

**Request for Proposals for  
General Contractor/Construction Manager  
(GC/CM) Services**

For the  
City of Tukwila  
Fire Stations 51, 52, 54 Project

**Submittal Deadline:  
October 9, 2017 at 3:00 p.m.**

## **1.0 PROJECT BACKGROUND**

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

## **2.0 PROJECT DESCRIPTION**

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

### **Fire Station 51**

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

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

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

### **Fire Station 52**

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

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

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

### **Fire Station 54**

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

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

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

### **Sites Selection Process**

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

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

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

Please visit [www.TukwilaWA.gov/GCCMDocuments](http://www.TukwilaWA.gov/GCCMDocuments) for a copy of Programming Document developed by Weinstein A+U regarding the project description and scope of work and programming elements for FS 51, 52, 54.

The design team members include:

Architect:	Weinstein A+U
Structural Engineer:	Swenson Say Faget
Electrical Engineer:	Travis Fitzmaurice
Mechanical Engineer:	The Greenbusch Group
Civil Engineer:	LPD Engineering

### **3.0 SCHEDULE**

The following is the current planned schedule for project events:

#### **Design and Construction**

August 2017	Advertisement for Request for Proposals
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October 2017	Selection of GC/CM
November 2017	Pre-Construction Services Contract
November 2017	Start review of Schematic Design by GC/CM
2014	Construction starts

**GC/CM Selection Process**

August 2017	Publication of Request for Proposals for GC/CM Services (RFP) in Seattle Daily Journal of Commerce and Seattle Times
September 18, 2017	Optional Project Informational Meeting
October 9, 2017	Proposal submittal deadline from interested GC/CM firms

**4.0 SCOPE OF GC/CM SERVICES**

The GC/CM will work collaboratively and proactively with the City of Tukwila and Architect regarding the planning, design, development, and completion of the Work in a manner which supports the City’s efforts to keep costs within the City’s budget. The GC/CM shall provide Construction Management (CM) services throughout the Project, from the preconstruction services through construction completion and shall closely coordinate such work with the Architect and City as provided by the Contract Documents. The GC/CM shall provide CM services, including but not limited to:

- 1) Assistance in identifying safe work practices and requirements for construction;
- 2) Assessing and recommending site logistics requirements;
- 3) Recommending phasing, sequencing of work, and construction scheduling;
- 4) Providing cost-estimating including MACC Negotiated Support Services budgeting;
- 5) Determining and reconciling constructability issues and performing constructability analysis of the design documents prior to subcontract bidding;
- 6) Assessing alternative construction options for cost savings;
- 7) Identifying products for Value Engineering (VE) and engineering systems for life cycle cost design considerations and recommending all work necessary to support their implementation and;
- 8) Participating in City of Tukwila Design and Construction Documents Phases coordination reviews.

In addition, the GC/CM must be familiar with the local labor and subcontracting market and be capable of working with subcontractors to generate viable pricing alternatives. The GC/CM shall provide full general contracting services for construction of the Project in accordance with the requirements of the Contract Documents and RCW 39.10.210 through 39.10.410, except to the extent work is specifically indicated in the Contract Documents to be the responsibility of others.

During preconstruction, the GC/CM shall provide preconstruction services as set forth in the preconstruction services contract and as such be a collaborating member of the project team with the City of Tukwila and the Architect during the Design and Construction Documents Phases prior to construction. The GC/CM shall be responsible for providing necessary consulting expertise to the City to ensure that the program scope is maximized and the construction budget and the Project schedule are met.

**5.0 SELECTION AND AWARD PROCESS**

The City is contracting for GC/CM services in accordance with the process authorized by RCW Ch. 39.10, including without limitation, RCW 39.10.210 through 39.10.410. All Proposers must be registered by the

Washington State Department of Labor and Industries in accordance with RCW 18.27.020. The process for selection of the GC/CM firm, negotiation of the MACC, award of the GC/CM Contract, and payment for Preconstruction Services is as follows:

