

A close-up photograph of the side of a red fire truck. The words "OAK HARBOR" are written in a large, gold, serif font, arched across the top. Below it is a faded emblem featuring a fire helmet, a ladder, and other firefighting tools. At the bottom, the words "FIREFIGHTERS ASSN" are partially visible in the same gold, serif font. The truck is parked on a metal platform with a perforated surface.

OAK HARBOR

Statement of Qualifications

# CITY OF OAK HARBOR

OAK HARBOR, WASHINGTON

November 13, 2015

FIREFIGHTERS ASSN

November 13, 2015

Ray Merrill, Fire Chief  
Oak Harbor Fire Department  
855 E. Whidbey Ave.  
Oak Harbor, Washington 98277

Re: Request for Qualifications – New Fire Station

Chief Merrill,

November 3<sup>rd</sup>, 2015 was an important day. It was especially important for the citizens who live within the boundaries of South King Fire & Rescue. Their voter approved measure to undertake seismic improvements to their stations, upgrade decontamination facilities, and replace 20+ year old apparatus passed with 61.9% yes votes.

The Oak Harbor Fire Department has talked about the importance of a second station in the southwest area of the City for many years. Growth and development in that direction has only exaggerated that well-founded need. Our response is to assemble a team of experts with the express purpose of positioning the Oak Harbor Fire Department as we did for South King Fire & Rescue last Tuesday. It's your time. We have the knowledge and experience to get you there, and would like very much to celebrate the win with you.

Thank you for reviewing our experience and considering our qualifications. We look forward with eager enthusiasm to the next steps in your selection process.

Sincerely,  
Rice Fergus Miller, Inc.



Dave Fergus, Architect, NCARB  
Senior Principal

Contact information:  
David Fergus  
(360) 377-8773  
dfergus@rfmarch.com



## Team Qualifications

Our proposed team has a long history working with fire districts and city fire departments across the country, large and small. But more notable, this is a team ingrained in the fire service industry as speakers at national conferences, contributing writers to trade journals, retired firefighters and fire chiefs, and includes an elected official. These are team members who have donned bunker gear and participated in live fire training evolutions. These are team members who volunteer their time to sit on boards and commissions that serve this industry. This is a team with a perspective and expertise that goes beyond technical knowledge. It's a team with passion that is driven by what the fire service does for all of us. It's one that can only come from the firsthand knowledge and experience of working with these professionals, day after day, project after project. We bring a unique and uncommon expertise to the Oak Harbor Fire Department in undertaking this effort.

### Our proposed Phase I team:

**Dave Fergus, Principal-in-charge and Team Leader**  
Rice Fergus Miller, Inc.

**Joe Parrott, Fire Operations Specialist**  
Emergency Services Consulting International

**Cynthia Berne, Real Estate Advisor**  
Long Bay Enterprises

**Dawn Couch, Outreach Lead and Analyst**  
BERK Consulting

**Sharon Kennedy, Cost Estimator**  
The Robinson Company



## Phase 1 Team

### **Rice Fergus Miller, Inc.**

David Fergus, Principal in Charge, Team Leader  
Ron Easterday, Project Manager

We are a regional leader in the planning and design of fire and emergency services projects, capital facilities planning, fire stations, training facilities, props, and emergency operation centers. It is an expertise we've honed over the past 19 years working with fire departments and districts throughout Washington State.

Begun in Bremerton in 1987 as a sole proprietorship, our firm has grown to a staff of 42 accomplished architects, planners, and interior designers. We credit much of our success to the creative collaborations we foster with involved clients and the close working relationships we have built with them.

Your projects would be led by Dave Fergus, Senior Principal with Rice Fergus Miller. Through the course of designing fire stations over the last 19 years, Dave has become an expert in fire station programming and planning, site selection and engaging community support. In 2006, Dave became a Fire Commissioner for Central Kitsap Fire & Rescue, adding another dimension to the firm's design approach. Dave currently sits on the Executive Board of the Washington Fire Commissioners Association.

As Team Leader, Dave will be responsible for guiding the team, facilitating the process, advising the City, and ensuring success in every regard.

### **Emergency Services Consulting International**

Joe Parrott, Fire Operations Specialist

Emergency Services Consulting International (ESCI) provides specialized fire, police, communications, and EMS consulting to organizations in the United States and Canada. Meeting the needs of emergency services agencies since 1976, ESCI is considered by many to be the nation's leader in emergency services consulting.

Joe Parrott has 43 years of active fire service experience including 24 years as a chief officer. During his six years at Salem he produced their standards of coverage document that recommended four additional stations and two replacement stations. He led the efforts to successfully pass their \$24 million bond issue with 73% yes vote.

Additionally, Joe has been project manager for numerous master plans, strategic plans, standards of coverage and deployment plans, financial assessments, organizational evaluations and other studies for fire agencies across the nation. He has worked with departments ranging from a few thousand population to over 1.5 million. Joe focuses on creating innovative service delivery options that maximize performance in the most cost efficient manner possible.

Joe will be responsible for response modeling, mitigation, and analysis. His application of time-based response modeling utilizing GIS data will provide the foundation for good decision making in regards to station location and staffing choices.

### **Long Bay Enterprises, Inc. (Long Bay)**

Cynthia Berne, Broker

Long Bay Enterprises, Inc. (Long Bay), founded in 1999 by Cynthia Berne, is a commercial real estate consulting and brokerage firm composed of people with concrete experience and in-depth knowledge of all aspects of real estate development, with a strong reputation for successfully managing delicate, politically charged projects with great diplomacy. The senior staff at Long Bay has been performing real estate services for more than 30 years with asset values ranging from \$1 million to \$500 million.

Cynthia was specifically included in our team for her expertise in property acquisition for public agencies. Ensuring the City pays a fair price, and no more, may require anonymous inquiries and conversations with prospective property owners. Cynthia would be responsible for these efforts, as well as advising the City on real estate market conditions, trends, and outlooks.

Long Bay is certified as a Washington state Women Business Enterprise (WBE) and a federal Disadvantaged Business Enterprise (DBE), Certification ID# D2F8020245.

### **BERK Consulting**

Dawn Couch, Outreach Lead and Analyst

BERK is an interdisciplinary consultancy integrating strategy, planning, and policy development; financial and economic analysis; and facilitation, design, and communications. Founded in 1988, their passion is working in the public interest, helping public and nonprofit agencies address complex challenges and position themselves for success.

Dawn's expertise at BERK is facilitating stakeholder consensus within municipal agencies, community outreach, and engagement of those individuals in the very public process these projects endure.

### **The Robinson Company**

Sharon Kennedy, Cost Estimator

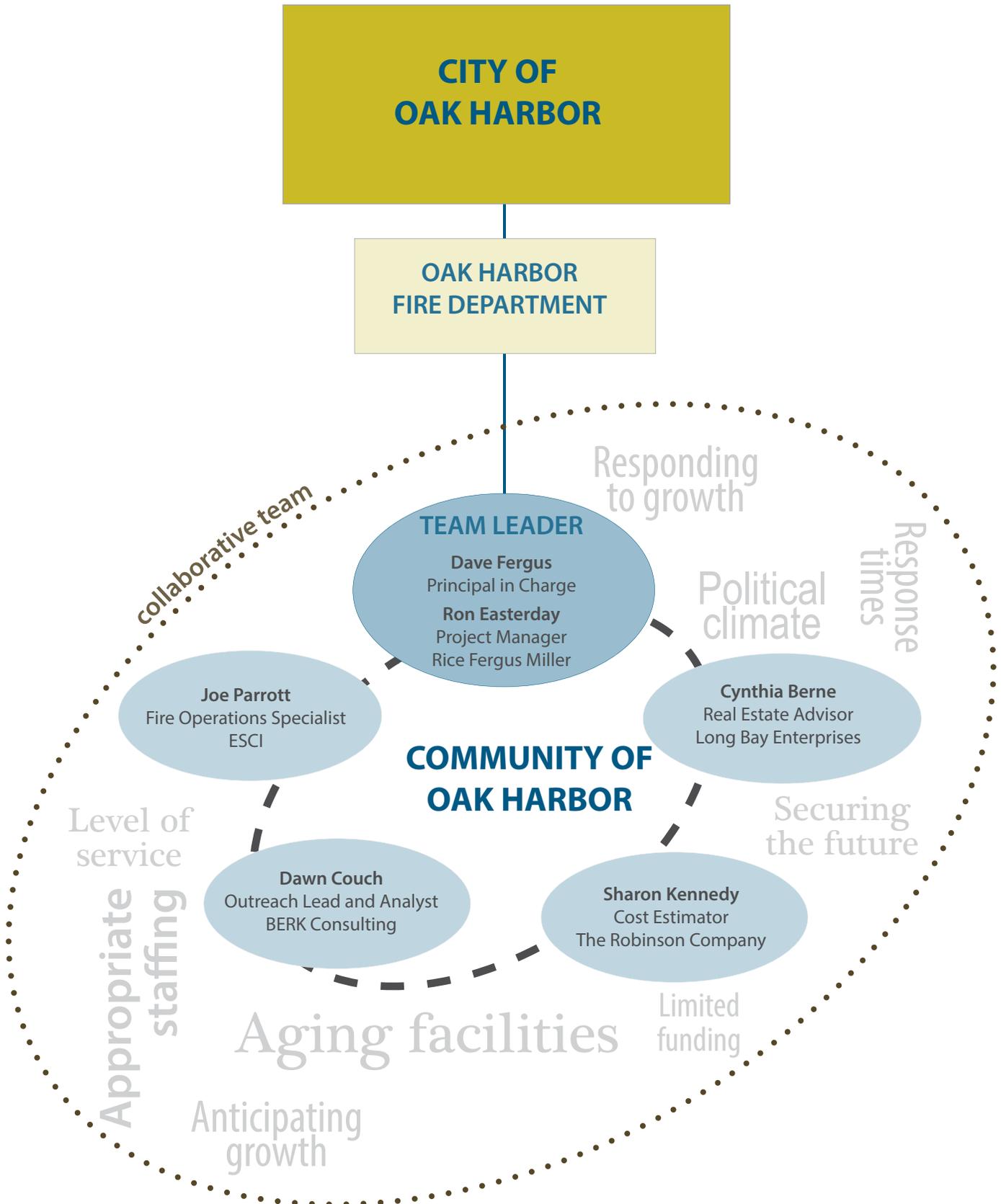
The Robinson Company has been providing cost estimating and pre-construction services in the Northwest since 1985. As one of the leading estimating firms in the region for emergency response construction, they bring a wealth of knowledge to the team in regards to how every element of the project relates to cost, schedule, and logistics.

Sharon Kennedy has over 28 years of experience in cost modeling, budgeting, and cost management. She supervises her company's estimating staff where she began working in 1989. She talks with regional suppliers and subcontractors on a daily basis. Consequently, she is on the heartbeat of our local construction market and fluctuations in pricing.

