

City of Federal Way

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL
TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

Project:
Performing Arts and Conference Center

Submitted:
January 2, 2015



The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9

1. Identification of Applicant

- (a) Legal name of Public Body (your organization): City of Federal Way
- (b) Address: 33325 8th Ave South
- (c) Contact Person Name: William Appleton Title: Deputy Public Works Director
- (d) Phone Number: 253 835 2711 Fax: 253 835 2709
- (e) Email: william.appleton@cityoffederalway.com

2. Brief Description of Proposed Project.

The Federal Way Performing Arts and Conference Center (PACC) is the Phase 1 of the City’s town center revitalization program that will ultimately see over 15 acres within the City center redeveloped. The proposed facility is a multipurpose venue intended to accommodate theatrical, musical, dance, artistic and spoken-word performances in a 700-seat, two tiered auditorium. It will also serve as a venue for conferences, seminars, meetings, culinary education and other assembly events in both the auditorium and its 8,000 additional square feet of conference facilities.

3. Projected Total Cost for the Project:

Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$3,837,000
Estimated project construction costs :	\$22,500,000
Equipment and furnishing costs	\$600,000
Off-site costs	\$0
Contract administration costs (Owner, CM etc)	\$1,934,000
Contingencies (design & owner)	\$880,000
Other related project costs (Pemits, access fees, review fees)	\$356,000
Sales Tax	\$2,200,000
Total	\$32,307,000

Funding Status

The project is fully funded. In anticipation of this Project, the City has set aside approximately \$10 million of utility tax and real estate excise tax proceeds. The City anticipates that additional project financing will consist of a variety of traditional funding sources and, potentially, a federal “Section 108” loan (from HUD in connection with the Community Development Block Grant Program), a 4-Culture grant from King County, and funding from private donors (collectively, “Funding Sources”). These Funding Sources may be supplemented with equity and below-market loans through the New Markets Tax Credit (“NMTC”) program. An internal bridge loan will be used to cover any funding gaps that may exist. The City also has adequate bonding capacity that will be used to resolve any funding gaps that may exist.

4. Anticipated Project Design and Construction Schedule

- **The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.**

Architect Selection	Complete
65% Design Development Documents	Complete
Send out RFQ for Consultants	Complete
PRC application submission	Jan 2, 2015
Consultant Interviews	Jan 7, 2015
Consultant Selection	Jan 12, 2015
PRC presentation	Jan 22, 2015
Issue GC/CM RFP	Jan 23, 2015
Select GC/CM	Feb 20, 2015
Permit Submittal	June 2015
90% CDs	Aug 2015
Negotiate MACC	Aug 2015
100% CDs	Sept 2015
Start Construction	Oct 2015
Construction completion	Dec 2016

The City of Federal Way has committed internal staff resourcing to the proposed project as well as initiated the process to hire qualified consultants to assist staff with project management and GC/CM implementation.

- **If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure.**

The project is beyond 30% Design/Development; however, the GCCM delivery method will still add significant value to the project. In November of 2014, the City acquired the 8.5-acre parcel adjacent to the proposed PACC site. Due to sensitivities surrounding the purchase of the property, the acquisition was not made known to the project team until late November. Consequently, all design development performed to date did not take into consideration any design/development possibilities associated with ownership of the adjacent site. The PACC project is now the Phase 1 of a larger City led town center redevelopment and design/development and discussions on integrating the PACC with the future redevelopment of the adjacent site were initiated in Dec 2015. Various master plan concepts are being developed which are likely to influence the design and/or site layout of the PACC facility; therefore, significant portions of the project design may be modified which could stand to benefit from contractor input provided through the GC/CM model, including: site layout, site civil, underground utility layout, future PACC expandability. The GCCM delivery method appears best suited to deliver the highest value to the project with respect to schedule, cost, quality and risk reduction.

5. Why the GC/CM Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- **If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?**

With the recent City acquisition of the adjacent parcel, master planning of the larger town center redevelopment has already begun. As the master plan for the overall site evolves, it is likely that design and/or site plan changes, some of which may be significant, would need to be quickly incorporated into the PACC project to insure the overall development is successful; this presents coordination complexities. A GC/CM delivery model is believed to be better suited to accommodate the type and magnitude of potential changes brought about by this significant development while minimizing schedule delays and disproportionate cost increases to the PACC.

- **If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?**

N/A

- **If involvement of the GC/CM is critical during the design phase, why is this involvement critical?**

- This project has been carried thru approximately 75% design/development. While many fundamental design decisions have been made there are many more to make to ensure the project is completed within a fairly tight budget, while meeting the quality and functional expectations of the project's stakeholders. Having a GC/CM contractor on our team, providing cost, schedule, phasing, and constructability input to inform future decision will significantly help the overall project's success. Performing Arts facilities are finishes intensive. Thorough evaluation of the alternatives we have will be a team effort and our GC/CM will play an important role in that process.

- The GC/CM process will also afford us the opportunity to leverage a "mini MACC" process to start the project earlier than through the design/bid/build alternative, which will accelerate the facility's delivery schedule and reduce our inflationary risk. This strategy will require close coordination between our design team and the builder of our project. That can only happen if we use the GC/CM delivery model.

- **If the project encompasses a complex or technical work environment, what is this environment?**

N/A

- **If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?**

N/A

- **If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?**

N/A

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- **How this contracting method provides a substantial fiscal benefit;**

The GC/CM delivery method will benefit the Public by increasing predictability and reducing the fiscal risks associated with the project. The GC/CM has the best opportunity to market the project to a higher quality of subcontractor while maintaining the competition through the public bid process. Contractor feedback with respect to constructability will also have a direct fiscal benefit to the project. Additionally, the GC/CM method allows for the possibility of keeping the current project team largely intact through construction which would reduce both fiscal and schedule risk.

- **How the use of the traditional method of awarding contracts in a lump sum (the “design-bid-build method”) is not practical for meeting desired quality standards or delivery schedules.**

The recent acquisition of the adjacent property and master planning for the downtown presents the very real possibility of significant site/design changes that may come about over the course of the next 3-4 months. The GCCM delivery method is better suited to accommodate these types of changes while minimizing schedule delays as well as controlling costs. Having the contractor as part of the team working to address changes brought about by a surrounding master development will help to ensure constructability issues will be properly addressed ahead of construction while minimizing impacts to the project schedule.

