify contracts

In addition to SOJ and the Executive Project Team, the City has formed a seven-member Siting Advisory Committee and a five-member Financial Oversight Committee that meet regularly to review major issues and make recommendations to the City.

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

SOJ will lead the procurement process in close coordination with the City and with Steve Goldblatt. The project team will market the project to GC/CM firms, based on the City's and SOJ's ties in the marketplace, and will also publicly advertise the solicitation. The RFQ and RFP process is a three-step process, including interviews and submittal of sealed bids for certain general conditions and fee percentage. A panel of City staff including David Cline and Bob Giberson, SOJ, Weinstein A+U, Goldblatt, and Fire Department representatives will review and score both proposals and presentations. SOJ will work with Bob Giberson on bid documentation and notifications.

In addition to participating real time in the GC/CM procurement, contracting and management process, the City staff has stated an interest in additional learning opportunities. The team is investigating potential education opportunities through AGC, University of Washington, Washington State University and others.

The City Council has directed the project team to explore a Project Labor Agreement (PLA) program on this project. City staff are currenting in discussions with the City of Seattle to learn about their programs and the potential to partner utilizing their experience with PLAs. Having an experienced GC/CM team member will give more ability to successfully implement these goals in subcontracting.

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

The City will utilize General Conditions and GC/CM Contract and Guaranteed Maximum Price Amendment documents based on AIA-A133 and AIA-A201 reviewed by K&L Gates for the MarketFront project with approval from the Pike Place Market Preservation & Development Authority as a starting template. The City Attorney will review this starting template to create General Conditions and the GC/CM Contract, GMP Amendment documents specific for the Fire Stations project. These documents have been successfully used by SOJ and will be amended with input from GC/CM candidates, industry best practices, and any recent revisions to applicable RCWs.

#### **8. Public Body (your organization) 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: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

See Exhibit B

#### **9. Preliminary Concepts, sketches or plans depicting the project**

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

See Exhibit C and Exhibit C2

## 10. Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

There are no audit findings on projects listed in Question 8 above.

### CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

### 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)*: David Cline

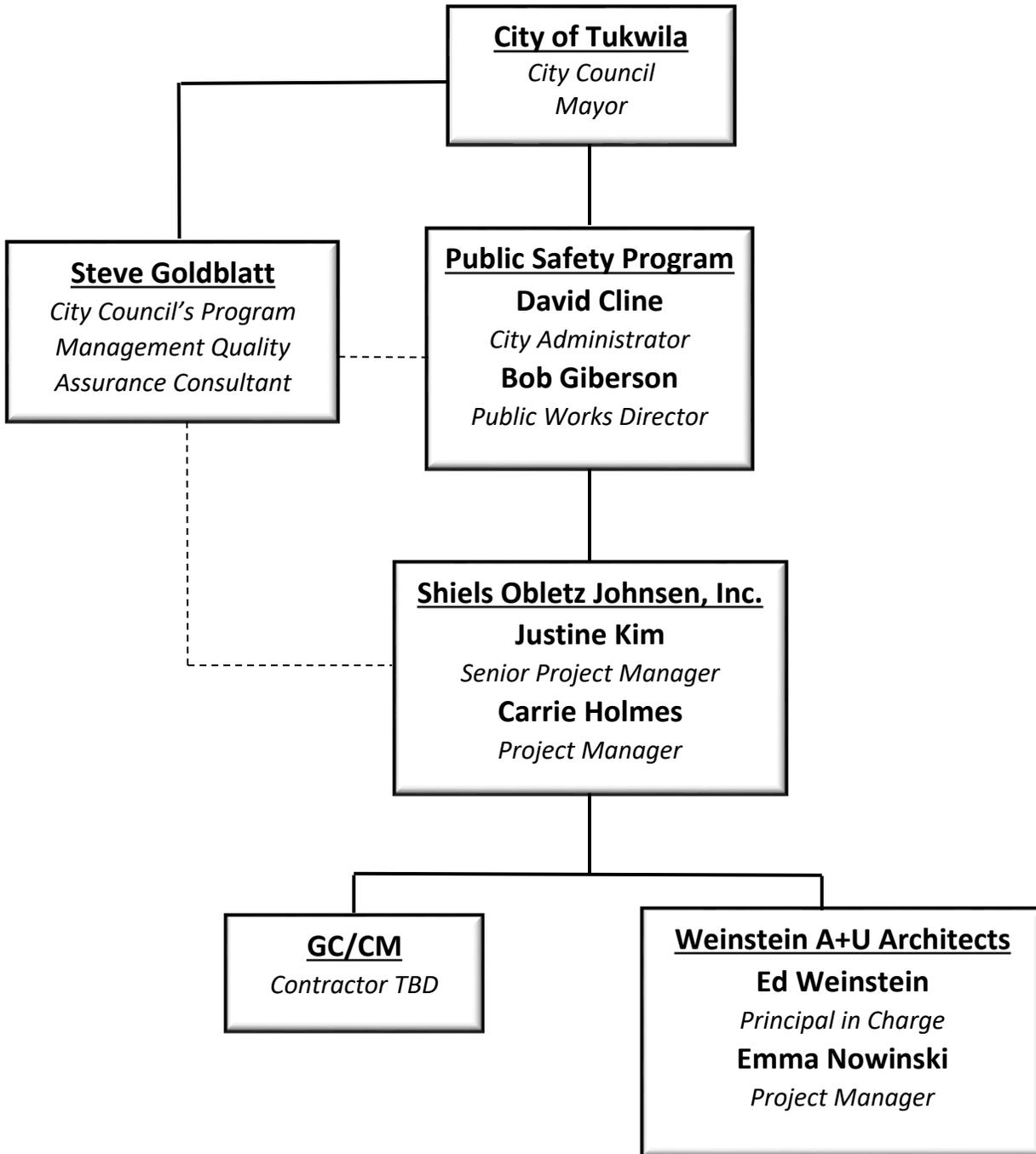
Title: City Administrator

Date: August 1, 2017

# Exhibit A

## Project Organization Chart

### Tukwila Fire Stations 51, 52 and 54 Project

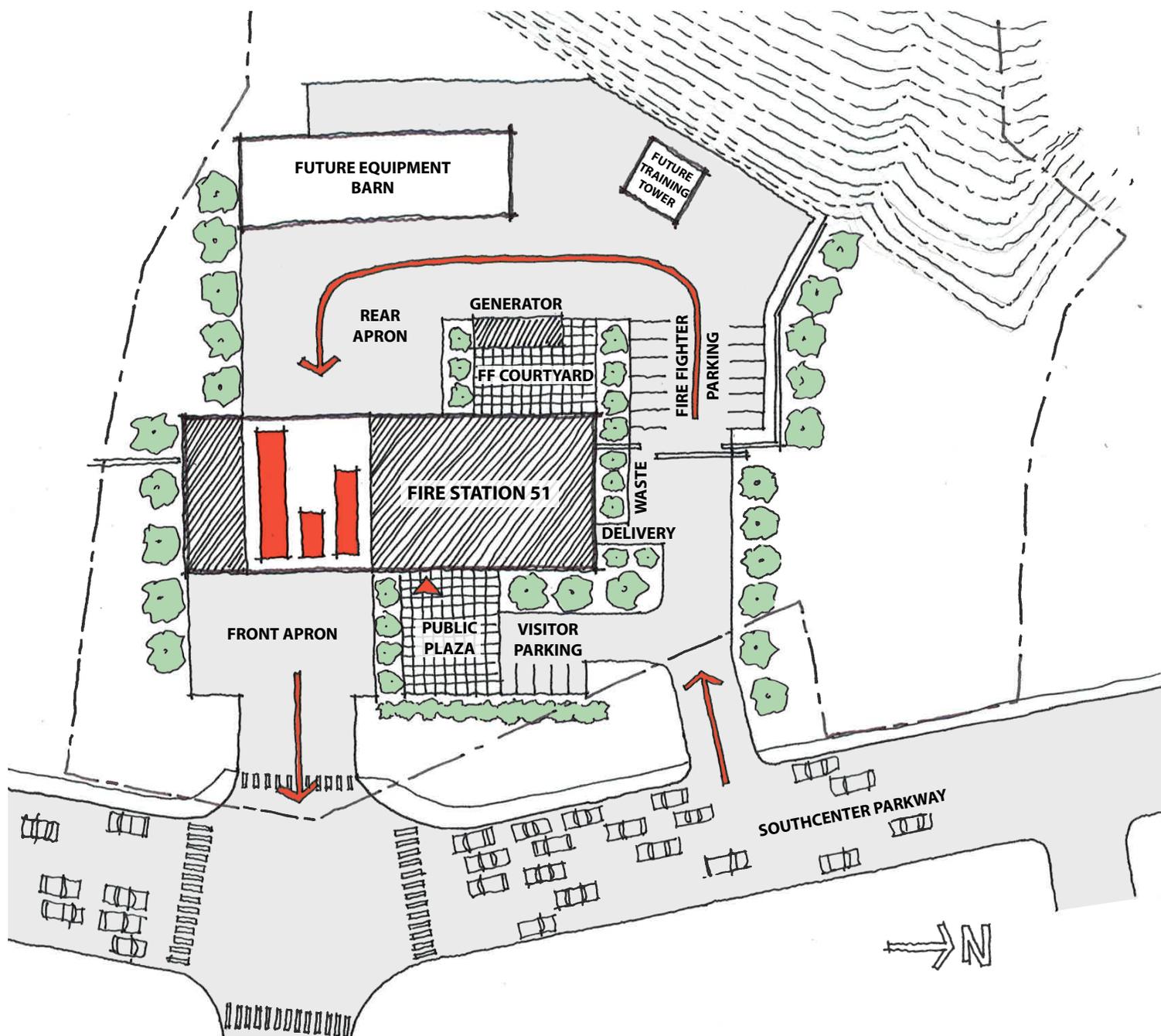


## EXHIBIT B

### CITY OF TUKWILA MAJOR PROJECT LIST IN LAST 6 YEARS

<u>Project Name</u>	<u>Scale / Description</u>	<u>Delivery Method</u>	<u>Completion</u>	<u>Project Cost</u>
South 180th St Grade Separation	Underpass under UPRR and BNSF (unique schedule mixed lump sum, unit price and cost-loaded schedule).	DBB	Summer 2003	\$22M
Urban Center Access	Southbound underpass constructed on Southcenter Parkway next to mall	DBB	2010	\$24M
Tukwila International Boulevard Phases 1, 2 and 3	Major roadway improvements after taking over from WSDOT	DBB	Summer 2010	\$35M
Southcenter Parkway Extension	New 5-lane roadway from S 180th to S 200th.	DBB	Summer 2011	\$35M
Interurban Ave S Improvements	Large roadway improvement project	DBB	July 2016	\$12M
