

City of Tukwila



Application for GC/CM Project Delivery Approval for Tukwila Justice Center



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

Submitted by
City of Tukwila
November 1, 2017

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Project Review Committee
Capital Projects Advisory Review Board
Attn: Talia Baker, Administrative Support
Department of Enterprise Services
P.O. Box 41476
Olympia, WA 98504-1476

Dear PRC Members:

Please find enclosed our application requesting approval for the City of Tukwila to utilize GC/CM contracting for our Justice Center project, to fulfill the Public Safety Plan obligations to the voters. The Justice Center will provide safe, efficient and modern facilities for the Police Department and Municipal Court, plus space for the Emergency Operations Center, which are critical and essential public facilities for the City of Tukwila.

Our proposal to use the GC/CM delivery method has been carefully considered. Our consultant team of Shiels Oblatz Johnsen (SOJ) and DLR Group is very experienced at utilizing this delivery method and they have recommended this approach to the City Council based on the specific needs of the project and the benefits of GC/CM delivery. They bring an extensive portfolio of projects that were successfully delivered utilizing GC/CM, and have shared their deep knowledge of RCW Chapter 39.10 and other public agencies' GC/CM processes, including from the City of Seattle and Seattle School District.

The project team's recommendation to utilize GC/CM delivery is based on the specific challenges of this project, which could be best mitigated by having a GC/CM contractor integrated into the project team during design to help address:

- Schedule milestones requiring GC/CM buy-in and scheduling to replace these essential facilities without further delay;
- Budget and quality control with GC/CM participation in constructability reviews, value analysis, construction document quality control and real-time cost estimates;
- Cost escalation and subcontractor capacity issues that entail tailored subcontractor bid packages, early procurement of long-lead materials and phased site construction work;
- Complex and critical systems including specialized security, detention, mechanical, electrical and communications systems that are unique and critical to operations;
- Site cleanup risks needing GC/CM involvement in developing excavation and remediation plans.

The City Council retained Steve Goldblatt as Program Management Quality Assurance Consultant to oversee the delivery of all five projects for the Public Safety Plan (Justice Center, three Fire Stations and Facilities Shops) and provide strategic counsel. As you know, Steve brings a remarkable level of experience with GC/CM delivery as well as risk management capabilities during the construction phase. We believe we have assembled a highly capable and experienced team to utilize GC/CM delivery in successfully completing the Justice Center project, which will serve the City of Tukwila for the next generation.

We look forward to your review of this application and the opportunity to present to the committee.

Sincerely,

A handwritten signature in blue ink, appearing to read "David Cline". The signature is fluid and cursive, with the first name "David" and last name "Cline" clearly distinguishable.

David Cline
City Administrator
City of Tukwila

State of Washington
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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: **6200 Southcenter Blvd, 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 Justice Center Project is part of the City of Tukwila's Public Safety Plan, which includes building a new Justice Center to house the Police Department, Municipal Court and Emergency Operations Center, replacing three of the City's fire stations, funding for 20 years for fire apparatus and equipment, and replacing the City's Public Works Shops. This Plan is the largest capital program executed to date in the City, and with the exception of the Public Works Shops, largely funded by a voter-approved bond. 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. The Police Department is currently split between portions of City Hall and the adjacent 6300 Building, both built in the early 1970's, as well as a neighborhood resource center located away from the City Hall campus. The existing Police facilities are overcrowded, pose substantial operational and functional inefficiencies, and provide minimal security for police officers and their vehicles. The Municipal Court currently occupies a portion of City Hall, where the courtroom doubles as the Council Chambers. The existing Court facilities are overcrowded, inefficient, lack modern safety controls found in today's courtrooms and provide a lack of privacy for the confidential discussions and separation of parties required for a modern judicial facility.