- **In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest**

N/A

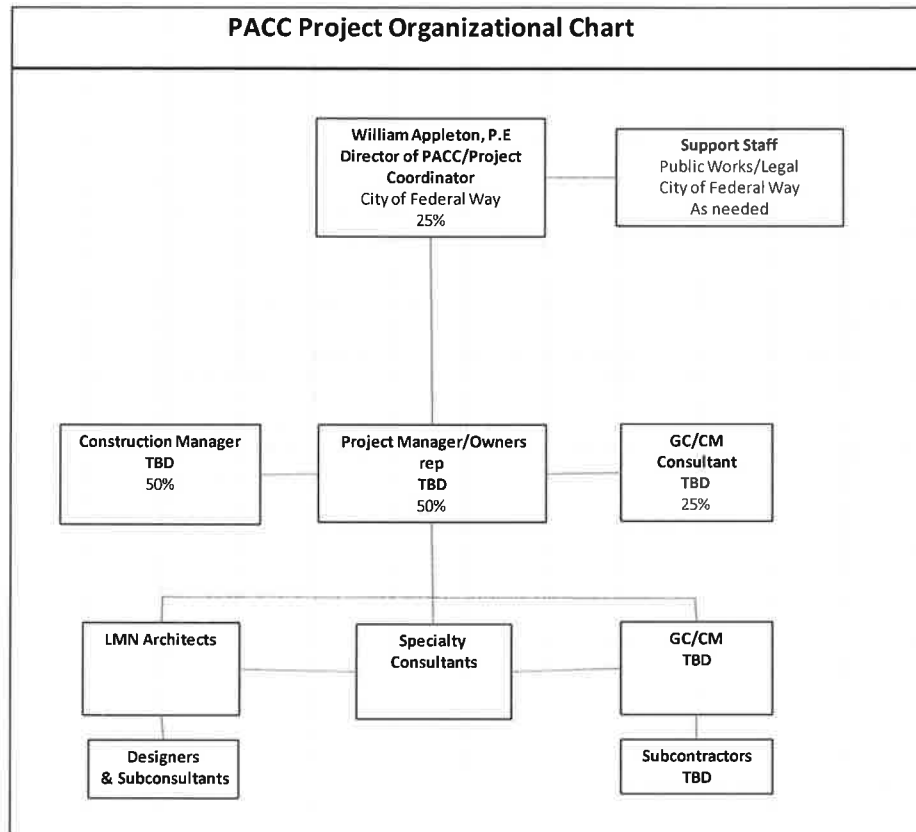
7. Public Body Qualifications

Please provide:

- **A description of your organization’s qualifications to use the GC/CM contracting procedure.**

The City of Federal Way’s Publics Works Department has extensive experience with the design, permitting, construction and project management of complex civil infrastructure projects. Projects range in cost from several hundred thousand to over \$20 million, with projects in the range of \$1-\$5 million being typical. Although no City staff have direct experience with alternative delivery methods, staff are well versed in the management of complex public works projects from planning thru construction. To supplement this experience, a highly qualified GC/CM consultant will be hired to assist the City through the GC/CM delivery process. The City’s legal department will also assist with this process by providing document review and approval as necessary.

- A **Project organizational chart, showing all existing or planned staff and consultant roles.**



- **Staff and consultant short biographies (not complete résumés).**

**William Appleton, P.E. – Deputy Public Works Director/PACC Director
Role: Project Oversight and Coordination, 25%**

MSCE with 20-years of experience in civil engineering related fields including heavy civil infrastructure, private development, and Public Works. The past 10-years have been with the City of Federal Way functioning as a division manager for Development Services (5-years) and Surface Water Management (5-years) and most recently serving as the Deputy Public Works Director.

GC/CM Consultant - TBD

Role: Coordination of GC/CM delivery method, 25%

This position will be filled by a highly qualified individual familiar with the GC/CM delivery method. The role of the GC/CM consultant will be to provide advice throughout the project with respect to negotiations, MACC negotiations, contracts, procedures for procurement, preconstruction and construction phases. Funding is available to have the GC/CM consultant on board thru the completion and closeout of the project.

Project Manager (PM)/Owners Representative - TBD

Role: Provide day to day project management. 50%

This position will be filled by a highly qualified consultant and will be scalable to allow for the changing needs of the project to be met. This position will be responsible for the day to day management and tracking of the project from the completion of design/development through construction.

Construction Manager - TBD

Role: Provide support to the PM during all phases of project construction. 50%

This position will assist the project manager during all phases of construction and will be scalable to allow for the changing needs of the project to be met. The construction manager will coordinate with the contractor and designers to ensure that construction related matters are addressed in a timely manner, this position will also provide construction related administrative support to the PM.

- **Provide the *experience and role on previous GC/CM projects delivered under RCW 39.10* or equivalent experience for each staff member or consultant in key positions on the proposed project.**

As noted above, no City staff have experience with the GC/CM delivery method. To address this deficiency, the City will hire a highly qualified GC/CM consultant to assist with this delivery method to ensure that the project is delivered successfully. At the time that this application was submitted, the City had short listed two firms as candidates for the GC/CM consultant. *Qualifications of the selected firm and the individuals assigned to the project will be presented during the project presentation on January 22, 2015.*

- **The qualifications of the existing or planned project manager and consultants.**

GC/CM Consultant - TBD

This position will be filled by a highly qualified individual familiar with the GC/CM delivery method. The role of the GC/CM consultant will be to provide advice throughout the project with respect to negotiations, contracts, procedures for procurement, preconstruction and construction phases. Qualifications of the selected firm and the individuals assigned to the project will be presented during the project presentation on January 22, 2015. Funding is available to have the GC/CM consultant on board thru the completion and closeout of the project.

Project Manager/Owners Representative - TBD

This position will be filled by a highly qualified consultant. At the time that this application was submitted, the City had short listed two firms as candidates for the GC/CM consultant, and had scheduled interviews. Qualifications of the selected firm and the individuals assigned to the project will be presented during the project presentation on January 22, 2015. Funding is available to have the Project Management consultant on board thru the completion and closeout of the project.

Construction Manager - TBD

This position will be filled by a qualified consultant and will be scalable to allow for the changing needs of the project to be met. Qualifications of the selected firm and the individuals assigned to the project will be presented during the project presentation on January 22, 2015. Funding is available to have the construction management consultant on board thru the completion and closeout of the project.

Project Designer

LMN Architects

LMN Architects has been selected to complete the design/development phase of the project as well as the construction documents. LMN will hire and manage all specialty subcontractors required for completion of the design and construction documents; they will also be used to provide pre-construction, construction and post construction services as necessary.

- **If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.**

Sufficient funding is available to allow all consultants to remain on the project through project completion.

- **A brief summary of the construction experience of your organization's project management team that is relevant to the project.**

The City of Federal Way maintains a Public Works department employing qualified staff capable of implementing multi-million dollar capital improvement programs designed to improve and/or replace civil infrastructure throughout the City; many of these staff members are professionally registered engineers. While not anticipated, department personnel resources will be available for the project as needed to insure its success.

- **A description of the controls your organization will have in place to ensure that the project is adequately managed.**

Standard project management techniques will be used including: tracking both schedule and budget against a master schedule and budget, utilizing project/construction checklists, requiring thorough documentation and record keeping and establishing/ maintaining an effective communication structure to allow for efficient and effective decision making. All legal documents and contracts will be reviewed and approved by legal counsel prior to execution.

- **A brief description of your planned GC/CM procurement process.**

The City of Federal Way will follow the requirements of RCW 39.10 and draw from its consultant's experience as necessary to implement and complete the GC/CM procurement process. This process will include a call for GC/CM proposals, selection criteria, interviews and final selection evaluations.

