

CITY OF SEATTLE
REQUEST FOR PROPOSAL (RFP)

FOR

**SEATTLE CENTER NEUTRAL WIRELESS INFRASTRUCTURE
PROVIDER AND MANAGER**

PROPOSALS DUE: December 14, 2022

5:00 p.m.

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1 Introduction

The City of Seattle, through its Seattle Center Department, seeks to identify a well-qualified Wireless Infrastructure Provider (WIP) that will be responsible for managing the design, installation, deployment, operation, upgrading/reinvestment, and maintenance of privately owned cellular wireless infrastructure to deliver high-quality service to visitors of Seattle Center. The City will not own the infrastructure; it intends to lease space to the WIP so that the WIP may install privately owned and operated equipment. The network design must meet the needs of a high-traffic campus that experiences surges of users during events and gatherings.

Only one WIP will be allowed at Seattle Center. This RFP process is intended to result in the selection of a single WIP. The selected WIP will be expected to attract and support the full participation of other service providers to use the WIP infrastructure.

As well as meeting the objectives outlined in this RFP, Proposals should reflect and support Seattle Center's Purpose Statement: **Seattle Center creates exceptional events, experiences, and environments that delight and inspire the human spirit to build stronger communities.**

The City will evaluate Proposals in the context of this purpose and the objectives outlined below. The City requests that Respondents craft creative Proposals considering the City's goals.

2 About Seattle Center

Seattle Center (<https://www.seattlecenter.com/about>) is an active civic, arts and family gathering place. More than 30 cultural, educational, sports and entertainment organizations that reside on the grounds, together with a broad range of public and community programs, create more than 14,000 events on the 74-acre campus (including 40 acres of open space) and historically attract more than 12 million visitors each year.

Activities at Seattle Center generate \$1.864 billion in area business activity, 18,621 jobs, and \$631 million in labor income, according to a 2016 economic impact study.¹

Seattle Center is operated by a City department that is also called Seattle Center. This department plays multiple roles as a business partner, financier, landlord, custodian, event producer, and promoter.

Seattle Center employs approximately 215 full-time workers and many hundreds more event-related intermittent staff in all aspects of campus operations—from maintenance, landscaping, security and event production to marketing, sales, and finance.

The core organizational values guiding Seattle Center are:

- Deliver uplifting and professional service to our guests, clients, partners, and each other
- Manage our business with accountability, integrity, and commitment to race and social justice
- Foster a collaborative, trusting, and respectful workplace community
- Provide opportunities for employee development
- Model innovation, efficiency, and sustainability
- Focus on operational excellence and fiscal strength
- Steward a safe and welcoming place for all
- Commit to shaping our future and telling our story

Seattle Center generates revenue through commercial activities including long-term facility lease/rentals and continued efforts to attract business, community, charitable, and private events. Single event rental facilities include Broad Street Green, Exhibition Hall, Fisher Pavilion and Green/International Fountain Mall, Marion Oliver McCaw Hall, Mural Amphitheatre, Artists at Play Plaza, Upper and Lower Northwest Courtyards, Seattle Center Armory and Lofts, and portions of the grounds.

¹ Seattle Center, “Economic Impact,” <https://seattlecenter.com/about/economic-impact> (accessed August 24, 2022).

Seattle Center provides operational, maintenance and other support to more than 30 cultural, educational, and arts organizations residing on its grounds.

3 Objectives

The objective of this RFP is to identify a well-qualified Wireless Infrastructure Provider (WIP) to lead and facilitate the implementation of first-class, high-speed, low-latency mobile wireless connectivity on the Seattle Center campus. The WIP will seek to attract as many wireless carriers as possible, including all Tier 1 carriers and any other regional wireless carriers, to deploy wireless coverage.

The WIP will be responsible for managing the design, installation, deployment, operation, maintenance, and upgrading/reinvestment of privately owned wireless infrastructure throughout the entire Seattle Center campus. The infrastructure should support deployment by multiple carriers as well as new and upcoming wireless technologies to meet the bandwidth needs expected by visitors to a premier event venue and destination.

The following sections describe specific elements of the RFP's objectives.

3.1 Improve performance of mobile connectivity across Seattle Center's campus

The WIP will be responsible for the wireless infrastructure from conception to operation, developing a functional model and overall concept for network deployment, and managing it day-to-day once it is operational.

The network design must meet the needs of a high-traffic campus that experiences surges of users during special events. It must have the capacity to deliver the minimum required throughput and reliability during peak, high-attendance events in locations that frequently see large crowds.

