Project Charter

City of SeaTac – Civic Campus

Charter Goal

The City of SeaTac aims to create a Civic Campus that serves as a catalyst for socio-economic growth, promotes community unity, and reflects the diverse spirit of the city.

This Civic Campus project presents an exciting opportunity for stakeholders, architects, and developers to collaborate and contribute to the ongoing transformation of SeaTac.

This project Charter establishes a baseline project approach, roles and responsibilities, communication protocols, and governance standards.

This documents serves to be revisited at intentional milestones throughout the project to maintain consistency, while also improving goals and standards as the project evolves.

Project Name:

City of SeaTac – Civic Campus

Charter Version History

Version	Date	Author(s)	Revision Notes
V.1	07.03.2024	Brenda Baxter	
V.2	08.23.2024	Brenda Baxter Justin Perrin	Revisions per Gwen Voelpel

Charter Check-in Milestones

Check-In	Date / Phase	Author(s)	Revision Notes
1	8/27/24 Phase 1	Brenda Baxter Justin Perrin	Revisions per Gwen Voelpel
2	Phase 2		
3	Phase 3		
4	Phase 4		
5	Phase 5		

Prepared By	Brenda Baxter. Justine Perrin, & Sarah Thorson
Charter Goal	*Documented client/JLL coordination of project scope and "rules of the road"*

Table of Contents

Executive Summary

01

01 Executive Summary

1.1 Project and Team Information

Project Details

Client Company Name	The City of SeaTac
Project Name	City of SeaTac Civic Campus
Project Address	TBD
JLL Project Number	P4993819

Team Information

Service	Name	Phone	Email
JLL – PDS Lead SVP	Sarah Thorson	503-421-7210	sarah.thorson@jll.com
JLL – PDS Senior PM	Brenda Baxter	206-450-9229	brenda.baxter@jll.com
JLL – PDS PM / PC	TBD	TBD	TBD
JLL – Public Institutions SVP	James Birkey	541-206-9836	james.birkey@jll.com
JLL – Public Institutions Sr. Associate	Krista Shirley	206-607-1743	krista.shirley@jll.com
JLL - Workplace Consulting	Susan Chang	647 293-4337	susan.chang@jll.com
JLL - Workplace Consulting	Curtis Kjinserdahl		curtis.kjinserdahl@jll.com
SeaTac – Interim City Manager	Kyle Moore	206.973.4816	kmoore@seatacwa.gov
SeaTac - Deputy City Manager	Gwen Voelpel	206.973.4816	gvoelpel@seatacwa.gov
SeaTac - Director - Public Works	Will Appleton	206.973.4816	wappleton@seatacwa.gov
SeaTac - Community & Economic Development	Evan Maxim	206.973.4816	emaxim@seatacwa.gov
SeaTac –Director Finance & Systems	Gwen Pilo	206.973.4816	gpilo@seatacwa.gov
SeaTac - Legal	Cindy Corsilles	206.973.4632	ccorsilles@seatac.wa.gov

01 Executive Summary

1.2 Project Summary and Strategic Alignment

Project Summary

Project Benefits / Deliverables (*Check all that apply):*

| X | **Benefits to Community:**
Increased community access that will enable a sense of space and elevated spirit. |

| X | **Create Catalyzing Economic Development**
Incorporating innovative, purposeful design and technology features into the space provides the city an opportunity to catalyze economic development. |

| X | **Employee Satisfaction:**
Create morale that minimizes loss of talent. Maximize flow (adjacencies), common areas, natural light, and change management. |

| X | **Develop a High-Performance Workplace:**
Provide a safe, comfortable, healthy, and efficient environment to increase staff productivity and ability to meet and exceed goals. |

| X | **Maximize Identity Integration:**
Enhance the City's image and brand for internal and external associates and business partners. Incorporate the city's core values into the workplace experience. |

| X | **Be an Environmental Leader:**
Establish the Client as an environmentally responsible leader in the community and among top global companies through LEED, Well Building or other certifications. |

| X | **Capitalize on Cost Efficiency:**
Design cost-effective space that supports the city's long and short-term business goals and adds value for stakeholders. The project will reshape City Hall space to accommodate growth, increase utilization, and eliminate unused offices and conference rooms. Operation expense will be reduced through energy-efficient design. |

| X | **Drive Schedule and Cost:**
Use rigorous project management disciplines to maximize cost savings associated with an on-time, on-budget, in-scope Project. |

| X | **Minimize Impact to City:**
Use an extensive and coordinated move in/out plan to limit productivity loss due to churn and new space acclimation. Staff will be engaged in the change and their enthusiasm tapped for a positive and productive transition. |

