



PARKS, RECREATION & COMMUNITY SERVICES

Julie Parascondola, CPRE, Director
Parks, Recreation and Community Services
220 4th Avenue South
Kent, WA 98032

PHONE: 253-856-5007

4-18-2025

Project Review Committee (PRC)
Washington State Capital Projects Advisory Review Board (CPARB)
P.O. Box 41476
Olympia, WA 98504-1476

RE: PRC Application – GC/CM Delivery Method for City of Kent Municipal Campus Relocation

Dear Project Review Committee Members,

On behalf of the City of Kent and our integrated project team, I am pleased to submit this application for approval to utilize the General Contractor/Construction Manager (GC/CM) delivery method for the City of Kent Municipal Campus Relocation—a transformative, multi-phase capital program focused on delivering lasting value, operational flexibility, and responsible stewardship of public resources.

This relocation effort is a critical investment in the future of Kent’s municipal services. It involves strategic planning, coordination across diverse departments, and phased execution to ensure continuity of operations. The GC/CM approach is uniquely suited for a program of this complexity, offering early contractor engagement, transparent cost modeling, and flexibility in sequencing—while preserving the City’s commitment to accountability and fiscal prudence.

To maximize taxpayer value, we will implement a structured contingency release system that allows us to proactively manage risk and redirect realized savings back into the program. This system not only protects public funds but also supports the adaptive decision-making necessary to align with evolving community and operational needs throughout design and construction.

Our team includes staff and consultants with deep experience in GC/CM delivery throughout Washington State and beyond, including for municipal clients with similar complexity and scale. We are confident this approach will enable the City of Kent to deliver a high-performing municipal campus that reflects community priorities and long-term investment in public service.

We appreciate the Project Review Committee’s consideration of our application and look forward to presenting our approach.

Sincerely,
Julie Parascondola, CPRE
Director, City of Kent Parks, Recreation & Community Services
City of Kent

State of Washington
PROJECT REVIEW COMMITTEE (PRC)
GC/CM PROJECT APPLICATION
To Use the General Contractor/Construction Manager (GC/CM)
Alternative Contracting Procedure

The PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-7 and 9 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): City of Kent
- b) Mailing Address: 220 Fourth Ave. S. Kent, WA 98032
- c) Contact Person Name: Julie Parascondola Title: Director of Parks, Recreation, and Community Services
- d) Phone Number:253-856-5007 E-mail: jparascondola@kentwa.gov

1. Brief Description of Proposed Project

- a) Name of Project: City of Kent Municipal Campus Relocation
- b) County of Project Location: King County
- c) Please describe the project in no more than two short paragraphs. (See Example on Project Description)

The City of Kent Municipal Campus Relocation is a comprehensive multiphase initiative designed to modernize and consolidate the city’s administrative and governmental operations. The first phase involves renovating an 80,000-square-foot, two-story facility—purchased in 2024—into a new administrative services building (“ASB”), which will house approximately 350 employees, including the Mayor, administrative staff, and various city staff. This effort includes a full remodel of both floors, overhaul of the existing data center, renovation to the site, and upgrades to security/technology/audio-visual equipment, with staff relocating from multiple sites, primarily the current City Hall and the adjacent Centennial Building.

The second phase focuses on relocating the Kent Police Department headquarters and a 7,000-square-foot council chamber. Both will be housed within the four-story Centennial Building, which will undergo renovation across all floors, the parking garage, and the surrounding site. The first floor will be dedicated to the new council chamber and public facing police functions, while the remaining space will be designed to meet the operational and security needs of the Kent Police Department and City Clerk’s Office. A major complexity of this project is the logistics of constructing these facilities in a phased manner that allows the City to both continue public operations and to support flexibility in reallocation of unused funds to the projects as they complete.

- d) Applying for permission to utilize Alternative Subcontractor Selection with this application? **No**
(if no, applicant must apply separately at a later date utilizing Supplement B)

2. Projected Total Cost for the Project:

A. Project Budget		
Costs for Professional Services (A/E, Legal etc.)		\$4,500,000
Estimated project construction costs (including construction contingencies):		\$32,713,249
Equipment and furnishing costs		\$4,100,000
Off-site costs		\$N/A
Contract administration costs (owner, cm etc.)		\$N/A
Contingencies (design & owner)		\$3,350,000
Other related project costs (briefly describe)		\$N/A
Alternative Subcontractor Selection costs		\$N/A

*Included in services above

Sales Tax	\$3,336,751
Total	\$48,000,000

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*

Project is partially funded now and will be fully funded via bond issuance on or around August 15, 2025

3. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including:

- Full anticipated schedule in **Attachment E: Project Schedule**
- a) Procurement; *(including the use of alternative subcontractor selection, if applicable)*
 - a. A&E Selected on or around May 9, 2025
 - b. GC/CM Selected on or around June 26, 2025
- b) Hiring consultants if not already hired; and
 - a. N/A
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

(See Example on Design & Construction Schedule)

 - a. Athenian Group, Program Manager, December 2024
- d) Provide an updated schedule to include Alternative Subcontractor Selection Procurement process.

(If applicable)

 - a. *High Level Schedule Attached as **Attachment E: Project Schedule***

4. Why the GC/CM Contracting Procedure is Appropriate for this Project

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

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

The implementation of the City of Kent Municipal Campus Relocation project involves complex scheduling, phasing, and coordination due to several factors. The first phase focuses on transforming the ASB building into a new workspace for the City's administrative staff that includes approximately 350 employees from the Mayor's Office and administrative staff in various other City departments. This phase is complex because employees will be moving into the ASB building from facilities that will also be undergoing renovation. Therefore, careful phasing is required to ensure that renovations can proceed without disrupting the operations of the departments moving in.

The second phase involves relocating the Kent Police Department headquarters and constructing a new council chamber within the Centennial Building. This phase requires meticulous coordination and scheduling as portions of the floors need to remain occupied while construction is ongoing around them. This necessitates a detailed plan to move people out of the Centennial Building in stages, ensuring that business within the occupied space can continue with minimal disruption to business operations.

Both phases involve coordinating construction activities with the movement of employees. For the ASB building, this means ensuring that the remodel of both floors and the overhaul of the existing data center are completed in a way that allows for a smooth transition of staff from multiple sites. For the Centennial Building, the challenge is even greater as it involves constructing a secure police facility alongside a public-facing council chamber within the same structure. This dual-purpose use of the

building necessitates careful planning to address security concerns, public access, and the operational needs of both the Kent Police Department and the City Clerk's Office.

- 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?

Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response, you may refer to the drawings or sketches that you provide under Question 8.

The project involves construction at existing facilities that must continue to operate during the renovation. The operational impacts on occupants include maintaining the functionality of both Finance Customer Services and the Permit Center in the Centennial Building, which are essential public services that must remain operational throughout the construction and relocation process. This requires careful planning to ensure that these services are not disrupted and that customers can continue to access them without inconvenience.

Additionally, certain functions within the existing facilities will need to be relocated during construction. For example, as portions of floors in the Centennial Building are renovated, employees will need to be moved to other areas. This requires a well-coordinated construction sequencing plan to minimize disruptions and ensure a smooth transition for staff and services. The GC/CM contracting procedure is beneficial in this context as it allows for close collaboration and flexibility between the contractor, the City, and the design team to develop and implement effective mitigation measures for these operational impacts.

The GC/CM can work closely with the owner's representative, the Athenian Group,, and City staff and facility managers to develop a detailed plan for maintaining operations during construction. This plan can include strategies for temporary relocations, phased construction schedules, and measures to minimize noise, dust, and other disruptions. By involving the contractor early in the planning process, the City can ensure that the needs of the public and City employees are considered and addressed, resulting in a smoother and more efficient construction process.

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

The early involvement of the GC/CM is critical to the success of the City of Kent Municipal Campus Relocation project due to its operational complexity, security requirements, and phased construction approach. With police operations and public-facing council chambers housed in the same facility, the GC/CM brings essential expertise in feasibility assessments, cost estimating, and constructability reviews to ensure the project is both realistic and aligned with budget and schedule constraints. The GC/CM's insights into material availability, labor conditions, and construction methods will help guide informed design decisions that reduce risk and improve efficiency from the outset.

Additionally, the GC/CM plays a key role in developing detailed phasing and coordination plans to minimize disruption to City services and maintain operational continuity - particularly for the Kent Police Department, which must remain functional throughout construction. They also help identify and procure long-lead items early, avoid delays, and ensure that critical upgrades, such as to the data center, remain on schedule and within budget. By proactively identifying construction and operational risks and offering mitigation strategies, the GC/CM helps deliver a streamlined, secure, and cost-effective project tailored to the City of Kent's unique needs.

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

The City of Kent Municipal Campus Relocation project involves a complex and technical work environment primarily due to the stringent security and regulatory measures required for housing a police department and council chambers within the same building. The police facility must maintain restricted access to sensitive areas throughout construction, robust surveillance systems, and secure communication channels. Compliance with security regulations, such as implementing a Facility Security Plan (FSP), is essential to maintain safety and security for both police personnel and the

public. These rigorous requirements necessitate careful planning and coordination to ensure that all security protocols are effectively implemented and maintained throughout the construction process. Additionally, the council chambers, being a public-facing facility, require strategies to ensure the safety and accessibility of the public while maintaining the security of the police operations. This dual requirement adds a layer of complexity to the project, as it involves balancing public access with stringent security measures.