3.2 Create a revenue stream for Seattle Center

Seattle Center wants the new wireless network infrastructure to create recurring revenue streams for Seattle Center. Respondents are required to submit a compensation schedule as described in Section 7.6.2.

The infrastructure will provide WIP access to millions of visitors to Seattle Center every year, and Seattle Center will provide access to poles, buildings, and other Seattle Center assets for attachments. This will also enable the WIP to generate revenue through the agreements it makes with the carriers it brings onto the network.

In return, Seattle Center would like the WIP to propose and create additional revenue streams for Seattle Center itself. Respondents shall propose a financial model that maximizes revenue generation for Seattle Center. The Proposal should explain how the infrastructure will be used to generate revenue for both Seattle Center and the WIP, as well the estimated amounts of revenue each party will receive. It should explain why the Respondent chose its financial model over other options, what risks exist that could disrupt revenue generation, and how the Respondent shall mitigate those risks. It should also describe what revenue growth and generation opportunities can be created.

3.3 Collaborate with Seattle Center to ensure high service availability with minimal disruption to campus activities

Seattle Center is both a business and tourist center. It requires high availability of best-in-class wireless services to support business and visitor activity, including during high-attendance events that could take place at any time of the day or night. Therefore, the WIP needs to maintain both a high quality of service and an excellent line of communication with Seattle Center. The WIP will be required to:

- Communicate the status of the operation of the infrastructure and any maintenance or changes
- Respond quickly when large numbers of guests are on site during events and other high-traffic days to address needs as they arise

The WIP's solution must also minimize disruption to regular campus activities and adapt network operations to facilitate the changing of event schedules.

3.4 Maintain Seattle Center's aesthetic identity

Seattle Center includes many significant landmarks and buildings. The new wireless infrastructure must respect the campus' historic character and maintain or improve its existing aesthetic identity. The WIP must ensure the construction and deployment of the infrastructure minimizes disruption to the aesthetics of the campus, as well as minimizing obstruction to Seattle Center activities during construction. The deployment should use the least obtrusive equipment designs and minimize the amount of equipment needed to be deployed.

The WIP must ensure minimal disruption to Seattle Center's existing aesthetics by complementing the current pole and structure designs; minimizing the number and size of poles, antennas, and equipment boxes; using shrouds and other camouflage techniques; and applying any other techniques that can minimize aesthetic disruption by the network infrastructure.

The requirements for meeting this objective include the following:

- Maintain consistency with the existing character and identity of Seattle Center buildings, property, and infrastructure
- Minimize the size of antennas, equipment boxes, and cabling
- Attachment finishes will be subject to CEN approval (e.g., attachments must be painted to match the mounting structures)
- Use stealth techniques, shrouds, and other camouflage
- Use flush-mount antennas
- Utilize unobtrusive placement of equipment

- Minimize spacing between attachments
- Be capable of also supporting current and future Seattle Center operational installations such as radios, cameras, programmable lighting, and sensors

3.5 Demonstrate experience in successful wireless infrastructure deployments with participation of multiple carriers

The WIP will have experience and a proven track record of successful wireless infrastructure deployment that involve multiple carriers. The WIP will seek to attract as many wireless carriers as possible, including all Tier 1 carriers and any other regional wireless carriers, to deploy wireless coverage.

The infrastructure should support deployment by multiple carriers as well as new and upcoming wireless technologies to meet the bandwidth needs expected by visitors to a premier event venue and destination.

4 Key Seattle Center facilities

Seattle Center is an arts, events, entertainment, park, and tourist center that attracts more than 12 million visitors annually to its numerous venues, attractions, and landmarks. Multiple outdoor public spaces, such as outdoor features and community gathering spaces, regularly host large numbers of attendees—with surges of up to 50,000 simultaneous visitors during events on the campus. Seattle Center also includes numerous indoor attractions such as museums, restaurants, and event halls.

Figure 1 illustrates the wireless coverage requirement for the Seattle Center campus. Coverage needs to extend to the entirety of the Seattle Center-owned outdoor property (40 acres) as well as the inside of select Seattle Center-owned venues:

- Armory (Atrium and Loft spaces)
- Fisher Pavilion
- Exhibition Hall
- Mercer St. Garage (entry level)
- 5th Ave. North Garage (entry level)

The infrastructure need not be installed on leased grounds or privately owned property. The system shall minimize wireless signal propagation beyond Seattle Center’s property.

Figure 1 includes: outline of Seattle Center campus boundary, property status of several campus facilities (property status on additional facilities can be provided upon request), and a subset of light pole locations. The light poles shown are not indicative of all light poles on campus; the Respondent should identify locations of light poles and other possible mounting structures on the campus during the scheduled site tour for use in its Proposal.

