



**SHORELINE CITY COUNCIL  
VIRTUAL/ELECTRONIC REGULAR MEETING AGENDA  
Monday, February 14, 2022 at 7:00 p.m. on Zoom**

Join Zoom Webinar: <https://zoom.us/j/95015006341>  
Call into Webinar: 253-215-8782 | Webinar ID: 950 1500 6341  
(long distance fees may apply)

**The City Council is providing opportunities for public comment by submitting written comment or by joining the meeting webinar (via computer or phone) to provide oral public comment:**



**[Sign-Up to Provide Oral Testimony](#)** *Pre-registration is required by 6:30 p.m. the night of the meeting.*



**[Submit Written Public Comment](#)** *Written comments will be presented to Council and posted to the website if received by 4:00 p.m. the night of the meeting; otherwise, they will be sent and posted the next day.*

	<u>Page</u>	<u>Estimated Time</u>
<b>1. CALL TO ORDER</b>		7:00
<b>2. ROLL CALL</b>		
<b>3. APPROVAL OF THE AGENDA</b>		
<b>4. REPORT OF THE CITY MANAGER</b>		
<b>5. COUNCIL REPORTS</b>		
<b>6. PUBLIC COMMENT</b>		
<i>Members of the public may address the City Council on agenda items or any other topic for three minutes or less, depending on the number of people wishing to speak. The total public comment period will be no more than 30 minutes. If more than 10 people are signed up to speak, each speaker will be allocated 2 minutes. Please be advised that each speaker's testimony is being recorded. Speakers are asked to sign up by 6:30 p.m. the night of the meeting via the <a href="#">Remote Public Comment Sign-in form</a>. Individuals wishing to speak to agenda items will be called to speak first, generally in the order in which they have signed up.</i>		
<b>7. CONSENT CALENDAR</b>		
(a) Approval of Expenses and Payroll as of January 28, 2022 in the Amount of \$5,985,500.14	<u>7a-1</u>	
(b) Authorize the City Manager to Execute Amendment No. 5 to Contract 9404 with The Blueline Group, LLC in the Amount of \$188,910 for Development Review Services for the Sound Transit Lynnwood Link Extension Light Rail Project	<u>7b-1</u>	
(c) Authorize the City Manager to Enter into the Commute Trip Reduction Program Agreement with King County	<u>7c-1</u>	
(d) Authorize the City Manager to Execute a Contract with Parametrix Inc. in the Amount of \$132,400 for Project Management Services for Park Improvements	<u>7d-1</u>	

**8. STUDY ITEMS**

- (a) Discussion of Ordinance No. 954 – Amending the 2021-2022 8a-1 7:20  
Biennial Budget (Ordinance No. 945)

**9. ADJOURNMENT**

7:50

*Any person requiring a disability accommodation should contact the City Clerk’s Office at 206-801-2230 in advance for more information. For TTY service, call 206-546-0457. For up-to-date information on future agendas, call 206-801-2230 or visit the City’s website at [shorelinewa.gov/councilmeetings](http://shorelinewa.gov/councilmeetings). Council meetings are shown on the City’s website at the above link and on Comcast Cable Services Channel 21 and Ziplly Fiber Services Channel 37 on Tuesdays at 12 noon and 8 p.m., and Wednesday through Sunday at 6 a.m., 12 noon and 8 p.m.*

**DOWNLOAD THE ENTIRE CITY COUNCIL PACKET FOR FEBRUARY 14, 2022**



**LINK TO STAFF PRESENTATIONS**



**LINK TO PUBLIC COMMENT RECEIVED**

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

**AGENDA TITLE:** Approval of Expenses and Payroll as of January 28, 2022  
**DEPARTMENT:** Administrative Services  
**PRESENTED BY:** Sara S. Lane, Administrative Services Director

**EXECUTIVE / COUNCIL SUMMARY**

It is necessary for the Council to formally approve expenses at the City Council meetings. The following claims/expenses have been reviewed pursuant to Chapter 42.24 RCW (Revised Code of Washington) "Payment of claims for expenses, material, purchases-advancements."

**RECOMMENDATION**

Motion: I move to approve Payroll and Claims in the amount of \$5,985,500.14 specified in the following detail:

**\*Payroll and Benefits:**

Payroll Period	Payment Date	EFT Numbers (EF)	Payroll Checks (PR)	Benefit Checks (AP)	Amount Paid
12/26/21-1/8/22	1/14/2022	100570-100763	17691-17700	84681-84684	\$622,772.71
				WT1236-WT1238	\$110,164.87
Q4 2021 ESD	1/27/2022			84751	\$17,146.88
Q4 2021 L&I	1/27/2022			84752	\$40,999.10
					<u>\$791,083.56</u>

**\*Wire Transfers:**

Expense Register Dated	Wire Transfer Number	Amount Paid
1/27/2022	1239	\$14,066.46
		<u>\$14,066.46</u>

**\*Accounts Payable Claims:**

Expense Register Dated	Check Number (Begin)	Check Number (End)	Amount Paid
1/11/2022	84532	84535	\$8,067.49

**\*Accounts Payable Claims:**

Expense Register Dated	Check Number (Begin)	Check Number (End)	Amount Paid
1/11/2022	84536	86548	\$543,453.60
1/11/2022	84549	84572	\$296,659.65
1/11/2022	84573	84580	\$11,793.50
1/11/2022	84581	84599	\$92,092.46
1/14/2022	84600	84600	\$4,399.00
1/19/2022	84601	84601	\$84.91
1/19/2022	84602	84603	\$66,749.79
1/19/2022	84604	84617	\$675,696.55
1/19/2022	84618	84635	\$284,936.36
1/19/2022	84636	84653	\$91,424.82
1/19/2022	84654	84658	\$13,644.41
1/19/2022	84659	84680	\$1,802,292.42
1/26/2022	84685	84702	\$573,709.56
1/26/2022	84703	84718	\$521,354.14
1/26/2022	84719	84728	\$59,713.89
1/26/2022	84729	84734	\$24,807.54
1/26/2022	84735	84741	\$31,079.75
1/26/2022	84742	84750	\$78,390.28
			<u>\$5,180,350.12</u>

Approved By: City Manager **DT**

City Attorney **MK**

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Authorize the City Manager to Execute Amendment No. 5 to Contract 9404 with The Blueline Group, LLC in the Amount of \$188,910 for Development Review Services for the Sound Transit Lynnwood Link Extension Light Rail Project
<b>DEPARTMENT:</b>	Public Works
<b>PRESENTED BY:</b>	Tricia Juhnke, City Engineer
<b>ACTION:</b>	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

**PROBLEM/ISSUE STATEMENT:**

The Blueline Group, LLC has been providing development review support to the City, specifically for the Sound Transit permit process, since March 2019. Permit review and development support is now anticipated to be needed through December 31, 2023.

Tonight, Council is being asked to authorize the City Manager to execute Amendment No. 5 to contract 9404 with The Blueline Group, LLC to continue with development review support for the Sound Transit Lynnwood Link Extension Light Rail Project (LLE Project) in Shoreline through December 2023. Staff is requesting that Council authorize the City Manager to execute the fifth amendment (additional \$100,000 through December 31, 2022) to cover the balance of the 2021-2022 biennium, with an option to amend again in late 2022 to add an additional \$88,910 for permit review and development services on the LLE project through the end of 2023, with a total amount not to exceed of \$983,910.

**RESOURCE/FINANCIAL IMPACT:**

This proposed contract Amendment No. 5 extends the expiration date to December 31, 2023, and adds \$100,000, resulting in a total contract value of \$895,000. Authorization is also requested for the option to amend again for the 2023-2024 biennium up to an additional \$88,910 and a not to exceed amount of \$983,910 through December 31, 2023. The \$100,000 increase for this contract is included in the City Manager's Office budget for Light Rail Stations through 2022. A budget request for the additional amendment to this contract will be included in the proposed Light Rail Stations budget for the 2023-2024 biennium. These review costs are directly reimbursed by Sound Transit through the Expedited Permitting, Construction Services, and Reimbursement Agreement for the Lynnwood Link Extension Project (Contract #8629). City staff will be reviewing the reimbursement balance remaining in 2022 and will pursue and amendment to this agreement amount with Sound Transit, if necessary, to continue provision of these services through the end of the LLE project.

**RECOMMENDATION**

Staff recommends that Council authorize the City Manager to execute Amendment No. 5 to Contract 9404 with The Blueline Group, LLC, for Development Engineering Review and Support services for Light Rail Facilities in the amount of \$100,000 for a total contract amount of \$895,000 through December 31, 2023, with an option to amend again up to \$88,910, for a total not to exceed \$983,910.

Approved By:           City Manager ***DT***           City Attorney ***MK***

## **BACKGROUND**

In March 2019, the Term Limited Employee providing development review services for the Sound Transit Lynnwood Link Extension (LLE) project left employment with the City. Permit applications for the LLE project had recently been submitted and were under review. The timing of this vacancy left an immediate need to fill the role for Sound Transit Development Review to maintain the schedule for permit issuance and the start of construction.

Development review for LLE project is within the scope of work of the On-Call Development Review contract and staff requested the services of a full time Development Review Engineer. The Blueline Group, LLC (Blueline) was able to accommodate the request and provided a Development Review Engineer on March 27, 2019.

The original contract with The Blueline Group, LLC was executed June 26, 2019, in the amount of \$245,000. In December 2019, Council authorized the City Manager to execute Amendment No. 1 in the amount of \$250,000. This was followed by Amendment No. 2, executed in May 2020, which increased the total contract dollar amount by \$300,000 for an amended total not to exceed the amount of \$795,000. The related staff reports for these Council actions can be found at the following links:

- June 17, 2019 Council Meeting – [Blueline Contract Authorization](#)
- December 9, 2019 Council Meeting – [Amendment No. 1](#)
- May 11, 2020 Council Meeting – [Amendment No. 2](#)

On December 11, 2020, City staff executed administrative Amendment No. 3 with Blueline to continue to provide review of the LLE Project through 2021. Amendment 3 extended the contract through the end of 2021 and updated the fees schedule to 2021 rates. And subsequently on November 29, 2021, staff executed administrative Amendment No. 4 with Blueline to continue to provide review of the LLE Project through 2022. Amendment 4 extended the contract through the end of 2022 and updated the fees schedule to 2022 rates.

## **DISCUSSION**

It has been difficult to predict the amount of time necessary for review and issuance of permits for the LLE project due to its size and scope. As of January 1, 2022, there is an approximately \$30,000 balance remaining on this contract. At the current level of services (averaging \$7,000 per month), this balance will allow for part time reviews through April of 2022. Staff anticipates that the LLE Project will require part time reviews at current levels (approximately equivalent to 0.25 FTE) and meeting attendance at the current levels through the third quarter of 2022, which then may drop off to closer to 10 hours per month as the civil construction of the project nears completion in 2023.

There is ongoing need for review of planned deferred submittals from the contractors and revisions anticipated based on actual field conditions or changes requested by the contractors. The need for development review support will continue throughout this phase of the project. While Sound Transit does not currently anticipate delaying the start of service of the LLE extension, which is currently slated for July 2024, an ongoing union strike affecting concrete protection is having a significant impact on the Project. Once concrete is available again, Sound Transit will revisit their schedule milestones with their general contractors and will let the City know of any adjustments to their project schedule. At the end of 2023, City staff will re-evaluate the need to continue consultant development review support for the Project beyond 2023.

### **ALTERNATIVES ANALYZED**

Over the past three years, the City has utilized Blueline for permit review services for the LLE Project in lieu of City staff performing this work. Continuing with the same Blueline personnel, who are currently providing support, will provide for the best service and an effective delivery of the LLE Project permits.

Staff considered the following alternatives in preparing this request:

1. Amend the contract with Blueline (**recommended**) – The Blueline Group has provided excellent support on this project. Continuing with the same Blueline Group personnel provides for continuity and minimizes the need for any additional training or project familiarization.
2. Utilize existing City staff (not recommended) – Adding the LLE permit review work to in-house City staff would result in significant delays to civil reviews and impact customer service of other development projects within the City.

Given these alternatives, staff recommends continuing to use Blueline for permit review to maintain continuity of the project review team and not impact customer service to other development projects within the City.

### **RESOURCE/FINANCIAL IMPACT**

This proposed contract Amendment No. 5 extends the expiration date to December 31, 2023, and adds \$100,000, resulting in a total contract value of \$895,000. Authorization is also requested for the option to amend again for the 2023-2024 biennium up to an additional \$88,910 and not to exceed \$983,910 through December 31, 2023. The \$100,000 increase for this contract is included in the City Manager's Office budget for Light Rail Stations through 2022. A budget request for the additional amendment to this contract will be included in the proposed Light Rail Stations budget for the 2023-2024 biennium. These review costs are directly reimbursed by Sound Transit through the Expedited Permitting, Construction Services, and Reimbursement Agreement for the Lynnwood Link Extension Project (Contract #8629). City staff will be reviewing the reimbursement balance remaining in 2022 and will pursue an amendment to this agreement amount with Sound Transit, if necessary, to continue provision of these services through the end of the LLE project.



## **RECOMMENDATION**

Staff recommends that Council authorize the City Manager to execute Amendment No. 5 to Contract 9404 with The Blueline Group, LLC, for Development Engineering Review and Support services for Light Rail Facilities in the amount of \$100,000 for a total contract amount of \$895,000 through December 31, 2023, with an option to amend again up to \$88,910, for a total not to exceed \$983,910.

## **ATTACHMENTS**

Attachment A: Amendment No.5 to the Blueline Group, LLC Contract - Scope of Work



## Sound Transit Development Reviews

Job Number: 19-396    Prepared By: Taylor Brown, PE  
 Date: 1/19/2022    Checked By: Robert Dahn, PE

Task #	Base Tasks	Senior Project Manager \$226/hr Hours	Project Engineer \$204/hr Hours	Engineer \$182/hr Hours	Total Hours	Total Fee	Fee Type
003	Sound Transit 2020 Reviews	0	819.5	0	819.5	\$167,180	Not to Exceed
004	Project Management	11	33	0	44	\$9,220	Not to Exceed
103	Off-Site Engineer Sound Transit Review	0	0	66	66	\$12,010	Not to Exceed
999	Expenses					\$500	Not to Exceed
	Total Hours	11	852.5	66	929.5		
	Blueline Personnel	\$2,486	\$173,910	\$12,012		<b>\$188,910</b>	

<b>003 Sound Transit 2020 Reviews</b>		<b>Senior Project Manager</b>	<b>Project Engineer</b>	<b>Engineer</b>	<b>Total Hours</b>	
<b>Item #</b>	<b>Description</b>	<b>\$226/hr</b>	<b>\$204/hr</b>	<b>\$182/hr</b>		
		<b>Hours</b>	<b>Hours</b>	<b>Hours</b>		
1	Reviews, Meetings, Project Coordination		745		<b>745</b>	
2	Anticipated 10% Overtime		74.5		<b>74.5</b>	
Total Hours		0	819.5	0	<b>819.5</b>	<b>Total</b>
Total Fee		\$0	\$167,178	\$0		<b>\$167,180</b>
<b>004 Project Management</b>		<b>Senior Project Manager</b>	<b>Project Engineer</b>	<b>Engineer</b>	<b>Total Hours</b>	
<b>Item #</b>	<b>Description</b>	<b>\$226/hr</b>	<b>\$204/hr</b>	<b>\$182/hr</b>		
		<b>Hours</b>	<b>Hours</b>	<b>Hours</b>		
1	Mgmt of Staff, Budget, and Schedule		22		<b>22</b>	
2	Monthly Billing Reports	11	11		<b>22</b>	
Total Hours		11	33	0	<b>44</b>	<b>Total</b>
Total Fee		\$2,486	\$6,732	\$0		<b>\$9,220</b>
<b>103 Off-Site Engineer Sound Transit Review</b>		<b>Senior Project Manager</b>	<b>Project Engineer</b>	<b>Engineer</b>	<b>Total Hours</b>	
<b>Item #</b>	<b>Description</b>	<b>\$226/hr</b>	<b>\$204/hr</b>	<b>\$182/hr</b>		
		<b>Hours</b>	<b>Hours</b>	<b>Hours</b>		
1	Offsite Review Support			66	<b>66</b>	
Total Hours		0	0	66	<b>66</b>	<b>Total</b>
Total Fee		\$0	\$0	\$12,012		<b>\$12,010</b>
<b>999 Expenses</b>					<b>Total Cost</b>	
<b>Item #</b>	<b>Description</b>				<b>As Needed</b>	
1	Mileage				<b>\$500.00</b>	
					<b>\$500.00</b>	<b>Total</b>
						<b>\$500</b>

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Authorize the City Manager to Enter into the Commute Trip Reduction Program Agreement with King County
<b>DEPARTMENT:</b>	Public Works
<b>PRESENTED BY:</b>	Nora Daley-Peng, Senior Transportation Planner
<b>ACTION:</b>	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

**PROBLEM/ISSUE STATEMENT:**

The Washington State Commute Trip Reduction (CTR) Efficiency Act requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement a CTR Plan to reduce vehicle miles traveled per employee and drive alone commute trips, and develop, implement, and promote programs to encourage their employees to use transportation alternatives to drive alone commutes.

The City has historically contracted with King County Metro Transit (King County) to help implement the City's CTR program. These are typically biennial contracts. However, King County has begun the process of transitioning the regulatory CTR work to jurisdictions. This transition has necessitated a new Program Agreement between King County and the City that reflects the roles, responsibilities, and one-year timeline of this transition.

Staff received the Program Agreement from King County, which requires authorization from the City Council for the City Manager to enter into the Agreement. Tonight, staff is seeking this Council authorization.

**RESOURCE/FINANCIAL IMPACT:**

The State of Washington funds the CTR program for all affected jurisdictions. King County, per a separate CTR Agreement with the State of Washington, receives funds from the State earmarked for Shoreline, and those funds are used by King County to support this Interlocal Agreement. The funding is based on a fixed amount per affected worksite. Per King County's CTR Agreement with the State, the City's total one-year estimated allocation (July 1, 2021, through June 30, 2022) for the six affected worksites in the City is \$15,238.50, which is passed through to King County.

Because of the transitional nature of the proposed Interlocal Agreement, the City will be able to invoice King County for a total of approximately \$7,620 for six months of CTR work performed between January 1, 2022, to June 30, 2022.