Operationally, the police function in the Centennial Building must remain functional throughout construction, necessitating phased construction plans that minimize disruptions. Temporary relocations and modular units may be used to maintain operations. The council chamber, being public facing, requires strategies to maintain customer service, such as clear signage and temporary access routes. Safety protocols must protect construction workers and facility occupants, with comprehensive safety measures, regular audits, and compliance with safety regulations being necessary. The GC/CM contractor in tandem with the owner's representative plays a crucial role in developing and enforcing these safety measures.

Furthermore, the project includes significant technical upgrades to the ASB building, which will involve adding a functional workspaces while potentially accommodating a fiber "Meet Me" location for the City of Kent and its residents, which seeks to bring together multiple internet service providers into a centralized hub, further increasing the speeds and reliability of internet connection in the City of Kent. This requires specialized knowledge to integrate high-density computing, enhanced cooling systems, and robust cybersecurity measures seamlessly into the project. Additionally, it is crucial to consider several key factors for the, "Meet Me" function, such as ensuring the availability and cost-effectiveness of power and water supplies, upgrading or replacing cooling systems, verifying ceiling height and structural soundness, reviewing and possibly upgrading fire protection systems, planning for future expansion, maintaining proper air quality and humidity control, and ensuring compliance with local codes and regulations. Addressing these aspects will help maintain an efficient, reliable, and future-ready data center environment. Early involvement of the GC/CM ensures that security, operational, safety, and technical challenges are addressed effectively, resulting in a successful project.

- 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
- 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

5. 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 Public Benefit related only to Alternative Subcontractor Selection, use Supplement A or Supplement B, if your organization decides to use this selection process. Refer to Question No. 11 of this application for guidance*). For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or
 - **Early Cost Certainty & Budget Control** – The GC/CM contracting procedure allows for early involvement of the GC/CM in pre-construction, ensuring that cost estimates and constructability reviews are integrated into the design phase given the extremely dynamic material procurement environment. This mitigates risks of budget overruns, costly redesigns, and introduces alternatives analysis; ultimately reducing overall project costs.
 - **Risk Mitigation & Cost Savings** – Traditional design-build in a multiphase environment can lead to unforeseen change orders and disputes, increasing project costs and timeline. With the GC/CM contracting procedure, risks such as market escalation, supply chain issues, and permitting delays can be proactively managed, leading to cost predictability, proactive value engineering, and fewer surprises.

- **Value Engineering & Life Cycle Cost Savings** – The GC/CM contracting procedure allows for collaboration between the City, design team, and GC/CM to identify cost-effective design choices, including materials, systems, and construction methods that optimize long-term maintenance and operational efficiencies.
- How the use of the traditional method of awarding contracts in a lump sum is not practical for meeting desired quality standards or delivery schedules.

Quality & Schedule Advantages

- The relocation project involves a complex phasing strategy that requires coordination across multiple departments and existing facilities. A traditional design-bid-build (DBB) approach does not allow for real-time adjustments needed to maintain municipal operations and accommodate policy changes while executing the move efficiently.
- With early involvement of the GC/CM, critical path scheduling and phasing strategies can be refined early in the process. This reduces downtime, streamlines transitions, and ensures on-time completion without disruption to city operations.
- The GC/CM contracting procedure provides flexibility in selecting qualified subcontractors with specialized expertise for key project components in an efficient selection timeline. This results in higher quality of work and quicker timelines, particularly for specialty trades involved in the relocation process.

Reduced Public Disruption & Enhanced Safety

- A phased relocation effort must be carefully managed to ensure that critical city services remain operational. The GC/CM contracting procedure provides flexibility in sequencing work and adapting to evolving needs, whereas a rigid design-build or design-bid-build method may introduce delays due to policy change driven change orders or unforeseen conflicts.
- Public safety is a priority during relocation and construction activities. The ability to incorporate site-specific safety planning early in the project—rather than reacting to safety concerns mid-construction—ensures a proactive approach to hazard mitigation.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest.
 - N/A

6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
 - The City of Kent completed the ShoWare center project that was delivered in a GC/CM method, allowing for flexibility in design, final scope, and multiphase delivery. The project manager overseeing this program is still with the City and leads the Economic and Community Development Department for the City of Kent, serving as a key advisor on this program.
 - In addition to the City's in-house experience, the City has contracted Athenian Group, a nationally recognized program and change management firm focused on delivery of municipal relocation and renovation programs in a GC/CM/CMAR/GMAX contract style across multiple states. The Athenian Group serves as the program manager and owner representative for the City of Kent on this project. The Athenian Group's team has delivered several GC/CM/CMAR/GMAX programs in Washington, California, Texas, and several others in recent years, including the Seattle Municipal Tower program for City of Seattle, as well as several renovations, elevator modernization programs, and related functions.
 - The City has also retained outside counsel Athan Tramountanas of Ogden Murphy Wallace PLLC to assist with the preparation of contract documents, advise on the procurement requirements in Chapter 39.10 RCW, and provide guidance on legal issues as they arise on the Project. Mr. Tramountanas has served in a similar capacity for public entities utilizing alternative procurement contracting methods for most of his 25 years in practice, on both building and heavy civil projects of various sizes.
 - Together, the Athenian Group, the City of Kent, and Mr. Tramountanas bring many years of delivery in the GC/CM contracting procedure, navigating complex programs and driving maximization of the municipal dollar.
- A **Project** organizational chart, showing all existing or planned staff and consultant roles.

Revised 12/5/2024

4932-3929-5796, v. 1

{AET4932-3929-5796;1/13207.000005/}

Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)

See Attachment C: Project Organizational Chart

- Staff and consultant short biographies (*not complete résumés*).
 - **Julie Parascondola, City of Kent**
serves as the Director of Parks, Recreation and Community Services for the City of Kent, Washington. Since joining the City in 2017, she has led a dynamic department responsible for park planning and development, recreation and cultural programming, golf operations, human services, and a citywide portfolio of facilities, parks and open space. Her leadership has helped shape major public projects, strategic initiatives, and community investments designed to enhance quality of life for Kent's diverse and growing population.
 - Julie brings more than 28 years of experience in the field of parks and recreation. Prior to her role in Kent, she spent two decades with Metro Parks Tacoma, a nationally accredited special park district, where she rose through the ranks in a variety of operational and leadership roles—ultimately serving as Deputy Director overseeing Regional Parks and Attractions. Her career has been marked by a deep commitment to service, innovation, and inclusion across all facets of the profession.
 - She has played a prominent role nationally in the field's accreditation efforts, serving six years on the Commission for Accreditation of Park and Recreation Agencies (CAPRA), where she helped rewrite the 2014 standards and has worked with over 58 agencies across the country to date. Julie continues to be a sought-after trainer and presenter for national and state-level associations, including the National Recreation and Park Association (NRPA) and the Washington Recreation and Park Association (WRPA), of which she is a long-time member and former board director.
 - **Brian Levenhagen, City of Kent**
Brian Levenhagen serves as the Deputy Director of Parks, Recreation and Community Services for the City of Kent. With more than 21 years of service to the City, Brian brings a deep and well-rounded knowledge of parks operations, capital planning, and community engagement. Since stepping into the Deputy Director role five years ago, he has played a key leadership role across all divisions, supporting the department's mission to deliver inclusive, innovative, and high-quality services citywide.

Brian's parks and recreation career is rooted in hands-on experience. He began his tenure in Kent in Park Operations—mowing lawns, maintaining trails, and responding to the day-to-day needs of the city's outdoor spaces—before moving into Park Planning and Development, where he helped design and implement capital projects that continue to shape Kent's park system today.

He holds a Bachelor's degree in Biology from Western Washington University and a Master's degree in Recreation, Sport and Tourism from the University of Illinois. Brian is a graduate of the NRPA Director School, the Pacific Northwest Resource Management School, and the Leadership Institute of South Puget Sound. He is also a Certified Park and Recreation Professional (CPRP).

Brian is an active member of the Washington Recreation and Park Association (WRPA), where he previously chaired the Park Resource Section, and the National Recreation and Park Association (NRPA), where he currently serves as a CAPRA Accreditation Visitor. He has completed a wide range of professional trainings through NRPA, WRPA, and the City Parks Alliance.
 - **Kurt Hanson, City of Kent**
Kurt Hanson serves as the Director of Economic and Community Development for the City of Kent, leading efforts that shape the city's growth, land use, permitting, and strategic development initiatives. With decades of public sector experience, Kurt is known for his ability to guide complex civic projects and foster public-private partnerships that advance the City's long-term vision. He played a key leadership role in the successful development and construction of the accesso ShoWare Center, a major regional arena that has become a catalyst for Kent's economic vitality.

Kurt's work continues to support infrastructure investments, downtown revitalization, and sustainable community planning across the city. His strategic approach and collaborative leadership style make him a core member of Kent's executive team.

