



## INFORMATIONAL MEMORANDUM

**TO:** Transportation and Infrastructure Services Committee  
**FROM:** Hari Ponnekanti, Public Works Director/ City Engineer  
**CC:** Mayor Allan Ekberg  
**DATE:** April 15, 2022  
**SUBJECT:** Public Works Shops Phase 2 Introduction  
Project Next Steps

### Issue

Recommendation on next steps for Public Works Phase 2 (Administration Building Project) and ensuring full development potential within the shoreline and critical areas for the City-owned property.

### Background

As we are completing Phase One of the Fleet & Facilities Tenant Improvement Project, located on the western parcel of the new Public Works property, we are anticipating moving forward with development of the eastern parcel of the same property, where the UPS site currently resides. This eastern parcel will house the Public Works Utilities and Street Maintenance employees, and all of their functions, that are currently located at the Minkler Shop and consolidate all remaining public work storage areas. The eastern parcel will include an Administration building, covered storage for all vehicles and equipment, as well as other functions.

### **Total Public Works site (10.86 acres) configuration (see attached map):**

Overall, the City Public Works Department purchased a total of approximately 10.86 acres, which are generally flat, consisting of industrial buildings and paved areas. The properties are zoned Manufacturing Industrial Center/Heavy (MIC/H).

Western parcels – Fleet and Facilities building – approximately 4 acres – houses all functions formerly at George Long Shops – City secured property in 2018, designed in 2019-2020, built Phase One in 2021-2022 – expected move in date May 2022.

Eastern Parcel – Public Works Utilities, Street Maintenance and Administration Building – approximately 6.8 acres – houses all functions currently at Minker shops, Longacres property and other storage areas within the City - City secured purchase in 2018, City will secure full ownership on November 1, 2023, once current UPS lease expires.

### **City Secured Full Property Build Out via Department of Ecology Waiver in 2021**

On October 5, 2021, City of Tukwila received regulatory relief from the Department of Ecology under the Shoreline Management Act (SMA) and the Tukwila Shoreline Master Program (SMP) under RCW 90.58.580. The development of the new shoreline restoration project, Chinook Winds, just due South of the Western parcel, created a landward shift to the Ordinary High Water Mark, pushing the shoreline jurisdiction area into the City-owned property. This will allow construction of some structures located within those portions of the property that were not already in shoreline jurisdiction prior to the restoration construction and aforementioned change to the Ordinary High Water Mark, caused by the development of Chinook Winds (see next page for diagram).

This is an important milestone in the overall plan for the Public Works campus development, as it preserves the buildable area for the property, as long as the shoreline regulations do not change in the near future. The next change in shoreline regulations, expected in the next 7 to 8 years (2028), could inhibit the City’s ability to build on the entire property; thus, we should begin the next phase now to ensure being protected by ‘legacy status’ approval of the project.

**Analysis**

The need for a new, safe, and efficient Public Works Shop Facility has been recognized and studied for several years. This includes the 2007 Seismic Study of all City Facilities and the 2014 Facility Need Study. In 2016, City Council adopted the Public Safety Plan, which included a new combined Public Works Shops.

As part of the combined Public Works Shops project, the Phase One Fleet & Facilities Tenant Improvement (TI) building was constructed, including seismic, building systems, and functional upgrades. This will allow the Fleets and Facilities group to relocate from the existing inefficient and seismically unsafe George Long facility to a seismically updated facility with much more space for daily operations, not only for today’s workload, but also to serve future capacity. Moving the Fleet and Facilities functions to the new Fleet & Facilities building will be a significant improvement of the work environment for staff and enhance their ability to work efficiently, particularly for the Fleet division.

After these uses have been relocated, the George Long Shops and Longacres Sites will be sold and used to finance the Public Safety Plan, including the Public Works Shop, per the Council adopted D20 Financing Model. Following Council’s direction, staff is now preparing to plan for Phase Two of the Public Works Shops project, which will entail moving staff from Minkler into a new Administration building for Public Works.