The City's responsibility to execute all CTR actions in order to remain compliant with state law is new for City staff. Staff are yet to fully understand how large an effort will be required, if these funds will fully cover that effort, and whether the City may need to supplement this funding for future efforts. Staff will notify Council if additional funds are determined to be necessary to remain compliant with state law.

### **RECOMMENDATION**

Staff recommends that the City Council move to authorize the City Manager to enter into the 2021-2022 Commute Trip Reduction Program Agreement with King County.

Approved By:           City Manager **DT**   City Attorney **MK**

## **BACKGROUND**

The State CTR Efficiency Act directs governments to develop plans that reduce vehicle miles traveled and drive-alone commute trips per employee. The CTR Efficiency Act also requires major employers to develop, implement and promote employee transportation programs to support these plan goals. For the Shoreline jurisdiction, the CTR Act targets worksites with 100 or more employees arriving at work between the hours of 6:00 a.m. and 9:00 a.m. In accordance with the CTR Act, the City of Shoreline must manage the programs of all six affected CTR sites in Shoreline. The six CTR sites in Shoreline include: Shoreline Community College, the Washington State Department of Transportation (WSDOT), Crista Ministries Campus, State of Washington Public Health Lab, Fircrest School, and the City of Shoreline City Hall campus.

King County has implemented CTR work for jurisdictions across King County since the initial legislation was passed in 1991. However, stagnant funding levels, increasing worksites, and less staff capacity to engage employers has meant that King County's work has focused solely on the regulatory components of the CTR program. Because of this, King County made plans to transition the regulatory CTR work to jurisdictions by the end of 2021. King County will continue to partner with jurisdictions and CTR affected employers through consultation, resources, and policy advocacy/coordination to better achieve CTR goals across the County.

## **DISCUSSION**

The City of Shoreline is required by state law (RCW 70A.15.4020) to develop and implement a CTR plan. The State appropriates minimal funding to assist with implementation. Historically, the City has contracted with King County to implement requirements on its behalf and receive pass-through Shoreline funding from the State for its efforts. King County managed this effort for many local jurisdictions to create a cohesive vision for the region and shared resources. As King County has now determined that it will no longer have the staff and means to continue this effort on local jurisdiction's behalf, they are transitioning this requirement back to the local jurisdictions.

King County has contracted with the State for one year - July 1, 2021, through June 30, 2022. This agreement between King County and the State was late in execution and is part of the reason for the delay in the proposed agreement between King County and Shoreline. For 2021, the agreement states that King County implements all aspects of the Shoreline program on the City's behalf. From January 1, 2022, through June 30, 2022, the City becomes responsible for implementation with minor transitional support from King County. Since King County has a one-year agreement with the State and is receiving the City funds, Shoreline will need to invoice King County for that part of the 2022 funding earmarked through June 30, 2022.

The 2021-2022 CTR Program Agreement (Attachment A) is a contract between King County and the City of Shoreline for the transitional period between July 1, 2021, and June 30, 2022. Tonight, staff is seeking Council authorization for the City Manager to enter into this Program Agreement.

In the future, the City will enter into agreements directly with the State to meet its CTR goals and requirements. The contract with the State will need to be in place by July 1, 2022. Therefore, City staff will be returning to Council with the specifics of a future CTR Agreement with the State in late spring or early summer of 2022.

### **COUNCIL GOAL(S) ADDRESSED**

This program supports Council Goal 2: Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment. The major goals for the CTR program are to improve transportation system efficiency, conserve energy, and improve air quality.

### **RESOURCE/FINANCIAL IMPACT**

The State of Washington funds the CTR program for all affected jurisdictions. King County, per a separate CTR Agreement with the State of Washington, receives funds from the State earmarked for Shoreline, and those funds are used by King County to support this Interlocal Agreement. The funding is based on a fixed amount per affected worksite. Per King County's CTR Agreement with the State, the City's total one-year estimated allocation (July 1, 2021, through June 30, 2022) for the six affected worksites in the City is \$15,238.50, which is passed through to King County.

Because of the transitional nature of the proposed Interlocal Agreement, the City will be able to invoice King County for a total of approximately \$7,620 for six months of CTR work performed between January 1, 2022, to June 30, 2022.

The City's responsibility to execute all CTR actions in order to remain compliant with state law is new for City staff. Staff are yet to fully understand how large an effort will be required, if these funds will fully cover that effort, and whether the City may need to supplement this funding for future efforts. Staff will notify Council if additional funds are determined to be necessary to remain compliant with state law.

### **RECOMMENDATION**

Staff recommends that Council move to authorize the City Manager to enter into the 2021-2022 Commute Trip Reduction Program Implementation Agreement with King County.

### **ATTACHMENTS**

Attachment A – 2021-2022 Commute Trip Reduction Program Agreement Between the King County Department of Metro Transit and the City of Shoreline

**COMMUTE TRIP REDUCTION PROGRAM AGREEMENT**

**Between  
King County Department of Metro Transit  
and  
City of Shoreline**

This Commute Trip Reduction Program Agreement (the "Agreement") is entered into by and between King County, a political subdivision of the State of Washington, through its Metro Transit Department (the "County" or "Metro") and the City of Shoreline (the "City"), a municipal corporation of the State of Washington, either of which entity may be referred to hereinafter individually as "Party" or collectively as the "Parties," for the purpose of administering the City's commute trip reduction ("CTR") program consistent with the transportation demand management ("TDM") and CTR requirements of the Washington Clean Air Act, Chap. 70A.15 RCW (the "Act").

WHEREAS, the purpose of RCW 70A.15.4000 through RCW 70A.15.4110 (formerly RCW 70.94.521 through RCW 70.94.555), which together comprise the TDM and CTR components of the Act, is to reduce air pollution, traffic congestion and fuel consumption by encouraging commuters to use alternative modes of transportation, such as buses, carpools, vanpools, bicycles, and walking, instead of single occupancy vehicles ("SOV"); and

WHEREAS the Act requires local governments in those counties experiencing the greatest automobile-related air pollution and traffic congestion to develop and implement CTR plans to reduce vehicle miles traveled per employee and drive alone commute trips; and

WHEREAS, the Act also requires major employers to develop, implement and promote employee transportation programs to encourage their employees to shift away from drive alone commutes; and

WHEREAS, the City has within its jurisdictional boundaries one or more "major employers" and is required by RCW 70A.15.4020 (formerly RCW 70.94.527) to develop and implement a commute trip reduction plan; and

WHEREAS, CTR plans developed by local jurisdictions are required to be coordinated and consistent with the CTR plans of adjacent jurisdictions as well as applicable regional plans; and

WHEREAS, the state legislature appropriated funds to provide technical assistance funding to local jurisdictions required to develop and implement commute trip reduction plans; and

WHEREAS, the County in a separate Commute Trip Reduction Act Agreement with the State of Washington, Agreement Number PTD0448, is authorized to receive CTR funds on behalf of local jurisdictions in exchange for the County's implementation of CTR plans and programs on behalf of those local jurisdictions and retain such funds as payment for the work performed; and



WHEREAS, the City desires to have the County perform the work necessary to satisfy the City's CTR-related obligations under the Act and to retain the City's allocation of state funds as payment for those services; and

WHEREAS, consistent with the terms and conditions of this Agreement, the County will provide specified CTR program services to the City, primarily to support local CTR efforts to reduce air pollution, traffic congestion and fuel consumption by encouraging commuters to use alternative modes of transportation, such as buses, carpools, vanpools, bicycles, and walking, instead of driving alone; and

WHEREAS, the City can achieve cost efficiencies and administrative consistency by contracting with the County for CTR program administration related work;

NOW THEREFORE, in consideration of the terms, conditions, mutual promises and covenants set forth herein, the Parties agree as follows:

**1. PURPOSE**

The purpose of this Agreement is to establish the terms and conditions pursuant to which Metro will undertake certain tasks, as identified in the Scope of Work, to be undertaken by the County on behalf of the City to administer the City's CTR program.

**2. DEFINITIONS**

The following definitions shall apply for purposes of this Agreement:

**Administrative Representative** means the primary administrative contact for issues related to this Agreement as designated in Section 9.2 of the Agreement.

**Affected Employer** means an employer required by RCW 70A.15.4000 (formerly RCW 70.94.521) and the City's CTR Plan to implement a CTR program (see also "major employer").

**Commute Trip Reduction Plan (CTR Plan)** means a plan adopted by the City designed to reduce the proportion of drive alone commute trips and commute trip vehicle miles and to administer and enforce the CTR programs of affected employers located within its jurisdiction

**Commute Trip Reduction Program (CTR Program)** means a program designed by an Affected Employer to reduce the proportion of drive alone commute trips and vehicle miles traveled by its employees.

**Employer Transportation Coordinator (ETC)** means point of contact between the employer and its employees to implement, promote and administer the employer's CTR program.

**CTR Funds** means state funds appropriated by the state and allocated to counties and cities for implementation of commute trip reduction plans.

**Major Employer** means a private or public employer that employs one hundred or more full-time employees at a single worksite who are scheduled to begin their regular workday between 6:00 a.m. and 9:00 a.m. on weekdays for at least twelve (12) continuous months during the year, as provided in RCW 70A.15.4000 (formerly RCW 70.94.521) (herein also known as an "Affected Employer").

**State** is the Washington State Department of Transportation (WSDOT) unless otherwise noted.

### **3. DUTIES AND RESPONSIBILITIES**

- 3.1 **Provision of CTR Services by the County.** From July 1, 2021 to December 31, 2021, the County will perform the CTR services specified with particularity in the Scope of Work ("SOW") set forth as Exhibit A, which is attached hereto and incorporated herein by this reference (the "Work").
- 3.2 **Assumption of CTR Services by the City.** Starting on January 1, 2022, the City will assume responsibility for performance of the Work specified in Exhibit A. At that point in time, the County will have no further responsibility for the performance of the Work specified in Exhibit A.

### **4. PAYMENT AND BILLING**

- 4.1 **Invoicing.** The County will invoice WSDOT on a quarterly basis for direct reimbursement for the Work to be performed pursuant to this Agreement. Starting on January 1, 2022, the City will invoice the County to receive the remainder of State funds from WSDOT for Q1 and Q2 of 2022.
- 4.2 **WSDOT Payment Authorization.** The City shall authorize and direct WSDOT to reimburse the County directly.

### **5. WORK SCHEDULE AND PROGRESS REVIEW**

- 5.1 **Progress Reviews.** From July 1, 2021 to December 31, 2021, the County will submit a quarterly report of progress and anticipated activities to the City and to WSDOT. During the same time period, periodic review of issues and materials will also be conducted with the City.
- 5.2 **Submitting Quarterly Reports.** The City is responsible for drafting complete and accurate quarterly reports of progress and anticipated activities and submitting the quarterly reports to the County. The City must submit the Q1 report to the County no later than April 8, 2022. The City must submit the Q2 report to the County no later than July 8, 2022. The County will review the quarterly reports to assess their compliance with WSDOT's reporting

requirements and will submit the reports to WSDOT on the City's behalf. Timely submittal of the reports by the City to the County is essential to ensure that the County has sufficient time to submit the reports to WSDOT. Delays in receiving the required reports from the City may result in delayed receipt of funding.

- 5.3 **WSDOT Evaluation Requirements.** From July 1, 2021 to December 31, 2021, the County will provide information to WSDOT for monitoring or evaluation activities, as directed by and on behalf of the City.

## **6. EFFECTIVE DATE AND TERM OF AGREEMENT**

This Agreement shall be effective July 1, 2021 and will remain in effect through June 30, 2022, unless earlier terminated pursuant to the terms of this Agreement.

## **7. TERMINATION**

- 7.1 **Termination for Default.** Either Party may terminate this Agreement in the event the other Party fails to perform a material obligation of this Agreement. Written notice of a Party's intention to terminate this Agreement pursuant to this Subsection 7.1 shall be provided to the other Party not less than fifteen (15) calendar days prior to the effective date of termination.

- 7.2 **Termination for Convenience.** Either Party to this Agreement may terminate the Agreement, in whole or in part, for convenience and without cause. Written notice of a Party's intention to terminate this Agreement pursuant to this Subsection 7.2 shall be provided to the other Party not less than thirty (30) days prior to the effective date of termination.

- 7.3 **County Funding and Termination for Non-Appropriation.** Performance of any Work undertaken by the County pursuant to this Agreement in advance of receiving reimbursement by the State beyond the current appropriation year is conditioned upon the appropriation by the County Council of sufficient funds to support the performance of the Work. Should such an appropriation not be approved, the Agreement shall terminate at the close of the current appropriation year. The County is on a biennial budgeting cycle and appropriations year end on December 31 of the last year of the biennium (even calendar years).

- 7.4 **Termination Due to Loss of State Funding.** If at any time during the Agreement period the State acts to terminate, reduce, modify, or withhold State CTR funds allotted to the City pursuant to RCW 70A.15.4080 (formerly RCW 79.94.544) then either Party may terminate this Agreement by giving thirty (30) days advance written notice to the other Party.

## 8. CHANGES AND MODIFICATIONS

Either Party may request changes to the provisions of this Agreement. Any such changes must be mutually agreed upon and incorporated by written amendment to this Agreement. No variation or alteration of the terms of this Agreement will be valid unless made in writing and signed by authorized representatives of the Parties hereto.

## 9. NOTIFICATION AND IDENTIFICATION OF CONTACTS

9.1 **Administrative Representatives.** Both Parties shall designate an administrative representative to act as the contact person for matters pertaining to this Agreement.

### 9.2 **Contact Persons and Addresses**

For the County:           Stacie Khalsa, Project Manager  
King County Metro Transit  
201 S. Jackson St., KSC-TR-0326  
Seattle, WA 98104-2615  
(206) 477-5868  
[Stacie.khalsa@kingcounty.gov](mailto:Stacie.khalsa@kingcounty.gov)

For the City:             Nytasha Walters, Transportation Services Manager  
City of Shoreline  
17500 Midvale Ave. N.  
Shoreline, WA 98133-4905  
(206) 801-2481  
[nwalters@shorelinewa.gov](mailto:nwalters@shorelinewa.gov)

9.3 **Notice.** Any notice or communication required or permitted to be given pursuant to this Agreement shall be in writing and shall be sent postage prepaid by U.S. Mail, return receipt requested, to the Parties' respective administrative representatives at the addresses identified in Subsection 9.2 of this Agreement.

## 10. DISPUTE RESOLUTION PROCESS

The Parties, through their designated representatives identified in Subsection 9.2 of this Agreement, shall use their best efforts to resolve any disputes pertaining to this Agreement that may arise between the Parties. If these designated representatives are unable to resolve a dispute, the responsible project managers of both Parties shall review the matter and attempt to resolve it. If they are unable to resolve the dispute, the matter shall be reviewed by the department directors of both Parties or his or her designee. The Parties agree to exhaust each of these procedural steps before seeking to resolve disputes in a court of law or any other forum.

## 11. AUDITING OF RECORDS, DOCUMENTS AND REPORTS

The State Auditor shall have full access to and the right to examine during normal business hours, and as often as the State Auditor may reasonably deem necessary, the non-privileged records of the City and the County with respect to the matters covered by this Agreement. Both Parties shall have similar access and rights with respect to the records of the other Party. The Parties' representatives shall be permitted to audit, examine, and make excerpts or transcripts from such records and to make audits of all contracts, invoices, materials, payrolls, and records of matters covered by this Agreement. Such rights last for three (3) years from the date final payment is made hereunder.

## 12. INDEMNIFICATION AND HOLD HARMLESS

Each Party hereto agrees to be responsible and assumes liability for its own negligent acts or omissions, and those of its officers, agents or employees, while performing work pursuant to this Agreement, to the fullest extent required by law, and agrees to save, indemnify, defend, and hold the other Parties harmless from any such liability. In the case of negligence of multiple Parties, any damages allowed shall be assessed in proportion to the percentage of negligence attributable to each Party, and each Party shall have the right to seek contribution from the other Parties in proportion to the percentage of negligence attributable to the other Parties.

The City acknowledges it is solely responsible for its compliance with the Act, and for the adoption, implementation, and enforcement of any ordinances, plans, and programs related to the Act. The City shall indemnify and hold King County harmless from, and shall process and defend, at its own expense, any and all claims, demands, suits at law of equity, actions, penalties, losses, damages, or costs arising out of, in connection with, or incidental to any act or omission of the City or any of its officers, employees, subcontractors or agents in adopting or enforcing any ordinances, plans and programs related to the Act.

## 13. LEGAL RELATIONS

- 13.1 **No Third Party Beneficiaries.** It is understood that this Agreement is solely for the benefit of the Parties hereto and gives no right to any other person or entity.
- 13.2 **No Partnership or Joint Venture.** No joint venture, agent-principal relationship or partnership is formed as a result of this Agreement. No employees or agents of one Party or any of its contractors or subcontractors shall be deemed, or represent themselves to be, employees or agents of the other Party.
- 13.3 **Applicable Law.** This Agreement shall be governed by and construed in accordance with the laws of the State of Washington.
- 13.4 **Jurisdiction and Venue.** The King County Superior Court, situated in Seattle, Washington, shall have exclusive jurisdiction and venue over any legal action arising under this Agreement.

- 13.5 **Mutual Negotiation and Construction.** This Agreement and each of the terms and provisions hereof shall be deemed to have been explicitly negotiated between, and mutually drafted by, both Parties, and the language in all parts of this Agreement shall, in all cases, be construed according to its fair meaning and not strictly for or against either Party.
- 13.6 **Severability.** If any provision of this Agreement is held invalid by a court of competent jurisdiction, the remainder of the Agreement shall not be affected thereby if such remainder would then continue to serve the purposes and objectives originally contemplated by the Parties.
- 13.7 **Waiver of Default.** Waiver of any default shall not be deemed to be a waiver of any subsequent default. Waiver of breach of any provision of this Agreement shall not be deemed to be a waiver of any other or subsequent breach and shall not be construed to be a modification of the terms of this Agreement unless stated to be such in writing, signed by duly authorized representatives of the Parties, and attached to the original Agreement.
- 13.8 **Assignment.** Neither this Agreement, nor any interest herein, may be assigned by either Party without the prior written consent of the other Party.
- 13.9 **Binding on Successors and Assigns.** This Agreement and all of its terms, provisions, conditions, and covenants, together with any exhibits and attachments now or hereafter made a part hereof, shall be binding on the Parties and their respective successors and assigns.
- 13.10 **Rights and Remedies.** Both Parties' rights and remedies in this Agreement are in addition to any other rights and remedies provided by law.
- 13.11 **Entire Agreement.** This Agreement embodies the Parties' entire understanding and agreement on the issues covered by it, except as may be supplemented by subsequent written amendment to this Agreement, and supersedes any prior negotiations, representations or draft agreements on this matter, either written or oral.
- 13.12 **Survival.** The provisions of this Section 13 (Legal Relations) shall survive any termination of this Agreement.