The data displayed in this map are available as an ArcGIS shapefile in Exhibit A. A spreadsheet with the coordinates of the displayed light poles is also included in Exhibit B.

Figure 1: Seattle Center map



4.1 Areas of interest that require coverage considerations

4.1.1 International Fountain Mall/South Fountain Lawn

The lawns and hardscape surrounding the various fountains on the Seattle Center campus are used for events that require a large outdoor space. Events such as [Pokémon GO Fest](#), [PrideFest](#), [Northwest Folklife Festival](#), [Day Trip Festival](#), and [Great Pumpkin Beer Festival](#) attract tens of thousands of attendees to the campus year-round, with large surges of simultaneous attendees during these special events. To avoid lawn disruptions during wireless infrastructure construction, approaches that propose to install conduit on the lawns will be limited.

It is expected that the Fountain Lawns may host up to 20,000 attendees simultaneously during events, with thousands of additional event attendees in other facilities on campus at the same time.

4.1.2 Armory

The [Armory](#) located at the center of Seattle Center's campus is a multi-level facility that includes a food and event hall, conference center, theater, offices, retail, and tenant spaces. It has thousands of visitors weekly and sees surges of prolonged visits when the building hosts special events such as concerts, performances, festivals, art exhibits, hockey pre-game activations, and corporate activations. Respondents should propose how their wireless network infrastructure will be able to provide wireless services inside the Armory Atrium and Lofts.

It is expected that the Armory may host up to 3,000 attendees simultaneously during events.

4.1.3 Climate Pledge Arena

Climate Pledge Arena (formerly KeyArena) is an entertainment complex that is managed and serviced internally by Seattle Arena Company with an existing DAS under a long-term lease agreement. However, attendees of Arena events will be on the Seattle Center campus whenever they are outside of the areas managed by Climate Pledge Arena. Seattle Center desires for these visitors to have a seamless, consistent, high-quality wireless service experience as they transition between the inside and outside of the building and to/from Seattle Center operated parking garages.

It is expected that Climate Pledge Arena events may bring 18,000 or more attendees simultaneously to Seattle Center during each event.²

4.1.4 Main pathways

Figure 2 below displays common pedestrian traffic flows through the campus. The infrastructure should be able to service the continuous flow of attendees along these and other walkways on the campus.

² "Seattle Center Event Calendar," <https://seattlecenter.com/events/event-calendar>.

Figure 2: Flow of traffic at Seattle Center



Seattle Center Campus Map

* When you park at these Garages, your fees support Seattle Center free programs and campus grounds.

Last Revised: 10/05/2022

4.1.5 Historic landmarks and buildings, and private facilities

Seattle Center is home to many landmarks and buildings that are designated as having historic significance. These structures will require a longer and more stringent building permit process for any infrastructure attachments or deployments. If the Respondent proposes to attach to any restricted facilities, it must provide a justification for why such an approach is necessary and why no other alternatives were technically feasible.

Below is a sample list of landmarks, buildings, and facilities of note whose structures might not be available for attachments without separate coordination with the Landmarks Preservation Board, private owners, or lessors. Please note there may be other landmarks, buildings, or facilities that are not listed here.

- Climate Pledge Arena
- Cornish Playhouse
- International Fountain
- International Fountain Pavilion
- Kobe Bell
- McCaw Hall
- Memorial Stadium
- Northwest Rooms - KEXP, The Vera Project, and SIFF
- Pacific Science Center
- Phelps Center
- Seattle Center Armory
- Seattle Center Mural
- Seattle Children's Theatre
- Seattle Repertory Theatre
- Space Needle

5 Project requirements

The Respondent must demonstrate it has the capacity, including experience, technical capability, technology, financial resources, and commitments, to:

- Design, engineer, install (build), own, operate, maintain, upgrade/reinvest, and manage a campus-wide wireless network infrastructure at Seattle Center that:
 - Independently accommodates as many wireless carriers and technologies as possible
 - Has minimal visual/aesthetic impact inside and outside Seattle Center
- Negotiate wireless carriers' participation in the infrastructure
- Bear any and all costs associated with or related to the system, while guaranteeing Seattle Center has no cost whatsoever
- Provide a fair market return to Seattle Center

The Respondent is responsible for any and all specific equipment necessary or convenient to the operation of the infrastructure to provide high-quality wireless service at Seattle Center. Seattle Center will not furnish any equipment or items. To support the selected Respondent, Seattle Center will provide, subject to limitations established by Seattle Center:

- Building access
- Access to structures for mounting, such as light poles and rooftops
- CAD drawing/files of Seattle Center
- Parking for employees while working at Seattle Center

Respondents should note that information contained in this RFP; all attachments, exhibits, and appendices hereto; and any addendum that may be issued is provided to assist prospective Respondents in the preparation of Proposals. **Respondents should satisfy themselves by personal investigation, or such other means as they may think necessary, as to the conditions affecting the resulting Proposals.** The information shown herein has been obtained from sources thought to be reliable, but Seattle Center and its employees, agents, and contractors are not liable for the accuracy of the information or its use by Respondents.