The City will receive full ownership of the Eastern Parcel on November 1, 2023 once the current UPS lease expires. It is recommended to begin preparing now for the construction of the structures on this site and especially those structures that will be located within the shoreline jurisdiction buffer areas – thereby securing the Public Works department’s full potential for buildable areas. As project design, permitting and bidding process can take up to two years on a substantial development of a new building, it is recommended that the Public Works Utilities and Street Administration building (which is planned in the protected area) design process begin as soon as possible.

In order to preserve the full scope of buildable lands, the City must begin the process to get the project to the permitting phase, which vests the project and therefore preserves the ability for the City to fully utilize the land. The total costs to get the project to the permitting phase is \$3.4M.

The \$3.4M will complete 100% design of the Administration building and move the City closer to accomplishing the goal of a combined Public Works Shops site. There will be additional design and construction of storage, covered parking areas, and decant facility to achieve the combined Public Works Shops site to meet program projections

Architects & Engineering Fee	\$2,600,000
Geotechnical Engineer and Survey Team	\$300,000
Construction Management	\$450,000
Other Owner Consultants	\$50,000
<b>Total Administration Building Design Costs</b>	<b>\$3,400,000</b>



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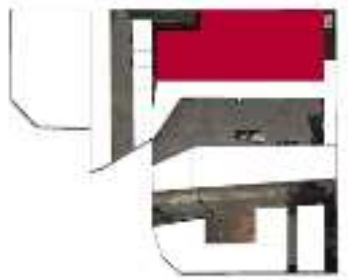




## ④ TUKWILA PUBLIC WORKS FACILITY: EXISTING FACILITIES vs New Fleet & Facilities Building Site



MINER  
2.52 ACRES



GEORGE LONG  
3.63 ACRES  
S M K S A R C H E T



LOMBACRES  
21 ACRES



New Fleet & Facilities Building Site  
LANDSCAPE  
SITE 4 ACRES



### **Funding Path**

As has been stated by Councilmembers, there is more funding available for public projects through grants this year. Recognizing these additional funding opportunities and knowing of these tight deadlines, on April 8<sup>th</sup>, the City applied for Congressman Adam Smith Community Project Funding, which would cover \$1.7M in design costs (with no match required) over the period of September 2022-September 2023. Staff also plan to apply for further grant funding in June or July. These grant funds could be used to offset the general fund portion of the design costs.

For this Public Works project, there has been a Council policy that the users who benefit pay their proportionate share. Therefore, 50% is funded from the general fund and 50% is funded from utilities (sewer, water, surface water), as outlined in the D20 Financing Model.

With the expected \$3.4M cost for design, \$1.7M will be paid for by the Enterprise Funds, which was included in the 2021-2022 Council Adopted Budget, and \$1.7M will come from the General Fund. Staff anticipate that the General Fund portion of the revenue could come from various sources. These could include grants, additional land sale proceeds, or other means.

<b>Funding Path Scenario 1</b>	
Enterprise Funds (Water, Sewer, Surface Water)	\$1,700,000
State Grant Funding	\$1,700,000
<b>Total</b>	<b>\$3,400,000</b>

<b>Funding Path Scenario 2</b>	
Enterprise Funds (Water, Sewer, Surface Water)	\$1,700,000
Portion of Excess Funds from George Long Shop Proceeds	\$1,700,000
<b>Total</b>	<b>\$3,400,000</b>

Staff will seek a Request for Qualifications proposal for the design work and return to Council in the next months with the results of the RFQ along with cost proposals to present opportunities to move forward, maintain project momentum, and ensure the City is prepared for the property transfer in the last quarter of 2023.

### **Next Steps**

1. Staff works on the Council-adopted policy to consolidate all PW buildings in one place.
2. Completion of the Phase One Tenant Improvement Project and staff move in May 2023.
3. Start the procurement process for the A/E project team for the new Administration Building by advertising the Request for Qualifications in the second quarter of 2022.
4. Select the consultant and bring the contract to the Council for approval in the third quarter of 2022.
5. Bring the Schematic Design to Council to discuss updated cost estimates, square footage, design process, and project delivery options.
6. Examine funding path after grant options are finalized.
7. Start the building design and permitting process. In preparation for the design starting after the A/E team procurement, some of the Owner consultants, such as geotechnical engineers and survey team, will have to be selected and contracted to begin work on reports and survey.
8. Take ownership of the UPS property on November 1, 2023.