#### 14. **FORCE MAJEURE**

Either Party to this Agreement shall be excused from performance of any responsibilities and obligations under this Agreement, and shall not be liable for damages due to failure to perform, during the time and to the extent that it is prevented from performing by a cause directly or indirectly beyond its control, including, but not limited to: any incidence of fire, flood, snow, earthquake, or acts of nature; strikes or labor actions; accidents, riots, insurrection, terrorism, or

acts of war; order of any court of competent jurisdiction or authorized civil authority commandeering material, products, or facilities by the federal, state or local government; or national fuel shortage; when satisfactory evidence of such cause is presented to the other Party to this Agreement, and provided that such non-performance is beyond the control and is not due to the fault or negligence of the Party not performing. In no event should this provision eliminate the obligation of the City to make payment to the County for the Work performed pursuant to this Agreement.

**15. COMPLIANCE WITH APPLICABLE LAWS**

The Parties agree to comply with all applicable federal, state, and local laws, rules, and regulations, including those pertaining to nondiscrimination and agree to require the same of any subcontractors providing services or performing any of the Work using funds provided under this Agreement.

**16. EXECUTION OF AGREEMENT – COUNTERPARTS**

This Agreement may be executed in two (2) counterparts, either of which shall be regarded for all purposes as an original.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the latest date written below.

**KING COUNTY**

**CITY OF SHORELINE**

By: \_\_\_\_\_  
Christina O’Claire, Director  
Metro Transit Department,  
Mobility Division

By: \_\_\_\_\_  
Debbie Tarry  
City Manager

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Approved as to form:

By: \_\_\_\_\_  
City Attorney

Date: \_\_\_\_\_

## EXHIBIT A

### SCOPE OF WORK: Commute Trip Reduction (CTR) Services for Affected Employers

Metro will be responsible for the tasks in Exhibit A through December 31, 2021. On January 1, 2022, the City will become the primary point of contact for ETCs and CTR-affected sites and will assume responsibility for all tasks in Exhibit A.

#### Strategy 1: Program Administration

<b>Brief description</b>	Administer the CTR program to meet City program objectives and requirements.
<b>Activities and outputs</b>	<p>A. <u>Administer the employer site registration and inventory record-keeping</u>: Identify, notify and register new sites into the program in order to prepare them for their baseline surveys. Negotiate steps for compliance with non-compliant worksites with the onboarding component.</p> <p>B. Maintain database and master file records on basic site information for all sites. Provide the City and WSDOT with an electronic copy of City's CTR-affected employers and ETCs, as requested by the City or required by WSDOT. Keep website updated.</p> <p>C. <u>Administer, or assist the City with administering, WSDOT and City program requirements</u>: Perform general update and implementation of the CTR Plan and ordinance, including development and execution of implementation contract between King County CTR Services, the City and their Administrative Work Plan. Draft quarterly report information for County to complete WSDOT funds billing and reporting requirements. Meet regularly with City staff to review activities, current issues, ongoing challenges and accomplishments. Provide the City with draft responses to inquiries by state CTR committees and others, when warranted and as requested by the City. Conduct other administrative activities as needed.</p> <p>D. Provide historical data from past CTR cycles. Train staff on data tracking and systems for organizing information.</p>
<b>Potential issues and risks</b>	Outputs may be dependent on the actions of external organizations or other external factors; unresponsive sites.



**Strategy 2: Employer Program Development, Engagement and Marketing**

<b>Brief description</b>	Engage worksite ETCs with assistance, training, communications, resources, and information to operate successful programs. Train City staff to engage with worksite ETCs including train-the-trainer, providing past templates, communications needed to help ETCs operate successful programs.
<b>Activities and outputs</b>	<p>A. <u>Training</u>: Train new employee transportation coordinators (ETCs) (at existing and new worksites) on CTR requirements, implementation strategies and their sites' performance to date. Training classes can be taken online and include basic ETC training and survey training as needed. Update and maintain informational CTR website and other training resources.</p> <p>B. <u>Marketing Assistance</u>: Assist ETCs with marketing of commute programs and ensure they meet their program information distribution requirements.</p> <p>C. <u>Program Assistance</u>: Focusing primarily on sites that have not made progress toward goal, conduct survey analyses, review program summaries and make recommendations for program improvements.</p> <p>D. <u>Targeted Promotions</u>: Identify highly congested employment areas, corridors, industries, and/or sites that have not made progress toward goals for targeted outreach. Actively work with ETCs to promote alternatives to drive-alone commuting at these locations or sites.</p> <p>(For C and D, the number and composition of worksites toward which such activities will be targeted shall be determined in consultation with City project manager, with larger worksites generally receiving more focus and time than smaller ones.)</p> <p>E. <u>Information Provision</u>: Help ETCs become a major resource to their employees by providing them with up-to-date commute information, tools for communicating with employees, turnkey commuter promotions, and opportunities to attend networking events. Send transportation-related news and announcements via email to all ETCs; coordinate and distribute electronic materials and information for promotions such as Wheel Options and Bike Everywhere Month and Day; and schedule, promote, engage speakers and invite ETCs to employer network group meetings approximately 2-3 times per year.</p> <p>F. <u>Strategic Planning</u>: Develop strategies to help ETCs communicate and promote their programs to employees and achieve success with their programs.</p>
<b>Potential issues and risks</b>	Sites are non-responsive or unable to make resource investments in program; ETCs are not given the time to use resources available to market program to employees; sites non-responsive to events and promotions.

**Strategy 3: Program Measurement and Reporting (Survey or Alternate and Employer Program Reports)**

<p><b>Brief description</b></p>	<p>Train City staff to track and notify employers of surveying and reporting requirements, gather and manage survey and program report data, and provide technical assistance for and administration of measurement/reporting activities and program review/modification as warranted. Metro will be the point of contact relating to the survey until December 31, 2021. Starting January 1, 2022, the City will be the primary point of contact for the surveying, reporting requirements and notifications.</p>
<p><b>Activities and outputs</b></p>	<p>Assist site representatives with:  (1) baseline survey and initial program development for new sites;  (2) ongoing survey and program reporting for existing sites; and  (3) for worksites not making progress toward goal, review of the existing program and recommendations for program modifications to improve performance as warranted for existing sites.  This strategy includes sending survey and program notifications to all sites; reviewing and administering extensions and exemptions requests; and setting up and assisting sites with paper and online surveys and program reporting. Receive program report submittals and manage/organize program report data. Negotiate steps for compliance with non-compliant worksites. Maintain or edit report formats as needed; database; and keep master file records on all sites. Provide survey results and program reporting information to the City, WSDOT and worksite.</p>
<p><b>Potential issues and risks</b></p>	<p>Timely processing of survey and report data by WSDOT and accuracy of tools and data; unresponsive sites; ETC turnover.</p>
<p><b>Estimated budget of WSDOT pass-through funds for Strategies 1-3</b></p>	<p>Estimated budget of \$15,238.50 for six (6) worksites based on WSDOT funding allocation received by the County pursuant to the terms and conditions of the Agreement.</p>

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Authorizing the City Manager to Execute a Contract with Parametrix Inc. in the Amount of \$132,400 for Project Management Services for Park Improvements
<b>DEPARTMENT:</b>	Administrative Services
<b>PRESENTED BY:</b>	Sara Lane, Administrative Services Director
<b>ACTION:</b>	<input type="checkbox"/> Ordinance <input type="checkbox"/> Resolution <input checked="" type="checkbox"/> Motion <input type="checkbox"/> Discussion <input type="checkbox"/> Public Hearing

**PROBLEM/ISSUE STATEMENT:**

Voters are in the process of approving Shoreline Proposition 1 on the February 8, 2022 Special Election, which will provide \$38.5M in funding for park improvement projects. Should this measure not be successful, this item will be removed from the Council Agenda.

Staff are preparing to move forward with the projects supported by that measure. To maximize the delivery of park improvements, expedite the duration of work, hold costs within budget, and bring the completed work online as soon as practical, staff are considering potential alternative project delivery methods to the traditional “design-bid-build” model used on most City capital projects.

Staff issued a Request for Proposal (RFP #9925) to identify consulting firms experienced in alternative project delivery methods to assist the City in evaluating and using the selected method and providing project management services to support project delivery. Parametrix Inc. has been selected as the most qualified consultant for this work. This contract is for Phase I of the project, which will support the project through the approval of an alternative project delivery method, project planning, contractor selection, and contract negotiation.

Staff is requesting that the City Council authorize the City Manager to execute a contract with Parametrix for Project Management Services for Parks Improvements. The proposed scope of work for this contract is attached to this staff report as Attachment A. Staff anticipate returning to Council with a complete project plan and construction contracts later this summer, as well as an amendment to this contract for Project Management for delivery of projects.

**RESOURCE/FINANCIAL IMPACT:**

Proposition 1 authorized the City to issue bonds to support park system improvements, park land acquisition, and investments in Public Art in the amount of \$38.5 million. Estimated construction and related costs for the park system improvements are \$26

million and include an allowance for project management costs. This contract procures project management costs for the initial planning and contracting for park system improvements. The amount of this contract is not to exceed \$132,400 and will be funded by General Capital 2022 Parks Bonds.

### **RECOMMENDATION**

Staff recommends that the City Council move to authorize the City Manager to execute a professional services agreement with Parametrix Inc. in the amount of \$132,400 to support the delivery of Parks Improvements funded by Proposition 1.

Approved By:           City Manager **DT**   City Attorney **MK**

## **BACKGROUND**

On November 1, 2021, the City Council adopted Ordinance No. 949 authorizing placement of a ballot measure (Proposition 1) on the February 2022 Special Election Ballot to authorize a \$38.5M property tax bond measure to provide funding for park improvements and to acquire and improve park land. The staff report on this Council action can be found at the following link:

<http://cosweb.ci.shoreline.wa.us/uploads/attachments/cck/council/staffreports/2021/staffreport110121-8a.pdf>.

The Special Election will be held on February 8, 2022 on Proposition No. 1. At this time, staff have determined that enough ballots have been cast to certify the election. The official results of the election will not be fully validated until February 18. Should the election not certify, staff would not execute this contract. However, to be prepared to move forward with the projects supported by the bond measure staff seek advance approval for this contract.

In reviewing project delivery methodologies, it became apparent that the traditional “design-bid-build” approach would likely not have these improvements in operation in a timely fashion nor provide the City with the best ability to control costs. Staff investigated whether an alternative method for contracting for the park improvement projects would provide better cost and schedule controls.

Staff reviewed [Chapter 39.10 RCW – Alternative Public Works Contracting Procedures](#), which provides for alternative project delivery methodologies and authorizes the State Capital Projects Advisory Review Board (CPARB) and its Project Review Committee (PRC) to certify the use of the design-build (DB) or general contractor/construction manager (GC/CM) contracting procedures for public bodies, including cities. A public body not “certified” to use these procedures may apply to use one of them for a particular project subject to PRC approval. Although Shoreline City Hall was constructed using the DB method with a 63-20 financing structure, the City is not certified to use these procedures and will need to apply to the CPARB – PRC to use one of them for these park system improvements.

Below is a brief discussion of Progressive Design Build (PDB) to provide background on the alternative project delivery method staff are considering. Attachment B to this staff report provides a graphic showing the owner - contractor organization and a high-level pro/con of a few different alternative project delivery methods.

### **Progressive Design Build (PDB) Method**

PDB is a method of project delivery in which City would execute a single contract with the contractor and the contractor then seeks design partners. In PDB, the City would have the ability to recommend and have input into the selection of design partners, although ultimately the PDB entity makes the final decision. The PDB entity then performs both the design and construction of the project and holds single-source responsibility and contractual risk for every aspect of the design and construction of the project, from estimation, assessments and pre-construction to architecture, schematics, engineering, subcontracting, construction, and post-construction. The PDB entity

manages all contracts subcontractors, equipment vendors and materials providers, among other partner firms.

Under this delivery method, the City would manage one contract with a single point of responsibility. The designer and contractor who partner to propose on the project presumably have an affinity for working together, as they must form a unified, integrated team at the onset of the project. The team can provide unified project recommendations taking both design and construction expertise into account to fit the City's schedule and budget. A single contract for both design and construction transfers most of the responsibility for the completeness, accuracy and integration of the design and construction processes to the PDB entity; the City would not be the fulcrum of any gap between designer and the builder. While single-source contracting is the fundamental difference between PDB and other project delivery methods, equally important is the culture of trust, collaboration, and innovation on the PDB team as well as the City.

In the PDB process, the City would develop a RFQ for the PDB Contractor to propose on the Park System Improvements, select and contract with the most qualified Contractor. The Contractor would then select the designer with input from the City. The team would then use the initial design work done with the Park Funding Advisory Committee (PFAC) and input from the City and Community to move the existing preliminary designs to about the 50% design point. As the PDB is working as the designer and constructor, constructability, schedule, and cost estimating should be reliable. At about 50% design completion, the City and the PDB negotiate a 'guaranteed maximum price' for the construction of the project based on the defined scope and schedule.

The benefits of PDB generally include faster delivery, greater collaboration, reduced cost, better quality, singular responsibility, decreased administrative burden, reduced risk, and less claims and litigation. A diagram comparing the various alternative project delivery methods is included as Attachment B to this staff report.

### **Requirements to Use PDB**

Relevant criteria in Chapter 39.10 RCW for the City to utilize the PDB procedure for public works projects include a project with a total project cost over two million dollars and where the construction activities are highly specialized and a design-build approach is critical in developing the construction methodology; or the projects selected provide opportunity for greater innovation or efficiencies between the designer and the builder; or significant savings in project delivery time would be realized. The City must also have a team in place that can show expertise and project management capability to deliver a project using the DB methodology. The "City team" would consist of City staff and Parametrix, the City's the alternative project delivery method consultant. The consultant feels that the Park System Improvements with the proposed City team is well suited to this delivery method and should receive approval from the review board.

## **DISCUSSION**

Staff recommend using an alternative project delivery method to the traditional "design-bid-build" model to meet the planned opening date and hold costs within the budget. Park System improvements to implement Priority Park Improvements and Park Land

Acquisitions is a large and complex project with an aggressive schedule. Based upon early review of the options, as noted above, staff believe that the PDB Method is preferred. In addition, use of alternative project delivery method is not an activity that staff have recent experience in, and that lack of recent experience would likely not meet the experience requirements of CPARP – PRC to allow the City to proceed alone on an alternative project delivery method project. These factors warrant the use of a consultant for assistance on delivery of the park improvement projects.

### **Consultant Assistance**

The City conducted an RFP, including Statement of Qualifications (SOQs) and heavily weighting experience, to engage a consultant experienced in alternative project delivery methods to assist the City in evaluating and using the selected method and providing project management support from start to finish. The City sought a consultant who has the capability to evaluate alternative contracting methodologies, develop project staffing plans, and develop and defend an application for the appropriate alternative methodology to the CPARB – PRC as part of the City’s proposal team. The consultant would also continue to provide project management support for the design, environmental and permitting, and construction phases of the project. Through evaluation of the SOQs and interviews of the best qualified firms, the City has selected Parametrix as the most qualified firm to assist with the Priority Park System Improvements.

The contract with Parametrix has been negotiated and is being presented to you tonight for approval. It is expected to have three phases. The first phase, covered by this contract, would involve development of the application for the PDB alternative delivery method followed by presentation to the CPARB-PRC, and development of a charter to define the City’s and Parametrix’ s roles and responsibilities. In this phase, Parametrix will also assist with the project team procurement, using the PDB methodology. The next phases would involve assistance in design and pre-construction, followed by a phase for construction assistance.

If Council authorizes this contract with Parametrix, the immediate next steps would be to have the application for the alternative delivery method submitted to the CPARB-PRC by June 20<sup>th</sup> so they could consider the application at their June meeting. Upon receipt of CPARB-PRC approval, the City and Parametrix would immediately start procurement of the PDB project team. Staff anticipate returning to Council with a complete project plan and construction contracts later this summer as well as an amendment to this contract for Project Management for delivery of projects.

### **City Project Staffing**

Staffing to support this work has not been included the City’s current work plan and budget; it is included in the Proposition 1 funding for the priority park improvements. The staffing level needed for these projects under the PDB will require additional staff time in the design phase until the guaranteed maximum price is agreed upon. After that, the PDB method will require notably less staff time. Staff will include updating staffing estimates when we return to Council with the full project plan. Any additional staffing requests would likely be included in the Mid-Biennium budget amendment.

## **STAKEHOLDER OUTREACH**

During 2016, the City conducted an extensive public process to update the PROS Plan. The results of the public involvement process can be found on the PROS Plan webpage at: [www.shorelinewa.gov/prosmeetings](http://www.shorelinewa.gov/prosmeetings). After the approval of the PROS Plan in 2017, the City undertook the development of concept designs for the priority park improvements. The concept designs include stakeholder input received in early 2019. The results of those processes informed the City Council decision to put Proposition 1 before the voters. More details about the process and designs for the park improvements and park land acquisition goals is available at the City's project webpage: [www.shorelinewa.gov/prop1](http://www.shorelinewa.gov/prop1).

The public process to date has provided the basis for identifying what amenities the community is looking for in parks improvements, the location, construction costs and concept level layouts. Additional outreach to key stakeholders and the community will be necessary to move the concept level designs to final designs and construction. The scope and process for this additional input will be managed jointly by Parametrix and the PDB Contractor under direction of City staff.

## **COUNCIL GOAL(S) ADDRESSED**

This item implements City Council Goal No 2., Continue to deliver highly-valued public services through management of the City's infrastructure and stewardship of the natural environment, and specifically Action Step No. 2 under this Council goal: Continue to implement the Parks, Recreation, and Open Space Plan, including implementation of the 2021 Park Bond if approved by voters.