- Tanyan Farley, Athenian Group, Program Manager

Tanyan Farley is Senior Vice President at Athenian Group and a seasoned program manager specializing in large-scale municipal GC/CM capital development projects. He has led one of the largest municipal relocations in the U.S., consolidating 14 buildings and over 2,000 employees into a unified civic campus with complex IT/AV integrations. Tanyan brings deep experience in strategic master planning, regulatory compliance, and cross-functional team leadership for both public and private sector clients. His portfolio includes managing the San Antonio Spurs' Human Performance Facility and leading business process transformation efforts for multiple cities, including Oakland's "Permitting Reimagined" initiative. Known for his strong communication skills and collaborative leadership, Tanyan helps organizations navigate complex transitions while aligning projects with long-term operational goals.

- Brandon Douglas, Athenian Group, Project Lead/Manager

Brandon Douglas is a Project Manager at Athenian Group with expertise in capital project delivery, organizational change, and large-scale municipal relocations. He has led the physical relocation of more than 1,600 employees from over 16 municipal facilities into a single consolidated site, ensuring smooth transitions with minimal disruption to services. Brandon has supported the design and operational planning of major civic facilities, including customer service centers for some of the nation's largest cities. His background includes project scoping, cost projection, and controls for multi-phase relocation programs across the U.S., along with contributions to \$200M+ reimagining initiatives that blend technology, process, and policy improvements. He is known for bringing a collaborative approach and clear communication to complex, cross-departmental efforts.

- Dove Alberg, Athenian Group, Subject Matter Expert

Dove Alberg is a nationally recognized expert in capital development and multi-phase municipal facility programming. With extensive public sector experience, including serving as the former Director of Capital Development and Construction Management for the City of Seattle, Dove has led the planning and execution of some of the most complex civic consolidation efforts in the country. She oversaw the master planning of Seattle's Downtown Civic Campus, a 1.5 million square foot initiative that brought together 13 buildings and 23 departments, including the phased renovation of the 62-story Seattle Municipal Tower. Her leadership encompassed planning, logistics, budgeting, and stakeholder alignment to ensure successful delivery of hybrid workforce-ready government spaces. Dove brings unmatched depth in strategic municipal real estate planning, workforce relocation, and integrated civic infrastructure delivery.

- Joanne Peterson, Athenian Group, Subject Matter Expert

Joanne Peterson is a seasoned public sector executive with over 30 years of leadership experience in organizational transformation and change management. She previously served as the Chief Human Capital Officer for Los Angeles Metro Transit, where she led strategic initiatives to rework the operations of one of the largest public organizations in the nation. Joanne specializes in aligning people, processes, and technology for municipal and regional agencies, with experience spanning more than 14,000 employees across multiple cities. She has led major return-to-work strategies, public-facing technology reforms, and the development of integrated permitting and performance management frameworks. Joanne is known for her ability to bring clarity and alignment to complex change efforts, improving public service delivery and internal efficiency at scale.

- Kendall Robertson, Athenian Group, Business Analyst

Kendall Robertson is a Business Analyst with Athenian Group, bringing expertise in financial analysis, business transformation, and strategic planning. She supports large-scale public sector initiatives by leading stakeholder engagement efforts, survey design, and communication strategies to drive smooth project adoption. Kendall has contributed to major municipal and higher education transitions, including system-wide financial and reporting enhancements impacting thousands of users. Her background includes building financial models, analyzing investment opportunities, and aligning complex projects with long-term strategic goals. Known for her data-driven approach, Kendall excels at identifying inefficiencies, improving process accuracy, and supporting decision-making through clear, actionable insights.

○ **Athan Tramountanas, Ogden Murphy Wallace PLLC, Outside Legal Counsel**

Athan Tramountanas is an attorney with Ogden Murphy Wallace PLLC. Athan has broad experience with public procurement issues and has practiced Construction Law for over 25 years. He has assisted public clients on all three alternative procurement methods allowed in Washington: design-build (DB), general contractor/construction manager (GC/CM), and job order contracting (JOC). Athan advises public clients, including cities, on issues they face throughout the construction process: he prepares and reviews procurement documents, negotiates and drafts design and construction contracts, and represents clients throughout the dispute resolution process in both trial and appellate courts. He also teaches Design and Construction Law at the University of Washington and co-authored the alternative procurement chapter in the Washington Construction Law Deskbook.

- 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 Example Staff/Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)*
 - **Please see Attachment D: Team Experience and Roles**
- The qualifications of the existing or planned project manager and consultants.
 - Athenian Group is a nationally recognized municipal program manager, leading city hall transformations for City of Seattle, County of Los Angeles, City of Fort Worth, and many more. The firm has delivered nearly all of their programs in a multiphase approach, allowing for maximal flexibility and cost savings for their municipal clients. This approach has included delivering GC/CM and equivalent (CMAR, GMAR, GMAX, etc) across several states and has helped to shape their cost estimating approach, especially in the dynamic inflation and supply chain elements of today's world.
 - Ogden Murphy Wallace PLLC has practiced Construction Law for over 25 years. They advise public clients, including cities, on issues they face throughout the construction process: they prepare and review procurement documents, negotiates and drafts design and construction contracts, and represents clients throughout the dispute resolution process in both trial and appellate courts. In addition to standard design-bid-build procurements, they have assisted public clients on all three alternative procurement methods allowed in Washington: design-build (DB), general contractor/construction manager (GC/CM), and job order contracting (JOC). In the past five years, outside council has assisted on GC/CM procurements for Tukwila, Redmond, Mercer Island, and Chelan County Public Hospital District No. 2 (Lake Chelan Health).
- 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.
 - Athenian Group has been contracted through the duration of our program, with sufficient funding to support the project through the projected 30-month duration of the program.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
 - The City of Kent has built and managed multiple facilities over the last 10 years, ranging from multiphase complexes to simple renovations across our portfolio. This work includes managing

everything from large arena builds to golf administration offices. Our team has historically managed the majority of our projects to ensure we leverage our expertise in managing programs to the desired outcome. In partnership with the Athenian Group, we have a very strong and dedicated team to make this project come to life.

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

- **Integrated Municipal Project Leadership Team**

- The City, in partnership with its Owner's Representative (Athenian Group), has established a dedicated leadership structure with a Program Manager overseeing both facilities. Each project is supported by designated City and AG staff (Project Managers, Estimators, etc.) aligned by phase and facility. This core team works in close coordination with the selected GC/CM and architect to ensure clear lines of authority, consistent decision-making, and internal accountability across all phases of design and construction.

- **Phased Program Coordination and Risk Controls**

To manage the complexity of two concurrent civic projects, the City's Program Manager and Project Team will implement formal oversight strategies, including:

- **Phase Gate Reviews** at each major milestone (SD, DD, CD, MACC, Construction Start) to validate scope, budget, and schedule alignment before proceeding.
- **Interdependency Mapping** across both sites to coordinate shared infrastructure, jurisdictional approvals, and staging logistics.
- **A centralized Risk Register**, updated weekly, to track, mitigate, and proactively resolve cross-project impacts.

- **Preconstruction Leadership and Accountability**

The City's Program Manager and Project Team will collaborate closely with the GC/CM and architect to:

- **Lead cost estimating and constructability reviews** at each design milestone.
- **Oversee Guaranteed MACC development** using open-book methodology, reconciled with a cost consultant.
- Authorize early packages only **after value and readiness** are confirmed by the City's project controls team.

- **Budget and Cost Management**

The City will implement:

- **A formalized protocol** for contingency usage, with approval thresholds defined for Owner, Design, and GC contingencies.
- **A monthly budget dashboard** maintained by the Program Manager and reviewed regularly with executive leadership.

- **Schedule Controls and Occupancy Planning**

The City Program Manager & Project Team will oversee a master program schedule with:

- **Weekly trade coordination and pull-planning sessions** with City involvement.
- **Bi-weekly critical path reviews** to monitor schedule performance, inspection milestones and phased occupancy readiness.

- **Civic-Focused Stakeholder Engagement**

To maintain alignment and transparency, the City's Program Manager and Project Team will:

- **Facilitate weekly interdepartmental coordination meetings** (Police, Council, IT, Admin) with tracked action items.
- **Deliver regular briefings to City Council** with updated visuals, milestone progress, and risk summaries.
- **Maintain a formal change management log** with scope/cost/schedule impacts reviewed and approved by City leadership.

- **Quality Assurance and Commissioning**

The City Program Manager & Project Team will:

- **Develop quality assurance/quality control plans** for both buildings, integrated with design intent and end-user requirements (e.g., police security specs, audio-visual in council chambers).
- **Coordinate with the City-selected commissioning agent** to ensure conformance to program requirements and complete systems verification before acceptance.

- **Technology and Document Controls**

The City Program Manager & Project Team will ensure information accuracy and project transparency through:

- Enforcing and managing the use of standardized project management software to ensure real-time access to RFIs, submittals, and field documentation.
- **Establishing digital closeout deliverables criteria and conducting periodic audits** to ensure compliance. **All as-builts, operations and maintenance manuals, and warranties** will be packaged digitally and delivered in the City's preferred format to support ongoing facility maintenance.