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9. Start construction of Administration Building to maximize development potential of newly acquired City property.
10. Test to fit for storage, covered parking areas, and decant facility.
11. Design the storage, covered parking areas, and decant facility.
12. Construct the storage, covered parking areas, and decant facility.
13. Achieve the combined Public Works Shops site to meet program projections.

**Recommendation**

Discussion Only.

**Attachments:** 2021 CIP page 56  
A/E consultant RFQ Draft

# CITY OF TUKWILA CAPITAL PROJECT SUMMARY

2021 to 2026

**PROJECT:** Public Works Shops

Project No. 91630601

**DESCRIPTION:** Construct a new City Public Works maintenance and operations center, combining all operational functions at one location. Facility may also include a City Clerk & Police Records Center and Police evidence storage.

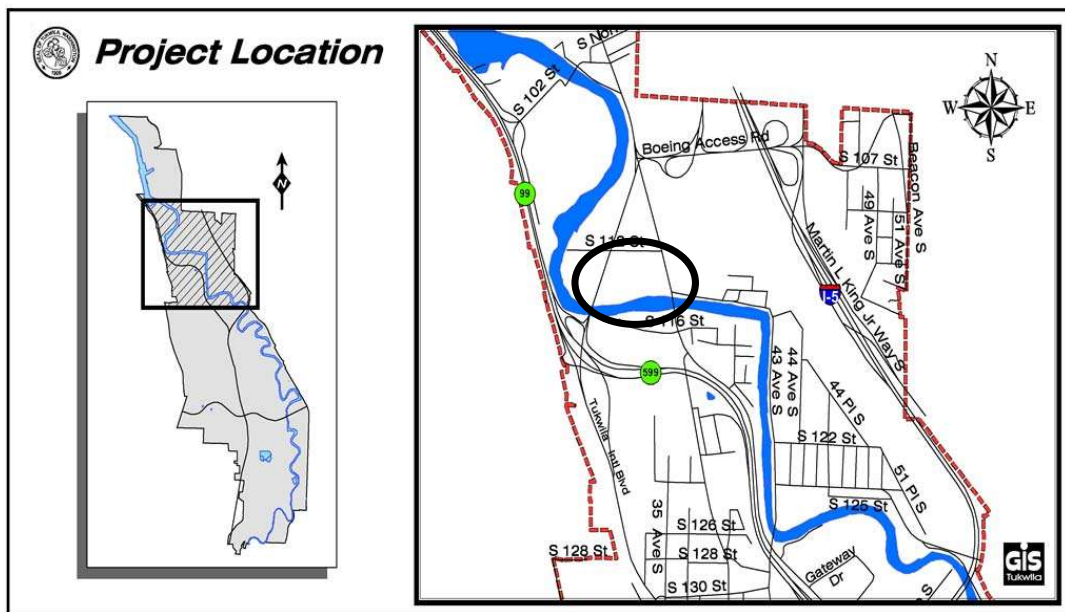
**JUSTIFICATION:** Existing Public Works operations and maintenance areas are inadequate structurally and seismically. Current land for staging dirt and vector materials is only temporary. Project includes selling dirt/vector land, Minkler Shops, and George Long Shops to acquire the real estate to build an equipment operations center that meets current codes.

**STATUS:** Separate from the Public Safety Plan. Was formerly known as City Maintenance Facility.

**MAINT. IMPACT:** Improves safety and efficiency for First Responders and maintenance operations.

**COMMENT:** Based on usage and benefits, it is estimated that the Water, Sewer, and Surface water enterprise funds will fund 50% of the Public Works Shops with the other 50% funded by Streets, Facilities, & Equipment Rental.