## **RESOURCE/FINANCIAL IMPACT**

Proposition 1 authorized the City to issue bonds to support park system improvements, park land acquisition, and investments in Public Art in the amount of \$38.5 million. Estimated construction and related costs for the park system improvements are \$26 million and include an allowance for project management costs. This contract procures project management costs for the initial planning and contracting for park system improvements. The amount of this contract is not to exceed \$132,400 and will be funded by General Capital 2022 Parks Bonds.

## **RECOMMENDATION**

Staff recommends that the City Council move to authorize the City Manager to execute a professional services agreement with Parametrix Inc. in the amount of \$132,400 to support the delivery of Parks Improvements funded by Proposition 1.

## **ATTACHMENTS**

Attachment A: Parametrix Inc. RFP Response - Scope of Work

Attachment B: Alternative Project Delivery Method - Organization and Pro/Con Diagram



## Exhibit A - Contract 9925



DESIGN-BID-BUILD DELIVERY:  
POINT DEFIANCE REGIONAL STORMWATER PARK



Attachment A

DESIGN BUILD DELIVERY:  
NORTHERN QUEST CASINO GRAND PLAZA AND PARK



GC/CM DELIVERY:  
EASTSIDE COMMUNITY CENTER WETLAND RESTORATION



PROGRESSIVE DESIGN BUILD DELIVERY:  
BOZE ELEMENTARY SCHOOL PARK REPLACEMENT



PROPOSAL | MARCH 15, 2021 | RFP 9925

# Project Management Services for Shoreline Park System Improvements

Submitted to:  
City of Shoreline  
Purchasing Department  
17500 Midvale Avenue North  
Shoreline, Washington 98133-4905

Teaming Partners:  
ARC Cost Group, LLC

**Parametrix**

ENGINEERING . PLANNING . ENVIRONMENTAL SCIENCES

## A EXECUTIVE SUMMARY LETTER

March 15, 2021

City of Shoreline  
Purchasing Department  
Submitted via email to purchasing@shorelinewa.gov  
17500 Midvale Avenue North  
Shoreline, WA 98133

### **Re: Request for Proposals (RFP) 9925 – Project Management Services for Shoreline Park System Improvements**

Dear Selection Committee Members:

All communities are special and have a personality and character that is unique to only them. Public facilities within a community must respond to and serve the needs and desires of its residents. We have reviewed the multi-site design work done to date and toured all of the parks sites. Nothing excites us more or resonates more with our own Purpose Statement than the opportunity to plan and implement all of the park system improvements that are outlined in your Proposition 1 planned to go to the voters on April 27, 2021. The following Statement of Qualifications (SOQ) proposes the team, approach and methods to plan, design and build multiple park system improvements and in doing so provide the Shoreline Community and the City of Shoreline with the highest level of service.

#### Key Elements of our Proposal

- The proposed Parametrix team has experience, expertise, a history of successfully working together, and the desire, capacity, and availability to successfully complete the planned park system improvements. Our team brings:
- Passion and commitment developing community-based facilities
- Alternative Project Delivery (APD) expertise and a 100 percent success rate with more than 30 Project Review Committee (PRC) applications
- Landscape architects with subject matter expertise and deep experience with parks
- Bench strength for filling roles needed to complete the park system improvements

- History of consistent on-time and on- or under-budget project management performance
- Experience developing a project charter and project management plan (PMP) that have the strength to plan and deliver a multi-site bundle of park system improvements.

#### Parametrix Offices

The nearest Parametrix office to Shoreline is in Seattle, located at 719 2nd Avenue, Suite 200, Seattle, WA 98104 (phone: 206.394.3700). This project will be managed by Nicole Brown, Jim Dugan, and Dan Cody, with staff from our Tacoma office, located at 710 Pacific Avenue, Suite #100, Tacoma, WA 98402 (phone: 253.278.8105).

#### Overview of the Consultant Team

Our proposed project manager, Nicole Brown, lives in nearby Lake Stevens and has relevant park system improvements experience with the City of Kenmore, the Mason County Transit Community Center projects, and the multi-year, multi-phased APD Lake Stevens High School modernization and additions project, which she is now completing.

Dan Cody will provide APD procurement advice and expertise. Bob Kugen will provide on-site construction inspection services. And Maggie Anderson will support the team with project controls. Additionally, Darren Sandeno and David Sacamano, both Parametrix landscape architects, will augment the team to provide the City of Shoreline with a depth of park design experience. Their experience and lessons learned in park design

are provided in Appendix C. As the principal-in-charge (PIC) of the Tacoma office, I will support the team and ensure they have the resources needed to successfully support the City with the park improvement projects.

To support cost estimating, we have included Andy Cluness from the ARC Cost Group on our team. Andy will assist the project team throughout design to ensure what is planned and in design is on budget. Over the past few years, we have learned to have this level of expertise included at the onset of a project, not later in the design process.

### APD Method Recommendation

**We recommend the City of Shoreline use the Progressive Design Build (PDB) method of project delivery in lieu of Design-Bid Build (DBB), GC/CM, Job Order Contracting (JOC), Traditional Design Build (DB), or Bridging Design Build (BDB). Further, we recommend following the UW Seattle model of procuring the PDB contractor first, then, in collaboration with the selected PDB contractor, collaborating selection of their preferred design team.**

We make this recommendation based on the following benefits offered and assumptions:

The three methods of DB—Traditional, Progressive and Bridging—offer the Owner the greatest opportunities for innovation and creativity in comparison to all other allowable methods of project delivery

- The concept work done to date has insufficient design for use as bridging documents for the Traditional or Bridging methods of DB
- PDB is a two-phase method—Phase 1 Preliminary Design Services and Phase 2 Final Design, Permitting, and Construction—that allows the owner to use completed concept work and move the work forward collaboratively with the PDB design team. Preliminary design work is not required
- The UW Seattle model of PDB is one that selects the PDB contractor first (contractor only, not the contractor and design team). Then,

working with the PDB contractor, the owner has the opportunity to participate in the PDB's selection of the design team. We are using this format now with Tacoma Public Schools.

*Other PDB attributes for consideration include that it:*

- Shifts a significant level of risk from the owner to the PDB contractor in comparison to GC/CM and DBB
- Establishes the guaranteed maximum price earlier than all other methods of APD, usually at or near the permit set level of design versus the end of the project
- Requires less staff support by the owner throughout the life of the project
- Is the best APD method to implement early work packages and get to construction in the least amount of time

Over the past 4 years, the proposed Parametrix project team has successfully planned, received PRC approval for, procured, and implemented five PDB projects in the \$35 M to \$40 M range for Tacoma Public Schools. We know that selecting the right method of project delivery, while important, is only the first step. The combination that makes the difference is procuring a PDB contractor with the right fit, feel, culture, and chemistry for the City of Shoreline plus using the chosen APD method correctly. Our team members and experience distinctively qualify us to make such a difference.

### Ability to Staff the Project

The proposed Parametrix team is capable of staffing all phases of the work: design, permitting, construction, and warranty. We believe we are uniquely qualified and look forward to serving you and your community on these very important projects.

Sincerely,

**Parametrix**



Jim Dugan  
Principal-in-Charge

📞 253.278.8105 | ✉️ [jdugan@parametrix.com](mailto:jdugan@parametrix.com)

## B APPROACH

### B.1 Methodology

The methodology we will employ to carry out the specific work plan tasks listed below include:

- Evaluate TDB and PDB final methods of project delivery
- Develop a comprehensive PMP, defining roles and responsibilities, reporting and approvals structure, assignment of tasks and deliverables, and availability
- Submit the PRC application for the selected method of APD by 5/20/21
- Receive PRC approval for the selected method of APD by 6/24/21
- Procure the DB team and APD approval concurrently to be sure the GC is hired prior to the schematic design phase completion
- Draft the DB request for qualifications (RFQ)/RFP with specific language regarding APD and parks experience
- Develop Owner's Project Requirements (OPR) and Basis of Design (BOD) summaries

### B.2 Work Plan

Effective implementation of the tasks outlined in the work plan below is critically dependent on the project team member technical skills and availability, the selection of a DB team with park facilities APD expertise, plus the synergy among all team members. The Parametrix team checks all of these boxes and has outlined the work plan tasks as follows:

#### Task 1: Confirm Contracting Method

The final deliverable of this step is to confirm the DB project delivery method appropriate for this project and client.

#### Task 2: Develop Project Charter

The primary deliverable of this step is to develop a project charter and comprehensive project staffing plan inclusive of the overall project team and as a roles and responsibilities matrix: a document that clearly defines the PMP.

#### Task 3: Develop PRC Application

In this task, we will complete and submit the PRC application on or before May 20, 2021, and will respond to PRC comments the week of June 14. We will also prepare for the June 24, 2021, PRC presentation.

#### Task 4: Develop and Present the PRC Presentation

During Task 4, we will deliver the PRC presentation on June 24, 2021, and gain PRC verbal approval of the application at that meeting.

#### Task 5: Project Team Procurement

The APD procurement phase has multiple deliverables, of which the primary deliverable and tasks for the DB procurement are:

- Draft the RFQ document
- Draft the RFP document
- Advertise/release the RFQ
- Select the most qualified team
- Receive/score the SOQs
- Shortlist DB finalists and issue the RFP
- Receive and review the proposals
- Interview the shortlisted teams
- Score the final proposals
- Notify proposers of most the qualified team
- Negotiate and execute a preconstruction agreement

The design team selection process, with the qualifications and interview scoring, culminates in an executed consultant team contract on or before September 17, 2021. Other potential, separate owner consultants, such as wetlands, hazardous materials, survey, and geotechnical, begin procurement on May 3, 2021 and culminate in an executed contract on or before August 1, 2021.

### B.3 Project Organization and Staffing

The staffing and organizational chart on the following page identifies all proposed team members along with their responsibilities (**Exhibit 1**). This team was structured to accomplish the following:

- Implement the appropriate APD method and acquire PRC approval
- Procure DB services compliant with all RCW 39.10 statutory requirements
- Scope of work compliance
- Negotiate, execute, and manage all contracts
- Commission, open, and occupy the projects
- Manage owner risk exposure and project performance from start to finish

The methods with which we plan to manage the project include, but are not limited to:

- Weekly progress meetings, monthly leadership meetings, and quarterly executive meetings
- Advance development of OPR and BOD summaries
- Cost estimating throughout design
- Early escalation and mitigation of issues, errors, omissions, and other risk associated factors
- Accurate assessment and assignment of appropriate allowances and contingencies

### B.4 Resumes of the Project Team

Please see **Appendix B** for the **full resumes and responsibilities** of each member of the project team. The percentage of time each staff member will be assigned to the project is shown in Exhibit 1. The **portions of work to be subcontracted** are cost estimating and analysis (ARC Cost Group), special testing, traffic analysis, State Environmental Policy Act (SEPA), survey, geotechnical, and hazardous materials. **Tasks to be completed by the City** are timely decision-making, site determination, execution of all contracts, interlocal/interagency coordination, permit coordination with the City, project

funding management, State Environmental Policy Act (SEPA) planning/coordination, single contact for the consultant, and city council updates.

### B.5 Project Schedule

Please refer to **Appendix A** for a draft contracting methodology (Phase 1) schedule.

## C COST

### Billing Rationale

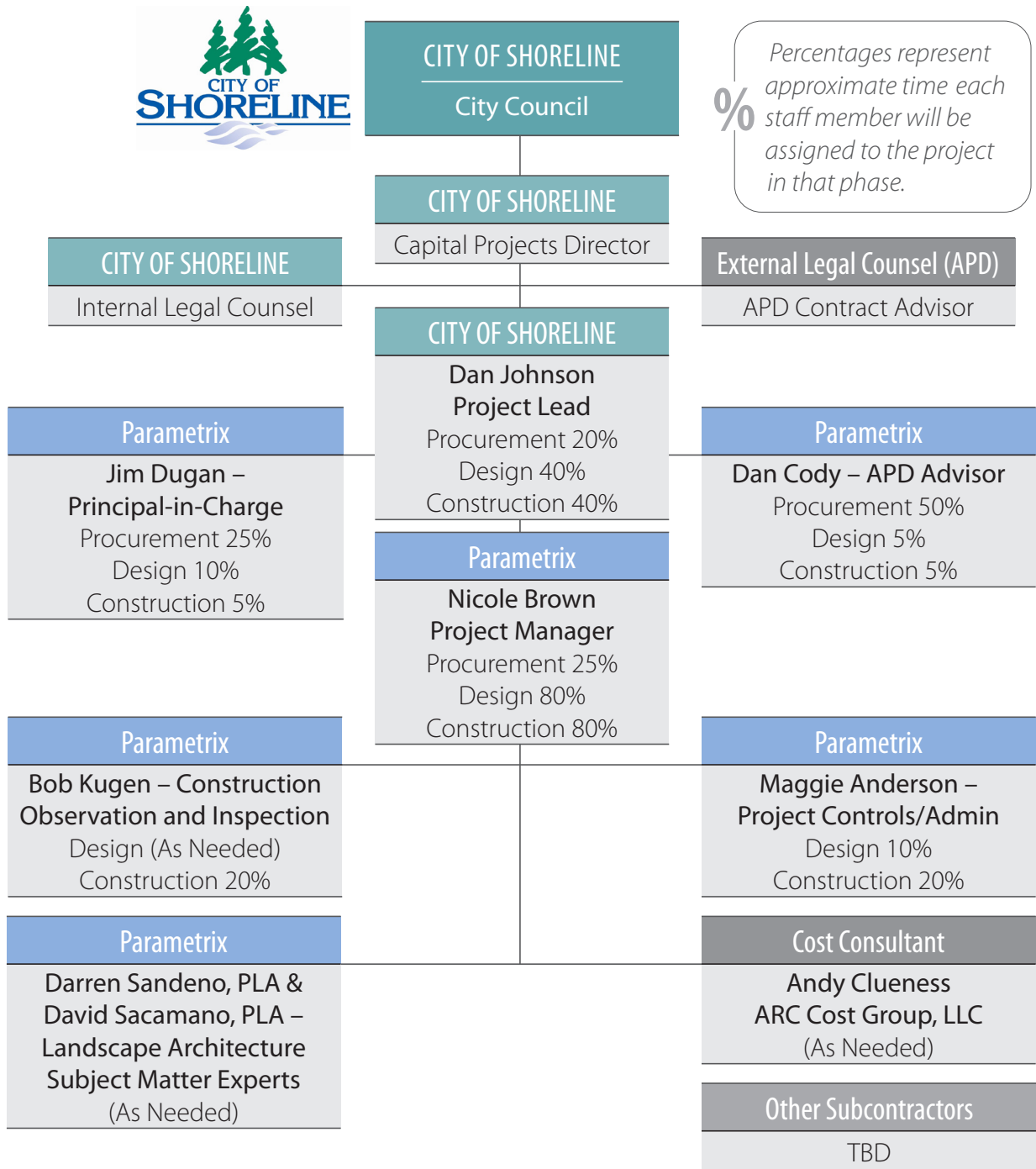
Parametrix structures our contracts and fees based on an hourly, not-to-exceed, and as-directed basis. We bill against an estimated fee budget that is derived from our detailed fee estimate spreadsheet. This pricing structure gives our clients the best value, allowing the owner and Parametrix to adjust the level of service to address the requirements of the project throughout design and construction. When the requirements are less than the original estimated fee budget, the surplus budget remains with the client. We frequently complete our consultant work at less than the original estimated fee budget.

### Summary of Estimated Fee Budget

We use a detailed spreadsheet to calculate our estimated fees for projects of this size and complexity. This outlines the project schedule, individual project tasks/deliverables, duration for each task/deliverable, team member roles/names, hourly billing rates, and the anticipated level of effort estimated at hours per week. The following is a summary of the proposed, estimated fee budget for Phase I of the PM Services for Shoreline Park System Improvements project:

Confirm Contracting Method	\$ 6,600
Develop Project Charter	\$ 4,800
PRC Application	\$ 24,000
PRC Presentation	\$ 22,000
DB Procurement	\$ 55,000
Phase I APD Advisory	\$ 20,000
<b>Total Phase I Estimated Fee Budget</b>	<b>\$ 132,400</b>

**EXHIBIT 1. ORGANIZATIONAL CHART**



## D COMPANY RELATED EXPERIENCE

### Point Defiance Regional Stormwater Park | Metro Parks Tacoma | Tacoma, WA

► DBB Delivery ► Design Advisory Services ► Metro Parks Tacoma ► On Time/On Budget



Parametrix landscape architects served in a technical and advisory role providing oversight for the landscape and integrated stormwater components of the Regional Stormwater Retrofit project located in Point Defiance. We worked closely with the landscape architects responsible for designing the project to make certain plans provided clear information, were constructible and avoided overly complicated solutions, and provided construction cost estimate information based on a base bid and several alternates considered. A key component of this project was gaining an understanding of Metro Parks' goals prior to

and during review and/or recommendations taking place. This made sure that any input our landscape architects provided was in alignment with the overall project and established budgets.

Start and End Date: 2016 – 2019 | Project Director: Debbie Terwilliger, 253.305.1086 | Price of Work: \$5M | Reference: Debbie Terwilliger, Metro Parks Tacoma, Director of Capital Planning and Development, 4702 South 19th Street, Tacoma, WA 98405

### Northern Quest Casino Expansion – Grand Plaza and Park | Kalispel Tribe of Indians | Airway Heights, WA

► DB Delivery ► Landscape Architecture Design Services ► Urban Plaza/Park



Parametrix was awarded a contract by the Kalispel Tribe to provide planning and design services for 250+ acres of undeveloped land adjacent to the Northern Quest Resort Hotel and Casino intended for major economic expansion for the Tribe. The crown jewel of the first phase of design and construction was a 1.5-acre urban plaza shaped in the iconic Kalispel Tribe sturgeon-nosed canoe. The profile was achieved by reconfiguring the existing two-lane entry road into a one-way system. Our innovative planning and design services, and client

responsiveness led to a design and construction services contract and has extended to multiple projects and incorporated a wide variety of Parametrix expertise.