The Robinson Company has estimated nearly all of Rice Ferguson Miller's fire service projects over the last 18 years.



Phase 1  
Organization Chart





**DAVE FERGUS** | PRINCIPAL IN CHARGE

SENIOR PRINCIPAL

**“IF EVERYONE IS MOVING FORWARD TOGETHER,  
THEN SUCCESS TAKES CARE OF ITSELF.”**

- HENRY FORD, AMERICAN INDUSTRIALIST

## **ARCHITECT, NCARB**

Licensed in Washington, Idaho, and Alaska

### **Areas of Expertise**

Civic and Capital Facilities Planning  
Operations Based Programming and Design  
Community Engagement  
Fire Station Design  
Emergency Operations Center Design  
Emergency Communication / 911 Dispatch Design

### **Education**

Master of Architecture  
University of Washington

Bachelor of Science in Architectural Studies  
University of Nebraska

Fire Ops 101  
HAMMER Training Center

### **Public Service**

Fire Commissioner & Board Chairman, Central Kitsap Fire & Rescue  
Vice President, Washington Fire Commissioners Assoc.  
Member, Olympic Peninsula Council of the Navy League  
Speaker, Fire Rescue International  
Speaker, Station Style Conference  
Judge, Station Style Awards  
Freelance Writer, *Fire Chief* magazine  
Contributing Author, *Fire Station: Architectural Insight to Planning, Design and Construction*

### **Role**

As the Team Leader my role is to set the course and guide the team. I weigh in on decisions that influence where the project is going and stay abreast of issues and concerns from project kick-off to ribbon cutting.

I will be the team's spokesperson and public presenter; whether it's speaking with the media, a community presentation, or facilitating a staff workshop. I have honed this skill speaking at Fire Rescue International, an annual conference that draws nearly 13,000 emergency service leaders every year.

My role as team leader is all about communication. This starts with helping clients sort through priorities, build consensus, and establish realistic goals. Ultimately, I am responsible for our team's performance, and am accountable to you in meeting all of your expectations.

### **Background**

Dave is an expert at programming, planning, and designing public facilities. He has completed more than 200 civic projects over the last 25 years including fire stations, schools, libraries, maintenance shops, and administrative headquarters. He regularly consults with public agencies on project feasibility, service locations, capital project funding, and other strategic issues.

**RICE**fergus**MILLER**



## **Joe Parrott, Senior Consultant – Project Manager**

Chief Parrott retired in 2010 after 43 years of very diverse fire and emergency services experience. Chief Parrott served for 15 years as fire chief for the City of Gresham, Oregon and six years as deputy fire chief/fire marshal for the City of Salem, Oregon. He attained the professional designation of Chief Fire Officer awarded by the Center for Public Safety Excellence.

Chief Parrott has managed emergency services evaluations, growth management studies, strategic planning processes, and fire service standards of coverage and deployment plans across the country. Previous clients include the Kansas City Fire Department (MO), Orange County Fire Authority (CA), Spokane Fire Department (WA), Philadelphia Fire Department (PA) San Bernardino County Fire Department (CA), Reno Fire Department (NV) and numerous similar sized and smaller fire agencies. He has also facilitated strategic plans for state and national organizations including the National Fallen Firefighters Foundation, National Volunteer Fire Council, and others.

Chief Parrott is a frequent presenter at regional, state, and national conferences including the Western Fire Chiefs Association, the Oregon Fire Chiefs Association, and the IAFC Webinar series.

Chief Parrott has an Associate Degree in Fire Science and a Bachelor Degree in Management, as well as extensive incident command and emergency management education and experience.

### **Educational Background**

- BS Degree in Management, City University, Bellevue, WA
- AS Degree in Fire Command and Administration, Fort Steilacoom CC
- Extensive Incident Command System Training including: Operations Section Chief; Incident Commander; Command and General Staff

### **Professional Experience**

- 38 years diverse and progressive fire and emergency services experience
- 18 years as Fire Chief – 15 at Gresham, Oregon
- Deputy Chief/Fire Marshal, Salem Fire Department, Salem, OR
- Senior Consultant, Emergency Services Consulting International

### **Summary of Projects**

Chief Parrott has been the project manager of some of the more challenging projects undertaken by ESCI. Following is a partial list of the projects he has managed regarding Standards of Cover, Staffing/Resource Deployment, and Station Location Studies:

Carmel, IN	Spokane, WA	Billings, MT
Orange, CA	Kansas City, MO	Nanaimo, BC
Reno, NV	Richland, WA	Salem, OR
Belton, TX	Meridian, ID	Winston-Salem, NC
Monroe Fire Department, WA	Maple Valley Fire District, WA	Washoe County, NV
Vancouver, WA	Lompoc, CA	Kirkland, WA
Medford, OR	Orange County Fire Authority, CA	Newport Beach, CA
Scottsdale, AZ		



*Long Bay Enterprises, Inc.*

*Real Estate Consulting*

Cynthia Berne  
Principal/Broker of Record

### Education:

**Masters of Urban Planning in  
Economics and Social Behavior**  
*San Diego State University*

**BA in Public Administration**  
*San Diego State University*

### Registrations/Certifications:

**Licensed Real Estate Broker**  
*State of Washington*  
*Certified Green Broker*

**Lifetime California Community  
College teaching credential**  
*Banking and Finance*

**Commercial Brokers Association**  
*Member*

**National Association of Industry  
and Office Properties (NAIOP)**  
*WA Chapter Member*  
*Program Committee Co-Chair*

**Years with Firm: 16** *Founded*

**Years in Industry: 31**

### Extensive Expertise in:

- Comprehensive project management of large scale multi-stakeholder projects
- Market studies: retail, office, industrial
- Real estate advisory services
- Real property feasibility analysis
- Specific Use Acquisitions
- Creating public-private partnerships through negotiating unique real estate transactions
- Public hearing presentations to governing body councils and other quasi-governmental bodies
- Outreach, building stakeholder consensus on complex and controversial projects
- Dispositions of all types of Property
- Highest & Best Use analysis

### Unique Qualifications:

- Concise and comprehensive verbal and written communication skills
- Ability to work with a diverse group of people to build consensus
- Depth of knowledge of all aspects of real estate development and transactions
- Exceptional diplomacy with politically sensitive projects
- "There are no problems, only challenges."

Cynthia has more than 30 years of experience in real estate development and 5 years specific to venture capital endeavors. The core of her work has been in project management, commercial acquisitions and dispositions, facilities planning, feasibility studies, land use entitlements, and commercial mixed-use projects. She has worked on controversial projects that required a high level of diplomacy in order to facilitate the successful resolution of conflicting stakeholders' requirements. Cynthia has extensive experience with complex projects and relationship strategies that bring a positive outcome to the client's project. Her in-depth real estate development experience in both the public and private sector gives her a broader perspective, increased knowledge and added value to clients' specific real estate goals and objectives.

She has extensive experience with complex multi-permit projects and successful relationship development with a wide range of permitting agencies. Cynthia is an exceptional facilitator building consensus with small and large groups.

## DAWN COUCH

### Senior Associate

Dawn Couch is a senior analyst specializing in organizational development, strategy, evaluation, and stakeholder engagement, with a focus on building community understanding and vision to inspire action. She brings a community social and economic research background to support municipalities and organizations achieve improved community outcomes.

Dawn received a B.A. in Sociology and Anthropology from Lewis & Clark College and an M.A. in Geography from the University of Washington. Prior to joining BERK, she served as a research associate in the Social and Economic Values team of the U.S. Forest Service, as an independent consultant specializing in qualitative research, and as a strategy and research consultant to municipalities and non-profit organizations.



### Education

- M.A. Geography, University of Washington (2005)
- B.A. Sociology and Anthropology, Lewis & Clark College (1996)

### Relevant Experience

- City of Tukwila Facility Needs Assessment and Feasibility Study. Tukwila, WA. Task Lead.
- Nisqually Indian Tribe, Health Clinic Expansion Feasibility Study. Nisqually, WA. Project Manager.
- North Olympic Library System, Facilities Feasibility Study. Sequim, WA. Task Lead and Facilitator.
- Clark County, Commercial Lands Analysis. Vancouver, WA. Lead Analyst.
- City of Renton, Community Needs Assessment. Renton, WA. Project Manager.
- City of Tukwila, Parks, Recreation, and Open Space Plan Update. Tukwila, WA. Task Lead and Facilitator.
- Washington State Multi-Family Housing Association, Strategic Planning Facilitation Support. Olympia, WA. Project Manager and Facilitator.
- City of Tukwila, Organizational Development/Strategic Plan Implementation. Tukwila, WA. Project Manager.
- King County, Consolidated Housing Plan Update and Facilitation. Seattle, WA. Project Manager and Facilitator.
- City of Mount Vernon, Library Facilities Needs Assessment. Mount Vernon, WA. Task Lead and Facilitator.

## The Robinson Company - *Cost Estimating Services*

### SHARON KENNEDY, Partner - *Principal in Charge*



As the Principal in Charge of the estimating department, Sharon supervises the firm's estimating staff and oversees and reviews more than 200 estimates a year. Sharon's expertise is in cost modeling at the pre-design stage, budgeting, and overall cost management. Sharon has over 30 years of experience in cost estimating and preconstruction services. She joined The Robinson Company in 1989 and became a partner in January of 1999. Sharon's extensive estimating experience will allow her to provide insight on the construction costs for each design option as well as an evaluation of the soft costs.

**Expertise:**

- Cost Modeling
- Cost Estimating
- Feasibility/Reuse Studies
- Life-cycle Cost Analysis
- Value Engineering
- Sustainable Design Analysis

The following is a partial list of relevant experience. Sharon has been involved in each of these projects at various levels from developing predesign estimates to the coordination and reviews of the design estimates.