The new Justice Center is proposed to be an approximately 45,500 square foot building that will house the Police Department and Municipal Court. It will also include multi-purpose spaces for an Emergency Operations Center (EOC) for the City. The facility will provide secure parking for police vehicles, secure parking for staff, and public parking for visitors. The design will include planning for future expansion as the City and departments grow over time. The site selection and acquisition process is underway, with a site identified on Tukwila International Boulevard, based on siting criteria approved by the City Council. The City Council is prepared to utilize eminent domain as appropriate, with the goal of a site under control by early 2018. Having a GC/CM on board by early 2018 will provide valuable insights into site constraints and/or constructability issues important for the City and design team to understand. Early siting investigation has already identified specific challenges related to potential environmental contamination from previous industrial and auto-oriented uses, and the possibility of environmental remediation during construction.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$ 1,616,000
Estimated project construction costs (including construction contingencies):	\$16,195,000
Equipment and furnishing costs	\$ 478,000
Off-site costs/site acquisition	\$ 6,000,000
Contract administration costs (owner, PM/CM, etc.)	\$ 1,114,000
Contingencies (design & owner)	\$ 2,200,000
Other related project costs (permits, surveys, geotech)	\$ 1,026,000
Sales Tax	\$ included
Total	\$28,629,000

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

This project will be funded through the bond proceeds from the Tukwila Public Safety Plan approved by voters in November 2016, and will also utilize impact fees, land sales and general funds.

4. Project Design and Construction Schedule

Milestone	Start	Completion
Prime Consultant Procurement (CM)	October 2016	November 2016
Design Procurement (A/E)	May 2017	July 2017
Programming / Pre-Design	September 2017	December 2017
Schematic Design	December 2017	April 2018
Design Development	April 2018	August 2018
Construction Documents	August 2018	April 2019
Permitting – MUP / Construction Permits	May 2018	May 2019
GC/CM Procurement	December 2017	February 2018
GC/CM Pre-Construction	March 2018	March 2019
Construction	April 2019	June 2020
FF&E / Owner Move-in	June 2020	August 2020

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?

Scheduling

The current Police and Court facilities are seriously outdated, lacking in modern security features and vulnerable to natural disasters, despite the critical nature of the work performed in the facilities. It is imperative that the new Justice Center be brought online as soon as possible, no later than 2020. Meeting the aggressive schedule requires successful project organizing, planning and execution from

design through construction. A collaborative relationship between the City, Project Manager, Architect and Contractor is essential to executing the project on schedule.

Project risk drivers—such as volatile cost escalation, subcontractor buyout, materials and labor shortages, site environmental remediation, or otherwise—must be identified and mitigated as soon as possible to meet the project schedule and budget constraints. For example, a phased approach to construction may be beneficial to address demolition, building hazardous materials and site environmental remediation activities prior to construction.

The design-bid-build delivery method—which does not allow contractor engagement during project planning and design phases—would leave the project more vulnerable to these potential risks.

Complex Systems

The complexity of Justice Center design includes specialized security, detention, mechanical, electrical and communications systems that are unique and critical to the success of the operation of the facilities. Since the Justice Center will house first responders and the City's Emergency Operations Center (EOC), these systems need to be particularly robust and not require frequent or involved maintenance procedures. The facility also must be constructed to withstand natural disasters and remain functional in the event of a local, regional or national emergency.

The GC/CM's careful buyout process can increase the likelihood that highly experienced specialty subcontractors bid on the project and provide a high level of quality control in the field for critical systems such as security electronics, detention equipment, mechanical, electrical and communications. This includes the potential to select a mechanical subcontractor to join the GC/CM team during design, due to the complex mechanical systems required for ventilation and exhausting the police station. Coordination throughout design with the GC/CM will mitigate drawing coordination issues that may arise with complex and conflicting systems.

- 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?

Not applicable.

- 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. The project will have the ability to tailor and procure early bid packages, long-lead materials and complete early site construction work, including potential environmental remediation, that can be concurrently executed while the design team is completing the construction documents for the building.

Involving the GC/CM and selected subcontractors during the design process will allow the design team to vet their assumptions with the construction team, minimizing potential constructability issues and eliminating unnecessarily costly solutions. By partnering with the GC/CM, the design team can resolve many of these issues and have real-time costs associated with them by means of early design estimates.