01 Executive Summary

1.2 Project Summary and Strategic Alignment

Strategic Alignment

The City of SeaTac has undertaken a new and exciting project to develop a Civic Campus with City Hall. This Project aims to energize the community by creating a vibrant and inclusive hub for civic, cultural, and community activities. The Project envisions the possibility of constructing multiple buildings within the campus or creating a single iconic structure that embodies the City's values and aspirations. The design process will consider the diverse needs of the community, exploring spaces for government offices, cultural venues, civic amenities, and green spaces.

The SeaTac City Council adopted a Strategic Real Estate Plan in May of 2022 to provide an examination and analysis of the City's real estate portfolio and policies to leverage real estate in support of policy objectives, especially those contained in the City's Comprehensive Plan. Staff has analyzed those objectives and concluded that there are several policies and goals that this project should help achieve. Those include:

1. Enhance quality of life with built environment.
2. Location of public facilities: in urban center; in / near city center and station areas.
3. Consider health/wellbeing: Incorporate consideration of physical health and well-being into local decision-making when considering locating, designing, and operating public facilities and services (especially community gardens).
4. Public facility design guidance: establish land use pattern that promotes walking, bicycling, transit use, access to goods, services, education, employment, recreation.
5. Plan for public facilities to adequately serve existing and new development by establishing LOS standards and determining the capital improvements needed to achieve and maintain these standards for existing and future residents and employees.

A copy of the Comprehensive Plan and related Station Area subarea plans are available on the City's website here: https://www.seatacwa.gov/government/comprehensive-plan. A more comprehensive list of potentially relevant policies and goals, the May 2022 Strategic Real Estate Plan, and 2021 architect's assessment are available below.

Supporting Documents

Strategic Real Estate Plan

ARC Architects Facilities Assessment

City Goals and Policies

Scope

02

02 Scope

2.1 Project Approach / Phasing

Project Approach / Phasing

Phase	Title	JLL Team
Phase 0	Project Initiation & Visioning	JLL: PDS, Workplace Consulting, Public Institutions
Phase 1a	Program & Definition	JLL: PDS & Workplace Consulting
Phase 1b	Alternatives Development & Analysis	JLL: PDS & Public Institutions
Phase 1c	Combined Recommendation & Next Steps	JLL: PDS & Public Institutions
Phase 2	Acquisition Transaction Management & Project Bond Planning	JLL: PDS & Public Institutions
Phase 3	Entitlement	JLL: PDS
Phase 4	Design	JLL: PDS
Phase 5	Construction / Close	JLL: PDS

02 JLL Scope

2.2 Project Scope

Project Description	Public Finance

Project Scope

Category	In-Scope	Out-of-Scope
Site Criteria Analysis	JLL + SeaTac	
Project Risk & Financial Framework	JLL	
Initial Proformas	JLL	
Financing Alternatives	JLL	
Alternatives Analysis	JLL	
Alternatives Comparison / Evaluation	JLL	
Recommendation	JLL	
Executive Brief & Council Brief, as requested	JLL + SeaTac	
Phase 2 Transaction Support	JLL	
Phase 2 : Bond Planning	JLL + SeaTac	