- **Community and Workforce Compliance Monitoring**

The City Program Manager will:

- Track and report on labor goals, with targeted outreach to local and diverse subcontractors.
- Provide job site tours and safety education for staff, elected officials, and community groups—supporting transparency and engagement throughout construction.

- **Closeout and Post-Occupancy Support**

To ensure a smooth transition into operation, the City's Program Manager will:

- Lead staggered project closeout efforts to align with phased occupancy, which will help ensure staff move-ins, IT cutovers, and training are all seamless.
- Provide monthly check-ins post-turnover, especially focusing on the critical operations of Police and City Council functions.

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

Local Industry Outreach

We will begin with a strategic outreach effort to inform and engage the local and regional GC/CM market:

- Issue a Request for Qualifications (RFQ) that outlines the program scope, selection criteria, and preconstruction schedule.
- Promote the RFQ through industry channels, including the Daily Journal of Commerce, MRSC, and local trade organizations.
- Host a mandatory pre-submittal meeting and site tour to ensure full understanding of the two-facility program and its phasing complexities.

Qualifications-Based Shortlisting

Following responses, we will shortlist 3-4 firms based on the following criteria:

- GC/CM experience on similar multiphase municipal projects in Washington State.
- Demonstrated ability to collaborate during preconstruction to control costs and improve design outcomes.
- Knowledge of public sector priorities including safety, security, and community engagement.
- Proposed key personnel and their direct, relevant GC/CM project experience.

Team Interviews

- Evaluation criteria for price-related components (Specified General Conditions, Preconstruction Fee, and Fee percentage).
- Scenarios and interview topics designed to evaluate each team's approach to:
 - Coordinating overlapping phases and multiple facilities.
 - Maintaining continuity from preconstruction through occupancy.

The evaluation will include interviews and potential reference checks with past owners.

Best Value Selection

- Consistent with RCW 39.10.330, the selection will be based on best value, balancing qualifications, approach, and fee components. The City may opt to score qualifications and interviews higher than fee to ensure the selection of a true partner for this complex project.

Steering Committee Approval and MACC Negotiation

- Upon final selection, we will seek formal approval from the Steering Committee and initiate preconstruction services under a preconstruction agreement. We will then work collaboratively with the selected GC/CM to develop bid packages, refine estimates, and negotiate the Maximum Allowable Construction Cost (MACC) for each phase and facility.
- Verification that your organization has already developed (*or provide your plan to develop*) specific GC/CM or heavy civil GC/CM contract terms.
 - We verify that we have already begun development of terms specify to our GC/CM agreement. We will be working in partnership with our architect and engineering partner, Athenian Group, and outside legal counsel Athan Tramountanas of Ogden Murphy Wallace, PLLC to develop a robust contract which maximizes the flexibility and value realization of this contract vehicle, while also protecting the City against any concerns. We have begun with representative sample contracts from Athenian Group's previous experience within the state of Washington, as well as our previous GC/CM work with ShoWare arena.

7. Owner Readiness (*To be answered by the Owner*)

- a) What have you done as an Owner to prepare yourself and your staff for this GC/CM project?
 - i. How have you communicated with other public owners to understand the organizational alignment and administrative time needed to manage an alternative delivery project?
 - a. Yes, our organization has been in contact with key consultants and other cities who utilized similar programs in their jurisdictions. This has included visits to City of Seattle, King County, and City of Bellevue to discuss their programs and how to best prepare for one in Kent.
 - ii. What training have you as an Owner and your staff taken?
 - a. Our staff has received training on the GC/CM process from our program manager's at Athenian Group. We have also retained the assistance of outside legal counsel, Athan Tramountanas of Ogden Murphy Wallace, PLLC, who brings expertise in GC/CM contracting and delivery to assist the City of Kent with this program.
 - iii. How have you considered the differences in alternative delivery vs Design Bid Build with regards to contract requirements around risk allocation, attitudes towards contract changes, disputes, etc.?
 - a. Yes, we have spent an extensive amount of time in project scoping to evaluate our options. This has included working through both scheduling, risk modeling, and cost modeling across both options to evaluate what will work best for our type of project. Given that our program includes multiple phases, the potential for legislative driven changes, and needed protection against unforeseen cost hikes from global trade changes, we believe this approach affords the City the best overall path forward in the most cost-efficient manner.
- b) How does your organization ensure that knowledge is passed down to your staff and project team?

Core Project Team Continuity

We will maintain a **single, dedicated team** throughout preconstruction and construction for both facilities. This core team (Program Manager, Project Managers, Estimator, Superintendent, etc.) serves as the central repository of project knowledge, ensuring:

- Seamless handoff between preconstruction and construction phases.
- Shared understanding of project goals, city department needs, and stakeholder expectations.

Internal Knowledge Management Systems

We will utilize internal platforms (e.g., SharePoint, OneNote, Procore) to document and share:

- Lessons learned from similar GC/CM municipal projects.
- Code requirements and operational priorities for civic and police facilities.
- Phasing strategies and sequencing insights for occupied or public-adjacent work.

These systems are accessible across project roles, so both senior and emerging staff can align on project history, decisions, and updates.

Structured Onboarding and Cross-Training

New team members, subcontractors, or support staff who join the project will receive:

- Project onboarding sessions led by senior team members.
- Access to project charters, scope narratives, and design intent documents.
- Walkthroughs of decision logs, risk registers, and lessons learned to date.

This minimizes disruption and ensures that transitions do not compromise project knowledge.

Weekly Coordination and Lessons Learned

We will hold **regular cross-facility coordination meetings**—bringing together leads from the ASB, Centennial Building, and the Kent Police Department headquarters—to:

- Share progress, challenges, and solutions across both job sites.
- Apply successful strategies from one facility to the other in real time.
- Proactively capture lessons learned to inform future work, including closeout and turnover.

Culture of Mentorship and Continuous Improvement

We will actively mentor rising professionals on GC/CM delivery through:

- Side-by-side training on preconstruction budgeting, schedule forecasting, and MACC negotiations.
- Shadowing during OAC meetings and agency presentations to reinforce communication and accountability standards.

Post-Project Knowledge Capture

At project completion, we will conduct formal **post-mortems and knowledge transfer sessions** to:

- Document process improvements, procurement strategies, and end-user feedback.
- Prepare future teams (internal and external) for more effective municipal GC/CM delivery.

c) How have you familiarized yourself and your staff with GC/CM Best Practices?

1. Athenian Group, in partnership with the City of Kent, has participated in multiple working sessions to familiarize itself with GC/CM best practices. These sessions have included detailed discussions with City staff and outside counsel, focusing on both the technical and strategic aspects of the GC/CM delivery method. We've covered key topics such as the GC/CM application process, the overall project workflow under this method, and the benefits it brings—such as early contractor involvement, improved cost control, schedule efficiencies, and better collaboration between the design and construction teams. Through these sessions, we've developed a shared understanding of the GC/CM process and its requirements, ensuring that both the Athenian Group and the City are well-aligned and fully prepared to manage the project effectively using this delivery method.

d) What is your role in monitoring GC/CM Subcontractor Bid Packaging, and do you have staff allocated to provide oversight in Prime contractor's bidding and subcontract terms?

1. As the Owner's Representative for the City of Kent, the Athenian Group will work in direct partnership with the GC/CM throughout the subcontractor bid packaging process. The Athenian Group's role will include actively engaging with the GC/CM to clearly understand responsibilities, bid scopes, and subcontractor involvement, as well as tracking invoicing and contract flow.
2. The Athenian Group will collaborate with the GC/CM to establish a designated reporting structure that provides full transparency and clarity around subcontractor bidding and terms. This approach ensures that all aspects of the process are well-documented and aligned with project goals, while providing the City with consistent oversight and insight into this critical phase.

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 Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.)*

Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
City of Fort Worth City Hall Relocation and Council Chambers (Through AG)	City Hall relocation and renovation and Council Chamber Construction	CMAR (GC/CM)	Jan -21	August - 23	Mar – 2021	June - 25	\$230.5M	\$230.5M	
Los Angeles County Board of Supervisors Board Room Renovation (Through AG)	Board Room overhaul and renovation	GC/CM	Nov -19	Jul - 20	Nov - 19	Jan - 21	\$14M	\$14M	COVID-19 shutdowns
Los Angeles County Emergency Operation Center Renovation (Through AG)	EOC Systems Modernization	GC/CM	May - 22	Jul - 24	May – 22	Jul – 24	\$18M	\$18M	
City of Seattle SMT Elevator Rehab Project (Through AG)	Seattle Municipal Tower Elevator Modernization	D-B-B	June - 21	July - 25	Jun – 21	July - 25	\$22M	\$22M	
Kent East Hill Operations Center	New Construction of Operation	D-B-B	March - 24	Aug – 25	March – 24	Aug - 25	\$46M	\$46M	

	Center and Warehouse								
--	----------------------	--	--	--	--	--	--	--	--

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. (*See Example concepts, sketches or plans depicting the project.*) At a minimum, please try to include the following:
- An overview site plan (*indicating existing structure and new structures*)
 - **Please see attachment A: Site Overview Plan**
 - Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.
- Note:** Applicant may utilize photos to further depict project issues during their presentation to the PRC.
Please see attachment B: Preliminary Plan and Concepts