Start and End Date: 2017 – 2020 | Project Director: Sev Jones, 509.671.2292 | Price of Work: \$7M | Reference: Sev Jones, Kalispel Tribe of Indians, Director of Planning and Development, 202 South Industry Drive Suite B, Airway Heights, WA 99001

### Boze Elementary School Park Replacement | Tacoma Public Schools (TPS) | Tacoma, WA

► PDB Delivery ► PM/CM & APD Services ► Completed 3 Months Early ► \$1.2M Under Budget



Parametrix is providing owner's representative and project management services, and was directly involved in the programming for the replacement of an elementary school built in 1969. This was the first PDB K-12 school facility project in the state of Washington, and programming requirements were very specific because the school incorporates requirements for standard preschool through fifth-grade students. Parametrix staff worked directly with TPS leadership; Boze Elementary School stakeholders and teachers; contractor, Korsmo Construction; and BCRA Architects to refine the scope to adhere to all

district standards, as well as STEM standards for learning.

Start and End Date: 2019 – 2020 | Project Director: Morris Aldridge, 253.571.3350 | Price of Work: \$35.5M |

Reference: Morris Aldridge, Tacoma Public Schools, Director of Planning and Construction, 3223 South Union Avenue, Tacoma, WA 98409



Proposal for Project Management Services for Shoreline Park System Improvements (RFP 9925)

### Lake Stevens High Modernization and Additions | Lake Stevens School District | Lake Stevens, WA

► GC/CM Delivery ► PM/CM & APD Services ► Phased/Occupied ► On Time/On Budget



Parametrix is providing owner's representative and project management services for a modernization and addition to an existing, occupied high school facility. The project is using GC/CM delivery over a 2.5-year multi-phased construction schedule. The anticipated building area following construction is approximately 250,000 square feet and includes a natatorium, a new three-story classroom wing, new gymnasium and modernized classrooms, administrative and support areas, a new bus loop, parking, and other site improvements.

Start and End Date: 2016 – Present | Project Director: Robb Stanton, 425.335.1506 | Price of Work: \$94.9M | Reference: Robb Stanton, Lake Stevens School District, Executive Director of Operations, 12309 22nd Street NE, Lake Stevens, WA 98258

### Eastside Community Center GC/CM and Wetland Restoration | Metro Parks Tacoma | Tacoma, WA

► GC/CM Delivery ► PM/CM & APD Services ► Metro Parks Tacoma ► \$1.2M Under Budget



Parametrix provided GC/CM procurement, advisory, and project management services for the Eastside Community Center and Natatorium. Dan Cody led the effort and managed the PRC approval process and GC/CM procurement. Once the contractor was selected, he assisted the team with PM/CM services during design and construction of the facility. This project included a number of stakeholders, including Metro Parks Tacoma, Tacoma Housing Authority, Tacoma Public Schools, and Boys & Girls Club. In addition, there were multiple funding sources

that included the primary stakeholder and New Market Tax Credits, grants, and public gifts. The hands-on, teaming nature of GC/CM delivery benefited the project and allowed a forum for collaboration and innovation among team members and stakeholders.

Start and End Date: 2017 – 2018 | Project Director: Debbie Terwilliger, 253.305.1086 | Price of Work: \$30.8M | Reference: Jeremy Wooley, Metro Parks Tacoma, Senior Project Manager, 4702 South 19th Street, Tacoma, WA 98405

### Foss High School Fields | Tacoma Public Schools | Tacoma, WA

► DB Delivery ► PM/CM & APD Services ► Shared Park Facility ► On Time/On Budget



The construction of a new softball field facility at Foss High School included an infilled synthetic turf surface, dugouts, scorekeeper's box, bleacher seating, pitcher's warm-up area, and batting cages. The facility also received perimeter fencing and netting, retaining walls and fill, field lighting infrastructure, associated walkways, landscaping, and miscellaneous perimeter improvements. Additionally, the existing track-and-field throwing events amenities were relocated near the new softball field.

Start and End Date: 2018 – 2019 | Project Director: Morris Aldridge, 253.571.3350 | Price of Work: \$1.7M | Reference: Morris Aldridge, Tacoma Public Schools, Director of Planning and Construction, 3223 South Union Avenue, Tacoma, WA 98409

## E STATEMENT OF TEAM EXPERIENCE

### EXHIBIT 2. TEAM EXPERIENCE MATRIX

#### APD and Parks and Recreation Project Management Experience

● Parks and Recreation ● APD Project

	METRO PARKS TACOMA: Point Defiance Regional Stormwater Park ●	KALISPEL TRIBE OF INDIANS: Northern Quest Casino Grand Plaza ●●	TACOMA PUBLIC SCHOOLS: Boze Elementary School Park Replacement ●●	LAKE STEVENS SCHOOL DISTRICT: Lake Stevens High Modernization ●	METRO PARKS TACOMA: Eastside Community Center GC/CM ●●
Staff Member/ Role	Darren Sandeno/ Landscape Architect (LA)	Darren Sandeno/ Landscape Architect	Jim Dugan/Lead Dan Cody/PM Maggie Anderson/ DC	Jim Dugan/Lead Nicole Brown/PM Dan Cody/APD Maggie Anderson/DC	Jim Dugan/Lead and PM Dan Cody/APD Maggie Anderson/DC
Jurisdiction	City of Tacoma	City of Spokane	City of Tacoma	City of Lake Stevens	City of Tacoma
Total Project Cost	\$5,000,000	\$7,000,000	\$35,500,000	\$94,973,900	\$30,865,296
Total Cost of Construction	\$4,400,000	\$6,200,000	\$27,100,000	\$61,733,035	\$21,062,442
Project Delivery Method	DBB	DB	GC/CM	GC/CM	GC/CM
Year Completed	2019	2020	Summer 2021	Summer 2021	2019
Project Duration (Design and Construction)	24 months	24 Months	12 Months	48 Months	30 Months
Percent of Time Committed	Darren Sandeno: 25% Parametrix LA Staff: 30%	Darren Sandeno: 35% Parametrix LA Staff: 40%	Jim Dugan: 2% Dan Cody: 5% Maggie Anderson: 5%	Jim Dugan: 2% Nicole Brown: 85% Dan Cody: 5% Maggie Anderson: 3%	Jim Dugan: 20%, Dan Cody: 5%, Bob Kugen: 10%
Reference Name	Debbie Terwilleger	Sev Jones	Morris Aldridge	Robb Stanton	Debbie Terwilleger
Reference Title	Director of Capital Planning and Development	Director of Planning and Development	Director of Planning and Construction	Executive Director of Operations	Director of Capital Planning and Development
Reference Phone Number	253.305.1086	509.671.2292	253.571.3350	425.335.1506	253.305.1086



Attachment A



# Appendix A

## Project Schedule

**Parametrix**

ENGINEERING . PLANNING . ENVIRONMENTAL SCIENCES

**EXHIBIT 3. PROJECT SCHEDULE – CONTRACTING METHODOLOGY**

PHASES/TASKS OF THE WORK	START	FINISH	2021						
			May	June	July	Aug	Sept	Oct	
1 Confirm Contracting Method	5/3/21	5/7/21	█						
2 Develop Project Charter	5/3/21	5/31/21	█	█					
2.01 Develop Staffing Plan	5/3/21	5/14/21	█						
2.02 Develop Roles/Responsibility Matrix	5/3/21	5/31/21	█	█					
3 PRC Application/Presentation	5/3/21	6/24/21	█	█	█				
3.01 PRC Application	5/3/21	5/19/21	█	█					
3.02 PRC Application Submittal		5/20/21		◆					
3.03 PRC Presentation Development	5/17/21	6/23/21		█	█				
3.04 PRC Presentation		6/24/21				◆			
3.05 PRC Approval		6/24/21				◆			
4 Facilitation of Parks Project Staffing	5/24/21	6/11/21		█					
5 Project Team Procurement			█	█	█	█	█	█	
5.01 APD RFQ Development	5/17/21	6/28/21		█	█				
5.02 APD RFP Development	6/1/21	7/25/21			█	█			
5.03 Manage APD Procurement Process				█	█	█	█	█	
5.04 Publish RFQ		6/29/21				◆			
5.05 Presubmittal Meeting		7/8/21				◆			
5.06 Review/Score Qualifications	7/16/21	7/20/21				█			
5.07 Interviews/Score Interviews	7/22/21	7/23/21				█			
5.08 Issue RFP to Shortlisted Firms		7/26/21					◆		
5.09 Open/Score Proposals/Notify Most Qualified		8/9/21					◆		
5.10 Assist in Negotiation of APD Agreement	8/16/21	8/27/21					█		
5.11 Board Approval of APD Agreement		Sept 2021						◆	
5.12 Execute APD Agreement		Sept 2021						◆	
5.13 RFP Development (Other Consultants)	5/3/21	5/20/21		◆					
5.14 Publish Other Consultants RFPs		5/31/21			█				
5.15 Open/Score/Select Consultants	6/14/21	6/18/21			█				
Assist in Negotiation of Contracts	6/21/21	7/2/21				█			
Board Approval of Consultant Contracts		July 2021					◆		
Execute Consultant Contracts		Aug 2021	█	█	█	█	█	█	
6 Phase I APD Advisory Services			█	█	█	█	█	█	
7 Phase I Miscellaneous Project Management									

◆ Key Deliverable



Attachment A



# Appendix B

Resumes

**NICOLE BROWN** | Project Manager | Parametrix



23 YEARS OF EXPERIENCE | 14 YEARS OF GC/CM EXPERIENCE  
BA, ENGLISH/HISTORY

**Registration/Certification**

DESIGN BUILD INSTITUTE OF AMERICA (DBIA) ASSOCIATE – CERTIFICATION  
ASSOCIATED GENERAL CONTRACTORS (AGC) – GC/CM TRAINING  
WASHINGTON STATE LICENSED REAL ESTATE MANAGING BROKER

Nicole has over 20 years of construction and project management experience representing public and private owners. With 30 years of experience in various aspects of real estate and a strong financial background, she brings a well-rounded perspective to project work. Nicole’s expertise includes programming, budget analysis, furniture coordination, project team management, quality control, communications, and schedule oversight. She has experience in both the private and public sectors and she has worked on several GC/CM projects as the owner’s representative and has helped municipal clients through the PRC approval process.

updates and bringing forth critical issues for resolution. She will be the day-to-day contact working with the project team members, including the other project management team consultants, the City’s other consultants, the A/E team, the contractor, and authorities having jurisdiction. Nicole will be responsible for tracking/enforcing the contractual obligations of the A/E team and the contractor and seeing that the project is designed and constructed to meet the City’s program, budget, and schedule. Nicole will assist and support the City with public relations-related issues and outreach.

**Responsibilities:** Nicole will report to the City’s project manager and Jim Dugan and will be in regular contact with both, providing project

**Selected Project Experience**

Project Name	Delivery Method	Client	Role
Lake Stevens High School Modernization and Additions	GC/CM	Lake Stevens School District	Project/Construction Management
Microsoft MACC	Design-Bid-Build (DBB)	Microsoft RE&F	Team Lead/Project Management
Kenmore City Hall GC/CM	GC/CM(DBB)	City of Kenmore	PRC Approval, DBB Bidding, Project Management
Vancouver Main Library	GC/CM	Fort Vancouver Regional Library	PRC Approval, GC/CM Procurement
Capital Theatre Expansion	GC/CM	City of Yakima	PRC Approval, GC/CM Procurement
Mason Transit/Community Center	GC/CM	Mason Transit	PRC Approval, GC/CM Procurement, Project Management
Kirkland Public Safety Building	DBB	City of Kirkland	Construction Management
Plum Creek Timber Headquarters	DBB	Plum Creek Timber	Project/Construction Management
Lake Washington School District GC/CM	GC/CM	Lake Washington School District	Project/Construction Management
Everett School District	Various small capital projects	Everett Public Schools	Project/Construction Management

**JIM DUGAN** | Principal-in-Charge/Key Contact | Parametrix



43 YEARS OF EXPERIENCE | 13 YEARS OF GC/CM EXPERIENCE | 25 YEARS OF DB EXPERIENCE  
BS, CIVIL AND ENVIRONMENTAL ENGINEERING

**Registration/Certification**

AGC SEATTLE – GC/CM TRAINING; AGC SEATTLE – DESIGN/BUILD TRAINING  
DBIA – DESIGN/BUILD CERTIFICATION TRAINING

Jim has over four decades of design, construction, project management, and program management experience, including a focus in APD for educational and public works facilities. His experience includes 21 years managing DB projects as a contractor, 11 years managing design teams as a consultant, and 14 years in an owner’s representative role managing multiple K-12 and public-sector projects utilizing GC/CM, DB, and DBB delivery methods. In his role as APD advisor, Jim often finds himself mentoring team members, supporting project managers, and providing advice on all aspects of APD. Jim has an intimate knowledge of the statutory requirements of RCW 39.10 and the associated processes and procedures related to DB and GC/

CM alternative delivery methods. In 2016, he was appointed to a three-year term on the PRC, and in 2018 and 2019, he served as the PRC vice chairman. Jim was reappointed to the PRC with a term ending in 2023.

**Responsibilities:** Jim will be the contact for issues related to contractual obligations and staffing for the project management consultant team overall. Jim will also provide advisory services to the City’s project manager on issues related to consultant procurement, APD, project management, construction management, A/E contracts, and construction contracts. Jim may assist the City’s project manager in reporting project status to the city council, stakeholders, and the public.

**Selected Project Experience**

Project Name	Delivery Method	Client	Role
Eastside Community Center GC/CM	GC/CM	Metro Parks Tacoma	PRC Approval, GC/CM Project Manager
Lake Stevens High School Modernizations and Additions	GC/CM	Lake Stevens School District	PRC Approval, GC/CM Advisor, PIC
Stadium High School Natatorium	GC/CM	Tacoma Public Schools	Owner’s Representative, GC/CM Advisor, Program Management
Fircrest Pool and Community Center	DBB	City of Fircrest	Principal-in-Charge
Wilson High School Recreation Center and Natatorium	GC/CM	Tacoma Public Schools	Owner’s Representative, GC/CM Advisor, Program Management
Stewart Middle School	GC/CM	Tacoma Public Schools	Owner’s Representative, GC/CM Advisor, Program Management
Browns Point Elementary School	GC/CM	Tacoma Public Schools	Owner’s Representative, GC/CM Advisor, Program Management
Boze Elementary School	DB	Tacoma Public Schools	Owner’s Representative, DB Advisor, Program Management
4 Elementary School Program: Dick Scobee, Pioneer, Chinook, and Terminal Park	GC/CM	Auburn School District	PRC Approval, GC/CM Advisor, PIC

DAN CODY, RA, DBIA ASSOCIATE | APD Advisor | Parametrix



35 YEARS OF EXPERIENCE | 6 YEARS OF GC/CM EXPERIENCE | 5 YEARS OF DB EXPERIENCE  
 BA, ARCHITECTURE; BS, ARCHITECTURAL STUDIES

**Registration/Certification**

LICENSED ARCHITECT, WA; DBIA ASSOCIATE; AGC SEATTLE – GC/CM TRAINING; AGC SEATTLE – DESIGN/BUILD TRAINING; DBIA – DESIGN/BUILD CERTIFICATION COURSE

Dan has managed the design and construction of numerous projects in the educational, institutional, and commercial markets throughout the greater Puget Sound region. He has a thorough understanding of the requirements, nuances, and best practices related to design and construction of facilities, as well as a comprehensive knowledge of APD and the governing RCW 39.10 statutes. He is an advocate of APD and is a proponent of bringing alternative delivery to the public sector. In the last four years, Dan and the Parametrix team have submitted more than 30 APD project applications to the PRC, totaling over \$2.1B in total project value. Parametrix takes great pride that, to date, 100 percent of our applications have been approved by the PRC. In addition to his work on PRC applications and APD procurement, Dan provides project management, construction management, and

APD advisory services. His clients have included Tacoma Public Schools, Metro Parks Tacoma, Lake Stevens School District, Vancouver Public Schools, Tumwater School District, and Willapa Valley School District.

**Responsibilities:** Dan will report to Nicole Brown and Jim Dugan. He will be responsible for application/presentation to the PRC for approval to use alternative delivery. After PRC approval is received, he will lead and manage the APD procurement effort and provide APD advisory services throughout the life of the project. Dan is a senior project manager (PM) and construction manager (CM), located in our Tacoma owner’s representative office. In addition to providing PM/CM services to clients, he has been instrumental in the procurement efforts for many APD projects over the last four years. Dan’s role will be as the APD procurement lead and as the senior PM/CM during design and construction.

**Selected Project Experience**

Project Name	Delivery Method	Client	Role
Lake Stevens High School Modernization and Additions	GC/CM	Lake Stevens School District	PRC Approval, GC/CM Procurement, Project Manager
Eastside Community Center and GC/CM	GC/CM	Metro Parks Tacoma	PRC Approval, GC/CM Procurement Manager
Rock Island Dam Powerhouse #2 Turbine Rehabilitation	DB	Chelan County PUD	PRC Approval, DB Procurement
Boze Elementary School Replacement	DB	Tacoma Public Schools	PRC Approval, DB Procurement, Project Manager
4 Elementary School Program: Dick Scobee, Pioneer, Chinook, and Terminal Park	GC/CM	Auburn School District	PRC Approval, GC/CM Procurement, PM Support
Harriet Rowley Elementary School and Madison Elementary School Replacement	GC/CM	Mount Vernon School District	PRC Approval, GC/CM Procurement
Browns Point Elementary School Replacement	GC/CM	Tacoma Public Schools	PRC Approval, GC/CM Procurement



**MAGGIE ANDERSON, CMC** | Document Controls and Administration | Parametrix



27 YEARS OF EXPERIENCE | 4 YEARS OF GC/CM EXPERIENCE

**Registration/Certification**

CONSTRUCTION MANAGEMENT CERTIFICATION  
 AGC SEATTLE – GC/CM TRAINING; AGC SEATTLE – DESIGN-BUILD TRAINING

Maggie provides construction management support services within the construction industry.

With a background in residential and commercial construction, she has worked with public and private stakeholders. She excels at providing on-time project execution, close attention to detail, and consistent delivery on client commitments. Maggie has supported a wide

range of projects including schools, data centers, healthcare facilities, municipal buildings, high-rise residential, and tenant improvements, with a construction value ranging from \$35M to \$210M.

**Responsibilities:** Maggie will report to Nicole Brown, and is responsible for project/construction management support and project-related document controls and administrative tasks.