02 JLL Scope

2.2 Project Scope

Project Description	Project Management – Pre-Development, Design & Construction

Project Scope

Category	In-Scope	Out-of-Scope (List Items)
Master Visioning & Functional Programming	JLL	
Development / Project Management	JLL	
Due Diligence of Sites	JLL	
Consultant Oversight & Management	JLL	
Massing Studies	JLL	
Alternative Analysis	JLL	
Budgeting	JLL	
Community Engagement Support	SeaTac + JLL	
Art Installations & Exhibit Decor		TBD
Architect RFQ/Bidding + Interview & Selection	SeaTac + JLL	
Permitting	SeaTac Lead + JLL	
Land Use/Entitlements/SEPA Plan Review	SeaTac Lead + JLL	
Technology requirements	SeaTac + JLL	
GC RFP/Bidding & Contract	SeaTac + JLL	
GC Short List Approval & Prepare RFP	JLL Lead	
Issue RFP	SeaTac + JLL	
RFP Site Walk	JLL Lead	
GC Bid Leveling	JLL Lead	
GC Interviews & Selection	SeaTac + JLL	
GC Contract Execution	SeaTac + JLL	
Precon, Mobilization, Submittals & Procurement	JLL Lead	
Client Furniture Procurement	JLL Lead	
Construction	JLL Lead	
Relocation Project Management requirements	JLL Lead	
Permit Sign - Off/Substantial Completion/Close	JLL Lead	

02 Scope

2.3 Contracting / Purchasing Strategy

Contracting / Purchasing

Vendor/Contractor Type	Procurement Strategy (Identify Process Owner)
Financial Consultants	JLL – RFQ content creation. SeaTac – template, package, issuance, receive and compile. Combined recommendation
Land Acquisition / Capital Markets	SeaTac & JLL
Due Diligence Consultant RFQs	JLL – RFQ content creation. SeaTac – template, package, issuance, receive and compile. Combined recommendation.
Architect RFQ	JLL – RFQ content creation. SeaTac – template, package, issuance, receive and compile. Combined recommendation.
General Contractor RFP	JLL – package, issuance, receive, review, and compile. Combined recommendation w/ SeaTac.
Furniture Fixtures & Equipment	JLL – scoping/design. SeaTac – template, package, issuance, receive and compile. Combined recommendation.
Audio Visual (tbd – under GC)	JLL – scoping/design. SeaTac – template, package, issuance, receive and compile. Combined recommendation.
Security (tbd – under GC)	JLL – package, issuance, receive, review, and compile. Combined recommendation.
Signage (tbd – under GC)	JLL – package, issuance, receive, review, and compile. Combined recommendation.
Sustainability (tbd – under Arch)	JLL – package, issuance, receive, review, and compile. Combined recommendation.
IT / Network	SeaTac – template, package, issuance, receive and compile. Combined recommendation.
Others?	

Visioning Session Overview

03

03 Visioning Session
See Exhibit B

3.1 Visioning Executive Summary:

JLL had the pleasure of partnering with City of SeaTac to **solution for their Civic Campus future state** requirements. We began with exploration, creating a **Visioning Session centered around Preferences and Priorities.** This session was intentionally designed to be an interactive alignment workshop with key stakeholders aimed at establishing patterns and prioritization. Leveraging existing insights around preferences, teams worked swiftly throughout this session to unearth how these insights manifest into the built environment to **establish a far-reaching vision for City of SeaTac Civic Campus**.
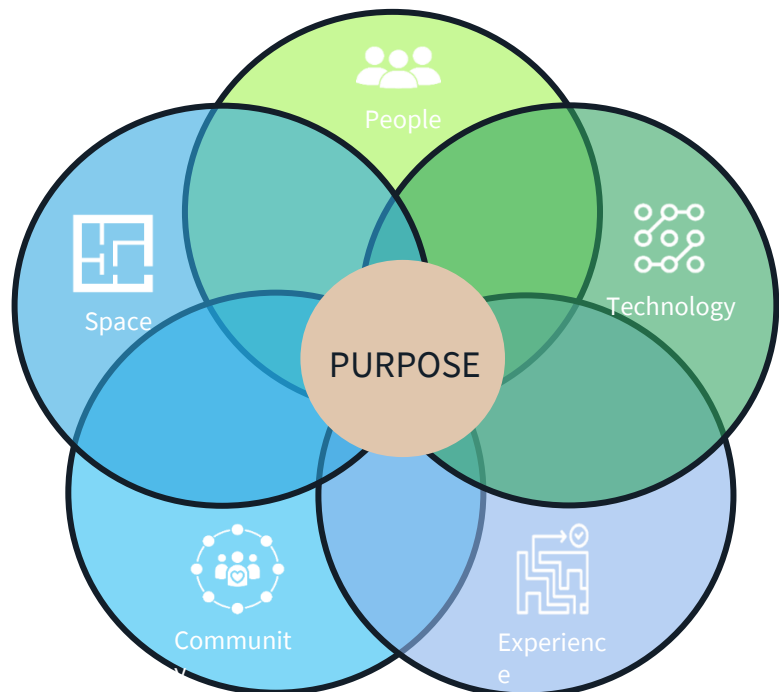
Born from these exercises, **we revealed an overarching sentiment that the purpose of the Civic Campus is rooted in community** and future state should **foster a cohesive and integrated environment by emphasizing the importance of learning, connection and celebration**. An activated community plaza, easily accessible by transit, ample parking and safety rose to the top in tandem with solutioning for **a tech enabled environment that supports productivity and collaboration with City of SeaTac employees.**

