

## CITY OF TUKWILA

### 3 FIRE STATIONS REPLACEMENT - GCCM

1. **Question 5A: Response does not answer the question. Why is GC/CM appropriate? How does implementation of these fire stations involve complex scheduling, phasing, or coordination? Please describe what is ‘inherently complex’.**

*The design and construction of a fire station itself is “inherently complex” in terms of the specific building systems and connections to fire specific equipment. Designing and building three fire stations for the same City with overlapping design and construction schedules and the need for the fire station systems to be the same/compatible is essential for long term operations and maintenance. Having a single contractor understand the fire station needs and the City/Fire approach to these new buildings is critical to maintain the tight budget and schedule. Having to reset the same level of expectations and understanding with three different contractors would extend the schedule, increase the budget and jeopardize the long-term success of these new facilities.*

2. **A Recent GC/CM Fire Station project resulted in the inability to come to an agreement with the GC/CM on the MACC. What procedures and steps does the City have in place to mitigate this potential outcome?**

*Regarding the Seattle fire station project, we understood one of the main reasons why they couldn't come to agreement on pricing was due to a lack of subcontractor participation. We will make sure that the GCCM we select will have a robust subcontractor coverage and strong relationships with their subcontractors to ensure competitive bidding process.*

- a) *By bringing in the contractor early it allows us a better opportunity to reach a MACC.*
- b) *We have an extremely experienced team that has successfully negotiated many MACC's with contractor. We have set up cost estimating to design to the MACC we need with alternatives to help us be able to make necessary decisions at the time of bid review.*
- c) *In the unfortunate situation we cannot reach a MACC, we would evaluate the 2<sup>nd</sup> lowest GC/CM bid or we would continue the project as Design Bid Build.*

3. **Question 6 Public Benefit: The application notes “incentives to achieve early completion and cost savings can be used”. Are incentives under consideration for this project? If so what type and what are the expected or intended benefits?**

*In past projects, we have used the strategy of sharing remaining contingency as a MACC negotiation strategy. We may consider using this strategy here as well. However, we can't say for certain if we will utilize any incentives on this project. We will assess this need as we continue through the project.*

**4. Please identify the project controls proposed for the project in Question 7.**

*In past projects, we have utilized various project controls around schedule, cost, and change management. As the project progresses we will assess what project controls would be most prudent and effective on this project.*

*Schedule Management and Controls*

- *Develop and update Master Program Schedule*
- *Review schedules from GCCMs*
- *Incorporate GCCM schedules into Master Schedule*
- *Schedule Performance metrics and reporting*

*Cost Management and Controls*

- *Project Budget Development and Tracking*
- *Review of GCCM Budgets*
- *Pay Applications*

*Change Management*

- *Working with GCCM to establish appropriate Built-up Labor rates for changes*
- *Working with GCCM to establish appropriate Equipment rates for changes*
- *Establish standard markups*
- *Establish backup/format protocols*
- *Review all COPs, CORs, and Request for MACC Contingency usage*
- *Develop Change Orders to modify contracts*

**5. Please describe intended or expected “Program Management Quality Assurance Consultant” role and time commitment for Steve Goldblatt.**

*The Tukwila City Council has retained Mr. Goldblatt’s services for 25-30 hours monthly for the duration of the City’s Public Safety Plan’s three fire stations, justice center, and combined public works shops. As PMQA consultant, he will provide oversight at a high level—adding independent perspective to SOJ’s day-to-day PM work—and keep the Council informed regularly and transparently about the Plan’s projects. Pursuant to the Council’s RFQ, Mr. Goldblatt will: (1) review and comment on overall project budgets, schedule, and delivery strategy; (2) meet monthly with the Executive PM team to assess progress, advise, and strategize; (3) provide updated monthly written reports to the Council re budget, schedule, and progress of all projects; and (4) make quarterly presentations to the Council of the review of budget and schedule status 2017 Q3 to 2018 Q3, then bimonthly if needed.*

**6. Organization Chart: Please describe the expected time commitment of Principal and Project Manager in each phase of the project, are those contractually committed and what other time commitments to other projects each has.**

*These fire station projects are a priority to all involved, including the designated Principal and Project Manager. The Principal and Project Manager are committed to the time allocations agreed to with the City of Tukwila, approximately 50%-75% of Principal time throughout the project and 50%-100% of Project Manager time depending up on project phase.*

- 7. Is the project going to have a Project Labor Agreement (PLA)? If so, are you planning to have a dual benefit reimbursement program (for example: Sound Transit and City of Seattle both have these programs with their PLAs)?**

*The project team is interested in exploring a PLA program on these projects. We are currently in discussions with the City of Seattle to learn about their past programs and the potential to partner utilizing their experience with PLAs. Additionally, having an experienced GC/CM team member will give more flexibility to be able to implement those goals in subcontracting.*