**Selected Project Experience**

Project Name	Delivery Method	Client	Role
Harriet Rowley Elementary School and Madison Elementary School Replacement	GC/CM	Mount Vernon School District	Project Controls
Mount Vernon High School Old Main Building	GC/CM	Mount Vernon School District	Project Controls
Willapa Elementary School New Gymnasium	DB	Willapa Valley School District	Project Controls
PRC Application/Presentation Development	GC/CM, DB	Various Clients	APD Procurement Support

**BOB KUGEN** | Construction Observation and Inspection | Parametrix



34 YEARS OF EXPERIENCE | AA, ENGINEERING

**Registration/Certification**

CERTIFIED EROSION AND SEDIMENT CONTROL LEAD  
 AGC SEATTLE – GC/CM TRAINING; AGC SEATTLE – DESIGN-BUILD TRAINING

Bob has design and construction experience with municipal, state, federal, and private development

projects. His experience includes schools and commercial buildings, sewage collection systems, wastewater treatment plants and pump stations, water distribution systems, storm drainage

collection and treatment facilities, roadway improvements, and site development projects.

**Responsibilities:** Bob will report to Nicole Brown and is responsible for on-site observation and inspection reports, daily reports, non-conforming work identification, and A/E coordination during construction.

**Selected Project Experience**

Project Name	Delivery Method	Client	Role
Boze Elementary School Replacement	DB	Tacoma Public Schools	Construction Observation, Inspection
Public Works Maintenance Facility	DB	City of Orting	Construction Observation, Oversight
WWTP Phase 1 Expansion	DBB	City of Gig Harbor	Construction Observation, Oversight

DARREN SANDENO, PLA | Landscape Architect | Parametrix



24 YEARS OF EXPERIENCE | BS, LANDSCAPE ARCHITECTURE

Registration/Certification

PROFESSIONAL LANDSCAPE ARCHITECT, WA, OR

Darren is a senior landscape architect/urban designer who regularly works within multidisciplinary teams

throughout the Northwest. He has successfully designed and managed over 200 project for public, private, and tribal clients. Darren regularly participates on multidisciplinary teams, working with clients, local agencies, and communities translating stakeholder input into plans that provide a vision and a path to future

implementation. Having a background in both landscape architecture and biology has provided him with keen insight into the balance and integration of natural elements into the built environment and, more specifically, the unique character and importance of public/civic spaces within the urban realm. He has strong experience in master planning; urban, landscape, hardscape and irrigation design; and cost estimating.

**Responsibilities:** Darren will be a subject matter expert on landscape architecture.

Selected Project Experience

Project Name	Client	Role
Point Defiance Stormwater Park	Metro Parks Tacoma	Landscape Architect
Landscape Architecture On-Call	City of Olympia	Landscape Architect
Landscape Architecture Task Orders	City of Poulsbo	Landscape Architect

DAVID SACAMANO, PLA | Landscape Architect | Parametrix



26 YEARS OF EXPERIENCE | BLA, LANDSCAPE ARCHITECTURE

Registration/Certification

PROFESSIONAL LANDSCAPE ARCHITECT, WA, OR, ID, CA, HI

David is a professional landscape architect with over two decades of park and recreation facility design experience

and demonstrated expertise managing multidisciplinary planning and design teams and projects. His diverse background includes open space planning, park design, trails and non-motorized facilities, landscape architecture, urban design, entitlements, and public outreach. Early in David's career, he worked as a project manager for a municipal parks department and

managed the design of numerous community-focused park development projects where he provided parks planning; scheduling, design, and cost estimation; quality reviews; and construction support. He has been involved in more than 20 park projects in Washington, including serving as landscape architect and project manager for the award-winning, \$26M Vancouver Waterfront Park project.

**Responsibilities:** David will be a subject matter expert on landscape architecture.

Selected Project Experience

Project Name	Client	Role
Fairgrounds Community Park	Clark County	Landscape Architect
Freedom Park	Joint Base Lewis-McChord	Landscape Architect
Waterfront Park Development - Vancouver, WA	City of Vancouver	Landscape Architect

## Subconsultant Team Member

**ANDY CLUNESS** | Cost Estimating Consultant | ARC Cost Group, LLC



23 YEARS OF EXPERIENCE | 16 YEARS OF GC/CM EXPERIENCE  
BS, QUANTITY SURVEYING

Andy has extensive experience working on projects of a similar size and scope, including more than 75 APD projects. He is an industry specialist in budget preparation, cost estimating, bid evaluation, project controls, and APD estimate analysis and reconciliation. Andy brings extensive knowledge of the construction management industry and, for the last 18 years has been based in the Pacific Northwest. His cost planning expertise is applied through various sectors, ranging from education and healthcare to confidential government projects. He has led estimating services on

projects ranging in scope and size from \$1M to \$1.5B for private and public sector clients. From contract inception to completion, Andy has provided both pre- and post-contract duties including estimating, value engineering, and negotiating of contracts and change orders.

**Responsibilities:** Andy is a member of the project management consultant team and will be utilized on an as-needed basis. He will report to Nicole Brown and advise on issues related to cost and budget, separate from the A/E cost estimator and the contractor.

### Selected Project Experience

Project Name	Client	Role
Shoreline Maintenance Facility	City of Shoreline	Lead Cost Estimator
Gas Works Park Picnic Shelter and Play Barn Retrofit	Seattle Parks and Recreation	Lead Cost Estimator
Cascade Playground Improvements	Seattle Parks and Recreation	Lead Cost Estimator
Sakai Park Master Planning	Bainbridge Island Metro Park and Recreation District	Lead Cost Estimator
Alki Beach Park ADA and Restroom Upgrades	Seattle Parks and Recreation	Lead Cost Estimator
Jim Ellis Freeway Park Upgrades	Seattle Parks and Recreation	Lead Cost Estimator
Seward Park ADA and Restroom Upgrades	Seattle Parks and Recreation	Lead Cost Estimator



Attachment A



# Appendix C

## Supplemental Information: Lessons Learned

## Park Development Lessons Learned and Approach to Park Design


In our experience working in a variety of roles, from design lead, to inspection to compliance with numerous clients and project, we have observed several common issues and developed proven solutions. The following list summarizes some of the more common lessons learned and, more importantly, how we adjusted our approach to parks design as a result of those lessons learned.


### EXHIBIT 4. LESSONS LEARNED


- |  |  |
|--|--|
| <p><input checked="" type="checkbox"/> Engage maintenance staff early in the design process to create parks that are efficient and lower-cost to maintain.</p>   | <p><input checked="" type="checkbox"/> Locate and specify landscaping to maintain sight lines and provide natural surveillance of park areas.</p>  |
| <p><input checked="" type="checkbox"/> Increase mobility throughout the park by using durable paving materials. Create paving areas and routes that are wide enough for park users to safely pass while reducing damage to landscaping from overuse by pedestrians and bicyclists.</p> | <p><input checked="" type="checkbox"/> Achieve sustainability goals by constructing park improvements that are low maintenance. Employ efficient, economical designs that use durable natural, renewable, and recyclable materials can reduce maintenance costs.</p>         |
| <p><input checked="" type="checkbox"/> Work with adjacent neighborhoods, schools, and community organizations to incorporate public art into park designs.</p>   | <p><input checked="" type="checkbox"/> Consider applying anti-graffiti coatings to building walls and other vertical surfaces to facilitate graffiti removal, if needed.</p>   |
| <p><input checked="" type="checkbox"/> Consider extended contractor-provided maintenance and warranty periods to capitalize and defer maintenance costs.</p>   | <p><input checked="" type="checkbox"/> Use common construction material specifications that are suitable for site development work.</p>  |
| <p><input checked="" type="checkbox"/> Promote the use of native and adaptive plant palettes to provide the best combination of durability, visual appeal, and landscape function. Specify plants that are readily available and in cost-effective sizes.</p>                          | <p><input checked="" type="checkbox"/> Integrate stormwater best management practices (BMPs) into the park designs to reduce the harmful effects of runoff by mitigating peak flows, improving water quality, and encouraging groundwater recharge through infiltration.</p> |
| <p><input checked="" type="checkbox"/> Initiate entitlement work and coordinate with regulatory agencies early in the design process to expedite park development timelines.</p>   | <p><input checked="" type="checkbox"/> Design lawn areas that can be efficiently mowed with standard mowing equipment while minimizing small lawn areas that require push-mowers.</p>  |
| <p><input checked="" type="checkbox"/> Consider standardizing site furnishings, irrigation equipment, and play equipment to simplify procurement and maintenance.</p>  | <p><input checked="" type="checkbox"/> Provide irrigation for active recreation, park entries, and gathering areas. Consider xeriscaping and drought-tolerant planting design for general open space and naturalized areas.</p>  |
| <p><input checked="" type="checkbox"/> Recognize that walls, stairs, and site furnishings may be attractive to skateboarders and bicyclists. Incorporate deterrents into construction details or consider designs that discourage unwanted activities.</p>                             | <p><input checked="" type="checkbox"/> Use trees to shade paved surfaces and consider picnic shelters to provide year-round weather protection.</p>  |


**EXHIBIT 5. APPROACH TO PARK DESIGN AND DEVELOPMENT**


---


 Park designs must be adaptable to meet the needs of current and future park users.


 Engage the community early in the design process to build consensus, inform and share project details, and identify strategies that will lead to project success.

 Create diverse and equitable outdoor environments that are universally accessible, culturally-relevant, and address changing demographics.

 Create open spaces that are dynamic, relevant, and consistent with community expectations.

 Balance the built and natural environments while considering existing conditions and context, community needs, financial feasibility, and maintenance requirements.

 Establish a clear sense of hierarchy for circulation and uses, and include appropriate signage and lighting to mitigate potential conflicts between users.

 Consider extended contractor-provided maintenance and warranty periods to capitalize on and defer maintenance costs.

---

### DESIGN-BID-BUILD

**Structure**

```

    graph TD
      Owner[Owner] --- A/E[A/E]
      Owner --- GC[General Contractor]
      GC --- S1[Subs/Suppliers]
      GC --- S2[Subs/Suppliers]
      GC --- S3[Subs/Suppliers]
      GC --- S4[Subs/Suppliers]
      GC --- S5[Subs/Suppliers]
      GC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      A[Public Low Bid Selection Process] --> B[Build]
    
```

- Assumes design is complete, correct and coordinated
- Required to select lowest responsive bid
- Adversarial
- Not flexible
- Not transparent

*\* Owner holds two contracts and warrants design to the GC*

**Pros/Cons - Owner/Agency**

	Less	More
Time		
Cost		
Risk		
Flexibility		

- Not suited for complex projects with sensitivity to change and schedule
- Linear process = longer schedule

### GC/CM

**Structure**

```

    graph TD
      Owner[Owner] --- A/E[A/E]
      Owner --- GC[General Contractor]
      GC --- S1[Subs/Suppliers]
      GC --- S2[Subs/Suppliers]
      GC --- S3[Subs/Suppliers]
      GC --- S4[Subs/Suppliers]
      GC --- S5[Subs/Suppliers]
      GC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      A[Quals Based Selection] --> B[Negotiate GMP at 90% Design]
      B --> C[Build]
    
```

- RFP
- Interview
- RFPF
- Contract prior to start of design development
- Not before 90%
- Can be at 100%
- Collaborative
- Flexible
- Partnership
- Transparent

*\* Owner holds two contracts and warrants design to the GC*

**Pros/Cons - Owner/Agency**

	Less	More
Time		
Cost		
Risk		
Flexibility		

- Not suited for smaller projects
- Cost unknown until 90% design

### TRADITIONAL DESIGN-BUILD

**Structure**

```

    graph TD
      Owner[Owner] --- DBC[D/B Contractor]
      DBC --- A/E[A/E]
      DBC --- S1[Subs/Suppliers]
      DBC --- S2[Subs/Suppliers]
      DBC --- S3[Subs/Suppliers]
      DBC --- S4[Subs/Suppliers]
      DBC --- S5[Subs/Suppliers]
      DBC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      A[Quals, Design and Pricing Based Selection] --> B[Final Design and Build]
    
```

- Up to 30% design
- Honorariums to firms not selected
- Heavy owner involvement up front
- Low owner involvement

*\* Owner holds one contract and GC warrants the design*

**Pros/Cons - Owner/Agency**

	Less	More
Time		
Cost		
Risk		
Flexibility		

- Typically suited for longer/larger projects
- Honorarium paid to proposers not selected

### PROGRESSIVE DESIGN-BUILD

**Structure**

```

    graph TD
      Owner[Owner] --- DBC[D/B Contractor]
      DBC --- A/E[A/E]
      DBC --- S1[Subs/Suppliers]
      DBC --- S2[Subs/Suppliers]
      DBC --- S3[Subs/Suppliers]
      DBC --- S4[Subs/Suppliers]
      DBC --- S5[Subs/Suppliers]
      DBC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      A[Primary Quals Based Selection with a Small pricing Component] --> B[Phase I: Design Services]
      B --> C[Phase II: Final Design and Build]
    
```

- Qualifications
- Interview
- Proposal
- Pricing factor
- Usually up to DD level but can be more
- Collaborative
- Transparent
- Heavy owner involvement
- Lower owner involvement

*\* Owner holds one contract and GC warrants the design*

**Pros/Cons - Owner/Agency**

	Less	More
Time		
Cost		
Risk		
Flexibility		

- Scope and budget determined through collaborator process between owner and team

**CITY COUNCIL AGENDA ITEM**  
CITY OF SHORELINE, WASHINGTON

<b>AGENDA TITLE:</b>	Discussion of Ordinance No. 954 – Amending the 2021-2022 Biennial Budget (Ordinance No. 945)		
<b>DEPARTMENT:</b>	Administrative Services		
<b>PRESENTED BY:</b>	Sara Lane, Administrative Services Director Rick Kirkwood, Budget & Tax Manager		
<b>ACTION:</b>	<input type="checkbox"/> Ordinance	<input type="checkbox"/> Resolution	<input type="checkbox"/> Motion
	<input checked="" type="checkbox"/> Discussion	<input type="checkbox"/> Public Hearing	

**PROBLEM/ISSUE STATEMENT:**

Staff have identified operating programs and capital projects that require additional budget allocation, as well as changes to position classifications on the salary table. These needs were not known or were in development in November 2021 at the time the 2021-2022 mid-biennial budget review was conducted and the mid-biennial budget modification was adopted by the City Council through Ordinance No. 945.

Staff is requesting that the 2021-2022 biennial budget be amended to provide resources for these programs and projects. Proposed Ordinance No. 954 (Attachment A) provides for this amendment. Tonight, staff will present proposed Ordinance No. 954 for Council review and discussion. Proposed Ordinance No. 954 is scheduled to be presented for action at the City Council’s Regular Meeting on February 28, 2022.

**FINANCIAL IMPACT:**

Proposed Ordinance No. 954 would impact expenditures and resources, as follows:

- Increases the City’s total full-time equivalent (FTE) position count by 2.0 to 194.475;
- Increases appropriations for operating and capital expenditures by \$1.057 million;
- Increases appropriations for transfers out by \$3.722 million;
- Provides revenues totaling \$3.667 million;
- Provides transfers in totaling \$3.722 million; and
- Uses available 2021 ending fund balance totaling \$0.111 million.

The net impact of proposed Ordinance No. 954 is an increase in 2021-2022 biennial appropriations totaling \$4.779 million and resources totaling \$7.389 million. The tables in Attachment B and C list the programs and impacts resulting from this amendment.

The City Council approved Ordinance No. 922, which allocated a portion of the 2020 unobligated ending fund balance towards expenditures carried over from the 2019-2020 biennial budget, Ordinance No. 923 for other budget amendments, and Ordinance No.



945 for the mid-biennial budget modifications. The remaining unobligated fund balance totals \$8.602 million, some of which is proposed to fund amendments as discussed in this report.

Intended Use of General Fund Reserves	Amended by Ord. No. 945	Amended by Ord. No. 954
2021 General Fund Beginning Fund Balance	\$26.133M	\$26.133M
Less Required General Fund Operating Reserve:		
Cash Flow Reserve	3.000M	3.000M
Budget (Operating) Contingency	0.871M	0.871M
Insurance Reserve	0.255M	0.255M
Less Assigned for One-Time Outlays through 2021-2022 Biennial Budget Adoption	2.980M	2.980M
Less Use/(Provision) for 2020-to-2021 Carryovers	0.735M	0.735M
Less Use/(Provision) for April 2021 Budget Amendment	0.120M	0.120M
Less Use/(Provision) for November 2021 Budget Amendment	2.956M	2.956M
Less Use/(Provision) for February 2022 Budget Amendment	0.000M	0.111M
Less Assigned for One-Time Support for City Maintenance Facility	3.871M	3.871M
Less Designated for City Maintenance Facility	2.743M	2.743M
<b>Unassigned and Undesignated Beginning Fund Balance</b>	<b>\$8.602M</b>	<b>\$8.491M</b>

**RECOMMENDATION**

No action is required by the City Council this evening. This meeting will provide an opportunity for the City Council to review proposed Ordinance No. 954 and ask specific questions and provide staff direction. If the City Council does not have any concerns, staff will immediately commence recruitment to fill the positions impacted by this amendment and schedule action on proposed Ordinance No. 954 on February 28, 2022.

Approved By:           City Manager **DT**   City Attorney **MK**

## **BACKGROUND**

Staff have identified operating programs and capital projects that require additional funding and/or an increase of full-time equivalent (FTE) positions, as well as changes to position classifications on the salary table. These needs were unknown or still developing in November 2021 at the time the 2021-2022 mid-biennial budget review was conducted, and the mid-biennial budget modification was adopted by the City Council through Ordinance No. 945.

## **DISCUSSION**

At this time, staff is requesting, through proposed Ordinance No. 954 (Attachment A), that the 2021-2022 Biennial Budget be amended to provide the resources necessary to deliver the following projects:

### **Amendments Impacting the General Fund:**

#### American Rescue Plan Act (ARPA):

ARPA was signed into law by President Biden on March 11, 2021 and is a \$1.9 trillion economic stimulus bill. Within the ARPA, the Coronavirus State and Local Fiscal Recovery Fund (CSLFRF) provides \$350 billion for states, municipalities, counties, tribes and territories. The City was awarded \$7,533,842 and will receive the funds in two tranches. The first tranche was received in August 2021 and the second will be received in August 2022.