Armed with these valuable insights, stakeholders can make informed decisions throughout the lifecycle of the project to create a future state that aligns with the aspirations and needs of City of SeaTac.

It is an honor to partner with an organization that so thoughtfully aims to better the human experience of its employees, community and beyond.

03 Visioning Session
See Exhibit B

3.2 Patterns and Priorities

Never underestimate
the importance of social interaction for wellness, engagement, productivity and innovation.

1 **Welcoming** to the staff, to the various elements of the community and to all the rich diversity that makes up the City of SeaTac

2 **Safe space** for staff, for diverse community visitors and public justice participants.

3 **Drive engagement** both for community visitors as well as staff within the workplace. Create activated spaces for community connection, increased productivity and inclusivity.

4 **Accessible**, thru transit access, intentional wayfinding, ease of parking, language services, and centrally located.

5 **Ensure equitable access** to daylight and biophilic features that support health, wellness and productivity.

6 **Bring the outside in** and celebrate the beauty of the Pacific Northwest thru tie-ins to nature, sustainability and green space.

7 **Create tech-enabled and integrated space**, with easy conferencing solutions and plenty of bandwidth.

8 **Nourishment – in more way than one.** Food hall, international market, coffee shop, food trucks and a rooftop amenity - breaking bread together to break down barriers.

9 **Plan for future-friendly space** because one size does not fit all. Build adaptability into the workplace to prepare for a changing tomorrow.

Program Brief

04

04 Functional Program Brief

See Exhibit E

4.1 Program Executive Summary:

Methodology

JLL has been collaborating with the City of SeaTac to assess their space requirements for a new Civic Campus to support the needs of resident for the next 10 years.

This document is a functional program that identifies the types, sizes, and quantities of spaces needed to deliver an effective facility that supports the needs of residents and employees.

To determine the requirements of the functional program, JLL completed the following:
- Vision Session
- Site tour of existing spaces
- Interviews with Directors for each business unit
- Documentation review
- Site tour of three neighbouring municipal facilities
- A user journey workshop with leaders of the City of SeaTac

The Program

This functional program divides the requirements into three sections:
i.   **Interior spaces** with a scenario that includes all Justice Center functions and a scenario that envisions the Justice Center in a separate facility
ii. **Exterior spaces** including Public Plaza and sallyport
iii. **Parking** requirements with a scenario that allocates standard parking sizes and a scenario that allocates larger stalls.

The gross square footage for each section is:
i.   Interior
     - Scenario 1: 97,706 GSF
     - Scenario 2: 54,755 GSF
ii. Exterior
     - 34,618 GSF (0.8 acres)
iii. Parking
     - Standard Size: 82,500 (270 stalls and 1.9 acres)
     - Parking, Large Stalls: 104,505 (270 stalls and 2.4 acres)

Next Steps

These recommendation serve to realize the vision of a new Civic Center:

1. Develop a workplace strategy to guide the space planning and design of the workplace within the Civic Center.

2. Include a dedicated Welcome Center to align with the service delivery model advocated by the City of SeaTac.

3. Integrate a public plaza to encourage civic engagement and foster a sense of community pride and identity.

4. Undertake formal Community Engagement to define the recreational and retail spaces to be offered to residents.

5. Adopt a user-centric design approach that prioritizes user experience and capitalizes on the benefits of this functional program.

6. Consolidate public counters onto the first floor adjacent to the Welcome Center.

Department Themes

Require **definitive standards** and policies for workstations and their usage.

Prioritize both formal and informal spaces that **facilitate collaboration**.

