





January 23, 2019

TO: Tukwila City Council

FROM: Steve Goldblatt  
PMQA Consultant

RE: Public Safety Plan  
January update

Fire Station 51 construction documents are complete. Station 52's schematic design phase nears completion. Justice Center's construction documents are 75% complete. Programming and master planning of the consolidated shops facilities is underway. **Boldfaced entries below are updated from last month's report.**

## FIRE STATIONS

### ● Site development

Geotechnical exploration will inform site development costs for Fire Station 52. The City owns the property planned for new Fire Station 54, and its use or disposition will be a future Council decision. On 22 October, Council approved an amendment to Lydig's contract for demolition of the structures on the property. **Demolition was completed last month.**

### ● Station 51 construction documents

Station 51 design development pricing was presented 27 August in COW, with Council consensus to move forward to the construction documents phase. Seven Fire Department-preferred alternates will be fully designed and included in bid package documents; Council will decide if/when any or all are adopted. Station 51's Council-approved budget is \$13.3 million. **The project team completed the 100% construction document set last month.**

### ● Station 52 schematic design

Weinstein AU's schematic design for Station 52 began in August and **has been completed** with Fire Department input. At COW 10 September, Council concurred with Public Safety's 4 September recommendations to (1) carry the administrative tenant improvements as an alternate, and (2) select the Fire Department's preferred drive-through plan. Drive-through Station 52's Council-approved budget is \$19.26 million.

### ● Station 54 assessment

On 18 June, Council eliminated new Station 54 from the Plan via Option D-20(f) and asked for an estimate to make life safety improvements to the existing station. Staff presented four potential options—with very rough order of magnitude cost estimates—to Public Safety 5 November; see Rachel Bianchi's 30 October memo for details. Committee consensus was to revisit the options next May after Station 51 and Justice Center construction costs firm up. The Committee agreed that the existing station needs modest maintenance and repairs for the health of firefighters there.

## FIRE STATIONS continued

### ● Stations' budget

New Station 54's deletion has cost some economy of scale on design, construction, and dependent costs for Stations 51 and 52. Including Station 54's substantially reduced scope, the stations' overall Council-approved budget is \$34 million. A Weinstein AU contract amendment was approved by consent at a special Council meeting 10 December.

### ● GC/CM pre-construction services

Lydig has been working with Weinstein AU on Station 51's construction documents and Station 52's schematic design. **Lydig has begun to issue Station 51 bid packages this month** and develop a Maximum Allowable Construction Cost (MACC) for its construction contract amendment. **In order to begin Station 51 construction in March, Lydig's MACC contract amendment will be presented to Public Safety 4 March, COW 11 March, and Council 18 March for approval. For Station 52, Council can anticipate a mini-MACC contract amendment request by June to begin earthwork and site utilities and purchase an elevator in July. The full MACC amendment will follow in the fall to approve the start of Station 52 general construction.**

### ● Disadvantaged Business Enterprise and local hiring policies

The Council unanimously passed Resolution 1929 on 2 April, adopting DBE and local hiring policies for the Plan's projects. The DBE goal is 17% and the local hiring goal is 20%, complementing the City's 10% apprenticeship requirement of Resolution 1814. The first metrics that the Council sees can be expected mid-2019. Lydig—and BNBuilders for the Justice Center—are ramping up efforts with the DBE community. **An update will be presented at Council next month.**

## JUSTICE CENTER

### ● Property acquisition

The City now owns all nine Justice Center properties except JC-8 (Travelodge). The City has possession and use of JC-8; ownership is pending the resolution of an easement issue. The team has now completed surveying and Phase II environmental investigation on all parcels.

### ● Construction documents

Design development pricing—confirming the Council-approved schematic design budget of \$68.5 million—was presented 8 October in COW, with Council consensus to move forward to the construction documents phase. **DLR completed the 75% construction document set last month. Land use approvals were received last month. The team submitted a civil permit application in November and a building permit application this week.**

## JUSTICE CENTER continued

### ● GC/CM pre-construction services

BNB performed early abatement and demolition work on the JC-9 property. A BNB contract amendment for JC-8 property (Travelodge) early abatement and demolition was recommended by Public Safety 3 December and approved by consent at a special Council meeting 10 December. The work will begin as soon as Seattle City Light disconnects Travelodge service. **BNB intends to issue bid packages starting this month and develop a MACC for its construction contract amendment. In order to begin construction in April, BNB's mini-MACC contract amendment will be presented to Public Safety 4 March, COW 11 March, and Council 18 March for approval. The mini-MACC amendment will allow BNB to proceed with demolition, earthwork, site utilities, and steel and elevator procurement. The full MACC amendment will follow in May to approve the start of construction.**

## CONSOLIDATED SHOPS

### ● Property acquisition

The City now has agreements with all of the property owners, basically securing all three properties. Ownership of two properties will transfer this year and the other in five years.