- **Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.**

By February 1, 2015, the City of Federal Way, working internally with its attorney, in-house staff and GC/CM consultant will produce a GC/CM contract that addresses the specific requirements of this delivery method.

- 8. Public Body (your organization) Construction History:**
Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (See Attachment E)

Included as Attachment B

- 9. Preliminary Concepts, sketches or plans depicting the project**
To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:
- **A overview site plan (indicating existing structure and new structures)**
 - **Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.**

Included as Attachment A

- 10. Resolution of Audit Findings on Previous Public Works Projects**

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

#159 - Pacific Hwy South Phase IV HOV Lanes

1. Lack of required Title VI language in advertisement for consultants. – Changed all advertisement RFQ/RFP Boilerplate Documents for the City to include required language.
2. Contracts with consultants were not renewed prior to the contract extension being executed. This would require agency to re-advertise for consultants, but City renewed with existing consultants. – City put in place methods to extend contracts prior to expiration.
3. Mandatory Training not properly documented on the project. – City instituted a Training Compliance Plan.
4. Certified Payroll Documentation was not properly documented. - City instituted a Compliance Plan for Certified Payroll Documentation as well as other required documents (Intent to Pay Prevailing Wages, Request to Sublet, Affidavits of Wages paid, Certification for Federal aid Projects).

Caution to Applicants

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

Signature of Authorized Representative

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the GC/CM contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the GC/CM process. You also agree that your organization will complete these surveys within the time required by CPARB