Tukwila Urban Center Pedestrian Bridge	Large new pedestrian bridge over the Green River	DBB	Fall 2017	\$10.7M
Sanitary Sewer Rehab	sliplining 1960s vintage cement sewer pipe	DBB	2017	\$6M
Boeing Access Road Bridge Rehabilitation	Bridge over BNSF near I-5	DBB	Fall 2018	\$12.3M
Strander Boulevard Extension Ph. III	Underpass under UPRR	DBB	Fall 2020	\$39M

# FS51 CONCEPTUAL SITE PLAN



TUKWILA FIRE STATIONS WEINSTEIN A+U

ROOM	2040 PROGRAM		
	51	52	54
ON-DUTY STAFF	6 + 4	8	6 + 4
ASSIGNED STAFF (4 SHIFTS, NO SWING STAFF)	24 + 16	32	24 + 16
APPARATUS BAYS	2 + 1	3	2 + 1
<b>OPERATIONS</b>			
Apparatus Bay	2875	3757	2875
Cleaning Alcove	30	30	30
Battery Charging Area	18	18	18
ADA Restroom w/ shower (wet room)	60	60	60
Hose Storage Rack	42	0	0
Shop/ Tool	60	80	224
EMS Storage	100	600	100
Decon/ Bunker Gear Cleaning	250	250	250
Bunker Gear Storage	360	440	360
App Bay Storage	150	150	150
SCBA Room/ Cascade	250	12	12
<b>OPERATIONS SUBTOTAL</b>	4,195	5,397	4,079
Additional App Bays and Accessory Spaces	1,197		1,197
<b>ADD'L OPERATIONS SUBTOTAL</b>			2,394

