

**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



SENSITIVE HABITAT AREA  
KEEP OUT

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





## 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.

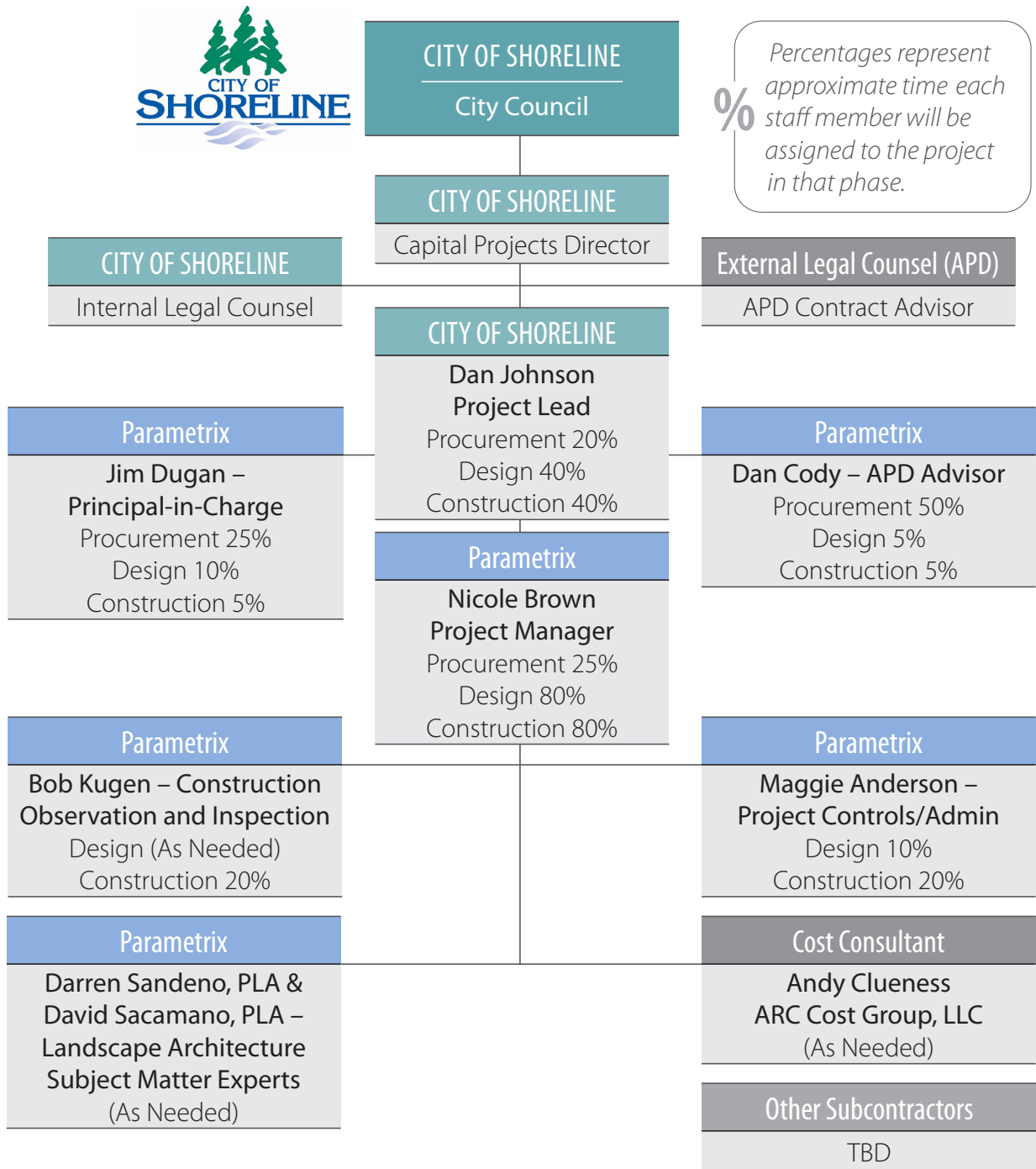
### Summary of Estimated Fee Budget

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

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

**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





# 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**


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 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