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: _____ 

Name: (please print) _____ William Appleton _____

Title: _____ Deputy Public Works Director _____

Date: _____ Jan 2, 2015 _____

Attachment A



Figure 1: Project Location Map

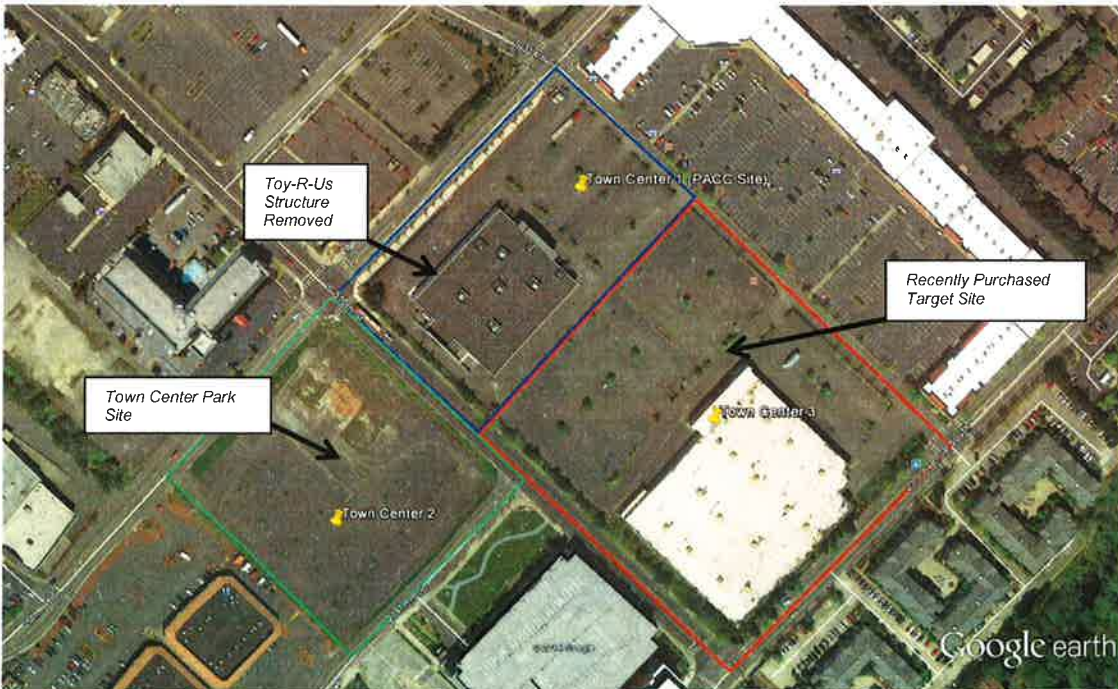


Figure 2: Project Site Map

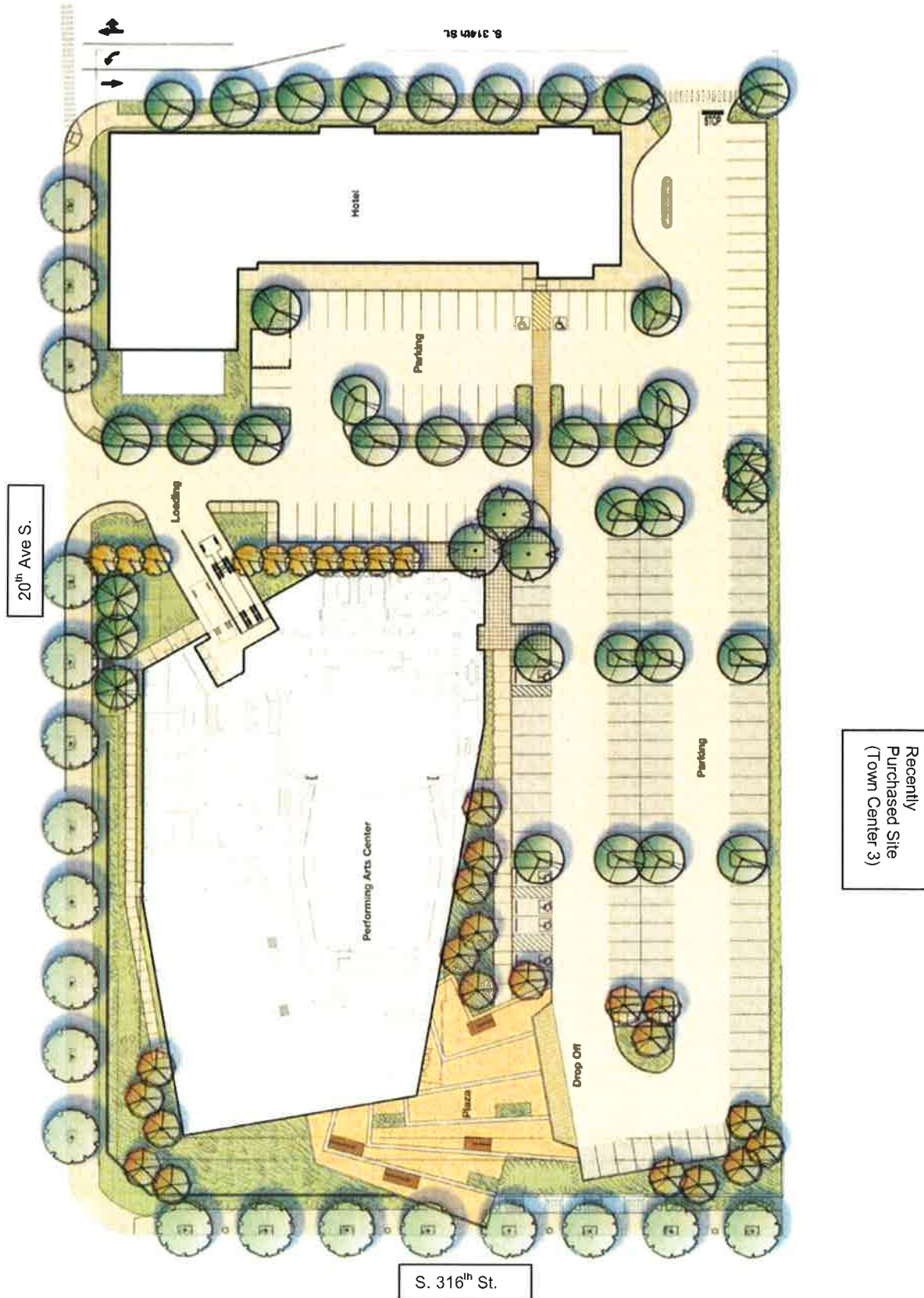


Figure3: Performing Arts & Conference Center Site Plan

Attachment B

Project Number		Project Name		Project Description		Delivery Method	City of Federal Way CIP Project List				Budget		Explanation
							Construction Schedule		Budget (Project)		Budget (Construction)		
							Planned Start	Actual Start	Planned Finish	Actual Finish	Planned	Actual	
141	SR 99 Phase III HOV Lanes	Install new HOV Lanes between S 28th Street and 18th Avenue S on SR 99. Includes new signal at SW Dash point Road, drainage, curb, gutter, sidewalk, landscape, street lighting, utility undergrounding	Design, Bid, Construct	5/1/2007	3/4/2010	5/1/2007	3/4/2010	\$25,905,419	\$22,963,890	\$16,574,810	\$15,177,832	Includes 1 year Plant Establishment	
138	S 348th HOV Lanes	Install new HOV Lanes between SR 99 and 9th Ave S on S 384th Street, includes new signal at 9th, drainage, curb, gutter, sidewalk, landscape, street lighting, utility undergrounding and relocation.	Design, Bid, Construct	3/3/2008	9/28/2009	3/3/2008	9/28/2009	\$4,312,562	\$4,118,966	\$2,996,787	\$3,219,876	Includes 1 year Plant Establishment	
102	S 356th Street @ SR99 Intersection Improvements	Re-align the S 356th Street at SR 99 intersection, includes new signal, drainage, curb, gutter, sidewalk, landscape, street lighting, utility undergrounding and relocation.	Design, Bid, Construct	3/16/2009	2/20/2010	3/16/2009	2/20/2010	\$6,242,800	\$5,827,719	\$2,896,193	\$2,651,937	Includes 1 year Plant Establishment Contractor went out of business prior to completion, had to complete under the bond with new contractor. Includes 1 year Plant Establishment	
135	S 348th at 1st Ave S Intersection Improvements	Install dual left-turn lanes westbound and southbound, includes, new signal, drainage, curb, gutter, sidewalk, landscape street lighting, utility undergrounding and relocation.	Design, Bid, Construct	5/3/2010	12/31/2010	5/3/2010	2/7/2012	\$2,969,015	\$2,927,858	\$2,052,717	\$1,890,076	Includes 1 year Plant Establishment	
159	SR 99 Phase IV HOV Lanes	Install new HOV Lanes between 18th Avenue S and S 32th Street on SR 99. Includes new signal at SW Dash point Road, drainage, curb, gutter, sidewalk, landscape, street lighting, utility undergrounding and relocation.	Design, Bid, Construct	7/12/2010	12/7/2012	7/12/2010	12/7/2012	\$17,394,496	\$17,443,753	\$9,855,192	\$10,810,022	Includes 1 year Plant Establishment	
156	S 320th Street Off-Ramp	Widen the southbound off-ramp from I-5 to S 320th Street to 5 lanes, includes new revised signal at offramp, drainage, curb, gutter, sidewalk, landscape, street lighting, and utility relocation.	Design, Bid, Construct	6/13/2011	1/2/2013	6/13/2011	1/2/2013	\$3,729,395	\$3,400,801	\$2,456,979	\$2,903,370	Includes 1 year Plant Establishment Final paving could not be placed due to delay by signal material supplier and ensuing weather limitations, extended time for completion of work including	
170	21st ave SW at SW 336th Street Intersection Improvements	Install dual left-turn lanes westbound and westbound, right turn lane westbound includes, (new signal), drainage, curb, gutter sidewalk, landscape street lighting, utility relocation.	Design, Bid, Construct	5/6/2013	11/30/2014	5/6/2013		\$5,757,860	\$5,394,370	\$3,524,244	\$3,388,356		
142/183	Lakota Middle School Safe Routes/ SW 312th at SW Dash Point Road	Widen SW 312th Street to 3 lanes between 14th Avenue SW and SW Dashpoint road. Install new signals at 14th Ave SW and SW Dash point Road, includes curb, gutter, sidewalk, landscape, street lighting, utility relocation.	Design, Bid, Construct	7/15/2013	12/17/2014	7/15/2013	12/17/2014	\$2,980,434	\$2,807,985	\$1,990,193	\$1,858,477	Includes 1 year Plant Establishment	
165	SR 99 Phase V HOV Lanes	Under Design	Design, Bid, Construct	June 2016	June 2018			\$17,495,000					



CITY HALL
33325 8th Avenue South
Federal Way, WA 98003-6325
(253) 835-7000
www.cityoffederalway.com

January 13, 2015

Robyn Hofstad, Administrative Support
Enterprise Services, Engineering & Architectural Services
P.O. Box 41476
Olympia, Washington 98504-1476

RE: Supplemental information on the selected GC/CM project manager for the Federal Way Performing Arts and Conference Center project.

Dear Ms. Hofstad:

The City of Federal Way has completed the GC/CM consultant and project manager selection process described within our application for project approval. The City is excited to present the project team and their qualifications to the review board on January, 22nd, and would also like to also submit in writing our team qualifications as an update to our project application.

The information below is intended to update *Section 7. Public Body Qualifications, Staff and consultant short biographies*, of our application. The attached PDF document provides detailed team experience and qualifications which is intended to update the *qualifications of planned project manager and consultants* portion of the application.

7. Public Body Qualifications - Please provide the qualifications of the existing or planned project manager and consultants:

GC/CM Consultant – Marc Estvold Consultant to Lorax Partners

Marc Estvold joins the team as the GC/CM consultant for the City of Federal Way. Marc joins Lorax Partners with 39 years of design, construction and project management experience. In particular, Marc was the lead GC/CM project manager on several GC/CM delivered projects including McIntyre Hall Performing Arts and Conference Center (PACC) in Mt. Vernon. McIntyre Hall is very similar to the envisioned Federal Way PACC and shares the same 700-seat configuration, conference center component, kitchen and sophisticated acoustic and theatrical infrastructure that make the PACC project uniquely challenging.