#### Relevant Projects:

- South King County Fire stations Body Study [W/RFM](#)
- Whatcom Fire District #1 Station 81 – New [W/RFM](#)
- Olympia Fire Department - Training Tower and Station 4 [W/RFM](#)
- Lake Stevens Fire District # 8 - Station 82 [W/RFM](#)
- Whatcom County Fire District #1 –Renovating and Addition to headquarters [W/RFM](#)
- Central Pierce Fire Station 60 [W/RFM](#)
- Manson Fire Department New Fire Station –Cost Model [W/RFM](#)
- Lacey Fire Station 34- [W/RFM](#)
- Valley Regional Fire Authority – Predesign Study (study 5 fire stations and new Admin Facility) [W/RFM](#)
- East Peirce Fire and Rescue - Feasibility Study (Study 10 stations, needs assessments, replacements, additions, modernizations) [W/RFM](#)
- South King County Fire Station Bond (9 stations and training campus) [Study W/RFM](#)
- Snohomish Fire District, Regional Training Campus [W/RFM](#)
- Snohomish Fire Station #7 – Cost Model [W/RFM](#)
- Woodinville Fire and Life Safety – Station 34 Modernization – Predesign Study [W/RFM](#)
- Central Pierce Fire and Rescue Station 6-0 – Study (seismic retrofit assessment for funding) [W/RFM](#)
- Snohomish Fire District, Administration Headquarters and New Station 23
- Snohomish Fire Station Building 2 & 3
- Snohomish County Fire District #1 - Fire Stations No 11,21,13,23
- Snohomish County Fire District # 19 - Station 94 Renovation
- Camino Island Fire and Rescue, Stations 1-3, 1-4, 1-2
- North Bend Fire Station 87



## Expanded Phase 2 Team Members

When the project moves forward into the subsequent Phase 2, the team would be expanded to include the following professionals and subconsultant specialists:

**Rice Fergus Miller, Inc.**  
**Ron Easterday**  
*Project Manager*

Ron has twenty-six years managing public clients – universities, community colleges, healthcare, state, county and local government agencies over a wide range of project types. He has an intimate understanding of Washington State’s capital request process, the Department of Enterprise Services, and Office of Financial Management’s requirements. Ron blends his technical knowledge and experience as an architect and construction administrator with his project management skills to provide a comprehensive approach to his projects. He is currently leading our efforts on the Washington State Fire Training Academy Burn Building Replacement.

**Ed McManamna**  
*Project Architect*

With over 24 years in project design, construction, and management, his body of work has been dominated by fire and emergency services projects. Ed is a lead designer for Rice Fergus Miller’s Fire & Emergency Services studio and is actively involved in the management of the firm.

**Howard Struve**  
*Technical Designer*

In Howard’s 20 years with Rice Fergus Miller he has been a vital member of the firm’s fire and emergency service projects. As Technical Designer he will support the design team with the client and end-users to ensure that each program requirement is understood and integrated into the design and construction documents. He will work closely with the Project Architect, Project Manager and Interior Designer to keep the project on budget and on time.

Howard leads the firm’s Quality Assurance / Quality Control program ensuring our documents are complete and well coordinated across the firm.

**Allie Leaf**  
*Interior Designer*

As the interior designer, Allie’s role is to address the current and future needs of the clients as part of an integrated exercise. She will collaborate in the programming and space planning to ensure that the space is modern and flexible, and that the materials selected are most appropriate to the fire station environment. She will strive towards creating functional, durable, and aesthetic environments. Allie considers all components of the design to achieve an outcome that is successful by everyone’s measure.

## Additional Subconsultants

We have worked with the engineers we've included in this proposal on countless fire station projects for over 10 years. Consequently, our drawings are tightly coordinated and construction change orders are lower than industry standards.

### Reid Middleton

*Corbin Hammer, Structural Engineer*

*Jeff Jenks, Civil Engineer*

Home-based in Everett, Reid Middleton would provide structural engineering services. They are a multi-disciplinary firm that can also provide transportation engineering and surveying services if desired or required. Specialists in public municipal projects, they have consistently delivered solutions that have been both creative and cost effective.

Not only is Corbin Hammer an outstanding structural engineer, he brings a personal passion to these fire station projects having been a volunteer firefighter with the Mukilteo Fire Department for 11 years.

Jeff Jenks is a civil engineer specializing in site utilities, roadways, storm water management, wells, septic systems, and obtaining fire flow.

We are currently working together with Reid Middleton on eight fire station projects.

### Sider + Byers

*James Whigham, Mechanical Engineer*

The mission at Sider + Byers is to provide mechanical engineering services that are responsive to their client's needs, analytically sound, and appropriate to the fire department's budget. Bottom line, your firefighters need a comfortable inside environment at a price you can afford.

Sider + Byers are experts in the field and James is a seasoned engineer and project manager. He has completed a considerable number of fire station projects over his 10+ year history with Rice Fergus Miller. He thoroughly understands the full spectrum of options for heating in the apparatus bay, diesel exhaust extraction, systems for vehicle washing, septic systems, fire sprinkler systems fed from a well, and decontamination practices.

### Szän Group

*Dan Chase, Electrical Engineer*

The Szän Group has extensive fire station experience and has collaborated closely with Rice Fergus Miller on projects as large as \$80 million in construction

Dan Chase has more than 30 years of electrical engineering experience in the design of facilities power, lighting, communications, and life safety systems. He's an expert at first-responder, essential facilities, and he understands the nuances of these facilities being at-the-ready 24/7. We are currently working together on several projects and have an excellent working relationship.

### Additional Professionals

We strongly believe that the services of other subconsultants, whether desired or required, should be decided with your input. Every effort should be made to utilize firms that come from the greater Whidbey Island community. If and when these needs arise, we would select these additional consultants with you to ensure they possess the strongest and most appropriate experience, track record, and local knowledge. We would solicit fee proposals from them, review those proposals with you, and only engage those specialty consultants that meet your approval.

Phase 2  
Organization Chart





## Fire Station Design Philosophy

Our design philosophy is grounded in what we consider the five critical principles to designing fire stations:

### **Principle #1: The Right Site Plan**

The vehicles you drive are large and their maneuvering room needs to be adequate and safe. The front door must be easy for the visitor to find and the public parking conveniently located to it. Sleeping rooms need to face away from busy streets, noisy apparatus, and emergency generators. These issues drive the site layout and are key in achieving safety, convenience and comfort for the building users.

### **Principle #2: Operational Functionality**

The design of a fire station is dynamic in that it functions under one set of criteria during normal operations, and a different set of criteria when the tones go off. It must work equally well under all scenarios – with seamless convenience and efficiency.

### **Principle #3: Material Selection**

We have worked with enough fire departments and districts to develop a solid palette of materials that are durable enough to stand up to the abuse they receive in a firehouse, cost effective for the taxpayer, and still feel like “home” for the firefighters who are there around the clock.

### **Principle #4: “Fit” Within the Community**

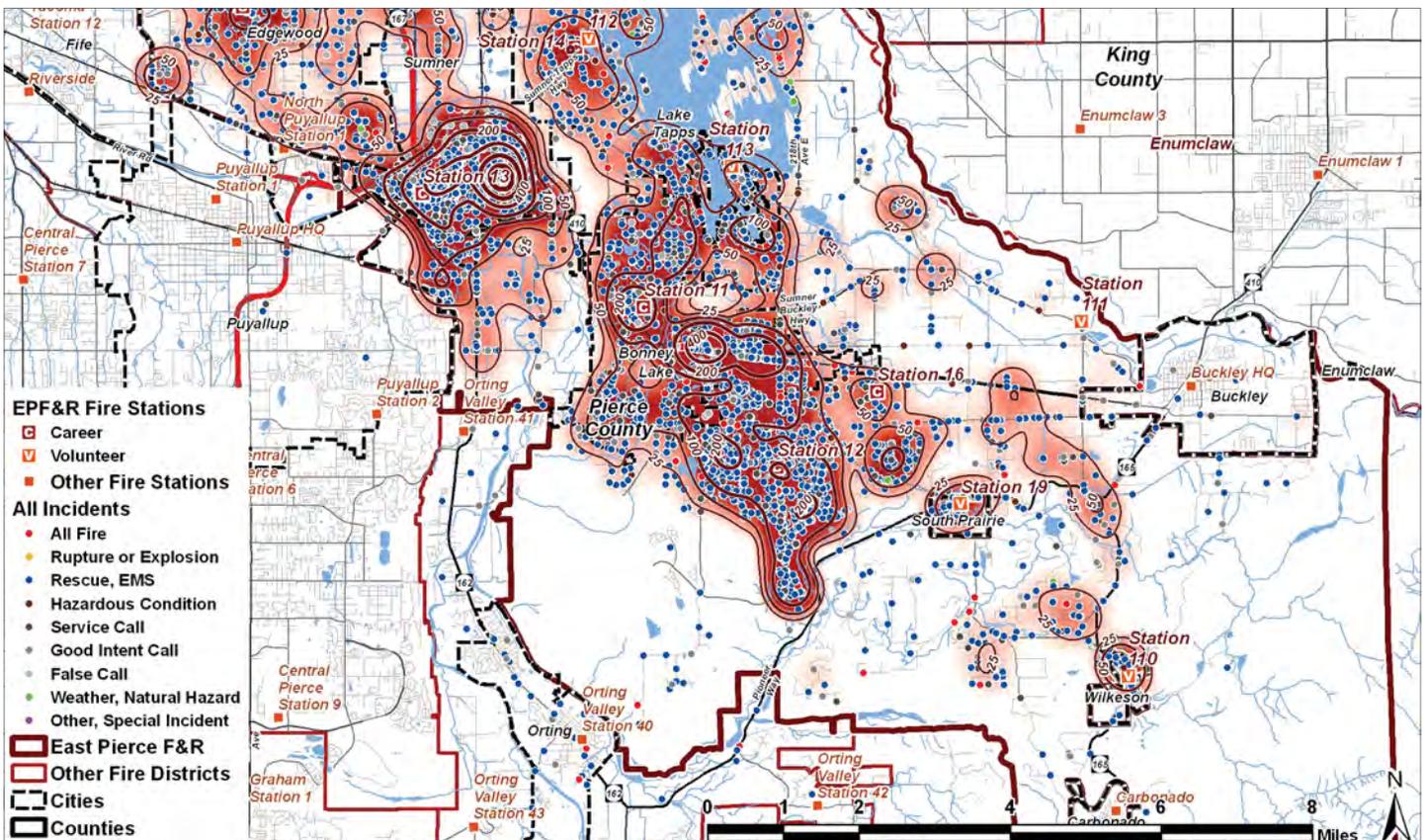
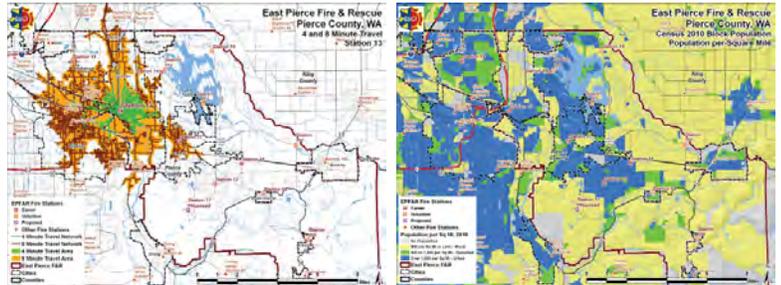
Fire stations within a region must function like a team when emergencies strike. Whether it’s redeploying equipment, providing second-in responders, or facilitating communications, service to your citizens is enhanced by considering the overlap that occurs between stations.

### **Principle #5: Context**

We believe strongly that the “look” of a fire station should reflect and respect its community and its citizens’ expectations. In our minds, every project is unique and the facility we would design for you would respond appropriately to that uniqueness.