10. **Resolution of Audit Findings on Previous Public Works Projects - NA**
- If your organization had audit findings on **any** project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.
- N/A

11. **Subcontractor Outreach**
- Please describe your subcontractor outreach and how the public body will encourage small-, minority-, women-, and veteran-owned business participation.
- Proactive and Inclusive Outreach Strategy**
- We will lead a **multi-channel outreach campaign** well in advance of bid packages to ensure small-, minority-, women-, and veteran-owned business (SMWVBs) are aware of opportunities and feel equipped to participate by:
- Hosting targeted outreach events in collaboration with local chambers, trade associations, and organizations like the Northwest Mountain MSDC, NAMC, Tabor 100, OMWBE, and the Washington Veterans Chamber of Commerce.
 - Advertising widely in diverse media outlets and industry publications including DJC, local business journals, and social platforms.
 - Leveraging existing networks of qualified diverse firms from our past GC/CM and public works projects.
 - Conducting in-person subcontractor meet-and-greets where small and emerging firms can meet estimators, ask questions, and explore bid scopes.
- Early and Transparent Communication**
- We will release advance notice of bid packages along with bid scopes and estimated timelines to give SMWVB firms time to prepare or team up. Additionally:
- We will offer bid scope review sessions to demystify complex packages and increase accessibility.
 - Our estimating and procurement teams will be available to answer technical questions, provide clarifications, and assist with bonding or insurance navigation.
- Breaking Down Barriers to Entry**
- To remove traditional barriers that limit small firm participation, we will:
- Unbundle bid packages where appropriate to allow small and emerging firms to bid competitively.
 - Offer mentorship or team-building opportunities for firms interested in joint ventures or tiered subcontracting.
 - Work with the City to explore flexible payment terms and administrative support options that make participation more feasible for undercapitalized businesses.
- Collaboration with the Public Owner**
- The City plays a critical role in signaling the importance of SMWVB inclusion and will:
- Host pre-bid forums, business inclusion roundtables, and vendor open houses to highlight the project and reinforce its civic values.
 - Participate in outreach events to communicate expectations and support directly to the small business community.
- Continuous Monitoring and Reporting**

- Report SMWVB participation monthly to the City and other stakeholders.
- Highlight success stories and subcontractor achievements.

12. Alternative Subcontractor Selection (N/A)

- If your organization anticipates using this method of subcontractor selection and the scope of work is anticipated to be over \$3M, please provide a completed *Supplement A, Alternative Subcontractor Selection Application* document, one per each desired subcontractor/subcontract package.
- If applicability of this method will be determined after the project has been approved for GC/CM alternative contracting or your project is anticipated to be under \$3M, respond with **N/A** to this question.
- If your organization in conjunction with the GC/CM decide to use the alternative subcontractor method in the future and your project is anticipated to be over \$3M, you will then complete the *Supplement B Alternative Subcontractor Selection Application* and submit it to the PRC for consideration at a future meeting.

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 information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

If the PRC approves your request to use the GC/CM contracting procedure, you also you also agree to provide additional information if requested. For each GC/CM project, documentation supporting compliance with the limitations on the GC/CM self-performed work will be required. This information may include but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

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

Signed by: Julie Parascondola
Signature: 0770DF5AB3B04CA...

Name (please print): Julie Parascondola (public body personnel)