Promote **flexibility** of the workspace to accommodate various work activities.

Identify and **addressing space deficiencies** such as meeting room shortages.

Address noise levels and privacy, incorporating more phone rooms & quiet spaces.

Future-proof the space to accommodate evolving work styles.

Space Centric Themes

Incorporate street vendors, public art, and educational outreach to **create an engaging Civic Center.**

Provide a variety of **functional amenities** such as live music venues, farmers markets, daycare facilities, medical clinics, and grocery markets.

Foster collaborations with the private sector and neighboring communities to enhance the positive effects of the civic center and its surrounding area.

Focus on accessibility features, language access, and **accommodations for diverse populations**.

Engage the Community to develop the final recreational and retail offerings and the public plaza.

Schedule Milestones

05

05 Schedule Milestones

Forecasted Milestone Dates

Milestone	Start Date	Completion Date
Phase 1A: Definition	May 2024	November 2024
Phase 1B: Analysis	September/October 2024	December 2024 – January 2025
Phase 1C: Recommendation & Next Steps	January 2025	February 2025
Phase 2: Acquisition / Financial Updates	October/November 2024	April/May 2025
Phase 3: Entitlement & Permitting	June 2025	June 2026
Phase 4: Design Team Procurement	February 2025	June/July 2026
Phase 4: Design & Cost Validation	July 2025	January 2027
Phase 5: General Contractor Procurement	July 2025	October 2025
Phase 5: Construction / Close	December 2026	September 2028

Conceptual Budget

06

06 Conceptual Budget

Project Budget

Name	Total Budget
Hard Costs - CAP	*INSERT* USD
FF&E, Moving and Technology - CAP	*INSERT* USD
Soft Costs - CAP	*INSERT* USD
IS&T	*INSERT* USD

FORTHCOMING

Reporting Quality

07

07 Reporting / Quality

7.1 Reporting Tools

JLL reporting tools to be used:
- Monthly Executive Summary + Schedule
- Weekly Client Check-in Minutes
- SmartSheet Dashboard
- Proforma / Development Budget Updates
- Contract Management Log
- Risk Register
- Document Control

Other reporting tools to be used:
- Architect – design documents, minutes
- General Contractor – OAC Minutes, schedules, project logs, QC.
- Consultants – TBD
- Community – TBD
- Best practices & lessons learned.
- Project Stats (Including progress photos)

Financial / Accounting Reports:
- Master Budget Tracker
- Budget Changes/Transfers
- High Level ACR (financials)
- Anticipated Cost Report (ACR)
- Cash Flow
- Change Management
- Project Logs

Administration & Finance Committee + City Council / Study Sessions:
- A & F Memo Support
- Presentation Slide Decks & supporting docs
- RCM presentations in person at key milestones

Communications Plan

08

08 Communications Plan

SeaTac 'Core Team'
- Kyle Moore
- Will Appleton
- Gwen Voelpel
- Evan Maxim
- PM - TBD

JLL PDS PM Team
- Sarah Thorson
- Brenda Baxter
- PM - TBD
- Justine Perrin

JLL PI Team
- James Birkey
- Krista Shirley

Type	Frequency	Issuance	Distribution	Participants	Responsibility
Project Meetings	Weekly w/ Client	JLL PDS	SeaTac Core Team	JLL & SeaTac	JLL PDS
Additional Comms	Weekly / Friday	SeaTac City Manager	City Council	Dept Heads, Expanded Leadership, JLL	SeaTac
Project Meeting Minutes	Weekly w/ Client	JLL PDS	SeaTac Core Team	JLL & SeaTac	JLL PDS
Project Status Report	Monthly	JLL PDS	SeaTac Core Team	JLL & SeaTac	JLL PDS
Public Financing	Monthly	JLL PI	SeaTac Core Team	JLL & SeaTac	JLL
Master Project Budget	Monthly	JLL PDS	SeaTac Core Team	JLL & SeaTac	JLL
Schedule	Monthly	JLL PDS	SeaTac Core Team	JLL & SeaTac	JLL
Pay Applications (Invoices)	Monthly	JLL PDS	SeaTac Core Team	JLL & SeaTac	JLL PDS
City Council	Monthly	SeaTac Core Team	JLL	JLL & SeaTac	JLL & SeaTac
Administration & Finance Committee	Monthly	SeaTac Core Team	JLL	JLL & SeaTac	JLL & SeaTac

