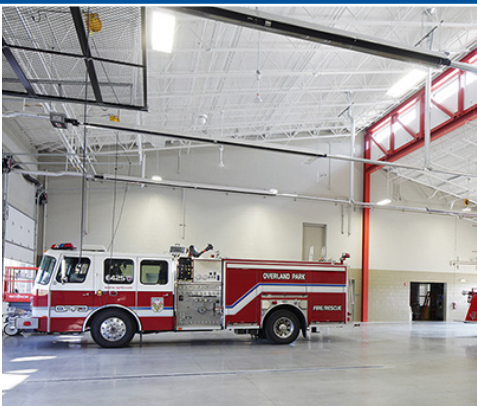




DESIGN SERVICES FOR NEW AND REPLACEMENT FIRE STATIONS  
CITY OF INDEPENDENCE, MO – RFQ #24003



January 26, 2024

*Submitted to:*

City of Independence, MO  
Richelieu Sese  
111 E. Maple  
PO Box 1019  
Independence, MO 64051





Procurement Division  
111 E Maple, PO Box 1019  
Independence, MO 64051-0519

**REQUEST FOR QUALIFICATIONS #24003  
DESIGN SERVICES FOR NEW AND REPLACEMENT FIRE STATIONS**

***ATTENTION RESPONDENT – COMPLETE AND RETURN THIS COVER SHEET WITH RESPONSE***

Responding Firm WSKF Architects, Inc. Phone Number 816-300-4101  
(Please print or type)

Address 110 Armour Road City North Kansas City State MO Zip 64116

Name of Authorized Agent Dalyn Novak Email dnovak@wskfarch.com

The only authorized source for Request for Qualifications (RFQ) forms, addenda, and information regarding this RFQ is [www.publicpurchase.com](http://www.publicpurchase.com). Using RFQ forms, addenda, and information not obtained from [www.publicpurchase.com](http://www.publicpurchase.com) creates the risk of not receiving necessary information about the RFP that may eliminate your proposal from consideration.

Submit questions regarding this RFQ online at [www.publicpurchase.com](http://www.publicpurchase.com) by deadline in the RFQ schedule.

Proposals shall be submitted online via [www.publicpurchase.com](http://www.publicpurchase.com) by the date and time indicated. Paper, fax, or email responses will NOT be accepted and will not be returned to sender. Proposals are sealed in a virtual lockbox that can only be opened after the Request for Qualifications (RFQ) closing date and time, to maintain confidentiality of the proposal. All proposals are subject to the terms and conditions herein.

Submission of a proposal shall be deemed a firm offer and is not revocable within 120 days after response deadline.







110 Armour Road  
North Kansas City, MO 64116  
816.300.4101  
wskfarch.com

January 26, 2024

City of Independence  
Procurement Division  
111 East Maple / PO Box 1019  
Independence, MO 64051

Re: **Request for Qualifications #24003**  
**Design Services for New and Replacement Fire Stations**

Dear Selection Committee Members,

Thank you for the opportunity to submit our qualifications and be considered to serve the City of Independence and Independence Fire Department.

Our team has a unifying characteristic: we are passionate and accomplished across all aspects of your station requirements. WSKF Architects' public safety portfolio includes design of \$180 million in facilities across 11 states. Our expertise translates to a proven ability to effectively manage your project and deliver the best in public safety facility design. We offer a uniquely qualified team formed around WSKF Architects with extensive knowledge and history with fire facilities and our expertise from broader regional work.

Our design partners are longtime collaborators: McClure Engineering (civil engineering) for expertise in site design and hands-on knowledge of Independence development requirements; Leigh & O'Kane of Lee's Summit for structural plus PKMR Engineers (MEP engineering), who continue to deliver design breakthroughs to mitigate health threats to crews and other issues facing today's fire service.

We are dedicated to practical, cost effective design centered on problem solving: turnout efficiency, creating a calming and restorative workplace for crews, operational efficiency and durability. You will see our depth in design of prototype stations and successful collaboration with construction managers.

The WSKF team brings the following benefits to your projects.

- **Proven Record of Performance.** WSKF guides all projects with a culture of service and an unwavering commitment to meeting your needs, budgets, and schedules. We achieve these goals through our organizational structure of **principal-led design**. This assures your goals will guide all our work and the diligent management of your budget and schedule.
- **A Trusted Resource.** Many of the best-regarded fire agencies locally and regionally rely on proven performance in design of stations.
- **Active Listening.** You will see the difference in our responsiveness, follow-up, adhering to deadlines, commitment to working through challenges, and being an advocate for Independence.