Project Manager (PM)/Owner's Representative – PJ Santos – Lorax Partners

23 years of diversified Project Management experience, PJ Santos joins the Federal Way team with a deep resume of public-private experience with cities across the state including work in Bremerton, Shoreline, Richland, Federal Way and Sequim. PJ's point Project Manager experience includes the City of Bremerton's Park Plaza and Harborside projects, as well as the City of Shoreline's City Hall.

Construction Manager – Brian Fyall – Lorax Partners

One of the leading Construction Managers and Owner's Representatives in Puget Sound, Brian Fyall brings 39 years of diverse experience as an architect, general contractor and owner's representative. Some noteworthy projects as Owner's Representative/Construction Manager include the City of Bremerton's Park Plaza and Harborside projects (with PJ Santos), the Exchange Building, 5th and Madison Condo Tower and the Bank of California, all in downtown Seattle.

Please contact me with any questions or concerns at (253) 835-2711.

Sincerely,



William Appleton, P.E.
Deputy Public Works Director

Enclosure

WA:jo

CC: Day File
Project File

EDUCATION

University of Washington, Graduate School of Business Administration

- Masters of Business Administration, MBA, June 2000

UCLA, Graduate School of Architecture and Urban Planning

- Professional Masters of Architecture, M. Arch, June 1994

UCLA, College of Arts

- Bachelor of Arts, Cum Laude, June 1991

EXPERIENCE - DEVELOPMENT

Entrepreneurial development led on a diversified portfolio of successfully completed developments across Puget Sound from residential, retail and office projects to more complicated mixed-use and public-private developments. My work strives to exceed financial goals of our partners while passionately managing the creation of place-making neighborhoods for long-term quality and sustainable appeal.

- 23 years of experience in all aspects of design, development and construction.
- Development led on the nationally recognized redevelopment of Bremerton's waterfront with the Bremerton Harborside, Kitsap Credit Union, and Park Plaza developments.
- Led the planning and vertical development for the \$750,000,000 million dollar Stadium Place residential mix-use development adjacent to Seahawk Stadium and Union Station.
- Launched successful development company in 2009, Lorax Partners, with projects including residential, retail, cinema and civic development.

Lorax Partners, Owner, 10/2009 – current

Park Plaza - Mixed-Use Residential, Cinema and Retail Development, Bremerton, WA – openings 2012-14

- Partner with the City of Bremerton to bring night-life and residences to the downtown core.
- Public-private partnership envisioned 250-stall garage, 71-unit apartment, 10-screen Cinema, and street level shop retail. Lorax Partners led the development and construction of the “public” garage, while spearheading the “private” vertical development in a partnership with the City of Bremerton.
- Successfully brought in Cinema partner that closed on the pad, began construction, and open in June 2012.
- Apartments under construction summer 2014.
- Two retail tenants - Jimmy John's (opened in 2013) and Café Cinema (under design).

Federal Way Civic Center - Federal Way, WA – currently under design and development 2014.

- Partner with the City of Federal Way to lay the foundation to their future downtown with a new 700-seat Performing Arts Center, Conference Center and 120-room Hotel.
- Lorax is managing the development of the public complex and the private hotel.

Opus Northwest, Senior Real Estate Director, 2/1999 – 1/2010

Stadium Place - Mixed-Use TOD, Seattle, WA – Master Use Permit attained 2010, under construction 2013 (by former partner Daniels Development)

- Comprising two full City blocks the LEED Gold project will include 560 apartments (under construction), 200 condos, 200,000sf of office, 250-room hotel, as well as lively street level retail.
- Lead the development of and vision for the largest and finest situated transit oriented development (TOD) in the state of Washington - adjacent to Seahawks Stadium and the hub of all transit for Seattle: Union Station.
- After many years of intense, efforts with the various constituents to the project (Pioneer Square, International District, City of Seattle, King County and the Stadium Authority) politically challenged project attained support and consensus for planning approval in 2010 and for the close of property and start of construction in late 2011.

The Cabins at Tumble Creek - Roslyn, WA – opened 2007-2008

- Directed all aspects of the stunning private development of Built Green residential “cabins” at Tumble Creek, the private neighborhood within the 7000 acre Suncadia Resort.
- One-of-a-kind second-home community in which the architecture, site planning and amenities together harmoniously facilitated community gathering, while resonating with the natural landscape.
- 2400-3600sf cabins average sale price: \$1.8 million.

Shoreline Civic Center, Shoreline, WA – opened November 2010

- 70,000sf LEED Gold City Hall has become the sustainable image for the proud City of Shoreline.
- Led grassroots approach to the development through several community focus groups and public meetings to establish the guiding principles of the project. Two central themes arose: educational sustainability and “place making” for a City without an identity.
- Envisioned “educational sustainability” through the creation of a “sustainable stroll” through the project’s planned green elements including a 1,600-square-foot green roof, solar panels, rain gardens where water will be collected and cleaned onsite through bioswales, native plantings, furniture, fixtures and materials made of recycled materials, energy efficient lighting and climate control tools, as well as low-flow plumbing fixtures.
- Closed on financing for \$33 million dollar project in the 4th quarter of 2008 – a huge achievement given timing.

Bremerton Harborside - Mixed-Use Waterfront Development, Bremerton, WA - opened 2004

- Envisioned and led the difficult groundbreaking development built on a tight, environmentally contaminated urban site, adjacent to the regional transit center where the project itself change the paradigm of a dilapidated City into a regional destination.
- Developed the \$50 million dollar public/private project that has served as the catalyst (along with the Kitsap Credit Union Headquarters below) to the nationally recognized and award winning revitalization of the City of Bremerton.
- Created a harmonious mix of uses: 110-room Hilton, 30,000sf of office, 12,000sf of retail, 20,000sf Conference Center, 4000sf Marina Harbormaster headquarters, 520-stall garage, 7500sf Anthony’s Restaurant all spilling out to an urban plaza with mesmerizing WetDesign water-features that have become the signature to the City’s new image.

Federal Way Crossings - Retail Center, Federal Way, WA – opened 2006

- 250,000sf multi-tenant retail project that has completely transformed the former environmentally contaminated truck stop and “red-light” hotel site into the preeminent retail destination center in the area.
- Created a new gateway into the City of Federal Way while forming a sense of identity within the spaces of the development for a City previously without a gathering place.

Kitsap Credit Union Headquarters Building - Bremerton, WA – opened 2006

- Winner of the 2007 NAIOP “Office Development of the Year” the KCU Headquarters was the first new private office building in Bremerton in over thirty-years. The small but complicated TOD project includes 55,000sf office, 6000sf of retail, 200 parking stalls and a “kiss-and-ride” drop off for ferry terminal passengers.
- Paradigm shifting project successfully brought back life and private investment back to heart of the City.