### ● Programming and master planning services

A \$365,000 contract (including contingency) with SHKS Architects for shops' programming and master planning services was recommended by Public Safety 1 October and a majority consensus at COW 8 October and approved 4-3 by Council 5 November. The first round of workshops with Public Works staff has concluded, and **the next round of staff input and review has begun.**

## OTHER RESOURCES

### ● Professional services

The Project Executive Team has been working through procurement of additional consultant resources for the Fire Stations and Justice Center. A hazmat contract for \$64,740 with NOVO for work at the Justice Center and existing Fire Station 54 was approved by Council 15 October. Archeologists and transportation consultants for environmental reviews will be procured as needed. **Proposed contracts—all within budget—for (1) Fire Stations 51 and 52 and Justice Center commissioning with Keithly Barber Associates (\$143,069), (2) Fire Stations 51 and 52 and Justice Center construction testing and inspections with Mayes Testing Engineers (\$95,782), and (3) Justice Center forestry and environmental services (as a DLR amendment for \$18,920) were recommended 22 January by Public Safety for discussion 28 January at COW and consideration by Council 4 February.**

## PROGRAM SCHEDULE

### **Tight schedule**


The overall schedule remains very ambitious. With so many activities under way, there is little room for any missteps to meet the Plan's revised milestones. The Project Executive Team, City staff, and Council are doing as well as can be expected given all the new properties' access, due diligence, and acquisition challenges. Fire Station 51 and Justice Center bidding will begin next month, and construction on both projects in March/April.


## PROGRAM BUDGET


### **Market conditions**


Like the Fire Stations, the Justice Center and Consolidated Shops budgets will need to be sensitive to tight construction market conditions and increasing property values. These external budget pressures will manifest themselves as Fire Station 52 and future consolidated shops project estimates are refined and Station 51 and Justice Center bids are received.

## LEGEND

 **Meeting target**  
Proceeding as planned.

 **Caution advised**  
Steps needed to meet target.

 **Correction needed**  
Steps needed to attempt recovery.

 **Not meeting target**  
No recovery plan in place.

**Tukwila Public Safety Plan**  
**Program Management**  
**Quality Assurance Consultant**  
**Winter Quarter Update**

**Steve Goldblatt**

COW January 28, 2019



Resolve Disputes

## **Public Safety Plan PMQA Winter Update**

- Capable PSP team: City, SOJ; WAU, Lydig; DLR, BNB; SHKS
- GC/CM right approach: better estimating, fewer surprises
- WA Project Review Committee approval on fire stations' use of GC/CM after initial denial
- PSP has progressed like other public projects, programs
- Tight budgets, schedules
- User needs, expectations >> \$ approved by the voters
- Hard for all (users, PSP team, Council) with limited budgets
- Initial budgets → Council-approved budgets



# **Public Safety Plan PMQA Winter Update**

## **Fire Station 51 nears construction**

- GC/CM Lydig began issuing bid packages last week
- Lydig will assemble low responsive bids from low responsible bidders
- Based on those low bids, Lydig will prepare its Maximum Allowable Construction Cost (MACC)
- MACC comes to Public Safety 4 March, COW 11 March, and Council 18 March with prices for all design alternates (Council's choice)
- Construction is scheduled to begin in March

## **Public Safety Plan PMQA Winter Update**

### **Justice Center nears construction**

- GC/CM BNBuilders will issue bid packages next week, starting with early work scopes: demolition, earthwork, site utilities, and steel and elevator procurement
- BNB will assemble low responsive bids from low responsible bidders
- Based on the early works low bids, BNB will prepare a mini-MACC
- Mini-MACC comes to Public Safety 4 March, COW 11 March, and Council 18 March
- Early works construction is scheduled to begin in April

# **Public Safety Plan PMQA Winter Update**

## **Justice Center nears construction**

- Based on the remaining low bids, BNB will prepare its full MACC
- MACC comes to Public Safety, COW, and Council in April/May
- General construction is scheduled to begin in April/May

## **Public Safety Plan PMQA Winter Update**

### **Fire Station 52 construction follows**

- Weinstein AU schematic design is complete for the drive-thru plan
- Lydig will issue bid packages next month for early work scopes: earthwork, site utilities, and elevator procurement
- Lydig will assemble low responsive bids from low responsible bidders
- Based on the early works low bids, Lydig will prepare a mini-MACC
- Mini-MACC comes to Public Safety, COW, and Council in June
- Early works construction is scheduled to begin in July

# Public Safety Plan PMQA Winter Update

## Fire Station 52 construction follows

- Upon completion of the design development and construction documents phases this fall, Lydig will issue the bulk of the bid packages
- Lydig will assemble low responsive bids from low responsible bidders
- Based on those low bids, Lydig will prepare its full Maximum Allowable Construction Cost (MACC)
- MACC comes to Public Safety, COW, and Council this fall with a price for the administration build-out alternate (Council's choice)
- General construction is scheduled to begin in this fall

## **Public Safety Plan PMQA Winter Update**

### **Public Works Facilities master planning underway with staff**

- Good Council decision to approve master planning, programming
- Master plan expected in May to Public Safety, COW, and Council
- Based on the master plan, Council will have opportunities to make deliberate, incremental decisions over many years as \$ allow
- Heiser property available as early as 1 July and as late as 31 Dec; \$45,000 monthly rent
- Initial improvements to existing buildings can begin this summer
- UPS property transfers in 2023

## **Public Safety Plan PMQA Winter Update**

- Council has made step-by-step decisions in a natural progression
- Council can't miss any deadlines to meet schedules, budgets
- Council is set up for success based on good information
- Council is prepared to make big \$ decisions
- PMQA consultant's role the next two years
- Questions?