The GC/CM's involvement during design will also provide value to the City in the form of constructability reviews, value analysis, construction document quality control, and other design phase deliverables. This streamlined process may allow the design phase 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 saving the City a significant amount of money in cost 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 and commitments to the voters.

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

The City is in the process of selecting a site for the Justice Center. The GC/CM will have the ability to bring real-time pricing information and construction expertise that will identify the risks of unforeseen conditions, laydown area constraints, trucking routes, neighborhood mitigation strategies, etc., to be able to aid in minimizing site-related risks and development complications.

The Justice Center is likely to be built on a site with environmental cleanup risks, due to the history of industrial and auto-oriented uses along Tukwila International Boulevard. Based on preliminary environmental site assessments, the preferred site has housed multiple gas stations, tire/auto repair shops and is proximate to former dry cleaning operations. Buried oil tanks of unknown condition are likely to be encountered during excavation. The presence or extent of soil contamination is unknown, but will be further investigated upon site control. Without careful planning and schedule contingencies, unforeseen conditions such as buried tanks and contaminated soils have the potential to significantly delay sitework activities and drive up change order costs. Engaging the GC/CM in developing excavation and remediation plans, and potentially a phased construction schedule, will provide substantial schedule and cost benefits to the City.

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?

Not applicable.

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?

Not applicable.

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;

GC/CM delivery of the voter-approved Justice Center will provide significant fiscal benefit to the City. The early involvement and collaboration with the design team will allow the GC/CM to have significant input during the design of the Justice Center, encouraging its investment in the success of the design and avoiding confusion over details or systems during the construction process. This partnership should result in the highest quality building possible for the taxpayer dollar, which is especially important for voter-approved public facilities.

Furthermore, the GC/CM process can reduce risks and claims in a way that the design-bid-build process typically cannot. 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 substantially reduced with the development of collaborative relationships among the team members.

Other specific fiscal benefits include:

- Real-time, subcontractor-verified cost estimates: During the design process, the GC/CM contractor can engage subcontractors to accurately 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 finite contingency dollars.
- Responsible bidders and responsive bids: The GC/CM is able to exercise greater control in the assembly and tailoring of bid packages and subcontractor qualifications to reduce the potential for non-responsible bidders and/or non-responsive bids.
- Better control of site activities: The GC/CM will play an important role in the design phase by preparing a feasible and safe construction plan. The GC/CM will be able to inform the City of potential risks associated with the site, as mentioned above, allowing appropriate planning for risk reduction strategies prior to breaking ground.
- Complex scheduling: The preparation of a construction schedule by the GC/CM in collaboration with the design team provides a detailed, realistic Critical Path Method schedule. This schedule will 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 project.

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 local construction project management firm Shiels Oblatz Johnsen, Inc. (SOJ), which has extensive GC/CM management experience as detailed below. SOJ is reporting to the Executive Project Team, the seven-member City Council, as well as the Siting Advisory and Financial Oversight Committees, throughout the program's duration.

Additionally, the City Council has retained Steve Goldblatt as the City Council's Program Management Quality Assurance Consultant, overseeing Public Safety Plan program performance and management by the project team, and has retained Athan Tramountanas as legal counsel.

- 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 6 years as the City Administrator for the City of Tukwila. Prior to the City of Tukwila, he was the City Manager/Assistant City Manager for the City of Burien for 5 years. David is a member of the International City Management Association and the Past President of the Washington City Management Association.

Project Role: David is part of the City’s Executive Project Team and is involved in all key issues and decisions on the project. 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.

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

Rachel Bianchi, Public Safety Plan Manager

Rachel Bianchi is the Public Safety Plan Manager and the City’s Communications and Government Relations Manager. Rachel has been with the City for more than three years and manages a variety of strategic initiatives within the organization. Rachel’s experience includes both private and public sector employment, managing complex projects for Fortune 500 companies as well as statewide political campaigns.