Title: Director, Parks, Recreation & Community

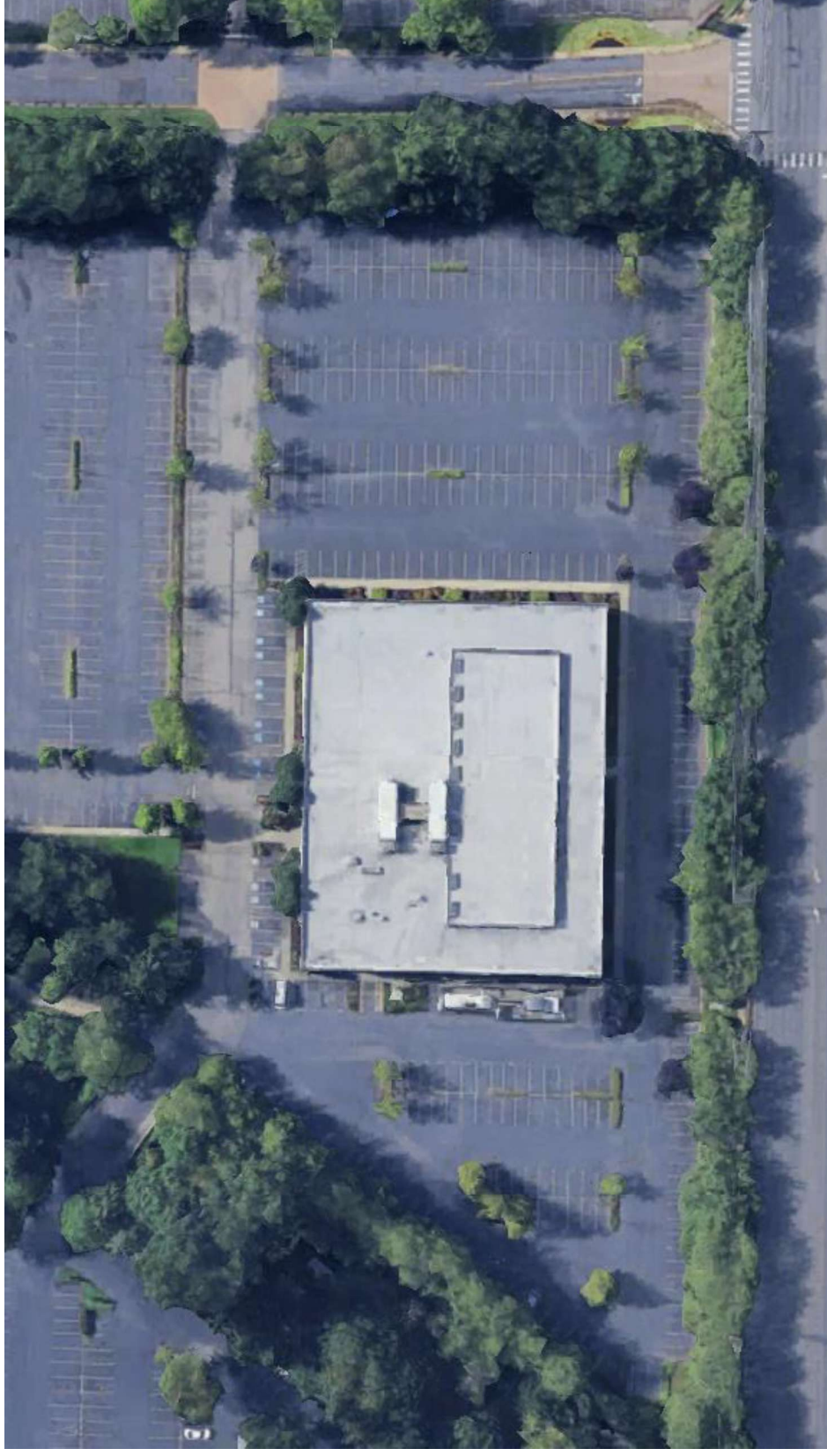
Date: 4-18-2025

**Kent – Centennial Center
400 W Gowe St, Kent, WA, 98032
Overhead**

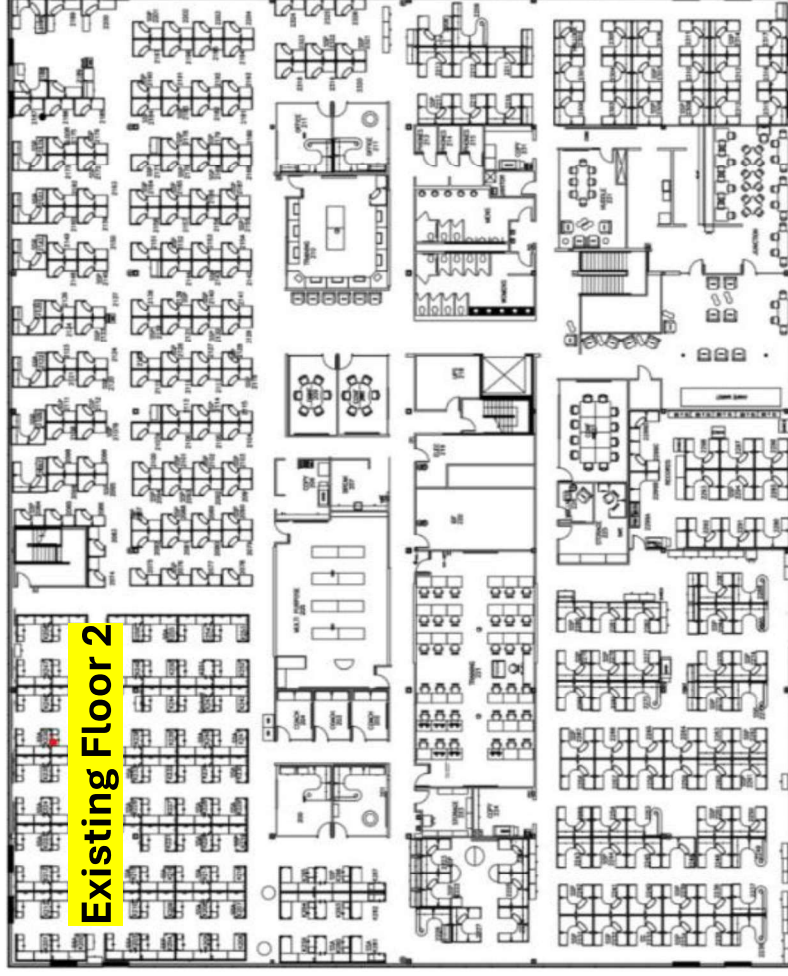
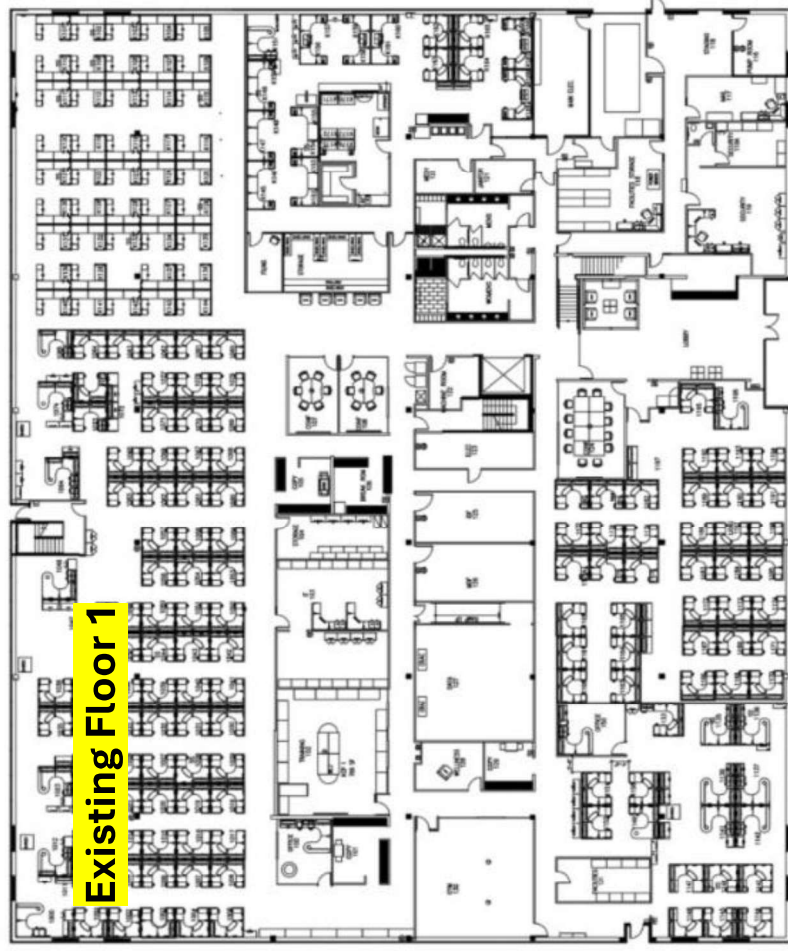


DocuSign Envelope ID: 4A1C7B34-DDA2-41F3-94DF-5CB5D211ACE1

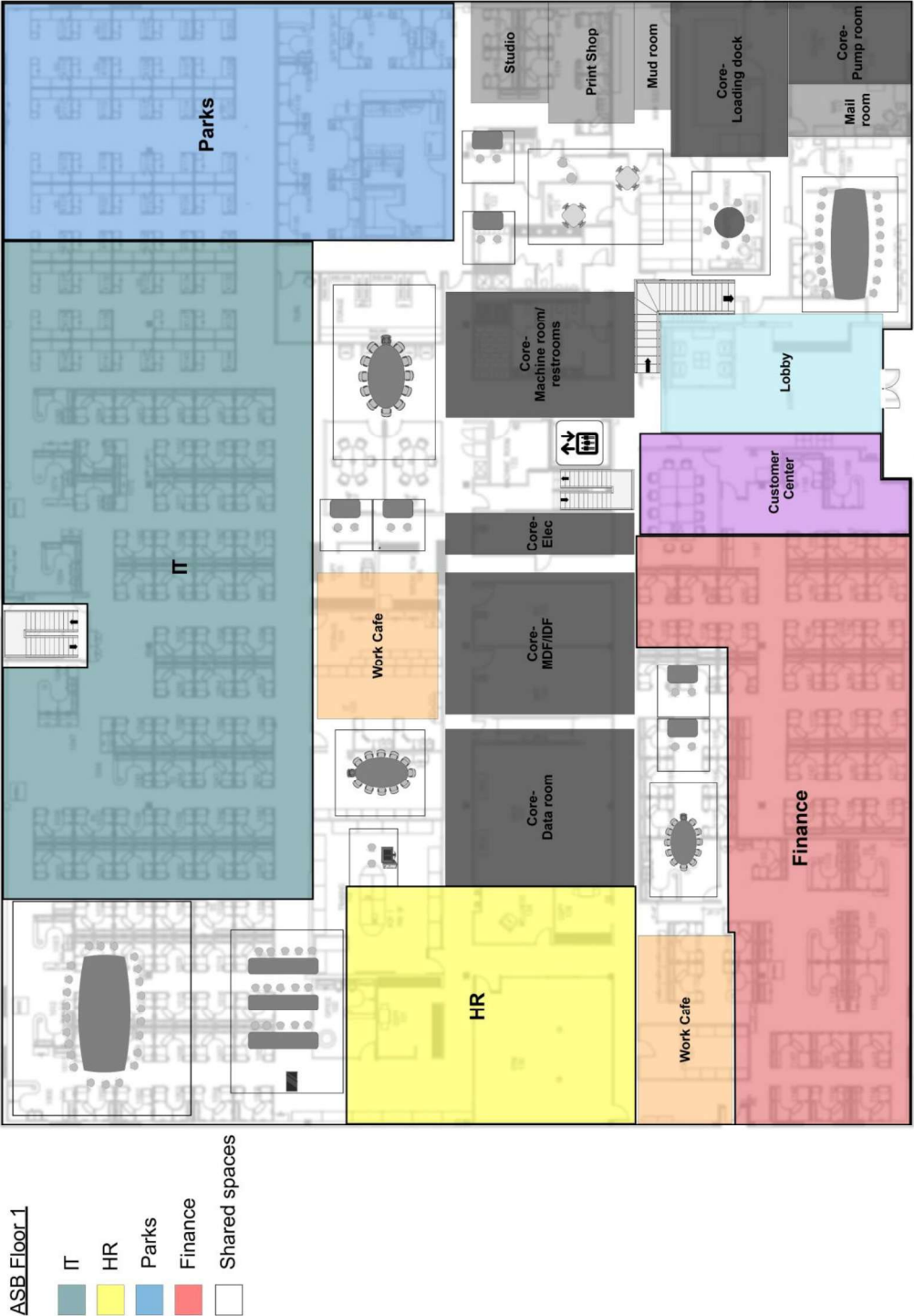
**Kent – Administrative Services Building
20610 68th Avenue S, Kent, WA, 98032
Overhead View**