FINANCIAL (in \$000's)	Through 2019	Estimated 2020	2021	2022	2023	2024	2025	2026	BEYOND	TOTAL
<b>EXPENSES</b>										
Design/PM	722	300			500					1,522
Land (R/W)	25,462									25,462
Const. Mgmt.	11		1,050							1,061
Construction	14	624	7,517			20,000	20,000			48,155
<b>TOTAL EXPENSES</b>	<b>26,209</b>	<b>924</b>	<b>8,567</b>	<b>0</b>	<b>500</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>76,200</b>
<b>FUND SOURCES</b>										
Enterprise Funds	8,572	462	4,284		250	20,000				33,568
Councilmatic Bond	5,572					20,000				25,572
REET/ Funds	3,000		3,000							6,000
General Fund		462	1,283		250					1,995
306 Fund Balance	9,065	0	0	0	0	(20,000)	20,000	0	0	9,065
<b>TOTAL SOURCES</b>	<b>26,209</b>	<b>924</b>	<b>8,567</b>	<b>0</b>	<b>500</b>	<b>20,000</b>	<b>20,000</b>	<b>0</b>	<b>0</b>	<b>76,200</b>



**City of Tukwila**

**PW Shops Admin Building Design**

**Request for Qualifications Architectural  
and Engineering Services**



**April, 2022**



**City of Tukwila  
Request for Statement of Qualifications and Proposals  
For Architectural Design Services for Tukwila PW  
Department Maintenance Admin Building  
at 11231 E Marginal Way S**

**Submittal Deadline: March 14, 2022 by 5:00 PM**

The City of Tukwila is soliciting Statements of Qualifications (SOQs) and requesting proposals for Architectural and Engineering Design Services for the planning and design of the Tukwila Public Works (PW) maintenance administration building.

The City requests a limit of thirty (30) pages total for the SOQ and proposal, including cover page, project examples and supplements. It is the City's intent to select an architectural firm based on qualifications, abilities, past performance, and availability to complete the work within the timeframe specified. Once the City has reviewed the qualifications, one or more firms may be requested to provide additional information and/or participate in an interview process.

Review of the SOQs and proposals and the final selection will be performed by a committee comprised of City staff and others.

Background information, consultant selection criteria and instructions for the preparation and submittal of SOQs and proposals may be obtained by contacting Hari Ponnekanti via email at [hari.ponnekanti@tukwilawa.gov](mailto:hari.ponnekanti@tukwilawa.gov)

SOQs and proposals are due by May XX, 2022, at 5:00 PM. The City will evaluate the proposals and select the highest-ranking firms for additional information and/or interviews. The final selection will be based on the combined score of the written SOQs and proposals and the interviews.

**BACKGROUND:**

City of Tukwila is consolidating its PW maintenance activities into one site. City of Tukwila Public Works Department started Phase 1 improvements for PW maintenance facilities at 11210 Tukwila International Blvd in 2019.

Then in July 2019, the City purchased property located at 11231 E Marginal Way South (Site). The City will have possession of the Site in October 2023. The City is soliciting proposals from qualified firms to study the existing Site facilities, prepare for demolition of the existing facilities, and design a new administration building meeting all current applicable codes.

In the final configuration, the consolidated site will house the Facilities, Fleet, Utilities and Streets departments of the Maintenance and Operations division of Public Works.

## **SCOPE OF WORK:**

The City of Tukwila is seeking a firm to provide professional architectural services required for facilities assessment, planning, design, and construction of new facilities, and demolition of existing structures. Services will include, but are not limited to architectural services, programming, master plan development with phases, cost estimating, structural engineering, MEP (mechanical, electrical, plumbing), and civil engineering.