### Remodel, Replace, Relocate?

Together with our response consultant, ESCI, we assessed all 13 of their current stations to determine which should be replaced or remodeled based on physical condition; which were well situated for response time performance; their proximity to areas of high call density; their access to future roadways; and their locations in terms of future population growth. Together with the conditions assessment, we led them to the best informed decisions as to whether to remodel, replace, or relocate each of their stations.



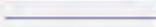
# PROPERTY EVALUATION SERVICES

MONROE FIRE DISTRICT 3  
MONROE, WASHINGTON

## Picking Parcels

Following ESCI's response mapping, we helped the Monroe Fire Department narrow their property search to those parcels that afforded the least obstacles in environmental concerns, land-use compatibility, positive community reaction, and affordability in terms of required site development and improvements. Involving the fire department personnel and elected officials alike in this process assured the decisions would be well grounded in both operational and financial interests.



Floodway		Steep Slopes	
Wetland		Streams	
"Good Soil"		Buffers	
"Bad Soil"			

**Snohomish County** 444 Washington  
Snohomish County Permit, Planning, and Zoning Map  
PDS Home | County Home | Contact PDS | Privacy Statement  
Frequently Asked Questions

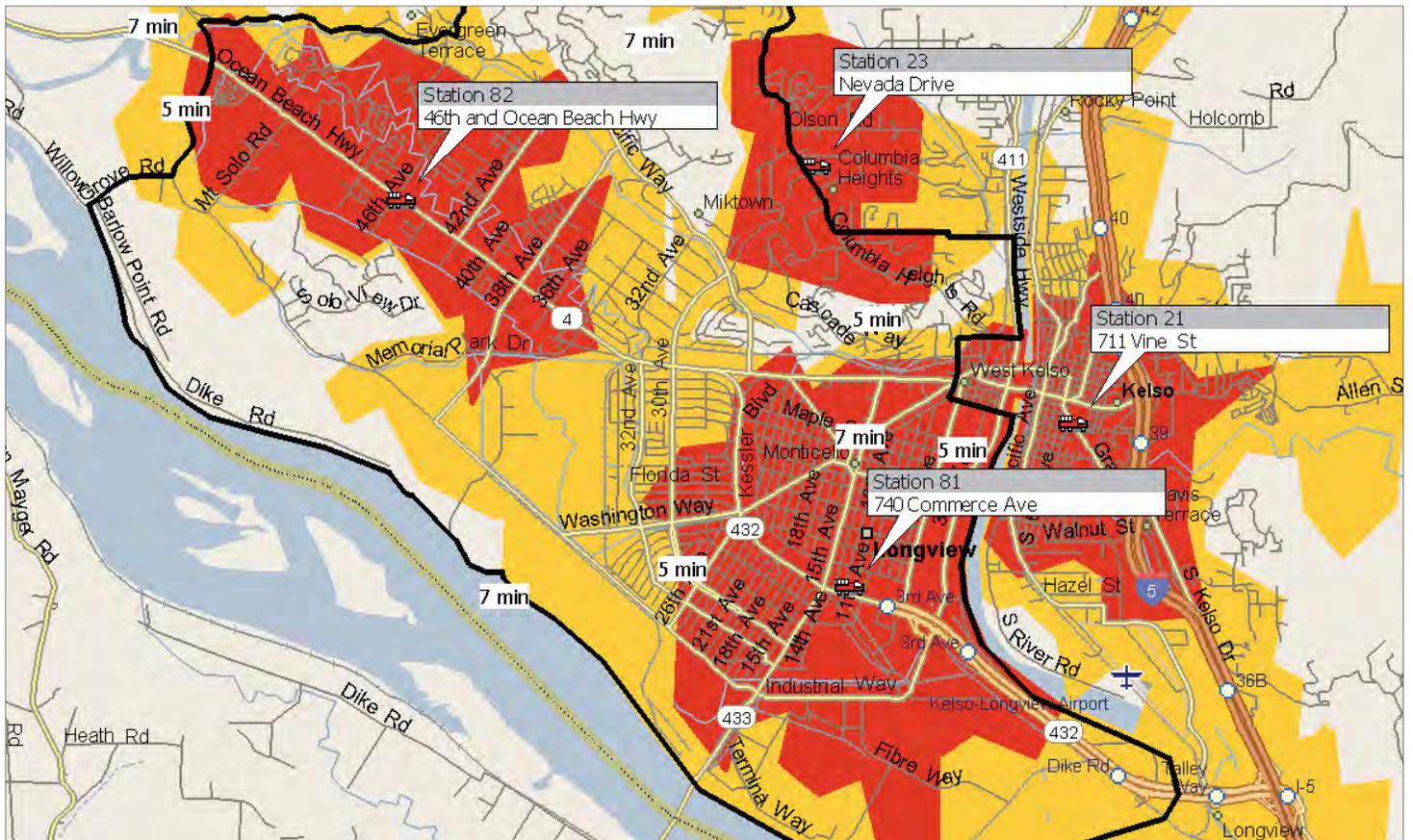
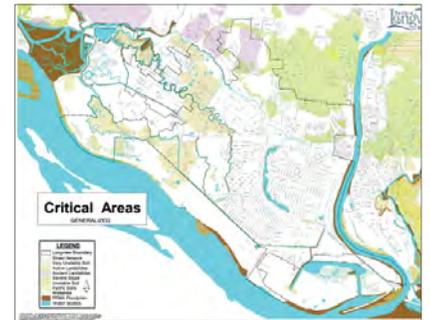
View Permit Information:  
 Highlight permits in yellow  
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Find Parcel ID:  Go  
Go to: **Monroe**  
Create Address  
Map Action:  
Zoom In Zoom Out  
Move Map Full View  
Refresh Map Print Map  
Map Layers:  
 Tax parcel lines  
 Tax parcel numbers  
 Color Aerial Photo  
 Streams and Lakes  
 River Channels  
 Subject to migration  
 Flood Information  
 Emission Contours  
 Fire Districts  
 School Districts  
 Shoreline Areas  
 Urban Growth Areas (UGA)  
 Metropolitan Growth Areas (MGA)  
 Zoning  
 Comprehensive Plan

Map Help > Pan - click, hold, and drag the cursor over the map to move in any direction

### Improving Response Times

The City of Longview had long recognized their inability to meet the response time standards recommended by NFPA 1710. What they lacked was the compelling case for the specific improvements and approach to improving them. Our Capital Facilities Plan was deployment based and outlined the near-term (1-5 years), mid-term (5-10 years), and long-term (10-20 years) improvements in a logical, sequential, and affordable way to achieve their goals.

The City of Longview has subsequently acquired property for a new response station where recommended by the findings in our report.



# STEVENSON PUBLIC SAFETY CENTER

STEVENSON FIRE DEPARTMENT  
SKAMANIA COUNTY FIRE DISTRICT NO. 2  
SKAMANIA COUNTY SHERIFF / DEM  
SKAMANIA COUNTY EMS

## Accommodating Diversity

Four different forms of governance; four different funding structures; four different boundaries; four different missions; but one common goal – the health and well being of the citizens each agency serves. While still in the planning stages, we’ve been coaching these four agencies in where the efficiencies and potential benefits could result from pooling their collective resources. While the jury may still be out, conclusions from the feasibility study demonstrate clear and indisputable benefits to joining forces.



# FIRE STATION 33

VALLEY REGIONAL FIRE AUTHORITY  
AUBURN, WASHINGTON

## Selecting the Site

Wetlands, a steep ravine, 19 separate permits, conflicting jurisdictional issues, significant right-of-way requirements, and contentious neighbors added to the complexity of this otherwise straightforward project. The site, sloping down and away, ended in a wetland. The solution was a 30' tall crib-block wall that respected the buffer while creating a building pad for the 12,000 square foot program. Careful site planning brought the required drive-through bays; and the long and narrow floor plan realized efficiencies in operations.



## FIRE STATIONS 65, 67 & 68

CENTRAL PIERCE FIRE & RESCUE  
TACOMA, WASHINGTON

### Standardization.

Standardized equipment, training and procedures all benefit the fire service industry. Central Pierce Fire & Rescue wanted cost and operational benefits from a prototype station. These new stations fit the bill. At the completion of each station a “post-incident review” was conducted and improvements were carried onto the next station.



This station received an Honorable Mention in *Fire Chief* Magazine's Annual Station Style Awards program.

# HEADQUARTERS FIRE STATION

EAST JEFFERSON FIRE-RESCUE  
PORT TOWNSEND, WASHINGTON

### Fitting the Community.

A primary goal from the onset was respecting the rich historic character found within the City of Port Townsend. Aggressive community outreach, an open public review process, and an opportunity for citizens to actually vote on their favorite exterior color scheme contributed to a design solution embraced by the community.



This station received Third Place nationally in *Fire Chief* magazine's Annual Station Style Awards program.

## FIRE STATION 4

OLYMPIA FIRE DEPARTMENT  
OLYMPIA, WASHINGTON

### Sustainable

This station is performing at 24% less energy consumption than a conventional fire station. This can be attributed to the use of energy efficient direct and indirect lighting, daylight sensors for turning light fixtures off, aggressive insulating of walls and roofs, heat exchangers to recapture warmth from exhausted air, low flow plumbing fixtures, and installation of a high-efficiency HVAC system.

This sustainable station will serve the Olympia community well by costing substantially less to operate for years to come while costing no more to construct than other fire stations in the region.



This station received First Place nationally in *Fire Chief* magazine's Annual Station Style Awards program in the "Career" category.

# HEADQUARTERS

BREMERTON FIRE DEPARTMENT  
BREMERTON, WASHINGTON

## Seconds Count

Operational flow is key throughout this station, particularly the short lines of travel to the Apparatus Bay and the reduced number of steps in getting to the vehicles. Pathways are clear and direct. Vehicles leaving the station can do so smoothly and efficiently. Total turn-out time is lower than industry standards.



This station received Third Place nationally in *Fire Chief* magazine's Annual Station Style Awards program.

# FIRE STATION 34

VALLEY REGIONAL FIRE AUTHORITY  
AUBURN, WASHINGTON

### Planning for the Future

Faced today with poorly located, cramped and maintenance-intensive facilities, the Valley Regional Fire Authority embarked on a journey to replace all three of their stations. Rice Fergus Miller completed the programming and planning for these stations and assisted with the voter approval process that successfully funded this station and two others.



This station received Honorable Mentions in *Fire Chief* magazine's Annual Station Style Awards program.