Thank you for your time and consideration. It would be a pleasure to work with you.

Sincerely,  
**WSKF Architects**

A handwritten signature in blue ink that reads 'Dalyn Novak'.

Dalyn Novak, NCARB, LEED AP | Principal



# FIRM EXPERIENCE & PROJECT UNDERSTANDING

## TEAM BIO

### **WSKF ARCHITECTS** – Architecture, Interior Design, Project Management

Since our founding 50 years ago, WSKF Architects, based in metro Kansas City, has earned a reputation for proven project performance in design of public safety facilities. We bring our expertise to problem solving -- all in service of meeting each client's unique needs. We have designed over \$180 million in public safety facilities across 11 states. Some of the best-regarded public safety agencies in the central and western US, including Lee's Summit, have turned to WSKF for design expertise. We continue to deliver design breakthroughs focused on the challenges facing today's public safety agencies.

### **MCCLURE ENGINEERING** – Civil Engineering, Landscape Architecture

Since the founding of McClure, the firm has maintained a balance on service and expertise. They provide engineering services across a range of municipal projects. Through its North Kansas City office location specifically, McClure is a longtime collaborator with WSKF Architects over 20 years with a proven history delivering public projects.

### **PKMR ENGINEERS** – MEP Engineering

Since 2002 PKMR's Lenexa, Kansas office has provided MEP engineering services on an array of fire and public safety facilities with WSKF Architects. Their expertise encompasses HVAC and other building systems, facility security and access control, bay exhaust/filtration systems, and energy efficiency. PKMR has collaborated with WSKF on nearly 200 projects over 15 years.

### **LEIGH + O'KANE** – Structural Engineering

Leigh + O'Kane is a highly regarded Lee's Summit firm specializing in structural engineering. They have worked with WSKF on multiple projects over the last decade. Adam O'Kane will serve as the engineer on the project.

## PROJECT UNDERSTANDING

In recent years, the City of Independence has seen rapid growth. According to the Independence Chamber, in just one year (2020-2021) the city's population grew by 4.66 percent. In addition to this growth, the Independence Fire Department is one of the busiest fire departments in the state of Missouri. To continue to serve the citizens of Independence, the City is looking to support the fire department's needs as well as increase coverage for fire/EMS and emergency preparedness services by replacing two existing fire stations and building a new facility over the next few years.

WSKF Architects understands that the locations and preliminary scope for each station has been determined, including approximate station sizes and auxiliary functions. With some sites still in procurement, additional services may be required.

WSKF is prepared to provide full design services for one or all three stations. Our firm is a long-time leader and innovator in designing stations, headquarters, dispatch facilities, training centers, and other facilities for Fire/EMS agencies. Over the last 10 years, WSKF has led 20+ Fire/EMS facility planning design seminars for fire department leaders and city staff. From these seminars and several dozens of projects, we have honed our expertise in successfully planning and designing Fire/EMS facilities.

"I would like to thank you and your firm for the work on our recently completed fire station. From day one, you were listening to our ideas and desires. This was the first new station built in our city in 35 years. It is a source of pride for the citizens of the north end of our city and we constantly hear positive comments. Our fire fighters have a facility that is easy to work out of and durable enough to withstand someone living there 24/7."

– FIRE CHIEF MIKE DALSING (RET.),  
ST. JOSEPH (MO) FIRE DEPT.