Project Role: Rachel is part of the City’s Executive Project Team and is involved in all key issues and decisions on the project. As part of the City’s Executive Team, Rachel participates in the weekly Executive Team meeting, participates 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.

Robin Tischmak, Acting Public Works Director

Robin Tischmak, P.E is the City’s Acting Public Works Director and the City Engineer. Robin has been with Tukwila for more than 26 years and in that time has managed public improvement projects at progressive levels including associate engineer, senior engineer and city engineer. Project management components have included design, right-of-way acquisition, environmental compliance, and construction engineering. The role of City Engineer also includes Public Works permitting for private development projects, city-wide and oversight of all engineering disciplines including transportation, sanitary sewer, water, surface water, and construction management.

Project Role: Robin is available to the City’s Executive Team as a resource on capital projects, having been involved in all of the City’s recent public works projects as City Engineer.

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

Urban Center Access (DBB)	\$24M	City Engineer	2010
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Justine Kim, Consultant, Program Manager/Senior Project Manager (SOJ)

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 (6) GC/CM projects totaling over \$390M and brings outstanding experience on phased projects spanning multiple years in duration for design and construction.

Project Role: Justine is the Program Manager and Senior Project Manager overseeing the Tukwila Public Safety Plan program, which includes the Justice Center. Justine will be involved with programming, design and construction including contract management of the GC/CM and other 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.

Project	Value	Role / Tasks	Completed
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

Ethan Bernau, Consultant, Project Manager (SOJ)

Ethan has thirteen years of experience as a Project Manager and Owner’s Representative, having delivered a wide array of capital projects ranging in value from \$2 million to over \$120 million, including renovations and new construction. His portfolio includes public safety, education, sports/public assembly, open space and civic building projects. Ethan has successfully delivered three (3) prior GC/CM projects, in addition to several traditional design-bid-build projects.

Project Role: Ethan will manage the project from programming through design, construction and turnover, including procurement, contracting and management of the GC/CM, Architect and consultants, change order review and negotiation, environmental review and permitting, public and private utility coordination, development and tracking of project budgets and schedules.

Time Commitment: Ethan is contractually committed to approximately 50-75% time depending on project phase.

Project	Value	Role / Tasks	Completed
Cascadia ES & Robert Eagle Staff MS (GC/CM)	\$116M	Deputy Project Manager/ Construction Manager	2017
Olympic Hills Elementary School (GC/CM)	\$45M	Project Manager/ Construction Manager	2017
Seattle Central Waterfront Program	\$300M+	Project Manager/ Project Coordinator	2015
SCORE Correctional Facility	\$97M	Deputy Project Manager	2011
ShoWare Center (GC/CM)	\$84M	Deputy Project Manager	2009
Seattle Joint Training Facility	\$33M	Project Coordinator	2007

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 has 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 Tukwila Public Safety Plan’s fire station, justice center, and public works shops projects. As PMQA consultant, he is providing oversight at a high level—adding independent perspective to SOJ’s day-to-day PM work—and keeping the Council informed regularly and transparently about the Plan’s projects. Pursuant to the Council’s RFQ, Mr. Goldblatt is: (1) reviewing and commenting on overall project budgets, schedule, and delivery strategy; (2) meeting monthly with the Executive PM team to assess progress, advise, and strategize; (3) providing updated monthly written reports to the Council re budget, schedule, and progress of all projects; and (4) making quarterly presentations to the Council of the review of budget and schedule status through 2018 Q3, then bimonthly if needed.

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

Project	Value	Role / Tasks	Completed
UW Seattle Bill & Melinda Gates Center for Computer Science & Engineering		DRB Chair	Current
UW Seattle Fluke Hall Renovation		DRB Chair	2017
City of Seattle Fire Station 10		DRB Chair	
City of Seattle Justice Center		DRB Chair	
City of Seattle City Hall		DRB Chair	

Athan Tramountanas, Legal Counsel, Short Cressman & Burgess

Athan advises public clients on a variety of procurement requirements and public bidding procedures under applicable statutes. He has drafted procurement and contract documents for numerous public entities. He also advises clients on issues throughout the construction process and represents them throughout the dispute resolution process in both trial and appellate courts.