**Dave Fergus**  
Principal in Charge



**Ron Easterday**  
Project Manager



**Ed McManamna**  
Project Architect

## Select Fire & Emergency Services Projects

### Anderson Island Fire-Rescue

- Headquarters Station Remodel Planning

### Bainbridge Island Fire Department

- Fire Station 21 (Remodel)
- Fire Station 21 (Addition)
- 10-year Capital Facilities Plan

### Bellingham Fire Department

- Capital Facilities Planning

### Bremerton Fire Department

- Headquarters Fire Station
- Station Remodel Planning

### Boise Fire Department

- Training Center

### Burien / Normandy Park Fire Department

- Pre-Bond Facilities Planning
- Fire Station 28 Replacement
- Fire Station 29 Replacement

### Carbonado Fire Department

- Fire Station 1

### Central Kitsap Fire & Rescue

- Fire Station 41 (Remodel)
- Fire Station 42
- Fire Station 56
- Fire Station 64
- Fire Station 65
- Camp Union Station Planning
- Administration Building
- Vehicle Maintenance Facility
- Regional Training Facility
- Capital Facilities Planning

### Central Pierce Fire & Rescue

- Fire Station 6-0 (Remodel)
- Fire Station 6-5
- Fire Station 6-7
- Fire Station 6-8
- Training Tower Improvements
- District-Wide Facilities Planning
- FEMA Grant Application

### Central Whidbey Fire Rescue

- Capital Facility Planning

### Chelan County Fire District 5

- Preliminary Fire Station Planning Services

### City of Stevenson

- Emergency Facility Feasibility Study

### City of Union Gap

- City Hall Project Management Services

### Clallam County Fire District No. 3

- Headquarters Remodel
- Vehicle Maintenance Facility
- Training Campus Master Plan
- Training Campus Improvements
- Capital Facility Planning
- Grant Writing Assistance

### Cowlitz 2 Fire & Rescue

- Station Remodel & Addition Planning

### East Pierce Fire & Rescue

- Cascadia Fire Station
- District-wide Capital Facilities Plan
- Edgewood Fire Station Site Improvements

### Everett Fire Department

- Gender Neutral Study (Stations 2, 6, and 7)

### Gig Harbor Fire & Medic One

- Fire Station 5-3 (Remodel and Addition)
- Fire Station 5-7 (Remodel and Addition)
- Fire Station 5-8 (Remodel)
- Fire Station 5-9 (Remodel)
- Administration Building (Addition and Remodel)
- Vehicle Maintenance Facility
- Training Campus Improvements
- FEMA Grant Application

### Joint Management Group

- Kitsap Training & Readiness Center

### King County Fire District 45

- Duvall Fire Station

### Kitsap County Fire District 18 / Poulsbo

- Fire Station 71 (Remodel)
- Fire Station 77
- Drill Tower
- Property / Site Evaluations
- Grant Writing Assistance

### Klickitat County Fire District 2

- Capital Planning

### Lacey Fire District 3

- Training Center Master Plan
- Fire Station 34 Remodel

### Lewis Fire District 12 (Now Riverside Fire Authority)

- Training Prop Planning

### Lewiston Airport Authority

- ARFF Replacement



**Howard Struve**  
Technical Designer



**Allie Leaf**  
Interior Designer

**Littlerock Fire Rescue**  
(Now West Thurston Regional Fire Authority)

- Maytown Station Planning
- Scott Lake Station Planning

**Longview Fire Department**

- Capital Facilities Planning

**Maple Valley Fire & Life Safety**

- Fire Station 81 (Remodel)
- Capital Facilities Planning

**Matanuska Susitna Borough**

- Regional Training Campus

**Monroe Fire District 3**

- Property Evaluation Services

**North Kitsap Fire & Rescue (KCFD 14)**

- New Station Programming & Planning

**North Whatcom Fire & Rescue**

- District-Wide Facilities Assessment

**Northshore Fire Department**

- HQ Station Remodel Planning

**North Whidbey Fire & Rescue**

- HQ Station Replacement Planning

**Olympia Fire Department**

- Fire Station 4
- Regional Training Facility

**Orting Fire Department**

- HQ Station Programming & Planning

**Pierce County Fire District 23**

- Alder Lake Fire Station Planning

**Port of Seattle Fire Department**

- ARFF Station at SeaTac International (Remodel)

**Port Townsend Fire Department**  
(Now East Jefferson)

- Headquarters Station

**Renton Fire & Emergency Department**

- Fire Station 12
- City Emergency Operations Center

**Seattle Fire Department**

- Fire Station 17 (Remodel)
- Fire Station 35 Replacement
- Fire Station Program Manual
- Temporary Facilities Planning
- Training Center Programming and Planning

**Skamania County**

- Emergency Facility Feasibility Study

**Skamania County Fire District 2**

- Emergency Facility Feasibility Study

**Snohomish County Fire District 3/Monroe**

- Property Selection and Acquisition
- Headquarters Station Kitchen Remodel

**Snohomish County Fire District 7**

- Fales Road Station Planning
- Regional Training Campus

**Snohomish County Fire District 8 Lake Stevens**

- Pre-Bond Capital Facilities Planning

**Snohomish County Fire District 10**

- Bothell Fire and EMS**
- Queensborough Fire Station Planning

**South King Fire & Rescue**

- Training & Operation Campus Planning
- Existing Training Tower Evaluation
- Station 63 (Remodel)
- District Wide Capital Facility Planning

**South Kitsap Fire & Rescue**

- HQ Station Upgrade Planning

**Tacoma Fire Department**

- Capital Improvement Planning
- Fire Station 5 Remodel and Addition

**Tukwila Fire Department**

- Existing Facilities Assessment

**Valley Regional Fire Authority**

- Fire Station 33
- Fire Station 32 (Remodel)
- Fire Station 34
- Capital Facilities Bond Planning
- Temporary Fire Station 32

**Whatcom County Fire District 1**

- Fire Station

**Woodinville Fire & Life Safety District**

- Fire Station 34 Replacement Planning

**Yakima Fire District #3**

- Stimulus Grant Application

## Project Profiles

Project and Team Members	Duration of Construction	Initial Price	Final Price	Reference
<b>Capital Facilities Planning</b> East Pierce Fire and Rescue  Dave Fergus Ed McManamna Howard Struve Don Bivens Sharon Kennedy Corbin Hammer James Whigham Dan Chase	n/a	n/a	n/a	Mike Cathey Fire Commissioner East Pierce Fire & Rescue (253) 770-5858 mike@scfgeneralcontractors.com
<b>Capital Facilities Planning</b> Longview Fire Department  Dave Fergus Sharon Kennedy	n/a	n/a	n/a	Phil Jurmu Fire Chief Longview Fire Department (360) 442-5501 phil.jurmu@ci.longview.wa.us
<b>Fire Station #33</b> Valley Regional Fire Authority  Dave Fergus Ed McManamna Howard Struve Sharon Kennedy James Whigham	12 months +/-	\$4,774,500	\$4,946,552*	Mike Gerber Assistant Chief Valley Regional Fire Authority (253) 288-5804 mike.gerber@vrfa.org
<b>Fire Station #4</b> Olympia Fire Department  Dave Fergus Howard Struve Sharon Kennedy Corbin Hammer James Whigham	11 months +/-	\$3,462,000	\$3,645,342*	Greg Wright Deputy Chief Olympia Fire Department (360) 753-8466 gwright@ci.olympia.wa.us
<b>Fire Station #34</b> Valley Regional Fire Authority  Dave Fergus Ed McManamna Howard Struve Sharon Kennedy James Whigham	10 months +/-	\$2,989,000	\$3,161,466*	Mike Gerber Assistant Chief Valley Regional Fire Authority (253) 288-5804 mike.gerber@vrfa.org

\* Final construction amounts include aggregate change orders. This combines owner elected changes and scope additions, unforeseen conditions, and errors and omissions.



## Phase 1 Approach

### Where do you begin?

We have read the expectations you included in the Request for Qualifications several times over. Having worked on several projects over the years with some of your surrounding fire districts, we started with a good familiarity with your projects. We've bolstered that knowledge with research specifically about the City of Oak Harbor, local perspectives, and past news articles. With that foundation we have structured a process that will engage elected officials and fire department personnel alike to achieve the best long-term results for the Oak Harbor Fire Department.

At the conclusion of the Phase 1 services, you can expect a comprehensive and clearly articulated plan for your new station consistent with the Department's long-term needs, is operationally efficient, cost effective, and matches your community's expectations for the services you provide them.

The process that we would lead you through includes these primary steps:

1. Assessment
2. Programming
3. Projecting Growth
4. Developing Alternatives
5. Estimating Costs
6. Implementation Planning
7. Seeking Support

Subsequent Phase 2 Steps:

8. Design Refinement
9. Permits and Approvals
10. Bidding and Construction
11. Contractor Close-out
12. Occupancy!

### Who would lead your projects?

Rice Fergus Miller would lead the facilities planning process. We would organize meeting agendas, draft the notes, and document the decisions. Collaborative in nature, our process will allow opportunity for City personnel at any level to participate if they would like to. The advantage of this approach is a final plan with broad support and a sense of ownership amongst fire department leaders and elected officials alike.

*Dave Fergus, Rice Fergus Miller Senior Principal*, would lead this planning effort, facilitating committee meetings, thinking creatively, and making the key presentations to your City Council and community leaders as appropriate.

*Ron Easterday, Rice Fergus Miller Principal*, would be responsible for the team's day-to-day efforts as Project Manager. Ron would coordinate the efforts of our engineers and specialty consultants, ensuring their work to be complete and on-time.

Additional Rice Fergus Miller staff members would be integrated into the team as the projects move into Phase 2, including project architects, interior designers, and graphic artists who possess the right skills and experience to move the specific projects forward smoothly and successfully.

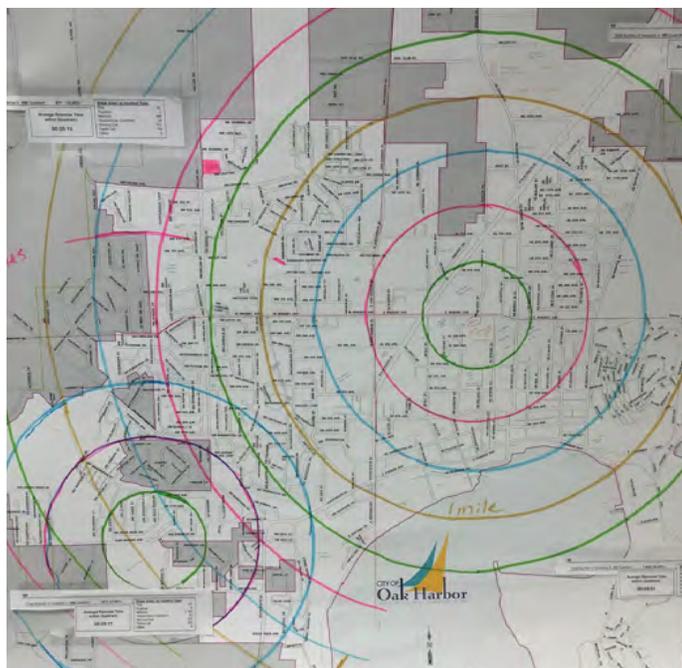
## Understanding Your Goals and Objectives

On the onset of the project we would craft an overall project schedule and timeline together with the Oak Harbor Fire Department. This would integrate important milestones, City review periods, and key dates into the overall plan. This ensures the pace of the project and critical tasks occur on time and at the expectations of the Fire Department. Important goals and objectives of the Department are uncovered through this process, and consequently incorporated into the overall strategy for accomplishing the Phase 1 services.