# FIRE STATION AND EMS FACILITY EXPERIENCE

	DESIGN CATEGORY		FACILITY TYPE		PROJECT DELIVERY MODEL		APPARATUS		FIRE FIGHTERS / EMTs		ADMINISTRATION					
	Renovation/Addition	New Construction	Multiple Stations	Const. Stations/Prototype	Const. Manager Delivery	Apparatus Bays	Gear Storage	Gear Wash	Day Room	Kitchen/Dining	Bunk Room	Training/Classroom	Fitness Room	Command Staff Offices	Captain's Office	Mtg/Conference/Training
Chillicothe Fire Headquarters	•					•	•	•	•	•	•	•		•	•	
Coffeyville Joint Fire/EMS/Police Facility		•				•	•	•	•	•	•	•		•	•	•
Columbus Fire Station No. 1/HQ		•	•		•	•	•	•	•	•	•	•		•	•	
Columbus, GA Fire Station No. 5		•			•	•	•	•	•	•	•	•		•	•	
Columbus Charlie Louis Station Renovation	•		•			•	•	•	•	•	•	•		•		
Des Moines Fire Station No. 4		•	•		•	•	•	•	•	•	•	•		•		•
Lee's Summit Fire Station No. 1	•		•			•	•	•	•	•	•	•		•	•	•
Lee's Summit Fire Station No. 2		•	•			•	•	•	•	•	•	•		•	•	•
Lee's Summit Fire Station No. 3		•	•			•	•	•	•	•	•	•		•	•	•
Lee's Summit Fire St. 7/Training Ctr.		•	•			•	•	•	•	•	•	•		•	•	•
Lenexa Fire Station No. 5		•				•	•	•	•	•	•	•		•	•	
Olathe Fire Station No. 2	•			•		•	•	•	•	•	•	•		•	•	•
Overland Park Fire/Police Facility		•				•	•	•	•	•	•	•		•	•	•
Owasso, OK Station/HQ/Training		•				•	•	•	•	•	•	•		•	•	•
Pittsburg, KS Fire Station No. 1/HQ		•				•	•	•	•	•	•	•		•	•	•
Riverside Fire/EMS	•					•	•	•	•	•	•	•		•	•	
Shawnee Fire Station No. 74		•		•		•	•	•	•	•	•	•		•	•	
Sioux Falls FD/PD Training Campus		•				•	•	•	•	•	•	•		•	•	•
Sni Valley Station No. 1/HQ		•				•	•	•	•	•	•	•		•	•	•
Southern Jackson FPD Station		•	•			•	•	•	•	•	•	•		•	•	
South Platte Fire Station No. 1		•	•			•	•	•	•	•	•	•		•	•	
South Platte Fire Station No. 3	•	•	•			•	•	•	•	•	•	•		•	•	
St. Joseph Fire Station No. 9		•	•			•	•	•	•	•	•	•		•	•	
St. Joseph Fire Station No. 11		•	•			•	•	•	•	•	•	•		•	•	
St. Joseph Fire Station No. 12	•		•			•	•	•	•	•	•	•		•	•	

## FIRE STATION NO. 3 LEE'S SUMMIT, MO

Station No. 3 is designed to support the needs of this forward-thinking fire department and community of 100,000 residents. The department is accredited by the Commission on Fire Accreditation International. The project parameters included a facility design supporting the department's operational and decontamination protocols, focus on crew fitness, and creating a calming and restful environment for crews. The result is a 16,042-SF station with four drive-through bays, bunk space for 12, kitchen/dining/dayroom, offices, and support space.

The design balances Lee's Summit standards for its municipal facilities and fits within a site adjacent to a large senior living complex and single family residential neighborhoods. Station No. 3 is the fourth station designed by WSKF Architects for this department.

**Completion:** 2020; **Cost:** \$4.9M; **Size:** 16,042 SF

**Owner:** City of Lee's Summit, Brian Austerman, 816-969-1302, brian.austerman@cityofls.net



## FIRE STATION NO. 1 & HQ COLUMBUS, NE

Leaders in this community of nearly 22,000 selected Police Facility Design Group and WSKF Architects to design the city's new separate police and fire facilities.

WSKF engaged City and Fire Department leadership in defining the operational and other needs for a new facility to house fire station operational needs and HQ functions. The design is carefully tailored around the joint use of the facility by Columbus Fire and Rescue and the Rural Fire District to house career and volunteer fire crews and apparatus.

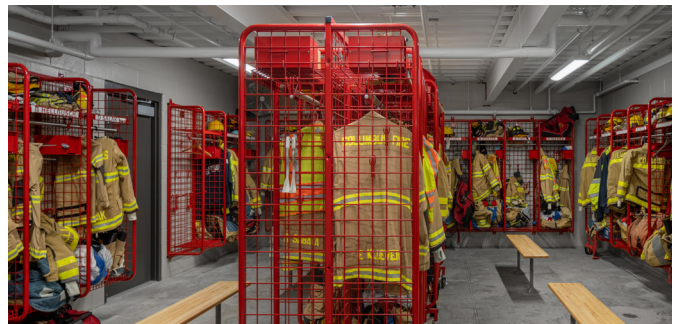
The two-story design includes eight bays for apparatus ranging from ambulances to aerial trucks. The residential area provides bunks for eight, kitchen/dining/dayroom, fitness, detoxification area, and support spaces. Also the full cadre of HQ administrative spaces as well as a classroom and training space for 100 attendees.

Overall, the facility advances goals of turnout efficiency, training, crew health and wellness, low maintenance, and long-term durability in a cost-effective manner. WSKF worked with the construction manager in refining costs and development of construction documents.

WSKF's design reflects a number of our firm's innovative station design strategies regarding turnout efficiency, after-event detoxification and long-term station performance.