- 5.1** Anyone interested in becoming the GC/CM must submit a Proposal in accordance with the requirements set forth in this Request for Proposals for GC/CM Services.
- 5.2** On the basis of the evaluation criteria set forth in this RFP, the firms submitting proposals will be scored and ranked. The short list of firms will be asked to participate in an interview which will be scored. The Interview scores and Proposal scores will be added together and the selection committee will select the qualified firms to submit a Final Proposal. Firms selected to submit a Final Proposal will be provided with a Request for Final Proposals (RFFP) document providing additional details of the scope of Preconstruction Services, the estimated MACC, and the detailed Specified General Conditions requirements. The finalist firms will submit Final Proposals which are sealed bids for the Percent Fee, stated as percentage of the estimated MACC, and a fixed amount for the detailed Specified General Conditions Work in response to the RFFP.
- 5.3** The Final Proposals will be evaluated and the scores added to the other scores. The firm with the highest score, based on the selection committee's evaluation of the original Proposal and the Interview, and the results of the Final Proposal will be asked to submit a Preconstruction Work Plan. Subject to approval of the Preconstruction Work Plan by the City, the Contractor shall immediately execute an Agreement for Preconstruction Services, which shall be solely for the performance and payment of Preconstruction Services. If the Contractor fails to submit an acceptable Preconstruction Work Plan to the City within fourteen (14) calendar days of the City's request, the PDA may select the next highest ranked firm for entering into an Agreement for Preconstruction Services and GC/CM contract.

MACC negotiations will occur when the scope of the project is adequately defined and the Contract Documents are at least ninety percent (90%) complete as mutually determined by the GC/CM and the PDA, but no later than the conclusion of Construction Documents.

At the time a MACC is successfully negotiated, the parties will sign the GC/CM Contract, which contract shall replace, supersede and incorporate the Agreement for Preconstruction Services, thereby merging the GC/CM Contract and the Agreement for Preconstruction Services.

- 5.4** MACC negotiations will take place prior to execution of the GC/CM Contract. MACC negotiations shall be completed within 30 days of the receipt of the Contractor's MACC estimate. The Contractor's MACC estimate shall be completed no later than three weeks from receipt of the construction documents to be used for MACC negotiations. Should the Contractor and City not agree on a satisfactory MACC that the PDA determines to be fair, reasonable and within the available funds, the City may suspend or cancel the negotiations and begin to negotiate with the next highest ranked firm or terminate the process. Should the City choose to suspend or cancel the negotiations upon failure to achieve a MACC, such suspension or cancellation will be effective upon receipt of written notification to the Contractor. Contractor shall not be reimbursed for the cost of MACC negotiations.

## **6.0 INFORMATIONAL MEETING**

An optional pre-proposal conference will be held at current Fire Station 51 on September 18, 2017 at 9:00 A.M. at Tukwila Fire Station 51, 444 Andover Park E, Tukwila WA 98188.

## **7.0 SUBMITTAL DEADLINE**

One original unbound and (7) comb bound (8 ½ x 11 format) copies of the Proposal in response to this RFP containing the items listed in Sections 8 and 9 below must be received at the City of Tukwila offices no later than **3:00 P.M. on October 9, 2017**. Submittals shall not be longer than 15 sheets (30 double sided pages). Submittals sent by mail or courier shall be sent to the address below and must be delivered to the City of Tukwila office by the deadline stated above. Faxed or e-mailed submittals will not be accepted.

City of Tukwila  
Fire Stations 51, 52, 54  
6200 Southcenter Blvd  
Seattle, WA 98101  
Attention: Carrie Holmes  
206.793.6547  
cholmes@axispnd.com

If there are questions about submittal requirements please contact the individual noted above either by e-mail or phone. Questions submitted after the questions due date and time will not be answered.

Any addenda issued for this RFQ will be published at the following website address: [www.TukwilaWA.gov/GCCMDocuments](http://www.TukwilaWA.gov/GCCMDocuments). **Contractors are responsible for checking the website prior to submission of Proposals for any addenda.** If you are unable to download the addenda, you may contact the individual noted above.