Into this overall schedule we incorporate permit pre-application conferences, submittal dates, and review periods to ensure the project bid dates are consistent with the funding strategies.

Our subconsultants are intimately involved in this process so they too fully understand the Fire Department's goals and objectives. Their participation also reduces the risk of delays by having all team members equally informed and engaged in the timeline, progress, and expectations.

These tasks monitoring the project schedule and integrating everyone's work falls squarely on our Project Manager. Ron Easterday is skilled at managing projects, shepherding permits through the plan review process, and coordinating the work of our subconsultants. He will review the schedule with you on a regular basis and tweak it along the way to make sure it always reflects the most current information.



## Current Service Demands

ESCI would lead this effort in close collaboration with us and the Oak Harbor Fire Department. Working with your staff members who track the fire department's response data, ESCI would assist in documenting the historical response data in volume, location, and concentrations. Their methodology will pinpoint where in the city you are achieving your adopted standards of coverage, and those areas that could be improved. In mapping your response data, colored "amoebas" will indicate those areas that are falling short of the coverage standard.

It is important to note that ESCI's leadership came from the fire service industry. Consequently, they understand NFPA 1710, HB 1756, and other state and national standards that your data will ultimately be measured against. This ensures that the presentation of your current service delivery data is consistent with the recommendations for improving that service delivery.

## Current Demographics

What is OHFD responding to?

What is the make-up of OHFD's 'customers'?

What community risks lay within the city limits?

Working closely with the fire department and city land-use planners, we would assemble city maps as they pertain to current population density, vacant versus developed land areas, current land-use zoning and the city's comprehensive plan. We would document commercial versus residential areas. We would document the existing road network as it pertains to response routes and where there are natural features inhibiting those routes – flood areas, seismic zones, rivers, and steep topographies. We would pay particular attention to Oak Harbor's Fort Nugent and Swantown areas. All of this data together will characterize the demographics you currently respond to, and the natural challenges that are impacting those responses.

## Projected Service Demands

Future changes in your demographics and growth will influence future changes in your service demands. Your 'current' service demands will be the starting benchmark. Future service demands would be consistent with those anticipated changes in demographics.

BERK will develop 10-year population and development estimates to establish benchmarks for anticipated service needs. The estimates will draw upon the best available population and employment data and forecasts for Island County. In addition to published forecast data, BERK will work collaboratively with County land-use planners and other local experts to ensure population estimates are consistent with historical trends and aligned with the County's Comprehensive Plan.

In addition to population and employment growth, BERK would also conduct analysis of demographic and market changes to further inform the planning decisions. All data analysis would be based on the best data available. Sound and transparent analytical approaches to the demand analysis can be updated over the course of the planning period. BERK would work closely with local experts to identify any local conditions or circumstances that could impact demand over the planning period.

Analysis factors would include, but not limited to:

- Historical growth patterns, population and employment allocations, and the amount and location of buildable land able to accommodate future growth.
- Socio-economic trends and geographic patterns that may impact growth projections, such as population age, household size, and housing tenure.
- Regional issues such as personnel stationed at NAS Whidbey and their potential impact on County service demand.
- Traffic patterns, road extension, and/or expansion that could extend city limits into currently unincorporated areas, further impacting population and employment projections for those unincorporated areas of Island County.
- Other factors that may impact service demand over the next 50 years

The fundamental key to projecting future needs for Island County is accurately depicting what that future landscape looks like. BERK's comprehensive and analytical methodology will do exactly that.

## Evaluating Alternative Properties

ESCI's deployment analysis, together with BERK's demographics analysis, will pinpoint the optimal location for your new station.

In proximity to this pinpoint, we would help you identify a reasonable number of parcels likely to meet the established criteria. We would judge them against one another by utilizing a matrix of benchmarks. The number of potential parcels will naturally narrow as we focus more closely on physical characteristics and permitting issues. We will review any geotechnical and soils information available, and recommend undertaking those services if not available to confirm any particular parcel's suitability.

Our civil engineer, Reid Middleton, would be on board to investigate any wetlands, streams, or floodplains. Of critical importance will be understanding the quality and classification of these features, setback, buffers, or no-build zones that could reduce the buildable area. We'll also be looking at other factors that would potentially impact the cost of your projects, such as utility locations and availability, fire flow, zoning, and land-use requirements.

In addition to the physical attributes of the property, it will be important that it operates well. If it's a corner parcel, which street access is safest for responding apparatus leaving the site? Will those responding apparatus be compromised by backed-up traffic in front of the apron? Can we separate the driving areas of the large emergency vehicles from the general public's personal vehicles? Will it be convenient for the public to find the front door? Should the bays be drive-through or back-in? How will surrounding homes be impacted? These are but a few of the questions that lead to a site design that will be efficient, safe, convenient, and least impactful on the neighbors and community.



## Program Requirements

This portion of the planning process will discern the long-term facility needs for the new station. This would include identifying the size and attributes of every room and space in the station, room adjacencies, and how the station is laid out conceptually and aesthetically.

### *Programming*

With a committee of your choosing, we would facilitate a programming process, conducted on a function-by-function, room-by-room, detailed basis. This would entail not only the operational areas, but also address community access and use, security concerns, and functional interrelationships amongst other fire department facilities.

### *Square Footage Tally*

The goal at the conclusion of the programming step would be an itemized list of rooms and spaces for the station, their functional needs, and the square footage necessary to accomplish those needs. The square footage tally will guide and influence all other steps – project budgeting, property acquisition, and funding strategies, as well as establishing a baseline for projecting future needs.

### *Recommendations*

At Rice Fergus Miller, we put a much stronger emphasis on the services delivered from a station than the physical station itself. In many ways, the facility is simply the means to an end. The purpose of your new fire station will be to provide service, paid for by the citizens for the benefit of the citizens. It only makes sense to focus on what it takes to provide those services in the most efficient and cost-effective way. This assures long-term value for the personal investments your community is making in their fire department.



## Putting Pencil to Paper

With a solid understanding of the programmatic requirements both today and tomorrow, we would put pencil to paper. We would look at how those programmatic requirements fit on any alternative sites that have been previously identified, vetted, and prioritized. We would help the Oak Harbor Fire Department to understand the impacts, good and bad. Highly important, we would provide the department with alternatives – choices they can consider against one another – to ensure the decisions that are being made are the right decisions in terms of station layout, site planning, materials, equipment, and financial value.

With each option we would find ways to make them “scalable,” so they could be undertaken incrementally, if necessary, over time as money is available and as operations dictate.

And, with every option, we would define the cost implications for you so that you can make the best informed decisions that are financially responsible and affordable to the department.

We would share these alternatives with your staff, City Council, and the community, as you see appropriate, to further confirm for the City which alternatives best meet the operational goals and needs of the department.

## Property Acquisition

Cost will be a significant driver in any land acquisition decision. Each property under consideration will have a certain cost to acquire and develop – some more, and some less. When evaluating one parcel against another, it will be important to weigh its cost against its distance from ESCI’s ideal service delivery pinpoint.

Property acquisition methods for public entities can be tricky. The first step is identifying the parcel that best meets the long-term needs and is believed to do so cost effectively. This research and analysis is usually conducted in a clandestine approach. Too much visibility and publicity could compromise the department’s ability to negotiate a fair and reasonable purchase price. Next, the fire department would enter into a purchase agreement, conditioned on a due diligence and property investigation period. This allows the design team to uncover any unexpected conditions and determine how they can be mitigated. Our cost estimator would prepare an accurate cost model to undertake development of the department’s needs on that particular property. If all proves positive, property acquisition would be the next step.

Our real estate advisor, Long Bay Enterprises, is well versed in property acquisition for public entities and would be lending their deep expertise. When fully vetted, we will recommend acquisition of the parcel(s) deemed most cost effective and operationally beneficial to the City.

## Cost Estimating

With approval by your building committee on the program, site layout, building plans, and character sketches, we would engage our professional cost estimator to accurately determine the likely construction costs for your new station.

Our professional cost estimator, The Robinson Company, has estimated nearly every fire station we've designed for the last 15 years. We've chosen to use them time and time again because their track record for accuracy on bid day has been exceptional.

While some architects simply use the cost estimate as a confirmation that their project is on-budget, we utilize the estimate as a design tool. By comparing your fire station estimate to our other fire station projects, we can quickly identify particular line items that may be out of range. This will prompt the building committee to discuss design aspects that may not be value-oriented or may be compromising the overall financial viability of the project or alternative.

## Project Budgeting

Confirming the anticipated construction costs to build your new station is only a portion of our financial management approach. Project soft costs are significant. It will be important to build an overall project budget that includes all of those costs that are in addition to what you pay the general contractor.

Our overall cost model would include reasonable allowances for your soft cost expenses. This would include such items as Washington State Sales Tax, architect and engineering fees, permits, special inspections, land acquisition, furniture, equipment, and reasonable contingencies.

If the total anticipated costs exceed the City's funding capacity, we would engage the Fire Department in a process to either rebalance the scope of improvements or develop a phase approach where funding and improvements could be undertaken on a more incremental basis over a longer period of time.

## Financing Options and Bond Assistance

The success rate for executing capital plans substantially increases when the financial plan and facility plan are seamlessly integrated together.

In our experience, the financial plan informs and shapes the facility plan as much as the other way around. The financial plan must clearly show that the station is affordable, that the needs can be accomplished for a reasonable cost, and that this expenditure aligns with all of the City's other priorities. By building the overall capital budget from both the bottom-up and the top-down, balance can be achieved in developing a plan that gets the most of every dollar spent and political support from those who are paying for the improvements.

If it is determined your funding model will require citizen approval, we could assist the City in crafting the messages presented to them. We have helped several fire districts and city fire departments successfully pass their voter approved measures. We have worked with a number of Citizen Advisory Committees, contributed to fire department newsletters, participated in open houses, and aided with service club presentations. At Rice Fergus Miller, we have a full service VizLab to help with mailers, posters, PowerPoint presentations, feature videos, and the like.