**Completion:** 2019; **Cost:** \$7.4M; **Size:** 28,675 SF

**Owner:** City of Columbus, Rick Bogus,  
402-562-4235, rick.bogus@columbusne.us



## SOUTHERN JACKSON FIRE STATION BLUE SPRINGS, MO

Leaders selected WSKF Architects to head a team for a new station for the new Southern Jackson County Fire Protection District, which merged two public safety agencies. The station is situated on Wyatt Road and utilizes a pre-engineered metal building system. The station provides bunk space for five, dayroom/dining and kitchen, fitness room, shared showers, gear storage, gear wash, and administrative space.

The station has two drive through bays with the ability to be expanded to a third as needed. The station materials also provide ample sound control, and the building is constructed of prefinished metal, masonry, as well as having a standing seam metal roof.

**Completion:** 2023; **Cost:** \$3.9M; **Size:** 10,092 SF

**Owner:** Southern Jackson Co. FPD, Chief Bill Large,  
816-578-4211, blarge@sjcfd.org





## FIRE STATION NO. 11 ST. JOSEPH, MO

The City of St. Joseph, Missouri, selected WSKF Architects to lead a team for two new stations – No. 11 and No. 9 – to be designed and built simultaneously. Both are replacement stations at new locations. The City’s intent was for both stations to be adapted from WSKF’s earlier design for Station No. 12.

Station No. 11 provides bunk space for six, dayroom/ dining and kitchen, fitness room, separate locker room, training room, and administrative space. Both Station No. 11 and No. 9 also feature a new dedicated heated exercise room with stationary bicycle that is part of the department’s post-event decontamination protocols. The station layout provides paths of travel that support those protocols and efficient turnout. Another innovation is the integration of a large rooftop solar array that provides 20 percent of the station’s power needs. The station sits on a well-traveled street and directly adjacent to a highway exit, requiring careful site planning to address safe apparatus ingress/egress as well as driver sight lines to approaching traffic. Stations No. 11 and No. 9 continue a look and feel and materials selections established in 2011 with Station No. 12 to further expand a common station design motif that is fitting for a department whose history dates to 1865.



**Completion:** 2018; **Cost:** \$2.5M; **Size:** 20,663 SF

**Owner:** City of St. Joseph, Chief Kenny Cordonnier  
816-271-4604, kcordonnier@stjoemo.org

## FIRE STATION NO. 4 DES MOINES, IA

WSKF is serving as design architects for this new station in association with Des Moines-based Substance Architecture. Beyond best practices in fire station design, the City's priorities include the design fits within the downtown/residential location, LEED designation, and providing space for department-wide tactical training.

The 18,460-SF station includes four drive-through bays, bunks for 13 crew members and command staff, kitchen/dining, dayroom, training room to seat 24, fitness room, and support spaces. A four-story tactical training tower will serve the entire department with a variety of training scenarios and features including a shaft prop, stair tower, trench prop, and others.

The station design supports the Des Moines Fire Department’s decon protocol, other crew health and wellness factors, and turnout efficiency. The design also provides an ICC-500-rated storm shelter.

WSKF previously served as design architect on Des Moines Fire Station No. 11.



**Completion:** In Progress; **Cost:** \$12.7M (est.)

**Size:** 18,460 SF

**Owner:** City of Des Moines  
Fire Marshal Jonathan Lund  
515-283-4240, JKLund@dmgov.org



# ABILITY & AVAILABILITY TO PERFORM

## TEAM CAPACITY AND AVAILABILITY

Based on our review and team discussion of your proposed stations and understanding of the City of Independence's expectations and standards, we are committing the needed staff and expertise to meet your full range of needs. We would be ready to start work at the City's convenience and assure you of our ability and commitment to meet your schedule.

## CAPABILITY: CREW HEALTH & WELLNESS

Our team members continue to track, learn from, and integrate findings and lessons of researchers and agency feedback focused on occupation-related crew wellbeing. Our focus is on delivering innovations to help mitigate risks to crews and their families, including:

- Occupation-related cancers
- Sleep patterns and sleep disruption
- Stress and mental health
- Physical fitness
- Biophilia – looking to nature for ways to create a calming and restorative station environment
- Station design that fosters crew camaraderie and cohesion

We take a holistic approach through fire agency leadership and crew feedback, collaboration with our engineering and other specialty partners, and our relentless push to elevate our design. That is our commitment because we believe today's fire service demands nothing less.

## DESIGN THAT DELIVERS ROI AND SMART STATIONS

So much of what communities ask of today's fire/EMS agencies is data-driven: annual call volume, average turnout time, community ISO ratings, company staffing requirements.