5.1 Technical requirements

The WIP shall meet the following technical requirements:

- The infrastructure shall be carrier-agnostic where possible and able to support multiple carriers, wireless technologies, and spectrum bands.
- The infrastructure must be able to expand to accommodate additional interested carriers and upgraded technologies over the course of the agreement.

- The infrastructure is not required to provide coverage or capacity on leased grounds or privately owned property. The system shall minimize wireless signal propagation beyond Seattle Center’s property.
- The infrastructure must provide adequate capacity to accommodate high volume campus events.
- The infrastructure must provide adequate capacity to meet the future voice and data demands of Seattle Center visitors and the future technology requirements of wireless carriers.
- The proposed system may attach infrastructure such as antennas on certain Seattle Center-owned facilities, such as poles, sides of buildings, and rooftops, subject to Seattle Center approval.
- If proposing to deploy new supporting structures for wireless antennas:
 - Structure designs should leave attachment space for use by Seattle Center at Seattle Center’s discretion.
 - Structure designs must camouflage antenna equipment to diminish the aesthetic disturbance.
 - Seattle Center approval will be required of any final design of any new structure or installation.
- The WIP infrastructure shall not be allowed to use Seattle Center’s power distribution.
- The WIP shall handle coordination of new conduit infrastructure. The number of conduits should be minimized to reduce construction needs and potential crowding.
- All installation of new conduit to support the network must also include additional conduit and/or fiber for use by Seattle Center.
- The WIP will be responsible for requiring the wireless carriers to maintain compatibility with emerging technologies and higher capacity demands.
- The wireless network must be able to handle the large amounts of network traffic that occur during peak surges in these locations (refer to “Section 4 – Key Seattle Center facilities” for locations). Throughput and capacity requirements must be met for 95 percent of events.
- Minimum throughput requirements beginning with the first year of operation include:
 - End user capacity support for the following applications
 - HD video streaming
 - Live stream
 - Music streaming

- Video chat
- Mobile gaming (e.g., Pokémon Go)
- End-to-end latency less than 100 milliseconds
- The WIP shall be responsible for ensuring its deployment does not conflict or interfere with existing wireless networks and deployments from properties that operate on the Seattle Center campus.
 - If any interference is found, the WIP shall be responsible for revising its deployments as needed to prevent the interference from continuing. Furthermore, if the deployment precludes one or more of the participating providers from deploying a new technology used in other comparable deployments, the WIP shall take steps to upgrade and evolve the deployment for the new technologies, so long as it does not impact aesthetics and other key goals of the deployment.
- The WIP shall comply with Seattle Center’s standards for asphaltic concrete paving (Exhibit C).

Seattle Center will not require the proposed wireless network infrastructure model should be dedicated for each wireless carrier or shared—but Seattle Center will strongly discourage redundant cabling and antennas for each wireless carrier. The preferences of the participating wireless carriers shall be considered in the design and the design shall meet the quality of service and growth needs of each participating wireless carrier while sharing resources.

5.2 Business requirements

The WIP shall meet the following business requirements:

- The WIP shall assign a single point of contact to Seattle Center.
- The WIP shall negotiate wireless carriers’ participation and obtain their contribution to construction, installation, and maintenance costs.
- The WIP shall cover all costs associated with design, planning, construction, upgrades, and maintenance; the Seattle Center will not pay any costs.
- The WIP shall pay all applicable taxes such as license taxes, occupation taxes, and leasehold excise taxes.
- The Seattle Center desires there be multiple carriers deployed in the area. The WIP shall satisfactorily demonstrate existing contractual agreements with, or substantial progress toward, multiple carriers participating on the Respondent’s infrastructure at Seattle Center within six months of signing the agreement with Seattle Center.
- The WIP infrastructure should support all major Tier 1 mobile wireless providers.