An additional advisor available to our team is Jim Nelson with D.A.Davidson. Jim is a municipal bond broker with considerable experience working with public municipalities throughout the State of Washington. He could meet with City officials to discuss objectives, timing, and projected costs for a number of financing alternatives. Jim is capable of articulating the intricacies in debt structure, interest and principal payment dates, rates, timing, spend down proceeds, arbitrage concerns, and resulting effects on the City's other financing capabilities. We could also assist in exploring additional funding through grants and/or federal loan programs as we have with several fire departments and districts.



## Detailed Plan Development

At this point in the process, the scope of the project has been confirmed as meeting the Department's operational needs. Total overall costs have been estimated, and it has been confirmed that they are within the Department's funding capacity. Regarding new property acquisition, you've found it, assessed it, and bought it.

Up until this point, the scope of the project would have been conveyed primarily in diagrams, conceptual sketches, and written descriptions. This next step takes those design concepts and produces the drawings that you would recognize as floor plans, site plans, and exterior elevations. These plans would be produced in Revit, a three-dimensional building modeling software program. From these drawings you would have a clear understanding for the visual appearance of the project and how it sets on the new property.

Our structural, mechanical, electrical, and civil engineers would bring their drawings up to a similar level of detail to our architectural drawings.

With these more detailed plans, the Robinson Company would update their construction cost estimates and project expense summaries.

## Presentations

With the shell of the capital improvement plan portrayed – project specifics, costs, timeline, and the tangible data that supports that plan, we would assist the Fire Department in vetting the plan with constituents and stakeholders. Validating the overall plan in this way builds stronger support for it and serves as a key pre-implementation step.

### *Internal Review and Acceptance*

Sharing the vision at all levels of the City, from firefighters to elected officials, will further validate the plan decisions, build internal support for the concepts, and bring uniform enthusiasm for bringing this station to fruition.

### *External Review and Acceptance*

Sharing the vision outside the City could begin with a Citizen's Advisory Group. As many municipalities have found, a cross section of citizens from the community can make for an excellent sounding board. They are your constituents and your customers alike. They bring the perspective of appreciating the services you provide, and their willingness to pay for those services. Their input can be invaluable.



## Community Involvement

Community involvement can serve two purposes – to solicit input and feedback, and to gain future support. To serve these purposes, clear communication is key – written, verbal, and graphic. To gain support requires understanding, and that requires deliberate decisions in how, where, and in what settings the project is promoted.

### *Neighbor Relations*

When the neighbors who surrounded the property that Poulsbo Fire District 18 planned to place their new station and drill tower on, they were up in arms. All of a sudden the fire district was the bad guy who was going to be generating noise and bright lights at all hours of the night. We suggested a neighborhood get-together – a simple informational session. We intently listened. The district responded to their concerns operationally, and we responded by making subtle changes in the site layout and landscape buffers. Cost impacts to the district were negligible. When the project went through its formal land-use approval process there was not a single comment from any neighbors.

### *Community Outreach*

For many fire districts, citizen participation by invitation simply doesn't work anymore. Actively seeking them out has become the norm. That was certainly the case in Seattle where we designed a replacement for Fire Station 35 in the Crown Hill neighborhood. We participated in two major open houses, hosted in the Apparatus Bay of the existing fire station. We treated them like a Broadway show with invitations, food, beverages, and plenty of information about the plans for the new station. They buzzed with activity and enthusiasm. The benefit for SFD was a neighborhood of citizens who were thrilled about the new station that was coming to Crown Hill.

### *Facilitating Community Involvement*

Port Townsend is known as Washington's Victorian Seaport. It's a community that is proud of its history and its architecture. It is also a community of strongly outspoken citizens. Facilitating their involvement in the design of the City's new headquarters fire station was not the problem – it was channeling that involvement. With an already aggressive community outreach and public review process, we took a risk and allowed the citizens to cast their vote on which of four exterior color schemes they liked the most. The winner was not the favored scheme by some elected officials, but the choice stood and the community has more than embraced the project.



## Phase 2 Approach

Once the City has secured funding, Rice Fergus Miller will be ready to assist the City with the next phase of your project.

### Advancing the Design

With the knowledge that the preliminary designs will meet the long term needs of the Oak Harbor Fire Department, that all of the required permits are obtainable, that the community supports the project, and that funding has been secured, then the station projects may progress to full design, preparation of the construction plans, public bidding, and construction.

When it comes to advancing the design, functionality and operational efficiency are of high importance. We will work to keep the public spaces grouped in the front of the station, and the living quarters situated toward the rear of the station. Importantly, we would overlay the layout decisions by the direct pathways to the apparatus bay, and direct exiting of the apparatus from the site, so that turnout time would be kept to a minimum.

We pride ourselves on the thoroughness of our internal quality control and quality assurance process. The surest method for minimizing change orders during construction is the elimination of grey areas in the drawings and specifications. As the design evolves and the drawings advance, we are continuously checking our work against our QC/QA checklists to ensure they are comprehensive, clear, and well-coordinated amongst our engineering subconsultants. We attribute the low change order rate on our projects to this program and our hands-on management style.



## Permits

Rice Fergus Miller, and their team of engineers, have considerable experience working with local building officials and obtaining the required land-use approvals and building permits.

### *Managing the Permit Approval Process*

One of the most significant influences in a project's overall timeline can be the time required to obtain all of the necessary permits. Managing the permit process carefully can reduce the risk of delays.

Rice Fergus Miller works extensively with public agencies, and has guided dozens of projects through the permit approval process. We introduce ourselves to plan reviewers early in the process and identify all of the submittal requirements, timeframes, and potential issues. We take the tasks associated with the permit process and fold them into our overall project schedule. We track these tasks so that the permit process does not adversely impact the anticipated bid date, groundbreaking, or occupancy.

## Infusing Sustainable Design Strategies

Rice Fergus Miller is a firm deeply committed to sustainable design and practice. As designers, we believe we must be in the lead on this critical issue.

### City of Olympia Fire Station 4

With the owner's initial goal of simply attaining only LEED certification, Olympia Fire Station 4 was ultimately awarded LEED Gold.

Station 4 is performing at 24% less energy consumption than a conventional fire station. This can be attributed to the use of energy efficient direct and indirect lighting, daylight sensors for turning light fixtures off, aggressive insulation of the walls and roofs, heat exchangers to recapture warmth from the exhausted air, low flow plumbing fixtures, and installation of a high-efficiency HVAC system.

This sustainable station will serve the Olympia community well by costing less to operate while satisfying the response needs of the area for many years. More importantly, the station cost no more per square foot to build than its comparables in the region.

## The Cost of Delays

Delays can be expensive, hence our attention to the permit review and approval process timeline. Additional costs from being pushed into winter weather construction, or simply inflation over time, can be significant. Our attention to monitoring the permit process and its potential impact on the overall project schedule is serious and deliberate. Consequently, our track record is solid.

and current cost estimate will be reconciled with the project's program. Future phases will not begin until the budget is balanced. Alternate options are identified early to ensure bid results will be awardable. Lastly, each team member is skilled at "value engineering" and identifying options that ensure the project stays on budget.

## Cost estimating at each phase of service

All team members are involved in our cost and budget management. At the conclusion of each phase, your budget

PROJECT	CONSTRUCTION	CONSTRUCTION		CONSTRUCTION	
	ESTIMATE (MACC)	AWARD AMOUNT		FINAL	
BSD West Hills Annex Phase 2	\$ 100,000.00	\$ 84,901.00	85%	\$ 92,901.00	109%
BSD West Hills Classrooms Renovations	\$ 200,000.00	\$ 194,642.00	97%	\$ 212,137.00	109%
Central Pierce Fire Station 60	\$ 450,000.00	\$ 423,400.00	94%	\$ 502,852.00	119%
CKSD Freezer Improvements	\$ 325,000.00	\$ 321,900.00	99%	\$ 329,940.00	102%
CKSD High School ADA Improvements	\$ 150,000.00	\$ 147,072.00	98%	\$ 172,201.00	117%
CKSD Kitchen Hood Projects	\$ 150,000.00	\$ 144,987.00	97%	\$ 153,407.00	106%
CKSD Tracyton Elementary Annex Refurbishment	\$ 75,000.00	\$ 58,900.00	79%	\$ 69,002.00	117%
CKSD Tracyton Elementary Demolition	\$ 425,000.00	\$ 422,860.00	99%	\$ 425,732.00	101%
Clallam Maintenance Facility and Operations Center	\$ 1,924,837.00	\$ 1,785,633.00	93%	\$ 1,796,572.00	101%
Gig Harbor Fire Admin Remodel	\$ 391,554.00	\$ 398,000.00	102%	\$ 443,555.00	111%
Gig Harbor Fire Station 53	\$ 1,036,066.00	\$ 886,731.00	86%	\$ 935,893.00	106%
Gig Harbor Fire Station 57	\$ 1,289,004.00	\$ 1,040,000.00	81%	\$ 1,077,800.00	104%
Lacey Fire District Bay Door Replacements	\$ 222,266.00	\$ 201,527.00	91%	\$ 201,527.00	100%
Lacey Fire District Re-roof	\$ 250,732.00	\$ 175,687.00	70%	\$ 175,687.00	100%
Maple Valley Fire Station 81 Remodel	\$ 578,440.00	\$ 497,000.00	86%	\$ 535,393.00	108%
OC 15KV Power Upgrade	\$ 243,200.00	\$ 224,000.00	92%	\$ 227,886.00	102%
OC Bremer Student Center Interior Remodel	\$ 418,000.00	\$ 318,500.00	76%	\$ 430,992.00	135%
OC FSB and BSC Standby Power	\$ 147,000.00	\$ 108,000.00	73%	\$ 151,916.00	141%
OC Haselwood Library Renovation	\$ 47,200.00	\$ 38,900.00	82%	\$ 41,507.00	107%
OC Health Occupations Renovation	\$ 109,456.00	\$ 114,306.00	104%	\$ 116,892.00	102%
OC Roof Replacements	\$ 505,723.00	\$ 501,887.00	99%	\$ 491,821.00	98%
OC Shelton Weld Shop	\$ 299,676.00	\$ 247,725.00	83%	\$ 269,261.00	109%
OC Spohia Bremer Child Development Center	\$ 3,729,067.00	\$ 3,400,000.00	91%	\$ 3,843,259.00	113%
OC Weld Shop Improvements	\$ 331,440.00	\$ 188,600.00	57%	\$ 193,236.00	102%
Olympia Fire Department Training Campus	\$ 4,118,648.00	\$ 3,633,847.00	88%	\$ 3,842,869.00	106%
Olympia Fire Station 4	\$ 4,113,996.00	\$ 3,462,000.00	84%	\$ 3,645,342.00	105%
Seattle Fire Station 35	\$ 3,164,542.00	\$ 2,728,000.00	86%	\$ 2,874,795.00	105%
Valley Regional Fire Station 33	\$ 6,038,259.00	\$ 4,774,500.00	79%	\$ 4,946,552.00	104%
Valley Regional Fire Station 34	\$ 3,327,877.00	\$ 2,989,000.00	90%	\$ 3,161,466.00	106%
	<b>\$ 43,196,781.00</b>	<b>\$ 37,871,777.00</b>	<b>88%</b>	<b>\$ 31,362,393.00</b>	<b>83%</b>

## Construction Administration

During construction, we minimize issues through good communication and a positive working relationship between ourselves and the Contractor. We are proactive in identifying cost impact issues that may be just around the corner. All issues we spot in reviewing shop drawings or submittals are immediately transmitted to the Contractor. When field issues arise, we respond quickly. "Emergencies" are averted swiftly and efficiently.