Sammamish Parkplace - Office Campus, Issaquah, WA, opened 2001

- Development Manager for the overall design, development, construction and tenant coordination for the 600,000sf, \$150 million campus consisting of three 6-story office buildings – leased entirely by Microsoft Corporation.

Opus Eastpointe Corporate Center – Office, Issaquah, WA, opened 2002

- Development and tenant improvement manager for the 160,000sf, \$40 million office project – leased by the Boeing Corporation.

EXPERIENCE - ARCHITECTURE

Five years work experience including mentoring and education directly from three Pritzker Prize winning architects: Richard Meier, Frank O. Gehry and UCLA mentor Thomas Mayne.

Zimmer Gunsul Frasca Partnership (ZGF), Seattle, WA, Architect, 3/95-2/99

- *Safeco Insurance Office Campus* - Redmond, WA, Project Architect, 2/98-2/99
- *World Trade Center*, Seattle - WA, Project Architect, 4/97-2/98
- *Microsoft Pebble Beach Headquarters* - Redmond, WA, 4/95-1/96

Hellmuth, Obata & Kassabaum (HOK), Los Angeles, CA, Architect, 6/94-3/95

- *Beijing Hengxi Retail Housing Complex* - Beijing, China, 1/95-3/95
- *LAC/USC Medical Center* - Los Angeles, CA, 6/94-1/95

Richard Meier and Partners, Los Angeles, CA, Intern Architect, 6/93-10/93

- *J. Paul Getty Center* - Los Angeles, CA

Frank O. Gehry and Associates, Intern Architect, 4/93

- *Walt Disney Concert Hall* - Los Angeles, CA

AWARDS & RECOGNITION

- “40 under 40” - 2008 Puget Sound Business Journal business and civic leader honoree

- First diversified real estate developer honored
- State of Washington Governor's Smart Communities Award – 2012 City of Sequim Downtown Plan
- Kitsap Credit Union – 2007 NAIOP Office Development of the Year
- Bremerton Harborside – 2005 NAIOP Redevelopment / Renovation of the Year finalist
- Sammamish Parkplace – 1999 SIOR Office Development of the Year
- UCLA Graduate Fellowship Recipient - 1991

AFFILIATIONS

- Member ULI, ICSC and NAIOP
- ULI - "Thriving Communities" committee member
- NAIOP National Mixed-use Development Forum Member 2004-6
- California and Washington State Real Estate Brokers Licenses – 1995 & 1997

OTHER

- Voted "best dad in the world" by my 12 and 15-year-old daughters.
- Avid swimmer, golfer, yogi and basketball player.
- Happily married to my high school sweet heart for the last 23 years.
- Proud to be born and raised in Chico, California.

EDUCATION

Washington State University

- Bachelor of Architecture, June 1976

EXPERIENCE - DEVELOPMENT

One of the leading Construction Managers and Owner's Representatives in Puget Sound, Brian Fyall brings 38 years of diverse experience in the creation of some of the more noteworthy projects in the region. The Lorax Partnership of seasoned Developer with seasoned Contractor is unique in the industry, rooted in the belief that truly exceptional projects necessitate diverse knowledge in all disciplines of the design-build process.

- 38 years of experience in all aspects of design (10 years), construction (23 years) and development (5 years).
- Construction lead for the \$100 million Union Station Office Campus, leased to Amazon, in downtown Seattle.
- Owner's Representative Construction Manager for the \$83m 5th and Madison Condo Tower, the \$50m dollar Bank of California Tower and more currently the \$8m retrofit of the Exchange Building - all in downtown Seattle.
- Construction lead on the nationally recognized redevelopment of Bremerton's waterfront with the Bremerton Harborside, Kitsap Credit Union, and Park Plaza developments.
- Launched successful development company in 2009, Lorax Partners, with projects including residential, retail, cinema and civic development.

Lorax Partners, Construction Lead, Owner, 10/2009 – current

Park Plaza - Mixed-Use Residential, Cinema and Retail Development, Bremerton, WA – openings 2012-14

- Owner's Representative Construction Manager for \$16m Design-Bid-Build 250-stall garage and 4th street/Park Ave infrastructure improvements.
- Led all aspects of the project for the City including design contracts and management, permitting, drafting up bid packages, awarding contractor, execution of contracts and project management for the City through completion.
- Public-private partnership envisioned 250-stall garage, 71-unit apartment, 10-screen Cinema, and street level shop retail. Lorax Partners led the development and construction of the "public" garage, while spearheading the "private" vertical development in a partnership with the City of Bremerton.
- Successfully brought in Cinema partner that closed on the pad, began construction, and open in June 2012.
- Apartments under construction summer 2014.
- Two retail tenants - Jimmy John's (opened in 2013) and Café Cinema (under design).

Federal Way Civic Center - Federal Way, WA – currently under design and development 2014.

- Partner with the City of Federal Way to lay the foundation to their future downtown with a new 700-seat Performing Arts Center, Conference Center and 120-room Hotel.
- Lorax is managing the development of the public complex and the private hotel.

Exchange Building – Voluntary Seismic Upgrade – Seattle, WA – completed fall 2014.

- Owner's Representative Construction Manager of seismic upgrade of 23 story 84 year old historic building.
- Project was completed while building was 65% occupied.
- Upgrades consisted of new shotcrete walls attached to existing concrete frame. Tallest building in Seattle using shotcrete seismic system.

Urban Visions, Owner's Representative Project Manager, 10/2004 – 10/2009

5th and Madison Condominium – Seattle WA - completed 2009.

- Owner's Representative Construction Manager for the 23-story, 126-unit condominium that included 8,000 square foot of retail space and half-acre urban plaza built over existing parking garage.
- First housing project in Seattle's financial district.
- Received LEED Gold Certification.

Bank of California - 900 4th Avenue – Seattle WA - completed 2008.

- Owner's Representative Construction Project Manager for the 41 story office building - Phase upgrade of office including demolition, asbestos abatement, and whole system mechanical modifications.

- Received LEED Silver Certification.

Opus Northwest, Senior Project Manager, 8/1998 – 10/2004

Bremerton Harborside - Mixed-Use Waterfront Development, Bremerton, WA - opened 2004

- Envisioned and led the difficult groundbreaking development built on a tight, environmentally contaminated urban site, adjacent to the regional transit center where the project itself change the paradigm of a dilapidated City into a regional destination.
- Developed the \$50 million dollar public/private project that has served as the catalyst (along with the Kitsap Credit Union Headquarters below) to the nationally recognized and award winning revitalization of the City of Bremerton.
- Created a harmonious mix of uses: 110-room Hilton, 30,000sf of office, 12,000sf of retail, 20,000sf Conference Center, 4000sf Marina Harbormaster headquarters, 520-stall garage, 7500sf Anthony's Restaurant all spilling out to an urban plaza with mesmerizing WetDesign water-features that have become the signature to the City's new image.