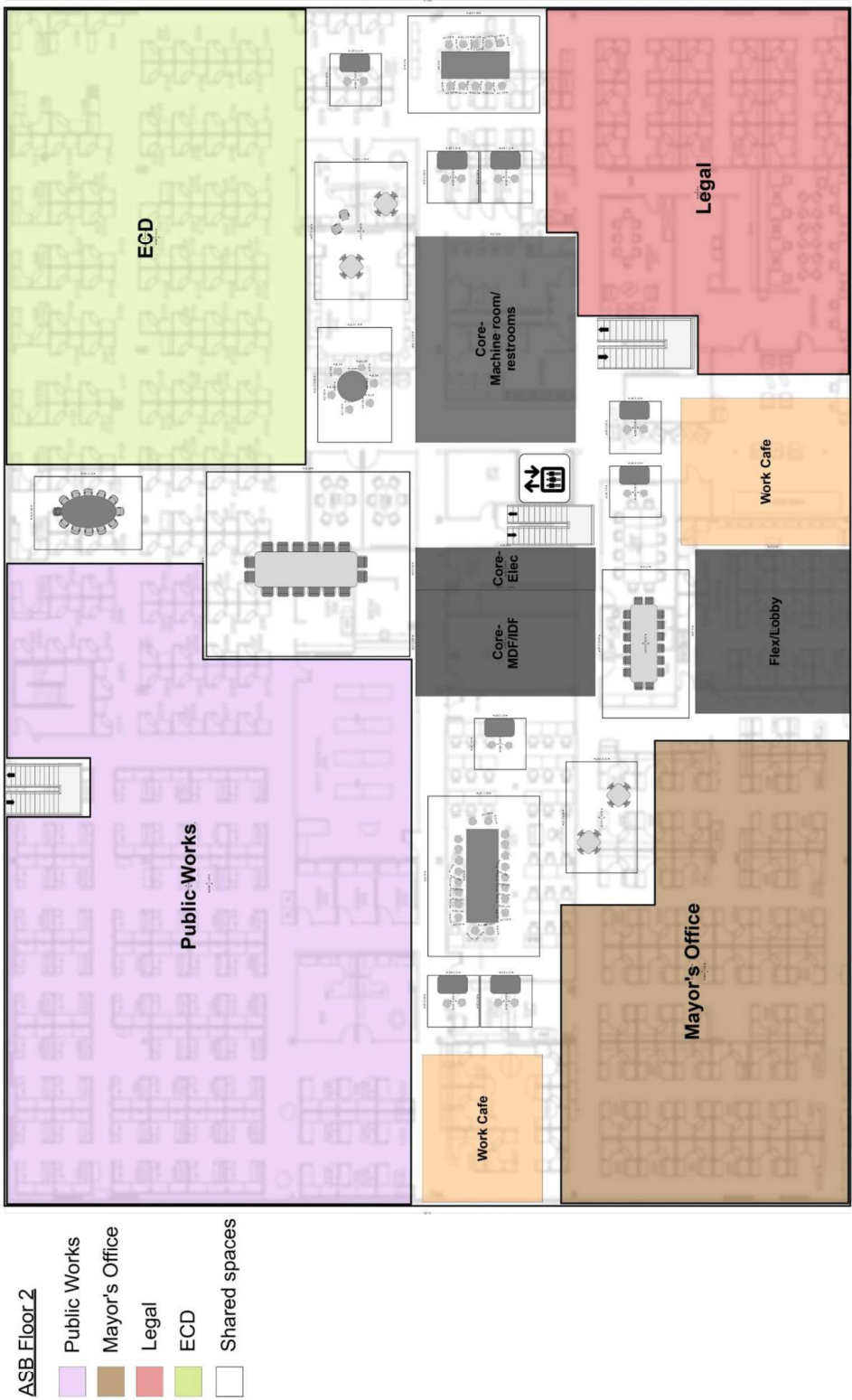
ASB Current Plans



ASB Future Plans



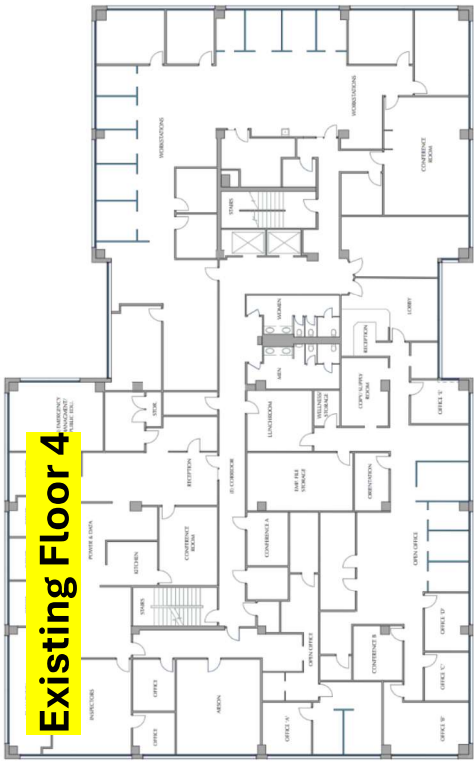
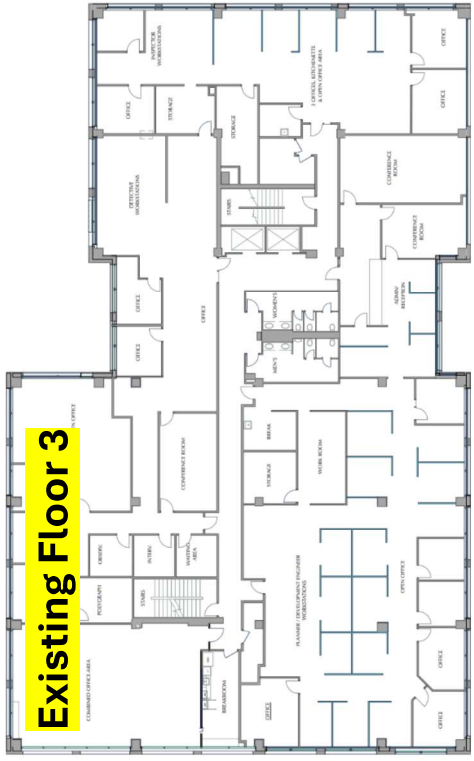
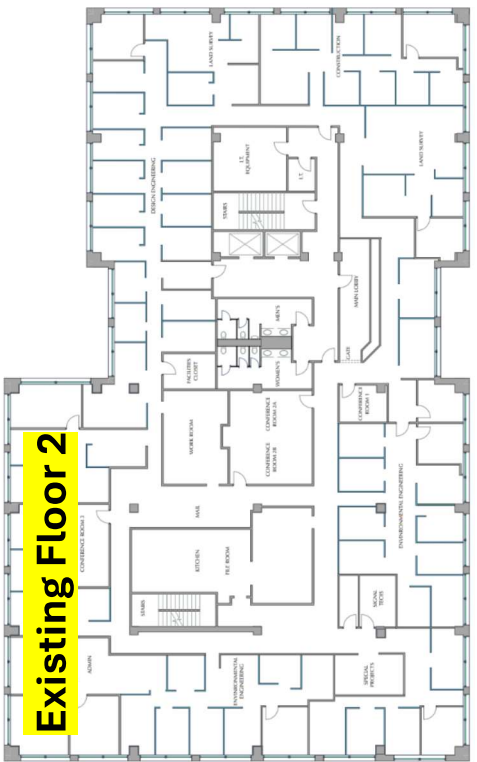
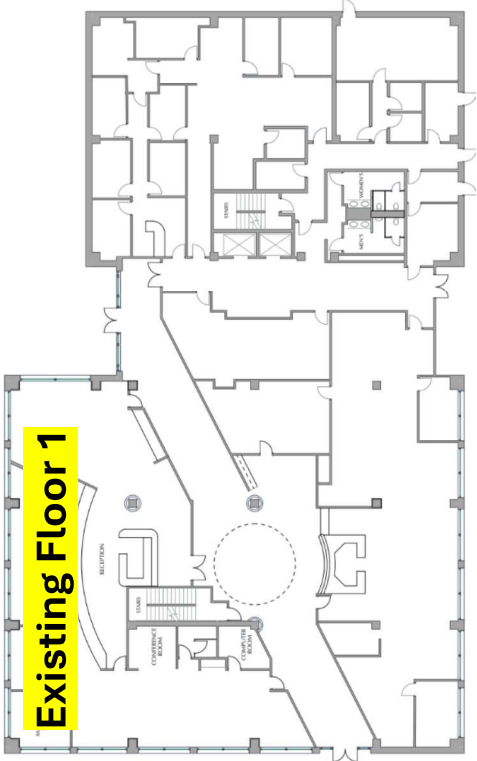
City of Kent - Municipal Campus Transformation



City of Kent - Municipal Campus Transformation

ASB Floor 2 - Option 2

Centennial Current Plans



Centennial Future Plans

Centennial Floor 1

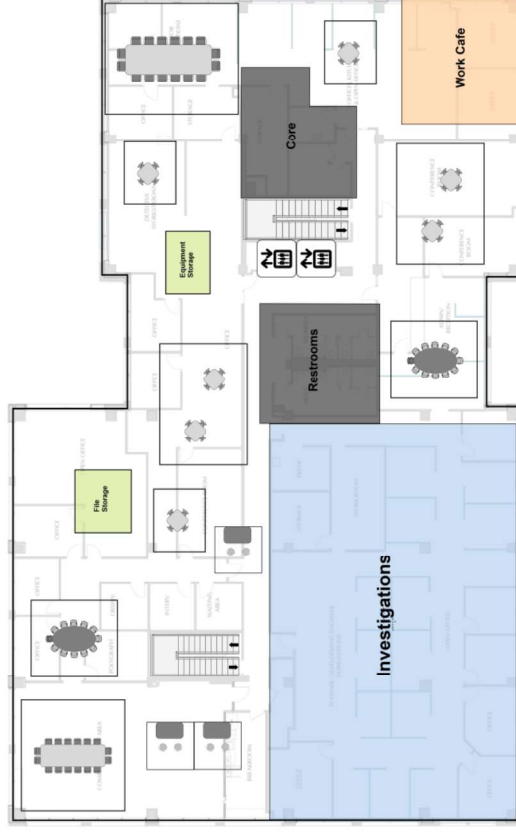
- Council Chambers
- Patrol
- Records



City of Kent - Municipal Campus Transformation
Centennial Floor 1

Centennial Floor 3

- Investigations
- Legal



City of Kent - Municipal Campus Transformation
Centennial Floor 3

Centennial Floor 2

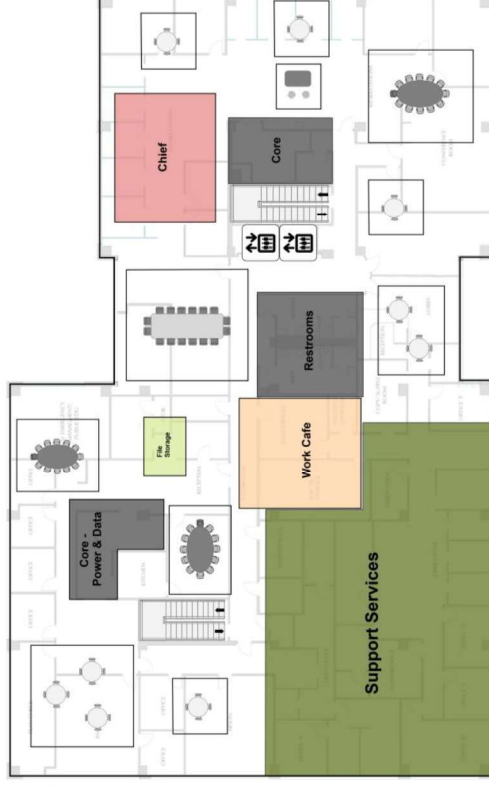
- Traffic and Special Ops
- Training/ briefing room