Recent clarification on the use of CSLFRF funds by smaller cities have provided reporting options that reduce our administrative burden and audit risk. To that end, for reporting purposes, the City will use all funds to support a portion of the City's 2021 Police Services Contract. This will allow the General Fund to deliver the projects approved by Council included in the City Manager's Phase 1 funding recommendations adopted through Ordinance No. 945 ([staff report for Council's November 1, 2021 discussion](#)) as well as staff's 2022 Human Services funding recommendations ([staff report for the January 24, 2022 Council discussion](#)).

This amendment recognizes the full award of CSLFRF funds totaling \$7,533,842 in support of providing public safety services, zeroes out the revenue as amended through Ordinance No. 945 as those projects will be delivered with support from the General Fund, and provides additional appropriations totaling \$605,500 for the Human Services Investments outlined in the January 24, 2022 staff report.

#### Other Grants:

*Housing Action Plan Implementation Grant:* In May 2021, the City Council adopted the Housing Action Plan, which identified cottage housing as one of the highest priorities for implementation of the plan. The City was awarded a \$40,000 grant from Department of Commerce to fund the cost of developing Development Code regulations for cottage housing and implementing the first strategy from the Housing Action Plan. A consultant will be selected to implement this part of the Housing Action Plan. All expenditures will be reimbursed by the Department of Commerce. This amendment provides a one-time increase of revenues and appropriations for this purpose.

Personnel:

*Information Technology Reorganization:* The current job market for technology positions is challenging and the City has been unsuccessful in recruiting for a critical higher level Information Technology (IT) position to support critical enterprise software. Additionally, staff have been unable to identify qualified consultants to assist in this effort. To address this challenge and workload demands in the short term, the City Manager is proposing a reorganization of existing IT positions that support critical enterprise applications – the addition of an IT Supervisor classification and replacement of the current IT Systems Analyst classification through creation of a series of IT Systems Analyst I, II, and III classifications. This amendment provides for these changes to the City’s salary schedule (Exhibit A to Attachment A).

The assignment of existing positions into these classifications will support filling critical vacancies by allowing staff to recruit lower-level positions. This change is also budget neutral and does not result in additional appropriation or an increase in full-time equivalent (FTE) positions. This is the case as there are multiple current positions, with one vacancy, in the IT Systems Analyst classification, which is being eliminated, for the series of IT Systems Analysts classifications (IT Systems Analyst I, II, and III) and the IT Supervisor classification. The only impact of this recommendation on the 2021-2022 Biennial Budget is related to changes in the City’s salary schedule. In addition, IT staff are working with a consultant to conduct a workload/staffing analysis which may result in additional changes recommended by the City Manager as part of the 2023-2024 biennial budget process.

*Plans Examiner III:* The City has maintained only two full time commercial building plans examiner positions since the year 2000. Since that time, projects and the associated construction codes have grown in both volume and complexity. In a few instances over time, it was necessary to augment staff effort by contracting out for plan review services. Contemporary history reflects that the development community is constructively responding to the City’s phased upzoning in Shoreline’s two Station Areas. While there are several light rail station area measures that have been proposed as stimulus for what has so far been a lack of multifamily development in the core Mixed Use Residential-70’ zone (MUR-70’) surrounding the light rail stations, developer assemblage activity has recently accelerated and preapplication appointments are increasingly representative of large new multifamily projects. Compared to the City of Seattle, where permitting can take years, the accessibility and timeliness of Shoreline’s entitlement process has historically been a selling point. Ensuring adequate staffing to review permit applications in a timely fashion could be a meaningful stimulus in and of itself, while also quickening the pace of added housing to a regional supply that has been at crisis levels for many years.

It can be further concluded that this planned expanded capacity for housing growth will result in sustained redevelopment activity for the foreseeable future. Permit revenue data documents both the growth and creation of a significant fund reserves. For example, in the MUR-70’ zone, we currently have over 1,300 multifamily dwelling units in the pipeline. This is in addition to the consistently evolving apartment redevelopment along Aurora Avenue N and 15<sup>th</sup> Avenue. Of late, it has become necessary to repeatedly use our building plan review services contracts to keep up with workload demand. The building plan check fee revenue received in 2016 and 2017 grew from

\$1.1 million to \$1.5 million in 2021. It must be noted that contracting of plan review services still requires significant in-house project management coordinative support. Staff are at the point where we need to rely on contract assistance regularly and are still not able to consistently meet the internal target of 12 weeks on average for permit turn around for first commercial new construction reviews. Considering these challenges, the City Manager is proposing the addition of a 1.0 FTE Plans Examiner III position to assist in maintaining historic permit processing turnaround times. This amendment provides for this purpose. Revenue supporting the addition of this position was recognized as part of the 2021-2022 mid-biennial budget modification adopted by Council through Ordinance No. 945 in November 2021.

*Additional Salary Schedule Amendments:* The proposed salary schedule (Exhibit A to Attachment A) also provides for two additional amendments to address minor corrections in the table. These include a job title correction for an existing classification (Engineering Specialist) to the correct title of Traffic Operations Specialist and a change in Fair Labor Standards Act (FLSA) exemption status for the Housing & Human Services Coordinator classification due to an increase in authorized hours.

### **Amendments Impacting the General Capital Fund:**

Parks Bond Project: On November 1, 2021, the City Council voted to place Proposition 1, General Obligation Bonds for Park Improvement and Park Land Acquisition in the amount of \$38.5 million on the February 8, 2022 Special Election Ballot. Should this measure not be supported by voters, staff will adjust proposed Ordinance No. 954 to remove appropriation recommendations related to Proposition No. 1. However, to be prepared to begin implementation of the projects as quickly as possible Council must amend the City's capital budget to appropriate some expenditures associated with the first phase of the project work related to the Parametrix Contract on tonight's Council Consent Agenda and also provide for staffing to implement the projects. The remaining budget appropriations required to implement the Parks Bond Projects will be included in future budget processes as more details on project timing are available.

This amendment appropriates \$300,000 for project administration of the capital projects supported by the Bonds in the City's General Capital Fund, including the addition of a 1.0 FTE Parks Bond Project Manager to oversee the implementation of the project. This position will serve as the owners' representative managing the City's contracted project manager, coordinate public outreach and collaborate all aspects of the project throughout the City. The position will be solely supported by capital projects. Because the projects are anticipated to take longer than the three-year maximum allowed for a limited-term position, this position is requested as a regular FTE position and is reflected in the salary schedule (Exhibit A to Attachment A) as such. The position will be eliminated when the projects are substantially complete and able to be transitioned to operating staff for maintenance and operations.

### **FINANCIAL IMPACT:**

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<b>Unassigned and Undesignated Beginning Fund Balance</b>	<b>\$8.602M</b>	<b>\$8.491M</b>

### **RECOMMENDATION**

No action is required by the City Council this evening. This meeting will provide an opportunity for the City Council to review proposed Ordinance No. 954 and ask specific questions and provide staff direction. If the City Council does not have any concerns, staff will immediately commence recruitment to fill the positions impacted by this amendment and schedule action on proposed Ordinance No. 954 on February 28, 2022.

## **ATTACHMENTS**

- Attachment A: Proposed Ordinance No. 954, including Exhibit A: 2022 Range Placement Table for non-exempt and exempt staff
- Attachment B: 2021-2022 Budget Amendment (Ord. No. 954) Summary of Impacts on 2021 Plan
- Attachment C: 2021-2022 Budget Amendment (Ord. No. 954) Summary of Impacts on 2022 Plan

**ORDINANCE NO. 954**

**AN ORDINANCE OF THE CITY OF SHORELINE, WASHINGTON, AMENDING THE 2021-2022 FINAL BIENNIAL BUDGET.**

WHEREAS, the 2021-2022 Final Biennial Budget was adopted by Ordinance No. 903 and subsequently amended on three (3) occasions by Ordinance Nos. 922, 923, and 945 (hereinafter the “2021-2022 Budget”); and

WHEREAS, additional needs that were unknown at the time the 2021-2022 Budget was adopted have occurred; and

WHEREAS, the City of Shoreline is required by RCW 35A.33.075 to include all revenues and expenditures for each fund in the adopted budget and, therefore, the 2021-2022 Budget needs to be further amended to reflect the increases and decreases to the City’s funds; and

WHEREAS, the City Council finds that the proposed amendments to the 2021-2022 Budget reflect revenues and expenditures that are intended to ensure the provision of vital municipal services at acceptable levels; and

WHEREAS, with this Ordinance, the City amends the 2021-2022 Budget;

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF SHORELINE, WASHINGTON DO ORDAIN AS FOLLOWS:**

**Section 1. Amendment – 2021-2022 Final Biennial Budget.** The City hereby amends the 2021-2022 Final Biennial Budget as adopted by Ordinance No. 903 and subsequently amended, by increasing or decreasing appropriations, and the budget sets forth totals of estimated revenues and estimated expenditures of each separate fund, and the aggregate totals for all such funds as summarized, as follows:

<b>Fund</b>	<b>Current Appropriation</b>	<b>Revised Appropriation</b>
<b>General Fund</b>	<b><del>\$103,157,761</del></b>	<b>\$107,636,591</b>
Shoreline Secure Storage Fund	2,259,500	2,259,500
Street Fund	4,272,964	4,272,964
Code Abatement Fund	200,000	200,000
State Drug Enforcement Forfeiture Fund	36,486	36,486
Public Arts Fund	161,505	161,505
Federal Drug Enforcement Forfeiture Fund	26,000	26,000
Transportation Impact Fees Fund	4,861,071	4,861,071
Park Impact Fees Fund	1,282,809	1,282,809
2006/2016 UTGO Bond Fund	1,135,144	1,135,144
2009/2019 LTGO Bond Fund	2,202,688	2,202,688
2013 LTGO Bond Fund	516,520	516,520

<b>Fund</b>	<b>Current Appropriation</b>	<b>Revised Appropriation</b>
2020 LTGO Bond Fund	25,960,000	25,960,000
Sidewalk LTGO Bond Fund	1,799,100	1,799,100
VLF Revenue Bond Fund	552,573	552,573
<b>General Capital Fund</b>	<b>21,483,369</b>	<b>21,783,369</b>
City Facility-Major Maintenance Fund	1,555,925	1,555,925
Roads Capital Fund	58,264,095	58,264,095
Sidewalk Expansion Fund	11,957,995	11,957,995
Surface Water Utility Fund	27,841,192	27,841,192
Wastewater Utility Fund	45,102,630	45,102,630
Vehicle Operations/Maintenance Fund	594,944	594,944
Equipment Replacement Fund	736,770	736,770
Unemployment Fund	35,000	35,000
<b>Total Funds</b>	<b><del>\$315,996,041</del></b>	<b>\$320,774,871</b>

**Section 2. Amendment – City of Shoreline Regular FTE Count.** The City of Shoreline hereby amends the 2021-2022 Final Biennial Budget as adopted by Ordinance No. 903 and subsequently amended to increase the number of full-time equivalent employees (FTE) and the total FTEs for the City, excluding City Council, as follows:

<b>Department</b>	<b>2021 Adopted</b>	<b>2021 Amended</b>	<b>2021 Amended vs. 2021 Adopted</b>	<b>2022 Adopted</b>	<b>2022 Amended</b>	<b>2022 Amended vs. 2022 Adopted</b>
City Manager	22.250	22.250	0.000	22.250	22.250	0.000
Recreation, Cultural & Community Services	28.970	28.970	0.000	29.130	29.130	0.000
City Attorney	3.000	3.000	0.000	3.000	3.000	0.000
<b>Administrative Services</b>	34.925	34.925	0.000	<del>35.925</del>	<b>36.925</b>	<b>1.000</b>
Human Resources	3.000	3.000	0.000	3.000	3.000	0.000
Police	0.000	0.000	0.000	0.000	0.000	0.000
<b>Planning &amp; Community Development</b>	22.820	22.820	0.000	<del>22.820</del>	<b>23.820</b>	<b>1.000</b>
Public Works	39.110	39.110	0.000	40.949	40.949	0.000
Surface Water Utility	17.010	17.010	0.000	17.696	17.696	0.000
Wastewater Utility	14.230	14.230	0.000	17.705	17.705	0.000
Total FTE	185.315	185.315	0.000	<del>192.475</del>	<b>194.475</b>	<b>2.000</b>

All references to total FTEs by department and for the City within the 2021-2022 Final Biennial Budget shall be amended to reflect this increase.

**Section 3. Amendment – City of Shoreline Range Placement Tables.** The City of Shoreline hereby amends the 2021-2022 Final Biennial Budget by replacing the 2022 Range Placement Table, as adopted by Ordinance No. 903 and amended by Ordinance No. 945, for non-exempt and exempt staff with that set forth in Exhibit A attached hereto.



**Section 4. Corrections by City Clerk or Code Reviser.** Upon approval of the City Attorney, the City Clerk and/or the Code Reviser are authorized to make necessary corrections to this Ordinance, including the corrections of scrivener or clerical errors; references to other local, state, or federal laws, codes, rules, or regulations; or ordinance numbering and section/subsection numbering and references.

**Section 5. Severability.** Should any section, paragraph, sentence, clause or phrase of this Ordinance, or its application to any person or circumstance, be declared unconstitutional or otherwise invalid for any reason, or should any portion of this ordinance be preempted by state or federal law or regulation, such decision or preemption shall not affect the validity of the remaining portions of this ordinance or its application to other persons or circumstances.

**Section 6. Publication and Effective Date.** A summary of this Ordinance consisting of its title shall be published in the official newspaper of the City. This Ordinance shall take effect and be in full force five days after publication.

**PASSED BY THE CITY COUNCIL ON FEBRUARY 28, 2022.**

\_\_\_\_\_  
Mayor Keith Scully

**ATTEST:**

**APPROVED AS TO FORM:**

\_\_\_\_\_  
Jessica Simulcik Smith  
City Clerk

\_\_\_\_\_  
Margaret King  
City Attorney

Date of Publication: , 2022  
Effective Date: , 2022

Attachment A Exhibit A

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps  
 2022 Min wage: \$14.49

June '20 cpi-U 281.055  
 June '21 cpi-U 296.573  
 Estimated % Change 5.52%  
 100% of % Change: 5.52%

Estimated Mkt Adj: 5.52%  
 Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min	Step 2	Step 3	Step 4	Step 5	Max
				Step 1					Step 6
1									
2									
3									14.68 30,543
4									15.05 31,307
5								14.83 30,855	15.43 32,089
6							14.62 30,410	15.21 31,627	15.81 32,892
7							14.99 31,171	15.59 32,417	16.21 33,714
8						14.77 30,721	15.36 31,950	15.97 33,228	16.61 34,557
9					14.56 30,278	15.14 31,489	15.74 32,749	16.37 34,059	17.03 35,421
10					14.92 31,035	15.52 32,276	16.14 33,567	16.78 34,910	17.45 36,306

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
11				14.71 30,587	15.29 31,811	15.91 33,083	16.54 34,406	17.20 35,783	17.89 37,214
12				15.07 31,352	15.68 32,606	16.30 33,910	16.96 35,267	17.63 36,677	18.34 38,144
13			14.83 30,850	15.45 32,136	16.07 33,421	16.71 34,758	17.38 36,148	18.07 37,594	18.80 39,098
14			15.20 31,621	15.84 32,939	16.47 34,257	17.13 35,627	17.81 37,052	18.53 38,534	19.27 40,075
15			15.58 32,412	16.23 33,763	16.88 35,113	17.56 36,518	18.26 37,978	18.99 39,497	19.75 41,077
16			15.97 33,222	16.64 34,607	17.30 35,991	18.00 37,430	18.72 38,928	19.46 40,485	20.24 42,104
17			16.37 34,053	17.05 35,472	17.74 36,891	18.45 38,366	19.18 39,901	19.95 41,497	20.75 43,157
18			16.78 34,904	17.48 36,359	18.18 37,813	18.91 39,325	19.66 40,898	20.45 42,534	21.27 44,236
19			17.20 35,777	17.92 37,268	18.63 38,758	19.38 40,309	20.15 41,921	20.96 43,598	21.80 45,342
20			17.63 36,671	18.37 38,199	19.10 39,727	19.86 41,316	20.66 42,969	21.48 44,688	22.34 46,475

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
21			18.07 37,588	18.82 39,154	19.58 40,720	20.36 42,349	21.17 44,043	22.02 45,805	22.90 47,637
22			18.52 38,528	19.29 40,133	20.07 41,738	20.87 43,408	21.70 45,144	22.57 46,950	23.48 48,828
23			18.99 39,491	19.78 41,136	20.57 42,782	21.39 44,493	22.25 46,273	23.14 48,124	24.06 50,049
24			19.46 40,478	20.27 42,165	21.08 43,851	21.93 45,605	22.80 47,430	23.71 49,327	24.66 51,300
25			19.95 41,490	20.78 43,219	21.61 44,948	22.47 46,746	23.37 48,615	24.31 50,560	25.28 52,582
26			20.45 42,527	21.30 44,299	22.15 46,071	23.04 47,914	23.96 49,831	24.92 51,824	25.91 53,897
27			20.96 43,591	21.83 45,407	22.70 47,223	23.61 49,112	24.56 51,077	25.54 53,120	26.56 55,244
28			21.48 44,680	22.38 46,542	23.27 48,404	24.20 50,340	25.17 52,353	26.18 54,448	27.22 56,626
29			22.02 45,797	22.94 47,706	23.85 49,614	24.81 51,598	25.80 53,662	26.83 55,809	27.90 58,041
30			22.57 46,942	23.51 48,898	24.45 50,854	25.43 52,888	26.44 55,004	27.50 57,204	28.60 59,492

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
31			23.13 48,116	24.10 50,121	25.06 52,126	26.06 54,211	27.11 56,379	28.19 58,634	29.32 60,980
32			23.71 49,319	24.70 51,374	25.69 53,429	26.71 55,566	27.78 57,788	28.89 60,100	30.05 62,504
33			24.30 50,552	25.32 52,658	26.33 54,764	27.38 56,955	28.48 59,233	29.62 61,602	30.80 64,067
34	Administrative Assistant I WW Utility Administrative Assist I WW Utility Customer Service Rep	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	24.91 51,816	25.95 53,974	26.99 56,134	28.07 58,379	29.19 60,714	30.36 63,143	31.57 65,668
35			25.53 53,111	26.60 55,324	27.66 57,537	28.77 59,838	29.92 62,232	31.12 64,721	32.36 67,310
36		Non-Exempt, Hourly Non-Exempt, Hourly	26.17 54,439	27.26 56,707	28.35 58,975	29.49 61,334	30.67 63,788	31.89 66,339	33.17 68,993
37	Finance Technician Recreation Specialist I WW Utility Accounting Technician	Non-Exempt, Hourly Non-Exempt, Hourly Non-Exempt, Hourly	26.83 55,800	27.94 58,125	29.06 60,450	30.22 62,868	31.43 65,382	32.69 67,998	34.00 70,718
38	Administrative Assistant II	Non-Exempt, Hourly	27.50 57,195	28.64 59,578	29.79 61,961	30.98 64,439	32.22 67,017	33.51 69,698	34.85 72,486