<b>PUBLIC</b>			
Vestibule	50	50	50
Public Lobby	200	250	200
ADA Restroom	60	60	60
HQ Reception	0	80	0
HAM Radio Storage	0	120	0
Explorer's Storage	0	120	0
<b>PUBLIC SUBTOTAL</b>	310	680	310

<b>OFFICE</b>			
Station Office	300	350	300
Captain's Office	140	140	140
Supply Closet	10	50	10
<b>OFFICE SUBTOTAL</b>	450	540	450
Additional Office Space	100		100
<b>ADD'L OFFICE SUBTOTAL</b>			200

<b>DEPT ADMIN</b>			
Chief's Office	0	240	0
Asst. Chief's Office	0	180	0
Asst. Chief's Office	0	180	0
Admin's Office (2 workstations)	0	120	0
BC's Office (2 Workstations)	0	180	0
Office Support Area	0	100	0
Office Supply Storage	0	60	0
Lunch Room	0	200	0
Conference Room	0	300	0
Back-Up EOC / Training Room	0	750	0
Unisex Restroom	0	60	0
Unisex Restroom	0	60	0
<b>DEPT ADMIN SUBTOTAL</b>	0	2430	0

ROOM	2040 PROGRAM		
	51	52	54
ON-DUTY STAFF	6 + 4	8	6 + 4
ASSIGNED STAFF (4 SHIFTS, NO SWING STAFF)	24 + 16	32	24 + 16
APPARATUS BAYS	2 + 1	3	2 + 1

<b>LIVING</b>			
Kitchen/ Dining	450	500	450
Dayroom	250	300	250
Physical Training	600	600	600
Laundry/ Janitor Closet	100	140	100
Sleeping Rooms (70 sf each)	Quantity 6	8	6
Locker Alcoves (55 sf each)	330	440	330
Toilet/ Shower (100 sf each)	Quantity 3	4	3
<b>LIVING SUBTOTAL</b>	2450	2940	2450
Extra Crew Common Areas	490		490
<b>ADD'L LIVING SUBTOTAL</b>			980

<b>UTILITY</b>			
Mechanical	225	225	225
Electrical	125	125	125
Communications/ Data	100	180	100
Elevator Machine Room	0	40	0
Elevator	0	60	0
<b>UTILITY SUBTOTAL</b>	450	570	450

<b>BUILDING SUBTOTAL (SF)</b>	7,855	12,557	7,739
Circulation and Structure (approx 20%)	1,571	2,511	1,548
<b>TOTAL BUILDING SQUARE FOOTAGE</b>	<b>9,426</b>	<b>15,068</b>	<b>9,287</b>

<b>SITE</b>			
Visitor Parking Spaces	3	4	3
Admin Parking Spaces	0	8	0
On-Duty FF Parking Spaces	12	16	12
Future FF Parking	8	0	8
Covered Parking Spaces for 120V Vehicles	8	2	2
FF Courtyard: BBQ and Physical Training (sf)	500	700	500
Add'l Staff Area	200	0	200
Waste/ Recycling Collection (sf)	50	75	50
Add'l Area	20	0	20
Delivery Area (sf)	0	64	0
Generator/ Fuel Port	YES	YES	YES

<b>ROUGH ORDER OF MAGNITUDE CONSTRUCTION BUDGET</b>		
ROM Bldg + Site Work @ \$575/SF	\$19,424,190	33,781 sf
<b>TOTAL ROM BUDGET</b>	<b>\$19,424,190</b>	
<b>ADD'L PROGRAM (INCL. 20% CIRC, ETC):</b>		
ADD'L APP BAYS + SUPPORT @ \$575/SF	\$2,466,060	4,289 sf
<b>EQUIPMENT BARN</b>	<b>\$1,250,000</b>	<b>6,400 sf</b>
15 trailers, 3 spare engines, 3 AC powered trucks, misc. storage, bikes		
4000sf "carport" @ \$150/sf		
<b>TRAINING TOWER</b>	<b>\$420,000</b>	<b>1,200 sf</b>
1200sf @ \$350/sf		
<b>SUBTOTAL</b>	<b>\$4,136,060</b>	
<b>TOTAL ROM BUDGET + ADD'L PROGRAM</b>	<b>\$23,560,250</b>	