## **8.0 PROPOSAL FORMAT**

Every Proposer must reply to each of the evaluation criteria set forth below in a clear and concise manner. Failure to reply to each criterion will result in proposal rejection. Responses must be in the same order as listed, clearly separated and labeled by response. Brevity is preferred. Pay attention to specific requests for information. The submittals shall be organized in a manner that will enable the GC/CM selection committee to quickly access pertinent information. In consideration of the reviewer's time, every effort should be made to avoid duplicating the information presented in the Proposal.

**Submittals shall not be longer than 15 sheets (30 double single sided pages).**

## **9.0 PROPOSAL EVALUATION CRITERIA: (70 points)**

All Proposals received will be scored by a selection committee consisting of representatives from the City and Fire staff, the Architectural consultant, and other project individuals assigned to the committee. Each evaluation criterion has been assigned points based on its relative value to the contract as a whole. The Proposal criteria and their associated points are as follows:

**9.1 Letter of Interest:** (1 point) The Letter of Interest should not be more than two (2) pages long and may contain any information not shown elsewhere in the submittals. Clearly indicate the project name.

**9.2 Qualifications of the Firm:** (10 points) Provide a brief description of the history and capabilities of the firm. Describe types of projects or services the firm normally performs and dollar value of each. If the firm is a joint-venture, describe the component parts and indicate where the partners have had experience working together.

**9.3 Ability of the Firm's professional personnel:** (9 points) Describe the proposed Project Team, including team members, the organization, and the responsibilities of each team member. Provide an organization chart showing the staffing proposal for the key individuals assigned to the Project Team. Prepare a separate listing for the preconstruction and construction phases. At a minimum, the corporate executive dedicated to the Project, the project manager, the

superintendent, the estimator, the scheduler, and the safety officer shall be identified. List the title of the position, the name and qualifications of the individuals to be assigned. For each individual identified in the proposal, include a resume with the history of employment, education, work experience, length of time with the firm, and any other information the selection committee might find useful in evaluating the qualifications and abilities of the individuals nominated, including but not limited to, experience in management of comparable projects, critical path method schedule preparation and analysis, and pricing and negotiation of change orders. *Note:* If selected, Proposer acknowledges that it will provide for the duration of the Project, the full complement of staff, including the specific persons identified in its Proposal.

**9.4 Past performance of the Proposer in Projects with Multiple Locations and Complex Phasing:** (5 points) What experience has the Proposer had in completing GC/CM and Total Contract Cost (TCC) projects? Provide a list of similar projects the firm has in the last seven years completed. For each project provide a description of the project, the duration of construction, the final cost, a description of the Preconstruction Services performed, a reference with telephone number who is familiar with your firm's performance in completing the project, and note if any of the individuals named in your Project Team participated as members of the project team for the listed project. If your firm has not completed five GC/CM projects in Washington, then list projects you believe were successfully completed using a similar GC/CM or (TCC) format.

**9.5 Ability of the Firm to meet time and budget requirements:** (5 points)  
Describe how your firm would monitor and ensure the Fire Stations program scope is maximized and the construction budget and project schedule are met at every phase of the Design and Construction Documents development and during construction. What estimating and scheduling systems and management techniques does your firm employ to achieve success in the aforementioned items? Provide the following additional information for each of the five projects listed in your firm's response to paragraph 9.4 above: 1) Owner's original estimate; 2) original Total Contract Cost; 3) final contract cost; 4) original contract substantial completion date; and 5) actual date of substantial completion.

**9.6 Firm's proximity to the Project location:** (2 points)  
Demonstrate your firm's experience in successfully completing construction projects in the Seattle/King County greater metropolitan area and your success in working with local subcontractors and suppliers, permitting officials and design professionals. Indicate your firm's proximity to the Project location, familiarity with the local labor and subcontracting market, and capability of working with subcontractors to generate viable pricing alternatives.

**9.7 Recent, current and projected workload of the Firm and of Individual Team Members:** (5 points)  
What has been your firm's annual volume (in dollars) of construction for the past five years? What is the anticipated volume for the current year and what is your plan for the next two years? How would your firm's participation in this project affect that plan? Provide the firm's bonding capacity and address the ability of the firm to bond this project. List the name, contact person, and telephone number of your bonding agent, and include a statement from your bonding agent pertaining to the commitment to bond this project. We are requesting that the team members proposed by the firm be involved from start to finish. It is essential to project success that there be team member continuity. Demonstrate your commitment to this and show team member availability through the project and phases.