Approvals Plan

09

09 Stakeholder Mapping

City of SeaTac
Primary Roles

Project Influence

Keep Satisfied Large Influence but low availability	**Engage Actively** Large Influence and high availability
Keep Informed Low Influence and low availability	**Recruit to help** Low Influence but high availability

Project focus & availability

Stakeholder's Role	Stakeholder's Name	Engage Actively (Core Team)	Keep Informed	Keep Satisfied	Recruit to Help
Decision Maker / Project Sponsor	Kyle Moore	X			
Project Lead *Gov Board*	Will Appleton	X			
Project Manage *Gov Board*	PM - TBD	X			
JLL Point of Contact *Gov Board*	Gwen Voelpel	X			
Subject Mater Expert – Land Use / Permit	Evan Maxim	X			X
Financial Expert	Gwen Pilo		X		
Facilities / Design Advisory	Mary Tuttle		X		
Legal Counsel	Cindy Corsilles				X
Community Outreach Strategist	Angel Taherazer				X
City Council	All		X	X	

09 Approvals Plan

Approvals Plan

Type	Stakeholder's Name	Stakeholder's Role	Escalation/ Delegation	Timing	Documentation needed for approval
Community	Angel Taherazer	Community Outreach Strategist	Kyle Moore	Various	
City Council	Kyle Moore	Decision Maker	Council	Monthly	
Contracts	Will Appleton	Project Lead	Kyle Moore	Various	
Finance / Budget	Gwen Pilo	Finance	Kyle Moore	Monthly	
Budget Increase	Will Appleton	Project Lead	Kyle Moore & Gwen Pilo	Monthly	
Use of Contingency	SeaTac PM - TBD	SeaTac PM - TBD	Will Appleton	Monthly	
Schedule	SeaTac PM - TBD	SeaTac PM - TBD	Will Appleton	Monthly	
Vendor Selection	SeaTac PM - TBD	SeaTac PM - TBD	Will Appleton	Various	
Invoicing	SeaTac PM - TBD	SeaTac PM - TBD	Will Appleton	Monthly	
Change Orders	SeaTac PM - TBD	SeaTac PM - TBD	Will Appleton	Monthly	
Major Approvals (e.g., Design Approval)	SeaTac Core Team ?			Various	

Governance

10

10.1 Governance

Recommendation

The governance structure for the new City of SeaTac Civic Campus public development project should involve key stakeholders and establish clear lines of communication, decision-making processes, and accountability.

1. **Project Sponsorship:**
   a. Identify a project sponsor who will have overall responsibility for the project's success.
   b. The project sponsor should be a high-level official or representative from the City of SeaTac.
2. **Project Governance Board:**
   a. Establish a Project Governance Board consisting of representatives from key stakeholder groups, such as city officials, community leaders, and project partners.
   b. Define the roles, responsibilities, and authority of the Governance Board members.
   c. The Project Governance Board should oversee and guide the project's strategic direction, decision-making, and risk management.
3. **Project Manager – JLL & SeaTac:**
   a. Appoint a qualified Project Manager responsible for day-to-day project execution.
   b. The Project Manager should have relevant experience in public development projects, and be accountable for project coordination, schedule, budget, and resource management.
4. **Stakeholder Engagement:**
   a. Develop a comprehensive stakeholder engagement plan to ensure transparent communication and involvement of all relevant groups, including local residents, community organizations, businesses, and government agencies.
   b. Regularly update and involve stakeholders through public meetings, workshops, surveys, and online platforms to gather feedback and address concerns.
5. **Decision-Making Processes:**
   a. Establish a clear decision-making framework, outlining how decisions will be made at various levels of the project.
   b. Define decision-making criteria, escalation processes, and roles and responsibilities of different stakeholders in decision-making.
6. **Project Controls:**
   a. Implement a robust system of project controls and monitoring to ensure adherence to project goals, budget, schedule, and quality standards.
   b. Regularly review project progress against established milestones and key performance indicators.
7. **Risk Management:**
   a. Develop a risk management plan to identify, assess, and mitigate potential risks throughout the project lifecycle.
   b. Establish a process for regular risk assessment and monitoring and assign responsibility for risk mitigation measures.
8. **Reporting and Communication:**
   a. Establish a communication plan that outlines the frequency, format, and channels of project reporting to stakeholders.
   b. The plan should outline mechanisms for transparent and timely reporting of project updates, milestones, challenges, and successes.
9. **Legal and Compliance:**
   a. Ensure compliance with all applicable laws, regulations, and permits.
   b. Seek legal guidance and ensure adherence to ethical and legal standards throughout the project.