Those demands require steady advancements in firefighting operations, strategies and tactics, training and other measures of performance and preparedness. These demands are why we continue to deliver facility design breakthroughs that provide tangible return on investment regarding the operational challenges facing today's fire service. They include:

- Station layout and design that provides turnout efficiency
- Practical, common sense design focused on functionality for your crews
- Design and material choices that reduce long-term operational and maintenance costs
- Forward-thinking facility design that creates a work and living environment that promotes crew recruiting, motivation and retention

## CREW WELLBEING



## DESIGN INNOVATION THAT DELIVERS ROI



# PERSONNEL



Over the last 10 years, Dalyn and Rick have co-led WSKF's popular Fire/EMS Facility Design Seminar.

## **DALYN NOVAK** RA, NCARB, LEED AP DESIGN PRINCIPAL

Dalyn has spent the past 17 years at WSKF Architects after graduating from Kansas State University with a Bachelor of Architecture. She has experience working on a variety of municipal and governmental projects. She is the next generation of leadership for our firm's public safety design team that in recent years has designed more than \$180 million in fire/EMS/police/dispatch facilities across 11 states. Dalyn has led work across a range of public safety agencies to engage stakeholders in defining project needs, develop designs and construction documents and on-site construction administration.

### education

Bachelor of Architecture  
Kansas State University

### registrations

Registered Architect: MO, KS, GA

### relevant experience

- Fire Station No. 4, Des Moines, IA
- Fire Station No. 1, Lee's Summit, MO
- Fire Station No. 3, Lee's Summit, MO
- Southern Jackson County FPD Station, Blue Springs, MO
- Fire Station No. 2 Renovation, Columbus, NE
- Fire Headquarters/Station, Columbus, NE
- Fire Facility Feasibility/Needs Study, Casper, WY
- Fire/Police Training Campus Master Plan and Design, Sioux Falls, SD
- Fire HQ/Station Renovation Expansion, Chillicothe, MO
- Fire Station No. 5 (LEED Silver), Lenexa, KS
- Joint Fire/Police/Dispatch Facility, Maryville, MO



Rick is a member of the National Fire Protection Association.

## **RICK KUHL** RA, MBA, LEED AP CONSULTING PRINCIPAL

As a principal at WSKF Architects, Rick Kuhl has led most of the more than \$180 million in public safety projects our firm has completed in recent years. Clients in communities large and small across this region have gained from his expertise in planning and design of dispatch, fire, EMS and police facilities including the full range of classroom and tactical training. He also has invaluable experience in public safety facility construction and construction administration—keys to delivering high-functioning facilities.

### education

Masters and Bachelor of Architecture  
University of Nebraska - Lincoln  
MBA, University of MO-Kansas City

### registrations

Registered Architect: MO, KS, OK, NE, CA

### seminars

Self Assessment & Community Risk Workshop – Center for Public Safety Excellence, 2015

### relevant experience

- Fire Station No. 8, St. Joseph, MO
- Fire Station No. 9, St. Joseph, MO
- Fire Station No. 11, St. Joseph, MO
- Fire Station No. 12 Renovation/Expansion, St. Joseph, MO
- Southern Jackson County FPD Station, Blue Springs, MO
- Fire Station No. 2 Renovation, Columbus, NE
- Fire Headquarters/Station, Columbus, NE
- Fire Station No. 3, Lee's Summit, MO
- Fire Station No. 7 and Training Center, Lee's Summit, MO
- Southern Platte FPD Station No. 1 Expansion & Station No. 3 Renovation, Parkville, MO







### **MATT MCCAFFREY | SENIOR PROJECT DESIGNER / BIM MANAGER**

Matt brings 15 years of experience from an array of public and private project type. He is an integral member of our public safety design team with experience on a range of police, dispatch and fire facilities. His role has included collaboration on design teams, project coordination, construction document preparation and construction administration. Matt is also highly skilled at creating renderings and other graphics used as part of broader efforts to build public support for projects.

**education**

Masters of Architecture, Kansas State University

**certifications**

Revit Certified Associate + Professional



### **LAUREN CUNNINGHAM | SENIOR INTERIOR DESIGNER**

With more than 15 years of experience, Lauren brings knowledge on a broad range of public safety and other public and private projects. She is a critical member of WSKF’s public safety design team, bringing experience and expertise in durable and cost effective materials, lighting, flooring, interior finishes as well as functional/operational considerations such as health and wellness, workplace security and safety, a calming and comfortable facility environment and light/sound control. Her role includes collaboration on our design teams, project coordination, FF&E, construction document preparation, procurement and construction administration.