**9.8 Firm's approach to executing the Project:** (10 points)  
Discuss the firm's approach to construction and completing the project. Discuss the major challenges to successful completion and how the firm proposes to approach them. Describe any expectations of the City team, including but not limited to, the extent of on-site architectural and/or engineering representatives during major construction or installation phases. This project is

subject to the provisions of RCW 39.10.210 through 39.10.410, effective July 1, 2007. Specifically address your firm's approach to RCW 39.10.370 (2), and (3). How would your firm approach the use of pre-MACC subcontractor bidding in establishing the negotiated MACC as authorized by RCW 39.10.370 (2)? Prior to establishment of the MACC, the City may consider authorizing the GC/CM to proceed with phased bidding, award of subcontract construction packages, and construction in accordance with RCW 39.10.370 (3), and as noted in Section 3.2. What risks and opportunities do these approaches present to the City and GC/CM? How would your firm propose that these risks be addressed in the MACC negotiations and in the contract?

Describe your firm's experience with working on projects seeking to maximize sustainable construction practices. Indicate initiatives the firm has employed to achieve sustainable features and/or construction processes beyond those defined in the Contract Documents.

Include your experience and philosophy of utilizing EC/CM and MC/CM on these projects, noting anticipated pros and cons.

**9.9 Accident Prevention Program: (3 points)**

Provide a one page summary of your team's accident prevention program and submit your team's EMR and OSHA Lost time Accident Rate for the past five years.

**9.10 Preconstruction Services: (10 points)**

Describe your firm's philosophy and approach to Preconstruction Services. Specifically address the following Preconstruction responsibilities:

- (1) Cost tracking, cost-estimating and reconciliation with second parties;
- (2) Providing Design and MACC Negotiated Support Services budgeting;
- (3) Providing Design and Construction Document coordination comments and verifying their implementation;
- (4) Determining and assessing constructability issues including providing assistance in identifying safe work practices and requirements for construction;
- (5) Proposing Value Engineering and assessing alternative construction options, products and engineering systems for cost savings and life cycle cost design considerations;
- (6) Investigation of existing conditions to ensure the construction documents will reflect the actual site conditions;
- (7) Scheduling, making recommendations for change and advising long lead procurement packages to ensure the project schedule;
- (8) Recommending phasing and sequencing of work to minimize impacts to FS operations;
- (9) Assessing and recommending Site logistics requirements;
- (10) Subcontract Plan preparation and procurement planning.
- (11) Provide two or more examples of projects that demonstrate the range of Preconstruction Services your firm has provided on previous GC/CM projects, or private sector projects with a TCC.

**9.11 Quality Control: (3 points)**

Provide a one page summary of your firm's approach to quality control during construction including coordination of subcontract work and building systems commissioning. In this summary include a description of the quality control organization your firm plans to employ and the levels and authority of the individuals' assigned quality control.

Describe your firm's experience utilizing Building Information Modeling (BIM) and how it might be applied to this project. Provide examples in which BIM was used by your firm, how it's use added value to projects and how it ultimately benefits the City. What role would you propose be taken by



the A/E team in BIM? What issues might be expected in the application of BIM and how might they be addressed? Compare the cost of BIM to other coordination techniques including Coordinated Shop Drawings.

**9.12 Self-Perform Work (2 points)**

Indicate the scope of work the firm proposes to self perform and its ability to perform it. Estimate the total scope of work that the firm proposes to self-perform on the project and state as a percentage of the total project. Identify the work and state whether this is work the firm typically performs on construction projects, and the firm's qualifications to self-perform the work.

**9.13 Past Performance on Workforce Diversity (5 points)**

The City of Tukwila is considering piloting a program similar to the City of Seattle's CWA/PLA agreement for this project.

Provide a summary of your firm's performance in the state of Washington over the last five (5) years on projects of similar size and scope (whether delivered via the GC/CM delivery approach, or not) in utilization of SBE/DBE/WBE firms and hiring from economically distressed areas within the region where the project occurred.