He teaches Design and Construction Law at the University of Washington and is one of the authors of alternate public works section of the new WSBA Washington Construction Law Deskbook (anticipated 2018 publication).

Project Role: Athan has been retained by the City to provide legal counsel on the Public Safety Plan throughout the program duration, including development of the construction contracts.

Time Commitment: As needed.

Project	Value	Role / Tasks	Completed
Science and Engineering Complex (GC/CM, private university)	\$77.3M	Outside Legal Counsel	Phased delivery, 2021-23 (anticipated)
Lucy Covington Government Center (Confederated Tribes of Colville)	\$36.7M	Outside Legal Counsel	2015
Olympia City Hall (Design-Build)	\$35.6M	Outside Legal Counsel	2011
Housing Authority of Snohomish County Apartment Renovations (GC/CM)	\$2.1M	Outside Legal Counsel	2006 (contract date)

William Valdez, PE, DBIA, Principal in Charge (DLR Group)

Role: Provide expert advice to the architectural team about issues relating to the use of GC/CM as the project delivery method.

Relevant Experience: William Valdez has more than 22 years of design experience in project design, project management, and construction administration over a diverse range of project types, including courthouse and detention projects in Colorado, Wyoming, Washington, Oregon, and Hawaii. William has extensive experience in various public project delivery types, including public CM/GC & GC/CM projects in Oregon, Colorado, and Wyoming, Design-Build, and traditional Design-Bid-Build. He has a Bachelor of Science degree from the University of Wyoming in Architectural Engineering. He is a licensed Structural and Civil Engineer. He is a member of the Design Build Institute of America (DBIA), is a LEED Green Associate, and an active member in the Maple Valley Rotary.

Project	Value	Role / Tasks	Completed
Pueblo County Courthouse (CM/GC)	\$54.8 M	Principal in Charge/PM	2012
El Paso County Terry R Harris Judicial Complex Addition (CM/GC)	\$41.1M	Project Manager	2006
Wyoming Medium Correctional Institution (CM/GC)	\$108.2M	Project Manager	2008
Jefferson County Courts (CM/GC)	\$11.6M	Principal in Charge	2016
The Portland Building (Progressive DB)	\$120M *	Principal in Charge	Current

76 Space Control & RAIDRS (DB)	\$28.2M	Project Manager	2008 & 2013
Fort Carson Warrior in Transition Facilities (DB)	\$18.6M	Principal in Charge	2012

Erica Loynd, Architect Project Manager (DLR Group)

Role: Manage the architectural delivery of design and coordination with the GC/CM throughout the project.

Relevant Experience: Erica has 15 years’ experience designing and constructing public projects for all project delivery types, including Washington State GC/CM, Design-Build, and traditional Design-Bid-Build. Erica has led projects throughout the Northwest region, California, and Tennessee and internationally working in the United Kingdom. Her projects have been recognized for design excellence and sustainability achievements. She chairs knowledge communities with the AIA Academy of Architecture for Justice, leading workshops and speaking engagements on sustainability on Justice and Civic projects. Erica has a Master of Architecture from Pratt Institute in Brooklyn, NY and a Bachelor of Arts in Architecture from Washington University in St. Louis. She is a licensed architect in the states of Washington, Oregon, and Hawaii.

Project	Value	Role / Tasks	Completed
Steilacoom High School (GC/CM)	\$21.3M	Project Designer	2008
Marysville Getchell High School (GC/CM)	\$67.2 M	Project Designer	2011
Bledsoe County Correctional Complex (GC/CM)	\$143.4M	Project Architect	2011
King County Children and Family Justice Center (DB)	\$160M	Owner Technical Reviewer	Current
Glasgow School District, 4 school prototype	50M GBP	Project Designer	2007
North Glasgow College	27M GBP	Project Designer	2009

- 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.