- The WIP shall identify and specify what infrastructure and indoor or outdoor spaces are expected to be provided by Seattle Center.
- The WIP shall operate and maintain the infrastructure 24 hours a day, 365 days a year.
- The WIP shall be capable of a 30-minute response time to technical issues during events.
- Seattle Center shall have final approval over all construction decisions, such as conduit rights, antenna locations, attachment locations, and aesthetic design of poles, and stealth and shroud concealments.
- Furthermore, the WIP's schedule should anticipate construction of the infrastructure to be substantially complete within reasonably short duration of the signing of agreements, with multiple carriers participating on the infrastructure. The WIP must demonstrate good faith efforts toward achieving these requirements, or the contract with the selected Respondent could be terminated.

6 Proposal submittal requirements

Respondents must submit 12 hard copies and one (1) electronic copy of the Proposal to the Seattle Center, Attn: JP Shin, 305 Harrison Street, Suite 215, Seattle, WA 98109, or electronically to JP Shin, jp.shin@seattle.gov, by 5:00 p.m. on December 14, 2022.

The Respondent's Proposal shall include the sections and attachments in the sequence listed below. Failure to respond fully may disqualify a Proposal. Brochures, artwork, bindings, or other materials beyond that sufficient to present a complete and effective submission are not required.

Proposals shall be typewritten, single-spaced, and with a font size no less than 12-point. All pages shall be numbered.

For hard copies, each Proposal shall be submitted on 8 ½" x 11" white paper and printed two-sided. Margins shall be no less than 1" around the perimeter of each page. The use of recycled paper and materials is encouraged. Each section must be divided by tabs and indexed in a table of contents.

6.1 Cover letter

The cover letter shall include the full name and address of the Respondent's organization, the state of incorporation in which it is licensed to operate, the form of business, and the name and contact information for the organization submitting this Proposal. The cover letter should designate the key business negotiator and be signed by an individual who is authorized to commit the Respondent to the obligations contained in the Proposal.

6.2 Table of contents

The Proposal shall include a table of contents with all sections, figures, and tables.

6.3 Executive summary

The summary shall include a statement of the work to be accomplished, how the Respondent proposes to accomplish and perform each specific service, and unique problems perceived by Respondent as well as its solutions. The executive summary is not to exceed three (3) pages in length (including any tables/graphs) and should be written in clear and concise language to ensure persons not having a technical background can easily understand the information contained in the Proposal. Seattle Center may distribute the executive summary to public officials, interested parties, and the public.

6.4 General information about Respondent's organization

Provide a general overview of the Respondent's organization, including the organization's structure and purpose. If the Respondent is proposing as a team or joint venture, it should provide the same information for each member of the team or joint venture. (Please limit to one page.)

- Provide a brief description of the Respondent's company and the products and services it offers, including:

- Primary business
- Length of time in primary business
- If wireless network infrastructure is not the primary business, explain the circumstances under which the Respondent started providing wireless network infrastructure and when it began to do so
- Provide an organizational chart including key team members
- Answer the follow questions:
 - Is the Respondent a wireless carrier?
 - Does it provide wireless network infrastructure?
 - How does the Respondent propose to incorporate Seattle Center's requirement to accommodate and ensure the participation of the major wireless carriers?

6.5 Respondent's experience, technical approach, and team qualifications

If the Respondent is proposing as a team or joint venture, it should provide the same information for each member of the team or joint venture.

6.5.1 Past projects and experience

- Describe the Respondent's specific experience with public entity clients, especially large municipalities. If the Respondent has provided services for Seattle Center or the City in the past, identify the name of the project and indicate whether the Respondent provided those services for Seattle Center or a City department. (Specify which City department, if applicable, along with a contact individual.)
- Describe the Respondent's experience with deploying wireless network infrastructure outdoors, including parking areas, pedestrian plazas, and walkways.
- Describe the Respondent's experience with incorporating public safety systems, location-based services, and emergency 911 location services into its infrastructure.
- List the total number of wireless network infrastructures (i.e., for a campus, large building, or other defined area) designed, installed, and operated by the Respondent.
- Describe the Respondent's experience with supporting 4G, 5G, low band (600-7,000 MHz), and high band (mmWave) services including 4G, 5G.
- Describe the Respondent's experience with establishing performance parameters and guaranteed performance metrics, including coverages and reliabilities.
- Describe at least one and up to five wireless network infrastructure projects of similar size and scope the Respondent has completed over the past five years and provide a reference name and contact information. These projects should include designing, installing,

operating, and maintaining infrastructure inside and outside large public facilities, preferably airports, stadiums, parks, amphitheaters, and/or convention centers. For each project include:

- Facility type
- Type of installation
- Coverage area (square feet)
- Peak number of users
- Coverage types
- Design length (days)
- Installation length (days)
- Verification testing and acceptance (days)
- Wireless carriers subscribed, if any
- Three-year network capacity or utilization
- Number of sector carriers
- Number of zones/sectors
- Percentage of coverage within each facility
- Revenue sharing model
- Provide a general statement regarding the Respondent's experience in coordinating multi-carrier wireless network infrastructure. Describe its relationship to the wireless carriers. Does the Respondent involve the wireless carriers in the design of its infrastructure?
 - Has it lost any wireless carriers through early termination or non-renewal for any of its infrastructure and why?
 - Have any of the Respondent's WIP agreements with any other entities been terminated early or not renewed, and why?
- Describe the Respondent's typical best practices for wireless network infrastructure, including its approach and methodology in similar campuses and facilities. Include:
 - Average design period (days)
 - Average installation period (days)
 - Average number of wireless carriers on the system
 - Average verification testing and acceptance period (days)
 - A typical implementation schedule by major project task/milestone including:

- Design
 - Procurement
 - Typical lead-time required to begin installation after the notice to proceed
 - Installation
 - Verification testing and acceptance
- Describe the greatest challenges the Respondent has encountered in the design and construction of wireless network infrastructure over the past five years, especially in similar public space and campus environments, and how it met those challenges.
 - Describe how supply chain issues may affect the project and how the Respondent would mitigate those challenges.
 - Include a discussion of any issues the Respondent has identified or anticipates related to security, interference, and/or privacy for a wireless network infrastructure installation in a large public facility.

6.5.2 Technology approach

- Provide a general statement regarding the Respondent's philosophy and experience in designing, maintaining, and upgrading wireless network infrastructure to ensure scalability and adaptability for the future.
- Describe the Respondent's experience with running a network operations center/network management system (NOC/NMS) with capability for centralized monitoring and maintenance, and how many systems can be simultaneously monitored and managed by the proposed infrastructure.
- Describe the Respondent's experience with managing multiple frequency bands independently, including whether a frequency band can be turned off on a system-wide basis and/or at specific antenna points.
- Describe the future strategic direction of the Respondent's proposed infrastructure.
 - Discuss how future types of technologies, spectrums, carrier capacity, user demand, and facility requirements would impact the proposed infrastructure.
 - Describe the Respondent's typical technology upgrade plan/strategy to accommodate multicarrier migration from 4th generation (4G) to 5th generation (5G) and beyond.

6.5.3 Team and availability

- If the Respondent is proposing as a team or joint venture, or has included subcontractors, describe the rationale for selecting the team and the extent to which the team, joint venturers, and/or subcontractors have worked together in the past.

- Describe the Respondent's proposed subcontractor management plan, in accordance with industry standards.
- Identify the project manager and whether that person will be an employee of the Respondent or of a subcontractor.
- For each Respondent key staff member that will work on the project, list the following information (include resumes of key personnel):
 - Name
 - Title
 - Role on Seattle Center's project and percentage of time
 - Role on other projects for the duration of Seattle Center's project
 - Relevant experience on projects of similar size and scope
 - Professional qualifications (such as licenses, certifications, association memberships, etc.) that they hold or have been awarded
 - Education
- Describe in detail the roles, qualifications, and experience of all subcontractors, if any, that will be used for any portion of the work on this project. Include the following:
 - Relationship to the Respondent
 - Names, titles, and contact information (physical and mailing addresses, telephone numbers, fax numbers, and email addresses)
 - Owner resumes
 - Resumes of key employees who would work on this project
 - Major clients
 - Areas of expertise and specific work on this project
- Describe typical staffing levels during the installation lifecycle.
- Provide a statement regarding the Respondent's availability to commence work and any concurrent commitments that might impede progress on this project.

6.5.4 Coordination with Seattle Center

- Describe the process for how the Respondent will coordinate with and communicate design decisions to Seattle Center for Seattle Center's approval over the course of the contract. Provide examples of workflows the Respondent has utilized in other venues. Describe any issues that may arise in the workflow and how the Respondent will minimize or resolve them.

- Describe the parameters of the Service Level Agreement (SLA) that the Respondent will provide to Seattle Center, including reports on construction deliverables, updates from carriers on the infrastructure, network traffic management, and any other network performance metrics.
- Describe how much lead time the Respondent will require to prepare for events, and how it will handle situations where little advanced notice may occur.
- Describe how the Respondent's workflow will allow it to adapt and avoid disruptions when events restrict construction.

6.6 Wireless network sample design

Provide a sample network design for the Seattle Center campus. The goal of this exercise is to demonstrate that the Respondent has the ability to design and assess a campus-wide, multicarrier-supporting wireless network.