10 Governance

10.2 Lien Waiver Language

Recommendation

The language on all tiers of lien waivers is:
1. Based on the standard form of the state (and perhaps county) that the project is in; and
2. Amended, as required to contain Conditional Waiver of the amount of the current pay application and Unconditional Waiver of the sum of payments to date.

If this recommendation is agreeable, it will be included as a requirement in appropriate vendor Requests for Proposals (RFPs) and vendor contracts.

Recommendation accepted	
If not, describe alternate objective	

8.3 Insurance Limits

Recommended Vendor Limits

Commercial General Liability	$3,000,000 each occurrence $3,000,000 general aggregate per location
Umbrella Liability Insurance	$10,000,000 Evaluate per project
Employer's Liability	$1,000,000 each accident $1,000,000 disease policy limit $1,000,000 disease each employee
Worker's Compensation	Statutory Limits
Professional Liability (Errors & Omissions)	$5,000,000 per occurrence/annual aggregate
Business Auto	$1,000,000
Builder's Risk	Project value
Crime Insurance / Fidelity Bond	$1,000,000
(Modify limits based on Client/Project needs, involving Client and JLL Risk Management as appropriate)	

Assumptions, Constraints and Risks

11 Assumptions, Constraints and Risks

11.1 Assumptions / Constraints

Programming Phase:
1. Inadequate stakeholder engagement and community input, leading to a program that does not align with the needs and aspirations of the community.
2. Unclear understanding of the project scope and objectives, resulting in potential cost overruns and delays.
3. Potential conflicts and disagreements among stakeholders regarding the programming elements, leading to project delays and increased costs.

Financing Phase:
1. Difficulty in securing necessary funding sources, such as grants, loans, or public-private partnerships, leading to delays or cancellation of the project.
2. Fluctuating interest rates or economic downturns, resulting in higher financing costs and potential budget shortfalls.
3. Insufficient revenue generation strategies and overreliance on public funds, leading to financial instability or inability to complete the project.

Land Acquisition/Bond Planning Phase:
1. Challenges in identifying and acquiring suitable land parcels, such as zoning restrictions, competition with other buyers, or environmental concerns.
2. Difficulty in securing voter approval for municipal bond issuance to fund the project, resulting in funding delays or insufficiency.
3. Unexpected increase in land prices, relocation costs, or eminent domain issues, leading to budget overruns and project delays.

Entitlement Phase:
1. Opposition from neighboring property owners or community groups, resulting in legal disputes, delays, or changes to the project plans.
2. Complex regulatory and permitting requirements, causing delays in obtaining necessary approvals from the local government.
3. Inability to meet environmental and sustainability standards, leading to project redesign or additional costs.

Design Phase:
1. Inadequate integration of community feedback and changing stakeholders' preferences, leading to design modifications and potential delays.
2. Discrepancies between the approved programming and budget constraints, resulting in compromises on design quality or scope.
3. Incomplete or inaccurate documentation and specifications, leading to design errors, rework, and increased costs.

Construct Phase:
1. Construction cost escalation due to market conditions, labor shortages, or material price fluctuations, resulting in budget overruns.
2. Delays and disruptions caused by unforeseen site conditions, adverse weather, or labor disputes, impacting the project schedule.
3. Quality control issues during construction, leading to rework, delays, and potential legal disputes.

(Assumptions are factors, that for planning purposes are potential considerations for Project success. Describe any boundaries or restrictions within the Projects, including their potential effect on schedule and budget. Identify activities/responsibilities over which the Project team may have limited or no control.)