Not applicable.

- 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. David Cline and Rachel Bianchi have been directly involved in the GC/CM procurement and selection process for the three replacement fire stations that are also part of the Public Safety Plan.

Acting Public Works Director Robin Tischmak has direct experience with the City's recent public works projects in his role as City Engineer. Robin has served as construction manager/engineer on several projects and has provided oversight for the Public Works construction management team for the past seven years.

Beyond the City staff working on this project, the City has retained Shiels Obletz Johnsen, Inc. (SOJ) as its consultant project construction manager (PM/CM) to oversee and represent the City in implementation of the Public Safety Plan. SOJ has completed the management of approximately 19 major public/civic projects in the Pacific Northwest region through GC/CM (WA) or CM/GC (OR) delivery, totaling over \$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 Program Manager/Senior Project Manager, Justine Kim, has successfully completed six (6) GC/CM projects over the last 15 years with a project value of over \$390 million. The SOJ team for the Justice Center, Justine Kim and Ethan Bernau, have worked together in partnership for the last eight years, most recently successfully completing the design, construction and turnover of the new Cascadia Elementary and Robert Eagle Staff Middle School campus, a \$120 million GC/CM project for the Seattle School District.

DLR Group has successfully designed and provided construction administration for over 85 justice centers, including over 40 utilizing 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 request, Steve will provide high-level oversight and an independent review of the team's progress.

The combination of the City staff's long standing successful execution of City projects with the GC/CM-specific expertise provided by SOJ, DLR Group, Athan Tramountanas, and Steve Goldblatt create a strong team to successfully execute the Justice Center project using GC/CM delivery.

- 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 the project from programming through design, construction and turnover. This includes full project controls tracking, monitoring, compliance and reporting relative to established budget and schedule parameters, with integration or coordination with the City's accounting system.

As described elsewhere in this application, SOJ brings an extensive 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.

On 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:

1. 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
2. Cost Management and Controls
 - Project Budget Development and Tracking
 - Review of GC/CM Budgets
 - Review of Pay Applications
3. 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 Change Order Proposals and Requests 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 five-member Financial Oversight Committee that meets 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 GC/CM procurement process in close coordination with the City staff, Athan Tramountanas and 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, Rachel Bianchi, SOJ, DLR Group, and Steve Goldblatt will review and score the proposals, and review and score the presentations. SOJ will work with the City on bid documentation and notifications.

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

The City Council has directed the project team to explore a Community Workforce Agreement/Project Labor Agreement (CWA/PLA) program on this project. City staff are currently in discussions with the City of Seattle to learn about its programs and the potential to partner utilizing its experience with CWA/PLAs. The Council is also considering a more aspirational approach to apprenticeships, local hire, and DBE participation and will make a determination by first quarter 2018. Either way, 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 AIA A133 GC/CM Contract and Guaranteed Maximum Price Amendment documents and AIA A201 General Conditions, tailored by legal counsel Athan Tramountanas for the Justice Center project. These documents have been successfully used by SOJ on several other GC/CM projects.

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](#)