The sample network design must meet the following requirements:

- The end user throughput must deliver a minimum of 20 Mbps download and 4 Mbps upload to each user at all times based on an assumption of 50,000 simultaneous visitors to the campus
- Band 41 (2496 – 2690 MHz) LTE is to be used in the sample design. However, the Respondent should have knowledge of all cellular commercial bands.

The Respondent shall:

- Describe the wireless system type and the proposed deployment approach, including timelines.
- Provide physical and logical diagrams that illustrate all aspects.
- Provide coverage maps showing coverage range and signal strength throughout the campus.
- Provide heat maps displaying bandwidth throughput across the campus.
- Provide an analysis showing the capacity of system and throughput delivered to end users.
- Provide detailed recommendations for oversubscription, including any white paper references.
- Provide locations of all antennas to be deployed and technical details on antenna sizing. Explain the height, width, and spacing of antennas.
- Provide locations of all other equipment. Explain the height, width, and spacing of this equipment.

- Provide routes for required conduit runs and the size of the conduits. Explain by which method the conduit would be installed.
- Explain the backhaul solution(s) for the network on the campus and provide its sizing for capacity and end user throughput.
- Provide intermodulation analysis where applicable for the sample design. If not applicable for the sample design, provide a sample of an intermodulation analysis.

6.7 Proposed plan

The Respondent shall address the following questions.

6.7.1 Design and architecture

- Describe whether the Respondent will be delivering services over the WIP itself.
- Discuss the advantages and disadvantages of the proposed system architecture versus other possible approaches.
- Describe your process for incorporating wireless carrier input.
- Describe plans for performing an initial radio frequency (RF) survey of the required coverage area, identifying equipment and antenna locations, and cable routing.
- Describe all components, systems, interfaces, and preliminary antenna locations. List the potential RF interfaces supported (base station, BDA/repeater, CPRI/OBSAI base station interface, etc.).

6.7.2 Campus sites, coordination, and infrastructure requirements

- Describe, map, and quantify the locations of infrastructure that will be part of this deployment (e.g., light poles, signage, building sides, and rooftop sites).
- Provide options for the lowest possible number of total deployed equipment (that is, maximizing the use of individual components by multiple wireless carriers) and discuss tradeoffs.
- Describe requirements for fiber, conduit, power (potentially including upgraded service).
- Describe how the Respondent will support and manage capacity and coverage changes post-installation.
- Describe the how the Respondent will manage multi-carrier participation in the system and meet their different service delivery needs.

6.7.3 Equipment specifications

- Identify the manufacturer(s) of the proposed infrastructure. Provide manufacturer cut sheets and photographs.

- Describe the Respondent's experience with the types, brands and models, quantities, and manufacturer specifications of all equipment, antennas, components, and cabling that will be used in the deployment.
- Describe the proposed infrastructure's scalability and adaptability and accommodation for future applications beyond those included this RFP.
 - Describe the system architecture flexibility of the proposed system.
 - Describe whether individual applications (e.g., cellular) will be extended independently or whether all services will be extended together.
- Compare and contrast specifications for the proposed infrastructure with systems likely to be proposed by other Respondents.
- Identify and explain why any technical requirements in this RFP cannot be achieved, and provide proposed alternatives, if any.

6.7.4 Interference detection and mitigation plan

- Describe the proposed interference mitigation plan to test for and mitigate interference caused by the proposed system and any other electronic or other systems and devices that may exist on the campus, in accordance with industry standards, the requirements of this RFP, and any future requirements specified by Seattle Center.

6.7.5 Aesthetics

- Provide photo-simulations of sample design options and site-specific aesthetics for each deployment type (e.g., visual examples of attachments and structures). Provide examples of the types of concealment and camouflage that will be proposed to be used for all attachments. Present visual examples from previous work.
- Provide details and diagrams showing all external wiring, conduits, clamps, boxes, and other attachments that will be part of the finished installation.
- Provide examples of any guidelines, such as height and size requirements, for mounting antennas on light poles.
- Provide examples of the type of concealment that will be used for enclosures. Present visual examples from previous work.
- Provide examples of how the Respondent will camouflage conduit and other wiring that will be deployed on the campus.
- Describe how the Respondent will work with all providers on the infrastructure to deploy the same or similar concealment and camouflage techniques to maintain a consistent aesthetic.

6.7.6 Power

- Describe the power requirements and voltage, as well as backup power specifications.
- Describe the support for various power options (i.e., AC and DC).
- Describe how the Respondent will procure power for the proposed infrastructure (keeping in mind the WIP will not be allowed to use Seattle Center's power distribution).
- Describe the uninterruptible power supply (UPS) and how it is alarmed, including the various options (duration of support and amount of equipment).