**education**

Bachelor of Arts, Interior Design, Park University



### **PAT KULLBERG PE, LEED AP | CIVIL ENGINEER– MCCLURE ENGINEERING**

Pat has extensive experience on numerous public infrastructure improvement projects and private development. His responsibilities include design services for site layout, hydraulic analysis, stormwater management, green infrastructure design, parking lot design, utility design, and street design. He has provided site-design and planning for a number of Independence projects, including the Independence Communications Facility and Redwood Apartments. Pat has also worked with WSKF on recent fire station projects, including Southern Platte Fire Protection District Station #3 and Lee's Summit Fire Station #1.

**education**

Bachelor of Architectural Engineering,  
Kansas State University

**registrations**

Professional Engineer: KS, MO



### **MICHAEL RAAF PE | MEP ENGINEER – PKMR ENGINEERS**

Mike’s experience in project management and design for both new and renovated health care, educational, senior housing, multi-family and commercial facilities makes him well suited to many types of projects. His project experience includes the design of electrical power, lighting, fire alarm and communication systems. He has experience in all phases of a project and has followed projects through from the initial concept to project completion.

**education**

Bachelor of Architectural Engineering,  
Kansas State University

**registrations**

Professional Engineer: MO and 18 other states



# PROJECT DELIVERY & APPROACH

## ENGAGING INDEPENDENCE STAKEHOLDERS

Collaboration within our team and with your stakeholders is at the heart of how we work. In terms of our work with the City/Independence Fire Department (IFD) it begins with a seemingly simple concept: listening. Our interaction with you will take many forms: planning meetings, meeting documentation, outstanding issues discussions and resolution, schedule and cost updates and document sharing. Our collaboration with the City and IFD will focus on these key areas:

- Developing a functional and cost-effective core design and adapting it to the dynamics of the proposed site.
- Ensuring each project stays true to the objectives and aligned with the functional and operational needs of your departments.
- Helping you make informed decisions during the process about functionality, durability, cost implications and other factors across a range of topics.
- Keeping you updated on schedule and cost status with focused discussions on issues with significant implications for either - we will keep you informed.

Our team offers significant expertise in planning and designing of Fire/EMS facilities but your projects will only be successful with a team that truly listens to your input and values it in the design process. Only your department leaders, front-line personnel and City leaders understand the operational philosophy and day-to-day functions and issues your department faces. We view insights and input from your first responders as a vital element of our approach to design and a key to elevating the design so that the finished facility supports and serves the needs of your public safety and other operations.

## PLANNING ALIGNED WITH YOUR GOALS & NEEDS

We will engage your committee in further defining space needs for the full range of functionality. Dalyn Novak and the WSKF Architects team will create an Independence-specific document that defines needs for all spaces and functions, all vehicles and equipment to be housed at the facility, number of staff and job functions. The space requirements will get translated into a preliminary floor plan from WSKF, design simulation exercise, and site layout by Pat Kullberg with McClure Engineering.

This stage of the design process is crucial in that the team will take the City through a process to critically “test” the design for its alignment with your goals and facility needs. Does the station design meet your short-/long-term space needs? Does the layout support your department functions and workflow? Is the core design suitable for the site? Does it provide for future flexibility?

## OPPORTUNITIES FOR INNOVATION

In WSKF’s more than three decades of designing facilities for public safety, we have focused on a seemingly simple notion: problem solving. We believe that good planning and facility design is integral to addressing a number of challenges facing police/dispatch agencies. Today’s public safety facilities that support your professionals demand innovation in the form of forward-thinking planning and design to lessen operational hurdles and create healthy work/living environments.

### Design Aligned with Your Operations and Needs

#### HOW

- Listening
- Valuing Your Input
- Your Input Shapes Our Design

#### OUTCOMES

- Superior Design
- High Functioning and Practical Facility

Some key breakthrough areas where our team will focus our efforts with Independence include:

- Space planning and design supporting staff needs
- Flexible design for adaptability of space for evolving uses and needs
- Staff training needs
- Safety and security of staff, visitors and public at large
- Site considerations and circulation (access, vehicle parking, accommodating shift change)
- NFPA standards

## COLLABORATION WITH CONSTRUCTION MANAGER

The WSKF design team is well-schooled and knowledgeable with the Construction Manager at Risk (CMR) project delivery model. As a team, we understand the project can only achieve successful outcomes with an attitude of collaboration and partnering between the design team members and the construction manager (CM) team.

Municipal agencies choose this delivery model for some key benefits.