## **SUBMITTAL DEADLINE:**

The City must receive SOQs and proposals by 5:00 PM on March 14, 2022. SOQs and proposals must be delivered to the address listed below. Faxed or emailed SOQs and proposals will not be accepted. Please direct all questions to Cody Gray via email to [Cody.Gray@tukwilawa.gov](mailto:Cody.Gray@tukwilawa.gov)

City of Tukwila  
Attention: Cody Gray  
6200 Southcenter Boulevard STE 100  
Tukwila, WA 98188

## **QUESTIONS**

All questions should be directed to Cody Gray via email to [Cody.Gray@tukwilawa.gov](mailto:Cody.Gray@tukwilawa.gov). No other form of questions will be accepted. Questions received after 5:00 pm on February 28, 2022, may not be answered. If an addendum to this RFQ is needed, it will be published no later than 4:00pm on March 7, 2022.

## **Rejection of Submittals**

The City reserves the right to reject any and all submittals and to waive irregularities and informalities in the submittal and evaluation process. This request for SOQs and proposals does not obligate the City to pay any costs incurred by respondents in the preparation and submission of their SOQs and proposals. Furthermore, this request for SOQs and proposals does not obligate the City to accept or contract for any expressed or implied services.

## **SUBMITTAL REQUIREMENTS:**

- 1) Cover Letter: The cover letter shall briefly summarize the firm's qualifications and past experience relevant to the scope. A principal or officer of the firm authorized to execute contracts or other similar documents on the firm's behalf must sign the letter.
- 2) Outline your firm's experience on the scope of work required for the appropriate discipline.
- 3) Describe your firm's overall approach, including organization and work tasks necessary to accomplish the objectives. If it is your firm's practice to have specific sub-categories of the Scope of Work, performed by consultant(s), please identify the consultant(s) you anticipate using for a Contract, indicate their specific role(s), and outline their experience on similar or related work.

- 4) Describe your quality control process.
- 5) Identify qualifications/expertise of the key personnel on your team; and evidence of availability of staff to begin immediately upon awarding of the contract.
- 6) Provide a list of key personnel, including consultants' personnel indicating the specific role of each, and clearly identify the Project Manager.
- 7) Provide a professional resume for each of the named key personnel, indicating the extent of his/her experience on projects related to this type of work. Each of the key personnel suggested for use on the project must have current professional registration or certification and, if applicable, be currently licensed with the State of Washington.
- 8) Past performance and record of successful completion of public works shops facilities of similar size and scope:
  - a) Describe any previous projects (firm and individual) of similar scope to our project and include a description of specific responsibilities of relevant team members on such projects.
  - b) Note any information useful in demonstrating successful results on prior projects.
  - c) Provide reference contact names, phone numbers, and addresses related to the above prior projects.
- 9) Provide written summary of firm's history of collaborating with DBE/WMBE firms as part of your team on previous similar projects. Describe approach to maximize their participation.

#### **CONSULTANT EVALUATION CRITERIA:**

Consultant's SOQ and proposal will be evaluated based on the criteria listed in this section. In preparing the SOQ and proposal, it is important to clearly demonstrate expertise in the areas described in this document. The SOQ must demonstrate expertise and the availability of experienced personnel in all of the areas described in the appropriate disciplines, either through in-house staff or with consultants.

Firms are encouraged to identify and clearly label in their SOQ how each criterion is being fully addressed. Evaluation of responses to this RFQ will be based only on the information provided in the RFQ package, and if applicable, during an interview and reference review process. The City reserves the right to request additional information or documentation from the firm regarding its SOQ documents, personnel, or other items in order to complete the selection process.

The following criteria, with a point system of relative importance with an aggregate total of 100 points, will be utilized to evaluate the qualifications of each firm:

## Evaluation Criteria Weighting

### Statement of Qualifications (SOQ)

- a) Staff Qualifications: **14 points**
- b) Past performance on other campus facilities study projects or relevant projects:**10 points**
- c) Project approach: **10 points**
- d) Past examples of Master Planning efforts with multiple phases: **6 points**
- e) Self-performed work, firm location, current workload: **6 points**
- f) DBE/MWBE approach: **4 points**

**Subtotal: 50 points**

### Interviews

- a) Presentation: Clarity and thoroughness of presentation and the firms
- b) understanding of and approach to the requirements of the Project. **20 points**
- c) Specific Questions: Thoroughness and insight in providing direct and clear answers to the questions asked. **20 points**
- d) Communication: Overall quality of the team's presentation, including interpersonal communications between team members and the interview panel. Quality of questions asked by the firm. **10 points**

**Subtotal: 50 points**

The firm receiving the highest combined score as a result of the SOQ and Proposals and interviews will be selected to enter into an agreement with the City.