### *Responding Promptly*

At Rice Fergus Miller we pride ourselves on customer service. Whether it's the superintendent in the middle of the construction site or one of your elected officials who needs an immediate answer, you should be able to count on your architect to be there for you.

Because our projects are spread throughout the Northwest, we have learned by necessity and by experience how and where to use technology to our advantage. Smart phones provide opportunities for contractors to shoot cell phone pictures and e-mail them directly to any design team member, really fast. Many of our clients have appreciated the use of Web-X, an internet based video conference service, as an efficient and cost effective way to conduct meetings. We have also learned where technology doesn't make sense and have no hesitation jumping in the car for face-to-face meeting when appropriate. The key is being on-call to you in same way your firefighters are on-call to the citizens they serve. That is a commitment we make to the Oak Harbor Fire Department.



## Post- Construction

### *Moving In*

We can assist the City as requested in the moving-in to your new station. Additionally, we can inventory existing furniture and equipment that is salvaged or refurbished, coordinate new furniture and equipment deliveries, building commissioning, training station crews in proper operation of building systems, and the like. These are services we provide on a regular basis and are well versed in.

### *Project Close-Out*

Our QC/QA program continues through the final close-out stages of the project to ensure that the process is carried out efficiently. Expectations are expressed early and clearly to the contractor in regards to final inspections, warranties, maintenance manuals, record drawings, extra stock, lien releases and retainage. Rice Fergus Miller is committed to holding the contractor to a timely close-out.

### *Commissioning*

Commissioning is a formal process to train you and your personnel in how to operate, maintain, and care for the equipment and systems incorporated into the project. In the training environment this is important for obvious safety reasons. In the building heating and lighting systems this is important for maximizing performance so your utility bills will be as low as possible. This is the training that comes with the keys to the facility.

All of our engineering team members would participate in the commissioning process.

### *Warranty Consulting*

During the first year of using your facility, Rice Fergus Miller would stay abreast of any items that are potential warranty issues or lingering construction defects. These would be formally documented and transmitted to the general contractor as they are identified. At the completion of that first year, Rice Fergus Miller would perform a formal review and inspection, with the contractor in attendance, to further confirm any unresolved issues and, if there are any, an action plan for resolving them.



## Location and Current Workload

Rice Fergus Miller was established in 1987 in Bremerton, Washington as a sole proprietorship. Since that time we have grown to firm of 40+ professional architects, planners, and interior designers.

### Work we self-perform

Our practice has always been grounded in architecture and interior design. When it comes to engineering, cost estimators, and specialty consultants, we hand pick them specific for the project based on the expertise and knowledge they bring to the team. These team members vary from project type to project type, where the project is located, and how they have previously performed. We strongly believe this strategy brings the very best assemblage of talent to the particular project.

### Capability and Interest

This is a team with deep and relevant experience, and one that has proven their capability in meeting the client's expectations and delivering quality results. In preparing this Statement of Qualifications I can attest to their uniform excitement and interest in the opportunity to work with the Oak Harbor Fire Department.

### How do we assure competitive fees?

Our methodology begins with a comprehensive narrative and task list for the services we propose to provide. We review it thoroughly with the client and adjust it as needed to ensure the final product will meet everyone's expectations. We apply hours and standardized billing rates to each task and thoroughly review the math with the client. Our references will confirm we believe in an open-book, transparent process.

We take seriously the importance in ensuring the fees we charge are fair and reasonable, and are neither too high nor too low. Either could compromise quality of service down the road. Consequently, we check our fee proposals against the *Washington State Guidelines for Determining Architect/Engineer Fees for Public Works Building Projects*. Furthermore, we routinely evaluate our hourly billing rates against those of other architectural firms in the region.

## Our Geographic Range

Whidbey Island is well within Rice Fergus Miller's geographic range. While the majority of our workload would be within 100 miles of our office, we are currently undertaking work across the Northwest. We are currently working on a fire training center for the Boise Fire Department, an ARFF Station at the Lewiston Airport, consulting on a regional training center for a community north of Anchorage, and were recently selected to remodel three stations and design a new fleet maintenance facility for the Clackamas Fire District outside of Portland.

We've been pleased to be working with Fire Chief Ed Hardin this past year on a long-range capital facilities plan for Central Whidbey Fire Rescue.

Important to note, as our geographic reach has grown over the years, our clients' consistent affirmation of the quality of our services has remained steadfast. Distance hasn't eroded that reputation. You will find us on Whidbey Island when we need to be, when duty calls, and when we are asked, without question.

## Recent, current, and project workload

As you might expect with a 40+ firm, our workload is both significant and varied. This past year it has included projects as large as administering the construction contract on a \$96M senior living project in Issaquah, and as small as a kitchen remodel for a fire station in Monroe. We invoice approximately 40 clients every month, which has been consistent for the past several years. We do not anticipate this changing dramatically in the foreseeable future. The steadiness of our workload is reflected in the consistency of our workforce over the same time period. Our increase in FTE's between 2014 and 2015 was from 39.6 to 40.6. We expect this same slow and steady rate of growth in our staffing and project workload to continue for 2016.

## Capacity

In preparing this Statement of Qualifications, we have carefully evaluated both the availability and capacity of the individuals named herein. This is a routine duty of our project managers who gather weekly to review the firm's short term and long term staffing needs, together with our overall capacity for additional work such as this. With this rigor I can report with confidence that we have the availability and capacity to meet your needs.

## Annual Volume of Work

Our historical gross revenue for the preceding 10 years would be as follows:

2015:	\$8.0 million (estimated)
2014:	\$7.3 million
2013:	\$7.9 million
2012:	\$5.6 million
2011:	\$6.7 million
2010:	\$7.2 million
2009:	\$7.2 million
2008:	\$6.1 million
2007:	\$4.7 million
2006:	\$3.8 million

## Anticipated Future Volume of Work

We believe our workload over the next three years will not vary significantly from the past three years, with an exception for modest growth in our healthcare and hospitality markets. We're anticipating our gross revenue for the next few years will likely be between \$7.5M and \$8.5M.



## DBE / WBE Approach

### Our Diversity Inclusion Plan

Rice Fergus Miller is committed to respond to the challenge put forth to increase contracting and procurement with diverse businesses, specifically small, veteran owned, woman owned, and minority businesses. We are proactive in seeking firms fitting this criteria while in our team selection process and throughout a project's cycle. As a result, we have built strong relationships with a diverse swath of businesses over the years.

We have successfully worked with clients to increase opportunities for MWBE firms. Here is an example:

Over the 2013-2015 biennia, 19% of the professional services provided by Rice Fergus Miller for Olympic College were performed by Tres-West, a self-reported MBE electrical and mechanical engineering consultant. We have great respect and trust in the engineering services provided by Tres-West Engineers and enjoy supporting their MBE firm.

Our formal Diversity Inclusion Plan has been in place since 2012. It is maintained, updated and implemented by Monica Blackwood, Principal and Director for Administrative Services at Rice Fergus Miller. For every project that the firm is involved in, principals, project managers and marketing managers have a project kick off meeting. Here they discuss who the design team will be for the project, including subconsultants. We discuss which small, women owned, veteran owned and minority owned businesses we have worked with in the past and would be a good fit for the location, scope of work and the client.

As a direct result of our Diversity Inclusion Plan activities, we have included Long Bay Enterprises in this statement of qualifications for the Oak Harbor Fire Department. Long Bay is a certified Washington State WBE and a federal DBE.

## Our DBE / WBE Roster

Below is our growing list of DBE / WBE firms to contact when opportunities arise:

### **Long Bay Enterprises, Inc**

Certified as a Washington state Women Business Enterprise (WBE) and a federal Disadvantaged Business Enterprise (DBE), Certification ID# D2F8020245.

### **Terrie Martin Consulting, MWBE**

Healthcare, special needs housing consultant

### **Dark-Light Design Seattle, Lighting Design Services**

Women's Business Enterprise

### **Sään Group, Electrical Engineering Services**

Federal Small Business

### **Lund Opsahl, Structural Engineering Services**

Small Disadvantaged Women-owned Business Enterprise  
Washington State WOSB Certification pending

### **EHSI, Hazardous Material Consulting Services**

Certified Disadvantaged Small Business Enterprise

### **The Greenbusch Group, Inc., Mechanical Engineering Services**

Certified Women's Business Enterprise

### **O'Brien and Company, Sustainable Design Services**

Women's Business Enterprise certification pending  
Self-certified Small Business for Federal government

### **Blue Trident LLC, Civil / Structural Engineering Services**

Certified WA MBE

Certified City of Seattle WMBE

Small Disadvantaged Business

Service Disabled Veteran Owned Small Business

Federal Small Business Enterprise

### **Saez Consulting Engineers, Inc.**

Certified Minority and Disadvantaged Business Enterprise

### **design2 LAST, Inc., Architect, Energy-Efficiency Specialist**

Certified Women's Business Enterprise

Certified Disadvantaged Business Enterprise

Self-Certified Economically Disadvantaged Women-owned  
Small Business

### **RL Dooley Architect, PLLC**

Certified Service Disabled Veteran-Owned Small Business

### **Tres-West Engineers**

Self-reporting Minority-Owned Business

## Above and Beyond

Within our own walls, at Rice Fergus Miller, we are genuinely committed to a diversified work force as proclaimed in our mission statement.

### **Our Mission Statement**

To elevate the world of design and shape our environment by celebrating diversity, fostering personal aspirations and talents, and encouraging experimentation, sustainability, and innovation. *People. Ideas. Results.*

Evidence that we do what we profess:

- Of the 10 individuals who share an ownership position within our firm, 5 are women.
- Of our total staff of 42, 18 are women.
- Rice Fergus Miller staff represent a wide array of cultural backgrounds: European, Korean, Japanese, Thai, Latino and Filipino.
- Rice Fergus Miller offers generous employee benefits for employees and their families that are one in the same for spouses and domestic partners.
- Recognizing the benefits that come with experience, the age span within our staff is 44 years.

Rice Fergus Miller's mission embraces the individual backgrounds that each member of our team brings. As one looks around our office, some of those differences may be more apparent, while others are more discreet. The power of living our mission in this way brings an array of viewpoints and ideas which come together in a collaborative and creative environment.