- Better budget management
- A contractor that guarantees the cost of the work
- Reduced change orders

During the development of the design, it is important for there to be open and continuous dialogue between the design team and the CM team. For example, the design team's preliminary design lacks sufficient detail for the CM team to fully estimate the final design. It is incumbent on the design team to provide information to fill in the gaps between preliminary and final design. Insufficient communication at the early design phase can lead to project costs that do not meet project funding parameters or compromises that could place project outcomes at risk.

Our focus in working with the CM during design development includes:

- Imparting design team's insights so the CM is fully informed and able to provide real-time feedback on constructibility
- Early identification of supply chain challenges and proactive management
- Discussion of any gaps in the scope of work or bid packages
- Ongoing discussion between CM and design team about schedule

## FOCUS ON FUNCTIONALITY AND ENDURING VALUE

WSKF takes equally great care in designing stations' interior spaces as we do the exteriors and other elements. Our seasoned interior design staff is a critical element in our proven record of designing a wide range of stations providing high functionality and enduring value.

Our interior designers provide creative solutions, space planning, healthy and comfortable station work and residential environments. We promote efficient and motivating work spaces, accessibility and facilities that are durable and low maintenance. Our interior designers will work with our architectural team to engage stakeholders and gain a keen understanding of your goals and vision. They listen, translate feedback to practical and cost-effective design, and bring rigor to providing high quality construction documents so that vision is realized. Critical areas of focus include the following:

- Color palette and materials that balance aesthetics with durability
- Low-maintenance elements throughout



Our experience with CM delivery includes Shawnee Fire Station No. 74, renovation of Olathe Fire Station No. 2, Columbus GA Fire Station No. 5, Des Moines Fire Station No. 11. and Des Moines Station No. 4 (now in design). Our team has work history and good working relationships with many of the CMs Independence will likely consider for its station projects.

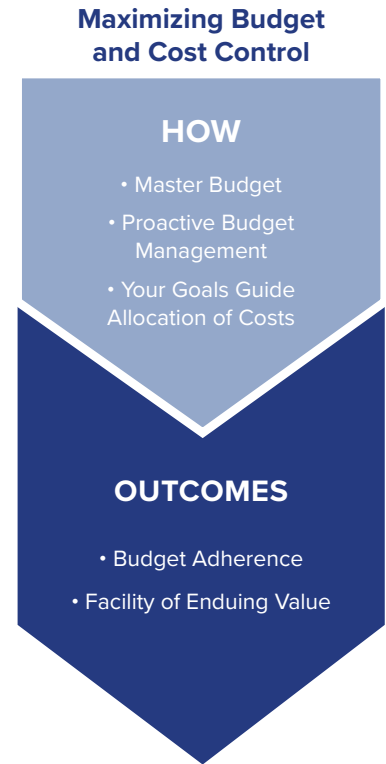


- Creating a calming and restorative facility environment
- Bringing natural light into the facility
- Graphics + other elements that reinforce pride in service among staff

## VALUE AND COST CONTROL

The project kickoff will have included a detailed discussion led by Dalyn Novak about the project’s Master Budget and what is included (site development, soft costs, furniture, fixtures, and equipment, design fees, construction costs, etc.). Our approach is that project cost control begins with a full understanding of the budget. As the design is more fully developed, we will work with the Project Committee to support the CM in developing a cost estimate. Earlier discussion about the City’s priorities regarding first costs vs. long-term costs will guide this process.

Feedback on priorities will guide the design team on all aspects and how best to allocate the budget across the projects to best address Independence’s goals. We believe design-related change orders are a prime indicator of a design team’s ability to control costs, produce high quality design documents and convey the team’s knowledge of the design to the builder. Change orders are a report card on the quality of a design team’s work. **Overall, we average design-related change order values of just 0.5 percent.**



The graphic to the left summarizes WSKF’s low change order results across four separate Lee’s Summit, MO station projects completed over 13 years. The results are the outcome of our focus on quality construction documents and specifications.

Station	Total CO	CO %	Design CO	CO %	Contract Value
Station 1	\$ (3,216)	-0.50%	\$ 670	0.10%	\$ 641,030
Station 7	\$ 52,590	2.07%	\$ 11,885	0.47%	\$ 2,543,263
Station 2	\$ 56,400	2.93%	\$ 606	0.03%	\$ 1,924,200
Station 3	\$ 982	0.02%	\$ 9,913	0.20%	\$ 4,983,694
<b>Total</b>	<b>\$ 106,756</b>	<b>1.06%</b>	<b>\$ 23,074</b>	<b>0.23%</b>	<b>\$ 10,092,187</b>

## PROACTIVE MANAGEMENT OF PROJECT SCHEDULE

Our team prides itself on meeting schedules and always maintaining forward momentum. That’s one of the many benefits of our team’s approach of always having a WSKF principal as the hands-on technical lead on the project. Dalyn Novak will schedule and lead team meetings with a focus on ensuring project milestones are met. We develop a detailed Microsoft Project schedule spreadsheet showing each phase, team members’ roles and when work must be completed. This schedule is reviewed regularly in team meetings. When challenges arise, Dalyn will work with each member of our team to develop a plan for getting the project back in line with the schedule.