As part of the evaluation, the City will consider prior experience with similar types of project planning and design to be a significant component of the proposal from the successful firm or team. In particular, the City places substantial emphasis on providing an efficient public facilities campus that minimizes on-going maintenance efforts by its crew.

### SUBMISSION REQUIREMENTS:

- 1) Upon receipt of each SOQ and proposal, the City will stamp it to confirm that it was submitted prior to the deadline. Upon request, the City will provide the firm with an acknowledgement of receipt. All SOQs and proposals received will become the property of the City and will not be returned.
- 2) Required Number of Copies: Firms responding to this RFQ shall submit five (5) hard copies and one (1) electronic copy on a flash drive of its SOQ and proposal to the address listed above.

### SELECTION PROCESS:

All responses to this RFQ will be screened for eligibility. As time permits, a selection panel will rate eligible responses, according to the criteria listed above, and may conduct reference checks as part of the process. If there is insufficient information, the City reserves the right to



request additional information, and to interview firms to discuss their SOQs. It is the City's intent to interview up to three firms based upon the submitted written materials.

- 1) This solicitation does not obligate the City to award a contract to any respondent. At its option, the City reserves the right to waive any informality or irregularities in the SOQs and proposals and/or to reject any or all submittals.
- 2) The City reserves the right to request clarification of information submitted, and to request additional information from any firm.
- 3) If the City awards a firm the contract to provide architectural services, the successful firm shall be issued a written Notice of Intent to Award. The successful firm shall execute an agreement acceptable to the City within thirty (30) days from the date of Notice of Intent to Award. Failure by the successful firm to execute an agreement within the stipulated 30-day period shall constitute non-conformance with the RFQ, allowing the City to unilaterally withdraw and terminate such intent to award.
- 4) The City reserves the right to award the contract to the next most qualified firm, if the successful firm does not execute a contract within the 30 days from the date of the Notice of Intent to Award.
- 5) The City shall not be responsible for any costs incurred by the firm in preparing, submitting, or presenting its response to the RFQ.
- 6) Approximate Selection Timeline:

Questions Deadline:	February 28, 2022
RFQ Deadline:	March 14, 2022, at 5:00pm
Consultant Shortlist:	Week of April 4, 2022
Consultant Interviews:	Week of April 11, 2022
Consultant Selected:	Approximately May 2, 2022
Scope and Fee Negotiations:	Week of May 2, 2022
Agreement Approval by Council:	June 2022
Execute Contract:	Approximately July 2022

**ADMINISTRATIVE INFORMATION:**

- 1) Minority-owned and Women-owned Business Enterprises: The City strongly encourages minority owned and women owned businesses, socially and economically disadvantaged business enterprises, and small businesses to respond to this RFQ, to participate as partners, or to participate in other business activity in response to this RFQ.
- 2) Basic Eligibility: Any successful firm must be licensed to do business in the State of Washington, the City of Tukwila and must have a state Unified Business Identifier (UBI) number. In addition, the successful firm must not be debarred, suspended, or otherwise ineligible to contract with the City.
- 3) Payment Requirements: Firms should be aware that the City will only make payments on invoices after the work being billed has been completed and will pay reimbursable expenses to the firm only upon receipt of an itemized invoice for the reimbursable expenses. No advance payments will be made to the firm and the firm must have the capacity to meet all project expenses in advance of payments by the City.