Kitsap Credit Union Headquarters Building - Bremerton, WA – opened 2006

- Winner of the 2007 NAIOP "Office Development of the Year" the KCU Headquarters was the first new private office building in Bremerton in over thirty-years. The small but complicated TOD project includes 55,000sf office, 6000sf of retail, 200 parking stalls and a "kiss-and-ride" drop off for ferry terminal passengers.
- Paradigm shifting project successfully brought back life and private investment back to heart of the City.

Opus Center @ Union Station: Phase One and Phase Two – Seattle WA. Opened 2001 and 2002.

- Winner of 2001 NAIOP "Office Development of the Year".
- Developed over existing garage and Seattle bus tunnel. Three separate buildings totaling 615,000 square feet designed and built in 26 months. Shell and tenant improvement cost in excess of \$101 million.

EXPERIENCE – ARCHITECTURE

Ten years work experience. Licensed in Oregon to practice architecture.

S.E.R.A. Architects, Portland, OR 1985 to 1986 Senior Project Manager

- *Yamhill Office Building Restoration* - Portland, OR
- *Oregon Air National Guard 142nd Fighter Wing Office Building*, Portland, OR

Chilless Nielsen Architects, Portland, OR 1978 to 1985 Vice President and Project Manager

- *Oregon Ari National Guard Fuel Cell Hanger*, Portland, OR
- *520 Davis Renovation* – Portland, OR

Mel Kroker Architects, Portland, OR 1977 to 1978 Project Architect

- *Albany State Office Building* - Albany, OR

Ken Cole Architects, Vancouver, WA 1976 to 1977 Job Captain

- *La Quinta Inn* - Richland, WA

AWARDS & RECOGNITION

- State of Washington Governor's Smart Communities Award – 2012 City of Sequim Downtown Plan
- Fifth & Madison Condos – 2008 NAIOP Urban Hi-Rise Development of the Year
- Kitsap Credit Union – 2007 NAIOP Office Development of the Year
- Bremerton Harborside – 2005 NAIOP Redevelopment / Renovation of the Year finalist
- Union Station – 2001 NAIOP and SIOR Office Development of the Year

PARK PLAZA - CINEMA



KITSAP CREDIT UNION - OFFICE



STADIUM PLACE - MIXED USE



SAMMAMISH PARKPLACE - OFFICE



CROSSINGS - RETAIL



BREMERTON HARBORSIDE - MIXED USE



EASTPOINTE - OFFICE



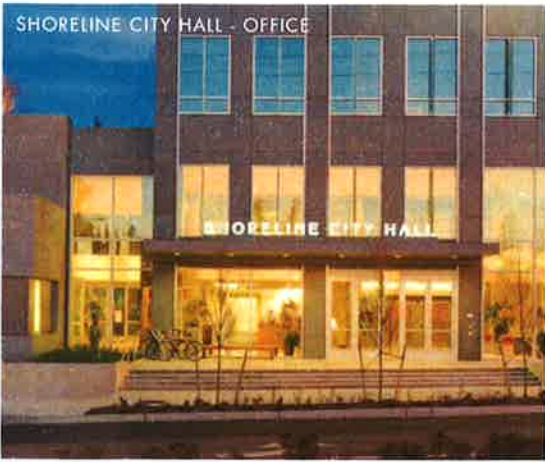
CABINS AT TUMBLE CREEK - RESIDENTIAL



HIGH STREETS - RETAIL



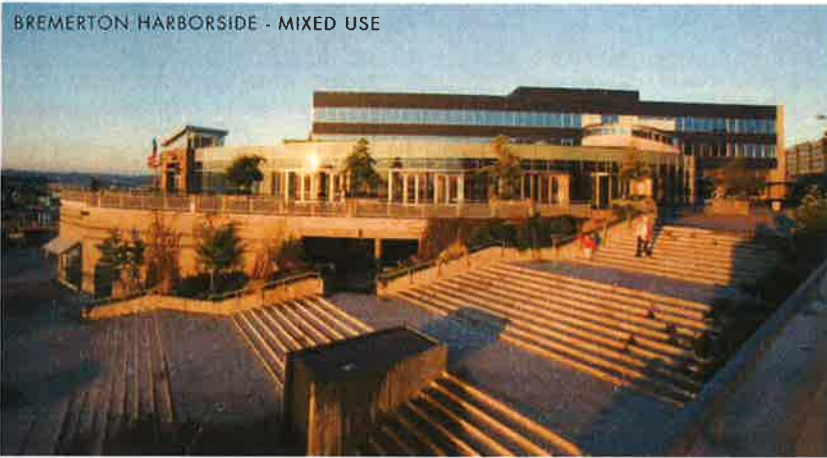
SHORELINE CITY HALL - OFFICE



SAMMAMISH PARKPLACE - OFFICE



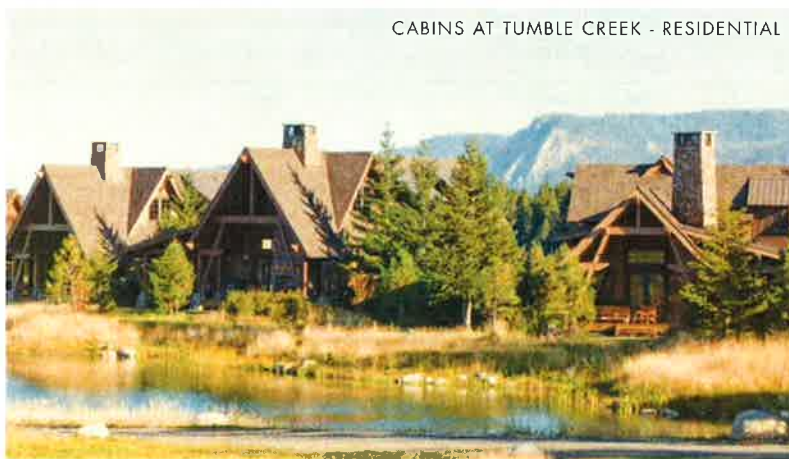
BREMERTON HARBORSIDE - MIXED USE



606 APARTMENTS



CABINS AT TUMBLE CREEK - RESIDENTIAL



FEDERAL WAY CIVIC CENTER



HIGH STREETS - OFFICE





**Marc L. Estvold, Inc. AIA, LEED AP
Project Management**

3302 Oakes Avenue • Anacortes, Washington 98221 • 360-770-3994 • mestvold@comcast.net

December 23, 2014

Mr. PJ Santos
Lorax Partners
1402 3rd Avenue, Suite 1022
Seattle, WA 98101

Re: *City of Federal Way, Performing Arts and Conference Center*

Dear PJ,

This letter is written to express my excitement and interest in the opportunity to partner with the City of Federal Way and Lorax Partners on the proposed new City of Federal Way Performing Arts and Conference Center. As you are aware I was the project manager for McIntyre Hall in Mount Vernon, WA, a very similar project design by LMN Architects. I am also excited that you are considering the General Contractor / Construction Manager (GC/CM) construction delivery system. I am a huge advocate of the benefits this delivery system brings to the owner, not only in the short term but over the life of the facility.