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
39			28.18 58,625	29.36 61,067	30.53 63,510	31.75 66,050	33.03 68,692	34.35 71,440	35.72 74,298
40	Permit Technician	Non-Exempt, Hourly	28.89	30.09	31.30	32.55	33.85	35.20	36.61
	Public Disclosure Specialist	Non-Exempt, Hourly	60,090	62,594	65,098	67,702	70,410	73,226	76,155
41	Public Art Coordinator	Non-Exempt, Hourly	29.61	30.85	32.08	33.36	34.70	36.08	37.53
	Recreation Specialist II	Non-Exempt, Hourly	61,592	64,159	66,725	69,394	72,170	75,057	78,059
	Senior Finance Technician	Non-Exempt, Hourly							
	Special Events Coordinator	Non-Exempt, Hourly							
42	Administrative Assistant III	Non-Exempt, Hourly	30.35	31.62	32.88	34.20	35.56	36.99	38.47
	Communication Specialist	Non-Exempt, Hourly	63,132	65,763	68,393	71,129	73,974	76,933	80,010
	Human Resources Technician	Non-Exempt, Hourly							
	Legal Assistant	Non-Exempt, Hourly							
	Records Coordinator	Non-Exempt, Hourly							
	Transportation Specialist	Non-Exempt, Hourly							
	Surface Water Program Specialist	Non-Exempt, Hourly							
43	Environmental Program Specialist	Non-Exempt, Hourly	31.11	32.41	33.70	35.05	36.45	37.91	39.43
	Payroll Officer	Non-Exempt, Hourly	64,710	67,407	70,103	72,907	75,823	78,856	82,011
	Purchasing Coordinator	Non-Exempt, Hourly							
44	Engineering Technician	Non-Exempt, Hourly	31.89	33.22	34.55	35.93	37.36	38.86	40.41
			66,328	69,092	71,856	74,730	77,719	80,828	84,061

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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
45	Assistant Planner	EXEMPT, Annual	32.69	34.05	35.41	36.83	38.30	39.83	41.42
	CRT Representative	Non-Exempt, Hourly	67,986	70,819	73,652	76,598	79,662	82,849	86,163
	PRCS Rental & System Coordinator	Non-Exempt, Hourly							
46	Deputy City Clerk	Non-Exempt, Hourly	33.50	34.90	36.29	37.75	39.26	40.83	42.46
	GIS Technician	Non-Exempt, Hourly	69,686	72,590	75,493	78,513	81,654	84,920	88,317
	IT Specialist	Non-Exempt, Hourly							
	Senior Surface Water Program Specialist	Non-Exempt, Hourly							
	Staff Accountant	EXEMPT, Annual							
	Traffic Operations Specialist	Non-Exempt, Hourly							
	Engineering Specialist	Non-Exempt, Hourly							
47	Code Enforcement Officer	Non-Exempt, Hourly	34.34	35.77	37.20	38.69	40.24	41.85	43.52
	Construction Inspector	Non-Exempt, Hourly	71,428	74,405	77,381	80,476	83,695	87,043	90,524
	Executive Assistant to City Manager	EXEMPT, Annual							
	Plans Examiner I	Non-Exempt, Hourly							
48			35.20	36.67	38.13	39.66	41.24	42.89	44.61
			73,214	76,265	79,315	82,488	85,787	89,219	92,788
49	Associate Planner	EXEMPT, Annual	36.08	37.58	39.09	40.65	42.28	43.97	45.72
	GIS Analyst	EXEMPT, Annual	75,044	78,171	81,298	84,550	87,932	91,449	95,107
	Grounds Maintenance Supervisor	EXEMPT, Annual							
	IT Functional Analyst	EXEMPT, Annual							
	PRCS Supervisor I - Recreation	EXEMPT, Annual							

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
50	Combination Inspector	Non-Exempt, Hourly	36.98	38.52	40.06	41.67	43.33	45.07	46.87
	Diversity and Inclusion Coordinator	EXEMPT, Annual	76,921	80,126	83,331	86,664	90,130	93,736	97,485
	Housing & Human Services Coordinator	<b>EXEMPT, Annual</b>							
	Limited Term Community Support Specialist	EXEMPT, Annual							
	Limited Term Light Rail Project Coordinator	EXEMPT, Annual							
	Neighborhoods Coordinator	EXEMPT, Annual							
	Utility Operations Specialist	Non-Exempt, Hourly							
WW Utility Specialist	Non-Exempt, Hourly								
51	B&O Tax Analyst	EXEMPT, Annual	37.91	39.48	41.06	42.71	44.42	46.19	48.04
	Budget Analyst	EXEMPT, Annual	78,844	82,129	85,414	88,830	92,384	96,079	99,922
	Emergency Management Coordinator	EXEMPT, Annual							
	Management Analyst	EXEMPT, Annual							
	Plans Examiner II	Non-Exempt, Hourly							
	Senior Accounting Analyst	EXEMPT, Annual							
52	<b>IT Systems Analyst I</b>	EXEMPT, Annual	38.85	40.47	42.09	43.77	45.53	47.35	49.24
			80,815	84,182	87,549	91,051	94,693	98,481	102,420
53	Communications Program Manager	EXEMPT, Annual	39.82	41.48	43.14	44.87	46.66	48.53	50.47
	Environmental Services Program Manager	EXEMPT, Annual	82,835	86,286	89,738	93,327	97,060	100,943	104,981
	PRCS Supervisor II - Recreation	EXEMPT, Annual							
	Senior Human Resources Analyst	EXEMPT, Annual							
	Web Systems Analyst	EXEMPT, Annual							
54	Code Enforcement and CRT Supervisor	EXEMPT, Annual	40.82	42.52	44.22	45.99	47.83	49.74	51.73
	PW Maintenance Superintendent	EXEMPT, Annual	84,906	88,444	91,981	95,661	99,487	103,467	107,605
	Senior Planner	EXEMPT, Annual							



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Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
55	CMO Management Analyst	EXEMPT, Annual	41.84	43.58	45.33	47.14	49.03	50.99	53.03
	Engineer I - Capital Projects	EXEMPT, Annual	87,029	90,655	94,281	98,052	101,974	106,053	110,295
	Engineer I - Development Review	EXEMPT, Annual							
	Engineer I - Surface Water	EXEMPT, Annual							
	Engineer I - Traffic	EXEMPT, Annual							
	Grants Administrator	EXEMPT, Annual							
	Plans Examiner III	Non-Exempt, Hourly							
	Senior Management Analyst	EXEMPT, Annual							
56	Parks Superintendent	EXEMPT, Annual	42.89	44.67	46.46	48.32	50.25	52.26	54.35
	<b>IT Systems Analyst II</b>		89,204	92,921	96,638	100,503	104,524	108,705	113,053
57			43.96	45.79	47.62	49.53	51.51	53.57	55.71
			91,434	95,244	99,054	103,016	107,137	111,422	115,879
58	City Clerk	EXEMPT, Annual	45.06	46.94	48.81	50.77	52.80	54.91	57.10
	IT Projects Manager	EXEMPT, Annual	93,720	97,625	101,530	105,591	109,815	114,208	118,776
	Network Administrator	EXEMPT, Annual							
59	Budget and Tax Manager	EXEMPT, Annual	46.18	48.11	50.03	52.03	54.12	56.28	58.53
	Engineer II - Capital Projects	EXEMPT, Annual	96,063	100,066	104,068	108,231	112,560	117,063	121,745
	Engineer II - Development Review	EXEMPT, Annual							
	Engineer II - Surface Water	EXEMPT, Annual							
	Engineer II - Traffic	EXEMPT, Annual							
	Engineer II - Wastewater	EXEMPT, Annual							
	Lynnwood Link Extension Light Rail Project Manager	EXEMPT, Annual							
	Structural Plans Examiner	EXEMPT, Annual							
	Wastewater Manager	EXEMPT, Annual							
	<b>Parks Bond Project Manager</b>								

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				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
60	Community Services Manager	EXEMPT, Annual	47.34	49.31	51.28	53.34	55.47	57.69	59.99
	<del>IT Systems Analyst</del>	EXEMPT, Annual	98,465	102,567	106,670	110,937	115,374	119,989	124,789
	<del>IT Systems Analyst III</del>	EXEMPT, Annual							
	Recreation Superintendent	EXEMPT, Annual							
61			48.52	50.54	52.57	54.67	56.86	59.13	61.49
			100,926	105,132	109,337	113,710	118,259	122,989	127,909
62	Engineer III - Lead Project Manager	EXEMPT, Annual	49.74	51.81	53.88	56.04	58.28	60.61	63.03
	<del>IT Supervisor</del>		103,450	107,760	112,070	116,553	121,215	126,064	131,106
63	Building Official	EXEMPT, Annual	50.98	53.10	55.23	57.44	59.73	62.12	64.61
	Economic Development Program Manager	EXEMPT, Annual	106,036	110,454	114,872	119,467	124,246	129,216	134,384
	Intergovernmental / CMO Program Manager	EXEMPT, Annual							
	Planning Manager	EXEMPT, Annual							
	SW Utility Manager	EXEMPT, Annual							
64	Finance Manager	EXEMPT, Annual	52.25	54.43	56.61	58.87	61.23	63.68	66.22
			108,687	113,215	117,744	122,454	127,352	132,446	137,744
65	Assistant City Attorney	EXEMPT, Annual	53.56	55.79	58.02	60.34	62.76	65.27	67.88
	City Traffic Engineer	EXEMPT, Annual	111,404	116,046	120,688	125,515	130,536	135,757	141,187
	Development Review and Construction Manager	EXEMPT, Annual							
	Engineering Manager	EXEMPT, Annual							
	Transportation Services Manager	EXEMPT, Annual							
66			54.90	57.19	59.47	61.85	64.33	66.90	69.58
			114,189	118,947	123,705	128,653	133,799	139,151	144,717
67	Information Technology Manager	EXEMPT, Annual	56.27	58.62	60.96	63.40	65.93	68.57	71.31
	Parks, Fleet and Facilities Manager	EXEMPT, Annual							
	Utility & Operations Manager	EXEMPT, Annual	117,044	121,921	126,797	131,869	137,144	142,630	148,335

Attachment A Exhibit A

City of Shoreline  
 Range Placement Table  
 2.5% Between Ranges; 4% Between Steps  
 2022 Min wage: \$14.49

June '20 cpi-U 281.055  
 June '21 cpi-U 296.573  
 Estimated % Change 5.52%  
 100% of % Change: 5.52%

Estimated Mkt Adj: 5.52%  
 Effective: January 1, 2022

The hourly rates represented here have been rounded to 2 decimal points and annual rates to the nearest dollar. Pay is calculated using 5 decimal points for accuracy and rounded after calculation.

Range	Title	FLSA Status	Training Step 0	Min					Max
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
68			57.68 119,970	60.08 124,969	62.48 129,967	64.98 135,166	67.58 140,573	70.29 146,196	73.10 152,043
69	City Engineer	EXEMPT, Annual	59.12 122,969	61.58 128,093	64.05 133,216	66.61 138,545	69.27 144,087	72.04 149,850	74.93 155,844
70			60.60 126,043	63.12 131,295	65.65 136,547	68.27 142,009	71.00 147,689	73.84 153,597	76.80 159,741
71			62.11 129,194	64.70 134,577	67.29 139,961	69.98 145,559	72.78 151,381	75.69 157,437	78.72 163,734
72			63.67 132,424	66.32 137,942	68.97 143,460	71.73 149,198	74.60 155,166	77.58 161,373	80.69 167,827
73	Human Resource and Org. Development Director	EXEMPT, Annual	65.26 135,735	67.98 141,390	70.70 147,046	73.52 152,928	76.46 159,045	79.52 165,407	82.70 172,023
74				69.68 144,925	72.46 150,722	75.36 156,751	78.38 163,021	81.51 169,542	84.77 176,324
75	Administrative Services Director Planning & Community Development Director Recreation, Cultural & Community Services Director	EXEMPT, Annual EXEMPT, Annual EXEMPT, Annual	68.56 142,606	71.42 148,548	74.27 154,490	77.25 160,670	80.33 167,097	83.55 173,781	86.89 180,732
76	City Attorney Public Works Director	EXEMPT, Annual EXEMPT, Annual	70.27 146,172	73.20 152,262	76.13 158,353	79.18 164,687	82.34 171,274	85.64 178,125	89.06 185,250
77	Assistant City Manager	EXEMPT, Annual EXEMPT, Annual	72.03 149,826	75.03 156,069	78.03 162,311	81.16 168,804	84.40 175,556	87.78 182,578	91.29 189,881

## 2021-2022 Budget Amendment (Ord. No. 954) Summary of Impacts on 2021 Plan (Attachment B)

CATEGORY						
Fund	FTE					Use of Fund
Department/Program	Change	Revenues	Transfers In	Expenditures	Transfers Out	Balance
<b>AMERICAN RESCUE PLAN ACT (ARPA)</b>	<b>0.000</b>	<b>\$3,725,318</b>	<b>\$3,722,000</b>		<b>\$3,722,000</b>	<b>\$0</b>
<b>ARPA: 1.40 FTE Limited-Term ARPA Navigators</b>	<b>0.000</b>	<b>(\$58,524)</b>				<b>\$0</b>
General Fund	0.000	(\$58,524)				\$0
<b>ARPA: Outreach and Analysis to Shoreline Businesses Through a Partnership with the Shoreline Chamber of Commerce</b>	<b>0.000</b>	<b>(\$28,000)</b>				<b>\$0</b>
General Fund	0.000	(\$28,000)				\$0
<b>ARPA: Qualifying Infrastructure Investments - Pump Station 26 Improvements Project</b>	<b>0.000</b>	<b>(\$2,922,000)</b>	<b>\$2,922,000</b>		<b>\$2,922,000</b>	<b>\$0</b>
General Fund	0.000				\$2,922,000	\$0
Surface Water Utility Fund	0.000	(\$2,922,000)	\$2,922,000			\$0
<b>ARPA: Qualifying Infrastructure Investments - Wastewater 14th Interchange Coordination</b>	<b>0.000</b>	<b>(\$400,000)</b>	<b>\$400,000</b>		<b>\$400,000</b>	<b>\$0</b>
General Fund	0.000				\$400,000	\$0
Wastewater Utility Fund	0.000	(\$400,000)	\$400,000			\$0
<b>ARPA: 1st Ave Wastewater Pipe Replacement</b>	<b>0.000</b>	<b>(\$400,000)</b>	<b>\$400,000</b>		<b>\$400,000</b>	<b>\$0</b>
General Fund	0.000				\$400,000	\$0
Wastewater Utility Fund	0.000	(\$400,000)	\$400,000			\$0
<b>ARPA: Replacing Lost Public Sector Revenue to Pay for Public Safety Services</b>	<b>0.000</b>	<b>\$7,533,842</b>				<b>\$0</b>
General Fund	0.000	\$7,533,842				\$0

2021-2022 Budget Amendment (Ord. No. 954) Summary of Impacts on 2022 Plan (Attachment C)

CATEGORY						
Fund						Use of Fund
Department/Program	FTE Chang	Revenues	Transfers In	Expenditures	Transfers Out	Balance
<b>AMERICAN RESCUE PLAN ACT (ARPA)</b>	<b>0.000</b>	<b>(\$398,572)</b>		<b>\$605,500</b>		<b>\$0</b>
<b>ARPA: 1.40 FTE Limited-Term ARPA Navigators</b>	<b>0.000</b>	<b>(\$175,572)</b>				<b>\$0</b>
General Fund	0.000	(\$175,572)				\$0
<b>ARPA: Outreach and Analysis to Shoreline Businesses Throu</b>	<b>0.000</b>	<b>(\$31,000)</b>				<b>\$0</b>
General Fund	0.000	(\$31,000)				\$0
<b>ARPA: Community and Youth Recovery</b>	<b>0.000</b>	<b>(\$192,000)</b>				<b>\$0</b>
General Fund	0.000	(\$192,000)				\$0
<b>ARPA Human Services Funding Allocation: Grocery Card</b>	<b>0.000</b>			<b>\$225,000</b>		<b>\$0</b>
General Fund	0.000			\$225,000		\$0
<b>ARPA Human Services Funding Allocation: HS Contracts</b>	<b>0.000</b>			<b>\$365,500</b>		<b>\$0</b>
General Fund	0.000			\$365,500		\$0
<b>ARPA Human Services Funding Allocation: Hotel and Bus Tickets</b>	<b>0.000</b>			<b>\$15,000</b>		<b>\$0</b>
General Fund	0.000			\$15,000		\$0
<b>OTHER GRANTS</b>	<b>0.000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Housing Action Plan Implementation Grant</b>	<b>0.000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$40,000</b>	<b>\$0</b>	<b>\$0</b>
General Fund	0.000	\$40,000	\$0	\$40,000	\$0	\$0
<b>PERSONNEL</b>	<b>1.000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111,330</b>	<b>\$0</b>	<b>\$111,330</b>
<b>Information Technology Reorganization</b>	<b>0.000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
General Fund	0.000	\$0	\$0	\$0	\$0	\$0
<b>Plans Examiner III (1.000 FTE)</b>	<b>1.000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$111,330</b>	<b>\$0</b>	<b>\$111,330</b>
General Fund	1.000	\$0	\$0	\$111,330	\$0	\$111,330
<b>2021-2022 CIP: GENERAL CAPITAL FUND</b>	<b>1.000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>
<b>Parks Facilities Recreation Amenities (SA13)</b>	<b>1.000</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$300,000</b>	<b>\$0</b>	<b>\$0</b>
General Capital Fund	1.000	\$300,000	\$0	\$300,000	\$0	\$0