11 Assumptions, Constraints and Risks

11.2 Risks

Date	Title	Likelihood	Impact	Action to Achieve Mitigation
7/3/24	Funding & Approval	Medium		• Alignment on financing strategy with key stakeholders • Securing financing (bonds, grants, partnerships) • Conservative underwriting; options for other financing mechanisms • Maintenance of entitlement and transaction schedule; adequate staffing support
7/3/24	Financial / Other	Medium		• Robust cost estimating and optimized financial structure; realistic program goals; funding strategy
7/3/24	Infrastructure	Medium		Master plan for future phases of Project; continuity of development team
7/3/24	Communication	Medium		• Clearly established governance • Community and stakeholder engagement, management, and alignment • Building trust by bringing diverse viewpoints together
7/3/24	Development	Medium		• Creating a firm project budget due to fluctuations in capital markets • Site selection that meets all criteria at an affordable price • Delivering entire master plan vision over multiple phases
7/3/24	Legal	Medium		• Maintenance of Project requirements through contract process; term sheet; legal counsel
7/3/24	Policy	Medium		• Establish framework in Project agreements to address changes and cost responsibility
7/3/24	Design & Construction	Medium		• Program and technical requirements developed with diverse stakeholder groups
7/3/24		Medium		• Highly qualified design teams and Developers; demonstrated experience with Project scale
7/3/24		Medium		• GC with proven local experience at scale; potential mitigation with construction typology
7/3/24		Medium		• Bonding/guaranty's, liquidated damages, contractual requirement for alternative facilities
7/3/24	Site Conditions / Environmental	Medium		Complete robust site diligence prior to solicitation
7/3/24	Third-Party Relationships	Medium		Delivery structure focused on management and oversight of contracts; performance requirements
7/3/24	Operational	Low		Long-term strategy for staffing/augmentation; understanding of O&M regime and roles
7/3/24	Revenue	Medium		Phasing of Project; leverage developer expertise; robust enrollment and projections

Project Success

12 Project Success

12.1 Project Success

Programming Phase:
1. Alignment of program objectives with community needs and aspirations.
2. Effective stakeholder engagement and community input.
3. Clarity and comprehensiveness of the project scope and objectives.

Financing Phase:
1. Successful acquisition of funding from multiple sources, such as grants, loans, and public-private partnerships.
2. Ability to secure long-term, favorable financing terms.
3. Financial stability throughout the project's lifecycle, with minimal budget overruns and contingency planning.

Land Acquisition/Bond Planning Phase:
1. Timely acquisition of suitable land parcels at a reasonable cost.
2. Successful voter approval of municipal bonds or other funding mechanisms.
3. Efficient planning and utilization of bond proceeds to ensure proper funding allocation.

Entitlement Phase:
1. Timely approval and issuance of necessary permits and licenses.
2. Navigating through regulatory requirements without significant delays or obstacles.
3. Successful resolution of any legal or community opposition, ensuring project continuity.

Design Phase:
1. Achievement of a well-integrated, functional, and sustainable design.
2. Adherence to agreed-upon budget and scheduled milestones.
3. Incorporation of community and stakeholder input into the design process.

Construct Phase:
1. Successful completion of construction within the agreed-upon time frame.
2. Adherence to quality standards and construction specifications.
3. Effective construction management to mitigate risks and minimize disruptions.

Overall Project Success:
1. Fulfillment of the identified community needs and objectives.
2. Positive public perception and support for the project.
3. Completion of the project within the allocated budget and schedule.

Acknowledgments

13

13 Acknowledgments

By signing below you are acknowledging that the appropriate stakeholders have reviewed and discussed the scope, and the high level project goals and constraints are identified.

_____   _____   _____   _____
Client   Date   JLL   Date

_____   _____
Client
(Optional)   Date

_____   _____
Client
(Optional)   Date

Exhibits

14

14 Exhibits

Exhibit	Status
A. Exhibit - City of SeaTac Civic Campus Project Charter	Draft
B. Exhibit - SeaTac Vision Brief V3	Final
C. Exhibit - Org Chart City of SeaTac	--
D. Exhibit - SeaTac - Strategic Real Estate Plan	--
E. Exhibit - SeaTac Functional Program	Final
F. Exhibit - Decision Matrix	Draft
G. Exhibit - SeaTac Project Milestone Schedule	Draft