I have been the lead on 4 GC/CM projects as follows:

1. McIntyre Hall Performing Arts And Conference Center
 - a. 700 seat, \$18 million project constructed in 2004, designed by LMN Architects
2. Island Hospital Addition and Renovation
 - a. 90,000 sf of Hospital construction, \$40 million, completed in 2008
3. Island Hospital Medical Arts Pavilion
 - a. 27,000 sf Medical Office Building, \$10 Million, completed in 2012
4. Whidbey General Hospital Expansion and Renovation
 - a. 70,000 sf of Hospital construction, \$50 million, scheduled completion 2017

In addition to the GC/CM project highlighted above I have managed many other publically financed projects from a \$60 million new Jail Facility to a \$25 million Pier and Dredging Project and many project types in-between.

Again I would like to express my interest in the opportunity to be a part of this exciting project.

Respectfully submitted

Marc L Estvold, AIA LEED AP

Resume

Marc L Estvold AIA, LEED AP

Marc grew up in the construction industry, working in the trades to pay university expenses, eventually achieving journeyman carpenter status. After university graduation in 1976 with a degree in Architecture, Marc completed a three-year architectural apprenticeship. He then spent six years as a designer, estimator and project manager in a design / build construction firm. In 1986 Marc started his own architectural firm. Over the course of the next 17 years he acted as owner and manager, responsible for management of budget and schedule on many publicly funded projects including a number of Healthcare projects. Also during this period Marc sat in the chair of owner on several projects, all of this yielding an invaluable perspective of the entire process. In the course of the last 10 years Marc has put this experience to work for public clients as he turned his focus strictly to project management.

Marc's Employment History:

- 2003-Present **Project Manager**, Owner, Principal in Charge
Marc L Estvold Inc.
Project Management for Public Entities

- 1986-2003 **Project Manager**, Owner, Principal in Charge
Marc L Estvold, AIA Architect Inc.
Full Service Architectural Firm, with Public and Private Clients

- 1980-1986 **Project Manager**, Estimator, Designer
M & M Building and Design Inc.
A Design / Build Construction Firm

- 1976-1980 Draftsperson,
Sparks and Smith Architects, Inc.

- 1966-1976 Labor, Carpenter, Summer Employment
M A Estvold Builder

Education & Certifications:

- 2009 LEED AP Certification
- 1986 Licensed Architect, State of Washington
- 1976 Journeyman Carpenter Certification
- 1976 Bachelor of Architecture, Washington State University

Professional References:

Mr. Vince Oliver, CEO

Island Hospital Projects
voliver@islandhospital.org 360-299-1300

Mr. Mike Young

Island Hospital Projects, Dir. Facilities
myoung@islandhospital.org 360-299-1330

Mr. Gregg Davidson CEO

Skagit Valley Hospital Projects
GDavidson@skagitvalleyhospital.org
360-424-4111

Mr. Darrin Gills

Dir. Outpatient Plant Ops & Construction
Skagit Valley Hospital Projects
DGillis@srclinics.org 360-424-4111

Mr. Tim Holloran

Skagit County Administrator, Jail Project
timdh@co.skagit.wa.us 360-336-9300

Mr. Will Reichardt,

Skagit County Sherriff, Jail Project
willr@co.skagit.wa.us 360-336-9300

Mr. Bob Hyde, ED

Port of Anacortes Projects
Hyde@portofAnacortes.com 360-293-3134



McIntyre Hall Performing Arts & Conference Center

<i>Owner:</i>	<u>Skagit Regional Public Facilities District</u>
<i>Project:</i>	McIntyre Hall Performing Arts and Conference Center
<i>Location:</i>	Skagit Valley College Campus
<i>Project Description:</i>	New 700-seat Performing Arts and Conference Center Education Center for Culinary and Performing Arts
<i>Budget & Schedule Outcome:</i>	Project completed on schedule and on budget
<i>Marc's Role:</i>	Full Project Management services
<i>Project Budget:</i>	\$18 million
<i>Completion Date:</i>	2004
<i>References:</i>	Mr. Mike Crawford, 360-708-1323 Board Chair during Construction Mr. John Janicki, 360-856-3048 Board Chair after Construction,

Example Projects



Island Hospital Addition & Renovation

<i>Owner:</i>	<u>Island Hospital</u>
<i>Project:</i>	Island Hospital Addition and Renovation
<i>Project Description:</i>	Renovation of 20,000 sq. ft. of existing hospital area and addition of 70,000 sq. ft. of new hospital building
<i>Budget & Schedule Outcome:</i>	Project completed on schedule and on budget
<i>Marc's Role:</i>	Full Project Management services
<i>Project Budget:</i>	\$40 million
<i>Completion Date:</i>	2008
<i>References:</i>	Mr. Vincent Oliver, CEO 360-299-1300 Mr. Mike Young, Director of Maintenance, 360-299-1300



Island Hospital Medical Arts Pavilion

<i>Owner:</i>	<u>Island Hospital</u>
<i>Project:</i>	Island Hospital, Medical Arts Pavilion
<i>Project Description:</i>	27,000 sq. ft., Medical Office Building to include Oncology, Wound Care, Physical Therapy and a future rental space, built to hospital standards
<i>Budget & Schedule Outcome:</i>	Project completed on budget and on schedule
<i>Marc's Role:</i>	Full Project Management services
<i>Project Budget</i>	\$10 million
<i>Completion Date:</i>	2012
<i>References:</i>	Mr. Vincent Oliver, CEO 360-299-1300 Mr. Mike Young, Director of Maintenance, 360-299-1300



Cascade Skagit Health Alliance

<i>Owner:</i>	<u>Skagit Valley and Cascade Valley Hospitals</u>
<i>Project:</i>	Cascade Skagit Health Alliance
<i>Project Description:</i>	42,000 sq. ft. Medical Office Building
<i>Budget & Schedule Outcome:</i>	Project completed well under budget and on schedule
<i>Marc's Role:</i>	Full Project Management services
<i>Approx Budget:</i>	\$18 million
<i>Completion Date:</i>	2012
<i>Reference:</i>	Mr. Ralph Hill, Assistant Admin., Cascade Valley Hospital, 360-618-7807 Mr. Gregg Davidson, CEO Skagit Valley Hospital, 360-424-4111 Mr. Darrin Gillis, Director of Facilities, Skagit Regional Clinics, 360-428-6490



Mount Vernon High School Gym Renovation

<i>Owner:</i>	<u>Mount Vernon School District</u>
<i>Project:</i>	High School Gymnasium Modernization
<i>Project Description:</i>	Modernization of existing gymnasium & classroom addition
<i>Budget & Schedule Outcome:</i>	Project completed on budget and on schedule
<i>Marc's Role:</i>	Construction Project Management assistance
<i>Approx Budget:</i>	\$8 million
<i>Completion Date:</i>	2012
<i>Reference:</i>	Mr. Carl Bruner, Superintendent, 360-428-6110