“We appreciate the extra time you spent working on this project to overcome several issues that were out of your control. We have been very impressed with your coordination and communication efforts and the professional manner in which you worked through the challenges of this project. The Fire Department and City are proud of our new facility.”  
 — FIRE CHIEF DARRELL WRIGHT (RET.),  
 CHILLICOTHE (MO) FIRE DEPT.

## PROFESSIONAL SERVICES CONTRACT

WSKF acknowledges review of the City of Independence’s Professional Services Contract as well as Section 6 – Submission Requirements, Subsection 5 of the RFQ.





# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
12/06/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> INSURANCE PROFESSIONAL AGENCY INC 59307354 PO BOX 1815 QUEEN CREEK AZ 85142	<b>CONTACT NAME:</b>		
	<b>PHONE (A/C, No, Ext):</b> (866) 467-8730	<b>FAX (A/C, No):</b> (888) 443-6112	
	<b>E-MAIL ADDRESS:</b>		
<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC#</b>	
<b>INSURED</b> WSKF Inc 110 ARMOUR RD KANSAS CITY MO 64116-3503	<b>INSURER A :</b> Hartford Underwriters Insurance Company		30104
	<b>INSURER B :</b>		
	<b>INSURER C :</b>		
	<b>INSURER D :</b>		
	<b>INSURER E :</b>		
	<b>INSURER F :</b>		

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYYY)	LIMITS	
A	COMMERCIAL GENERAL LIABILITY			59 SBA BB8FC4	12/06/2023	12/06/2024	EACH OCCURRENCE	\$2,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$1,000,000
	<input checked="" type="checkbox"/> General Liability						MED EXP (Any one person)	\$10,000
	GEN'L AGGREGATE LIMIT APPLIES PER:						PERSONAL & ADV INJURY	\$2,000,000
	<input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC						GENERAL AGGREGATE	\$4,000,000
	OTHER:						PRODUCTS - COMP/OP AGG	\$4,000,000
	<b>AUTOMOBILE LIABILITY</b>						COMBINED SINGLE LIMIT (Ea accident)	
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	
	<input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS						BODILY INJURY (Per accident)	
	<input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB			59 SBA BB8FC4	12/06/2023	12/06/2024	EACH OCCURRENCE	\$3,000,000
	<input type="checkbox"/> OCCUR CLAIMS-MADE						AGGREGATE	\$3,000,000
	<input type="checkbox"/> DED <input type="checkbox"/> RETENTION \$ 10,000							
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						PER STATUTE	OTH-ER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	<input type="checkbox"/> Y/N	<input type="checkbox"/> N/A				E.L. EACH ACCIDENT	
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE -EA EMPLOYEE	
							E.L. DISEASE - POLICY LIMIT	
A	Data Breach - Defense & Liab Covg			59 SBA BB8FC4	12/06/2023	12/06/2024	Limit	\$3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 The Business Liability Coverage Part includes a Blanket Additional Insured By Contract Endorsement, Form SL 30 32.

**CERTIFICATE HOLDER****CANCELLATION**

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

*Susan L. Castaneda*







# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

07/28/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Marcus Troup Farmers Insurance 3530 S National Ave Springfield, MO 65807	CONTACT NAME: Joshua Brownfield
	PHONE (A/C, No, Ext): 417-595-4648 FAX (A/C, No):
	E-MAIL ADDRESS: josh@troupageincy.com
	INSURER(S) AFFORDING COVERAGE
	INSURER A : Lloyd's of London
INSURED WSKF, Inc 110 Armour Rd North Kansas City, MO 64114	INSURER B :
	INSURER C :
	INSURER D :
	INSURER E :
	INSURER F :

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ OTHER: \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ OTHER: \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ OTHER: \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Professional Liability	Y		ANE5351304-23	07/18/2023	07/18/2024	Per Claim 3,000,000 Aggregate 3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**CERTIFICATE HOLDER****CANCELLATION**

WSKF, Inc	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Joshua Brownfield

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