For each project, include the following:

- Name of the project
- Date of substantial completion
- Name of the owner and contact person with email and phone
- Final contract value
- Owner's utilization goals for the project (if any) and the overall percentage of the final contract value paid to SBE/DBE/WBE
- Contractor outreach plan
- Apprenticeship goals and utilization rates (if any)
- Hiring goals and utilization rate of workers from economically distressed areas local to the project

**10.0 INTERVIEW: (45 points)**

After scoring Proposals the selection committee will select a short-list of the firms to interview. Prior to the interview references will be checked by the selection committee.

Should your firm be invited to Interview, questions will be directed solely to the proposed Project Team. At a minimum the corporate executive dedicated to the project, the project manager, the superintendent, estimator, and other key individuals responsible for Preconstruction Services shall be in attendance. In addition to presenting its qualifications, experience, and approach to the project, the Project Team will be expected to respond to questions from the selection committee regarding the Proposal as well as any questions that have been posed in the notification letter to your firm.

**11.0 FINAL PROPOSALS: (15 points)**

The firms that the selection committee believes to be the most qualified based upon their Proposal and Interview scores will be requested to submit a Final Proposal for Percent Fee and Specified General Conditions Work. Final Proposals will be evaluated as follows:

- Low Conforming Proposal - 15 points
- Proposals within 5% of Low Proposal\* - 14 points
- Proposals within 10% of Low Proposal\* - 12 points
- Proposals within 15% of Low Proposal\* - 9 points
- Proposals within 20% of Low Proposal\* - 5 points
- Others - 0 points

\* Computed as follows: Proposal being evaluated - Low Conforming Proposal

Low Conforming Proposal Firms asked to submit Final Proposals shall submit two bid numbers on a Final Proposal Form to be provided. The first number shall be for the Percent Fee, the second shall be for the Specified General Conditions Work. The terms Percent Fee and Specified General Conditions Work will be specifically defined in the Request for Final Proposals (RFFP) to be provided to those firms selected to submit Final Proposals.

- 11.1 State your Percent Fee as a percentage and multiply it by the estimated "MACC" (Maximum Allowable Construction Cost) indicated in the RFFP document to determine a single lump sum number for the dollar amount of the Percent Fee. The dollar amount of the Percent Fee will be added to the fixed dollar amount for the detailed Specified General Conditions Work to determine a single number for the proposal sum.
- 11.2 In completing the Final Proposal Form, the Proposer must enter a number for both the Percent Fee and the detailed Specified General Conditions Work. No other entries, modifications, or qualifications shall be made to the Final Proposal Form. Failure to comply in full with these requirements shall be grounds for a Final Proposal being declared non-responsive. The City reserves the right to reject any or all Final Proposals, and to waive informalities or non-material irregularities in the Final Proposals received.
- 11.3 The name, address, and Contractor's registration number shall be typed or printed on the Final Proposal Form in the space provided.
- 11.4 Final Proposals must be (1) submitted on the forms furnished by PDA or on copies of those forms, and (2) manually signed in ink. The person signing the Final Proposal Form must initial each page.
- 11.5 Proposers shall submit bid amounts in the format provided in the Final Proposal Form. Only the amounts and information asked for in the Final Proposal Form furnished will be considered as the bid. All blank spaces must be filled in. Failure to complete the blank spaces will result in proposal rejection.
- 11.6 Clearly identify the project name on the outside of the bid envelope.

## 12.0 FINAL SELECTION

The firm with the highest total score (Total Possible: 130 points) resulting from the selection committee's scoring of the Proposal, the Interview, and the results of the Final Proposal will be selected to provide Preconstruction Services and for MACC negotiations. In the event of a tie in total score the firm with the lowest conforming Final Proposal (bid) will be selected.

## 13.0 Contract Document

Attachment IV is a DRAFT Pre-Construction Contract. The City anticipates using a modified A201 with project specific attachments. Also anticipated is a modified AIA agreement for BIM protocol.

### Attachments:

- I Project Description
- II Project Justification
- III Weinstein A+U Documents
- IV Pre-Construction Contract DRAFT
- V Public Advertisement for GC/CM
- VI Preliminary Project Schedule

VII Payment and Performance Bond