- 4) Approval of Consultants: The City retains the right of final approval of any consultant of the selected firm who must inform all consultants of this provision.
- 5) Documents Produced: All construction drawings, reports, specifications, and other documents produced under contract to the City must be submitted to the City in both hard copy (Mylar) and a digital format that meets the City's requirements, using Microsoft Office, Adobe Acrobat and/or AutoCAD products. All documents shall become the exclusive property of the City.
- 6) Civil Rights: The City of Tukwila embraces civil rights and equal opportunity. If any events occur involving the firm or subcontractors that would violate those rights, then the firm shall take full responsibility for said actions.
- 7) Insurance: Successful consultant will be expected to enter into a standard City of Tukwila Consultant Agreement (Agreement), that includes the standard general insurance requirements as follows:

The Consultant shall procure and maintain for the duration of the Agreement, insurance against claims for injuries to persons or damage to property which may arise from or in connection with the performance of the work hereunder by the Consultant, its agents, representatives, or employees. Consultant's maintenance of insurance as required by the agreement shall not be construed to limit the liability of the Consultant to the coverage provided by such insurance, or otherwise limit the City's recourse to any remedy available at law or in equity.

- 8) Minimum Amounts and Scope of Insurance: Consultant shall obtain insurance of the types and with the limits described below:
  - a) Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of \$1,000,000 per accident. Automobile Liability insurance shall cover all owned, non-owned, hired and leased vehicles. Coverage shall be written on Insurance Services Office (ISO) form CA 00 01 or a substitute form providing equivalent liability coverage. If necessary, the policy shall be endorsed to provide contractual liability coverage.
  - b) Commercial General Liability insurance with limits no less than \$2,000,000 each occurrence, \$2,000,000 general aggregate. Commercial General Liability insurance shall be at least as broad as ISO occurrence form CG 00 01 and shall cover liability arising from premises, operations, stop-gap independent contractors and personal injury and advertising injury. The City shall be named as an additional insured under the Consultant's Commercial General Liability insurance policy with respect to the work performed for the City using an additional insured endorsement at least as broad as ISO endorsement form CG 20 26.
  - c) Workers' Compensation coverage as required by the Industrial Insurance laws of the State of Washington.
  - d) Professional Liability with limits no less than \$2,000,000 per claim and \$2,000,000 policy aggregate limit. Professional Liability insurance shall be appropriate to the Consultant's profession.
- 9) City Full Availability of Contractor Limits. If the Contractor maintains higher insurance limits than the minimums shown above, the City shall be insured for the full available limits of Commercial General and Excess or Umbrella liability maintained by the

Contractor, irrespective of whether such limits maintained by the Contractor are greater than those required by this Contract or whether any certificate of insurance furnished to the City evidences limits of liability lower than those maintained by the Contractor.

- 10) Other Insurance Provision: The Consultant's Automobile Liability and Commercial General Liability insurance policies are to contain or be endorsed to contain that they shall be primary insurance with respect to the City. Any Insurance, self-insurance, or insurance pool coverage maintained by the City shall be excess of the Consultant's insurance and shall not be contributed or combined with it.
- 11) Acceptability of Insurers: Insurance is to be placed with insurers with a current A.M. Best rating of not less than A: VII.
- 12) Verification of Coverage: Consultant shall furnish the City with original certificates and a copy of the amendatory endorsements, including but not necessarily limited to the additional insured endorsement, evidencing the insurance requirements of the Contractor before commencement of the work. Upon request by the City, the Consultant shall furnish certified copies of all required insurance policies, including endorsements, required in this Agreement and evidence of all subcontractors' coverage.
- 13) Notice of Cancellation: The Consultant shall provide the City with written notice of any policy cancellation, within two business days of their receipt of such notice.
- 14) Failure to Maintain Insurance: Failure on the part of the Consultant to maintain the insurance as required shall constitute a material breach of contract, upon which the City may, after giving five business days' notice to the Consultant to correct the breach, immediately terminate the contract or, at its discretion, procure or renew such insurance and pay any and all premiums in connection therewith, with any sums so expended to be repaid to the City on demand, or at the sole discretion of the City, offset against funds due the Consultant from the City.

**PUBLICATION:**

The RFQ shall be published in Seattle Times and The Daily Journal of Commerce.

**END OF REQUEST FOR QUALIFICATIONS**