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: November 1, 2017

Exhibit A

Project Organization Chart

Tukwila Justice Center

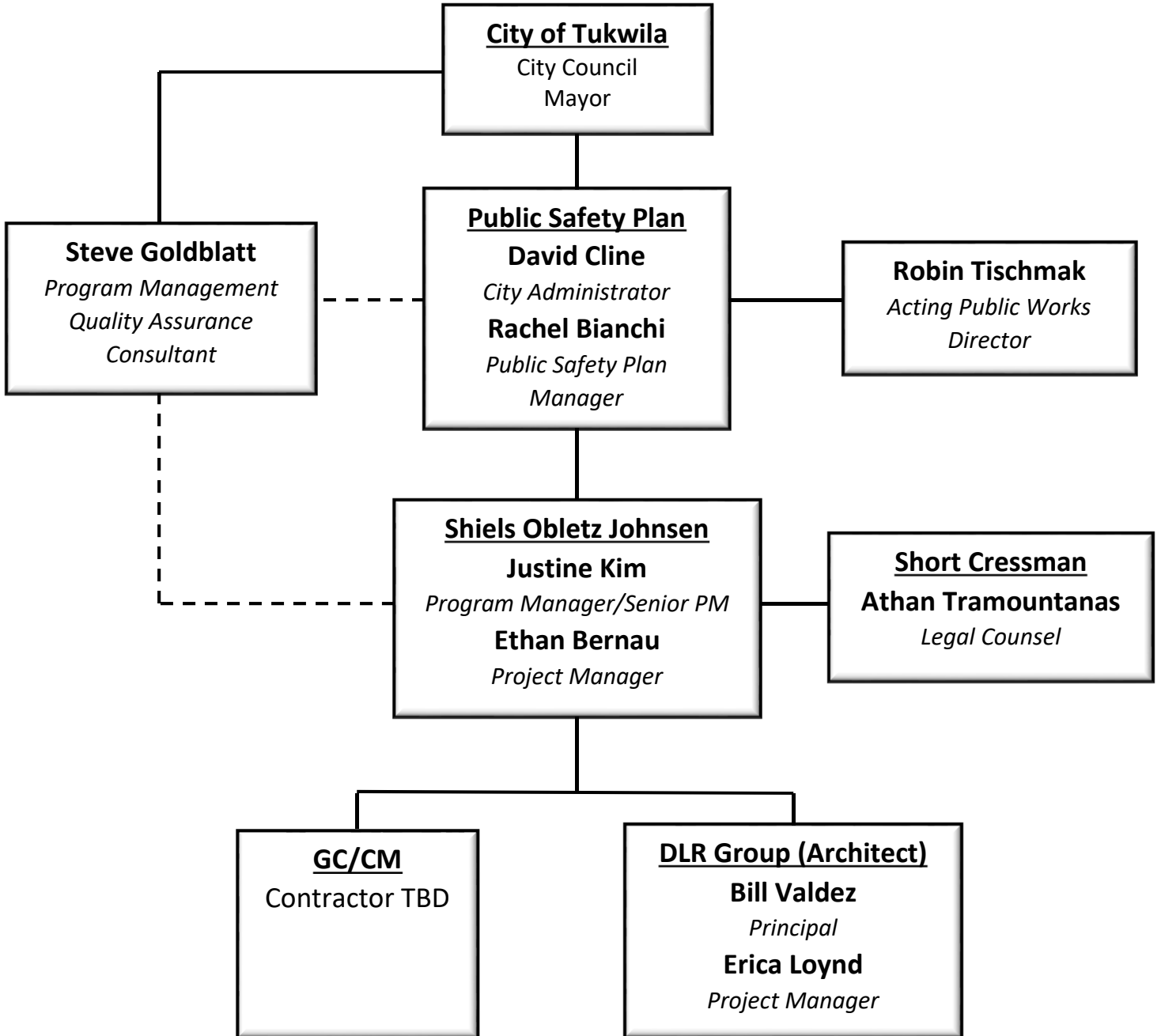
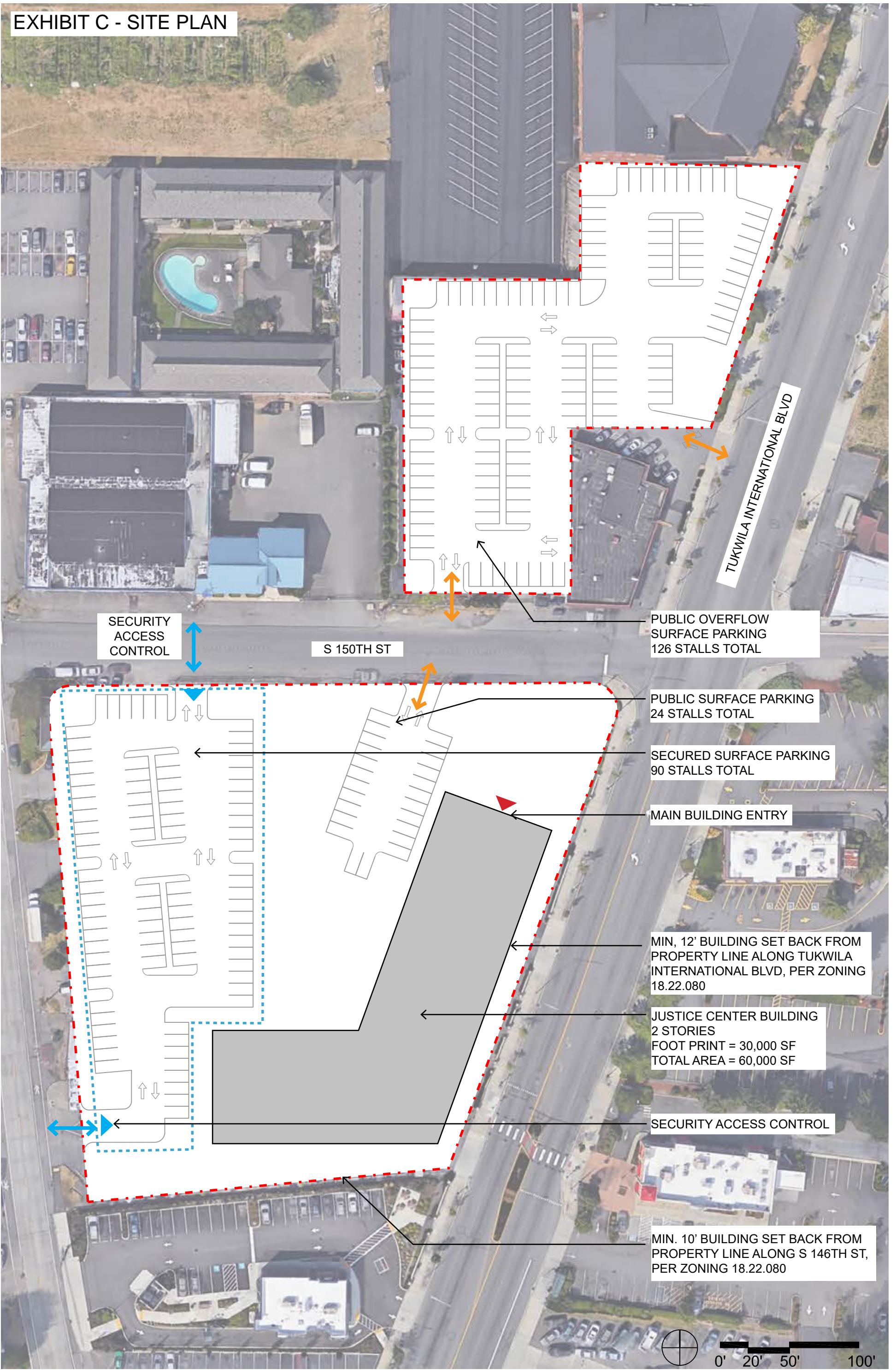


EXHIBIT B

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

EXHIBIT C - SITE PLAN



SECURITY
ACCESS
CONTROL

S 150TH ST

PUBLIC OVERFLOW
SURFACE PARKING
126 STALLS TOTAL

PUBLIC SURFACE PARKING
24 STALLS TOTAL

SECURED SURFACE PARKING
90 STALLS TOTAL

MAIN BUILDING ENTRY

MIN. 12' BUILDING SET BACK FROM
PROPERTY LINE ALONG TUKWILA
INTERNATIONAL BLVD, PER ZONING
18.22.080

JUSTICE CENTER BUILDING
2 STORIES
FOOT PRINT = 30,000 SF
TOTAL AREA = 60,000 SF

SECURITY ACCESS CONTROL

MIN. 10' BUILDING SET BACK FROM
PROPERTY LINE ALONG S 146TH ST,
PER ZONING 18.22.080

TUKWILA INTERNATIONAL BLVD