City of Kent - Municipal Campus Transformation
Centennial Floor 2

Centennial Floor 4

- Support services
- Chief



City of Kent - Municipal Campus Transformation
Centennial Floor 4

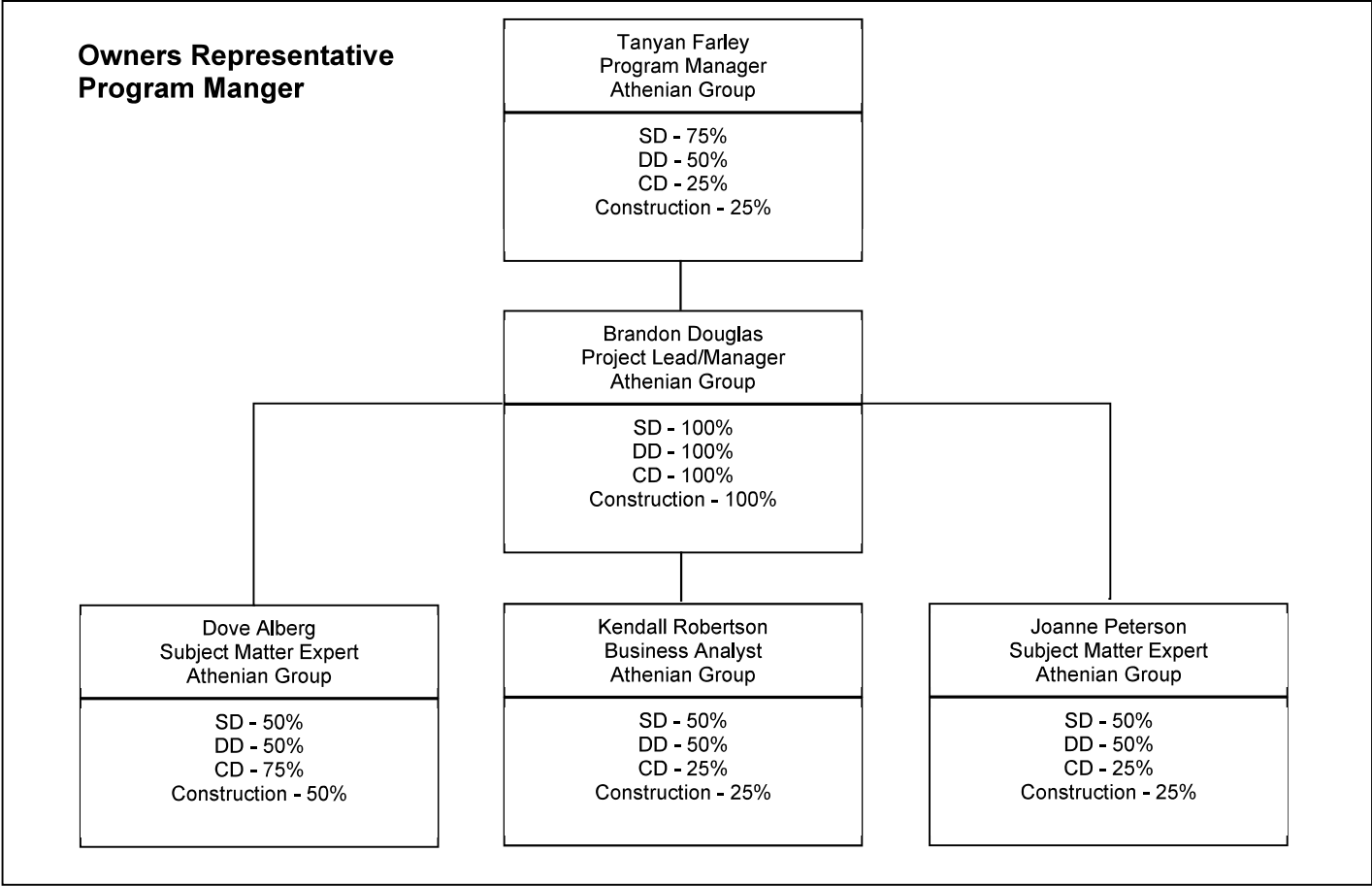
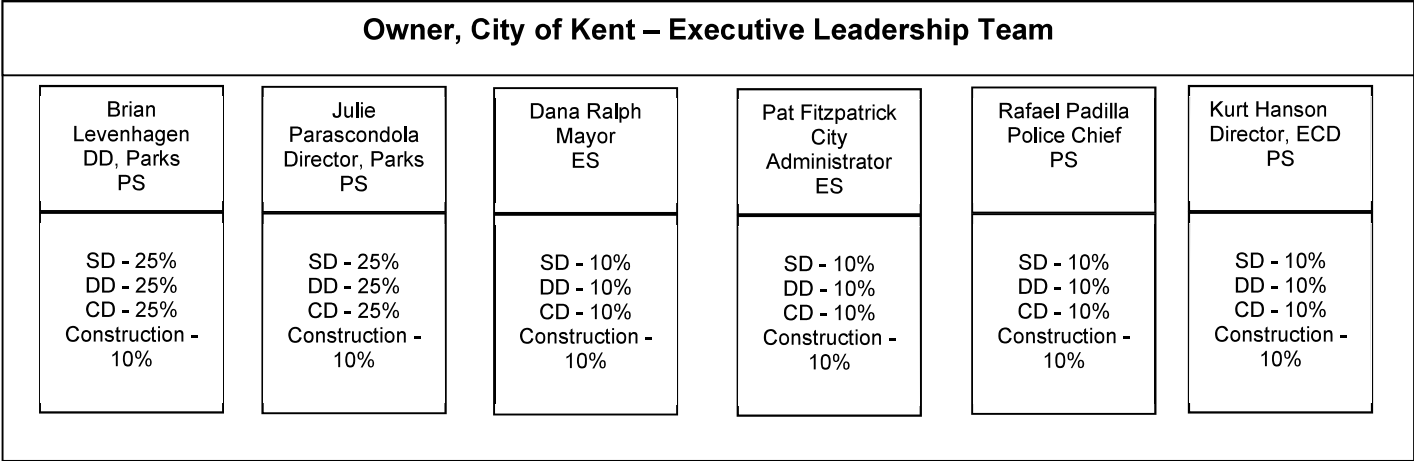
NOTE: Floors 2-4 will remain active during floor 1 construction, then will swing staff to complete floor

KPD Annex future plans

IT Annex



Project Organization Chart
Attachment C



ATTACHMENT D

PROJECT EXPERIENCE					Role during Project Phases		
Name	Summary of Experience	Project Name	Project Size	Project Type	Planning	Design	Construction
Tanyan Farley	Managed the overall program of the renovation of a 20-story Highrise as well as the construction of a brand new council chamber	City of Fort Worth City Hall Relocation and Council Chambers (Through AG)	\$230.5M	CMAR (GC/CM)	PM PIC	PM PIC	PM PIC
		Los Angeles County Board of Supervisors Board Room Renovation (Through AG)	\$14M	GC/CM	PM PIC	PM PIC	PM PIC
		Los Angeles County Emergency Operation Center Renovation (Through AG)	\$18M	GC/CM	PM PIC	PM PIC	PM PIC
Brandon Douglas							
	Served as the project manager	City of Fort Worth City Hall Relocation and Council Chambers (Through AG)	\$230.5M	CMAR (GC/CM)	PM	PM	PM
Dove Alberg							
	Served as the program manager and over point of contact for the SMT Elevator Rehab Project	City of Seattle SMT Elevator Rehab Project (Through AG)	\$22M	D-B-B	PM PIC	PM PIC	PM PIC
Kurt Hanson							
	Led the overall program of the brand new construction of a multipurpose arena in Kent.	Showare Arena Construction	\$84.5M	GC/CM	PM PIC	PM PIC	PM PIC
Brian Levenhagen							
	Overseeing the overall program of the construction of the brand new warehouse and operations center	Kent East Hill Operations Center Construction	\$46M	D-B-B	PM	PM	PM

Attachment E