6.7.7 Installation plan

- Describe the proposed installation plan, including any delineation between phases, in accordance with industry standards and the requirements and goals of this RFP.
- Describe the proposed phases of this deployment, how those phases will align with Seattle Center's priorities for coverage, and how deployments on campus will be coordinated with events and other activity in Seattle Center.
- Describe the major tasks and subtasks, resources, and anticipated challenges and proposed solutions. This plan should be tailored to the unique characteristics and requirements of this RFP and Seattle Center.
- Describe any anticipated major physical alterations or modifications, temporary and permanent, that must be made to any campus facilities.
- Describe the head-end facility requirements if the Proposal contains any, including:
 - Square footage
 - Power requirements
 - Space requirements for equipment installed outside of the head-end facility
 - Power requirements for equipment installed outside of the head-end facility
 - Environmental requirements
 - Equipment and manufacturers
 - Proposed cable, wire, and fiber-optic specifications
 - Other utility (electricity) and HVAC requirements
 - Access requirements for repair and maintenance
- Describe whether any existing cable infrastructure in and outside Seattle Center will be used.
- Describe any office, storage, or ancillary space requirements.

6.7.8 Verification testing and acceptance plan

- Describe the Respondent's proposed verification testing and acceptance plan, in accordance with industry standards.
- Provide a test plan for verifying the installation. Respondents are encouraged to use a grid test method with grid sizes of 25 feet by 25 feet.
- Provide a test plan for verifying the interface to additional wireless carriers and applications after installation and acceptance.
- Provide a margin analysis to demonstrate capability of passing the verification testing.

6.7.9 System promotion plan

Describe the Respondent's proposed promotion plan to attract wireless carriers in alignment with the goals and requirements of this RFP.

- If available at the time of Proposal submittal, provide copies of agreements or bona fide letters of intent with the wireless carriers to participate on the system and show that the system can accommodate potential future carriers.
- Provide a sample copy of an agreement for the wireless carriers.
- Provide the proposed rate structure for wireless carriers.
- Describe how the Respondent's and the industry's assets and services are typically valued.
 - Describe whether those charges are based on lease, usage, installation cost, or a combination.
 - Provide the current market rates and return for the Respondent and the industry.

6.7.10 Operations and maintenance plan

Describe the proposed network operations and maintenance plan, in accordance with industry standards.

- Describe all tasks and subtasks, as well as schedules. Describe the life expectancy of all major equipment and components and the conditions which could result in early failure.
- Describe the network operational support organization, processes, and systems, including how the participating wireless carriers' help desks will triage and escalate problems to the Respondent.
- Describe the routine and periodic maintenance after installation.
- Describe the expected warranties for all equipment, components, and cabling, including manufacturer, warranty type and coverage, and duration.

- Describe the plan for emergency maintenance and the guaranteed response times for major outages/interruptions/degradation of service during both event and non-event times at Seattle Center.
- Describe whether the Respondent operates or would operate a service office near Seattle Center capable of providing 24-hour service. If not, describe where the Respondent maintains or would maintain the nearest such facility, and how the requirement will be met to have response times of 2 hours or less, or emergency response time of 30 minutes or less during events on the campus.
- Describe the procedure to troubleshoot the following:
 - Disconnected antenna
 - Failed remote
 - Cable break or cut (detail both fiber and coax)
- Provide the estimated annual operating and maintenance costs.

6.7.11 Capital investment plan and business terms

Describe the proposed business terms and capital investment plan initially and over the term of the contract.

- Provide the total estimated cost for the initial turnkey system and the cost of a five-year refresh, including the percentage of total cost planned for cable and installation.
- Describe which capital or infrastructure investment will be made by third parties (i.e., a partner, subcontractor, consultant, or other party the Respondent is under contract with), and what facility access will the Respondent require from Seattle Center.
- Describe how Respondent proposes to incentivize participating wireless carriers to upgrade the network over time.

6.7.12 Revenue generation and allocation

- Describe the Respondent's proposed financial terms, including revenue sharing, indicating if they vary by facility, location, or any other reason.
- Provide an estimate of the proposed monthly revenue for Seattle Center.
- Provide a breakdown of how that revenue will be generated (i.e., revenue streams).
- Identify the percentage of total gross revenue that will be provided to Seattle Center over the term of the agreement.

6.7.13 Accounting and performance reporting plan

Describe the proposed accounting and reporting plan, in accordance with industry standards.

- Describe the financial accounting mechanisms with regard to sales.
 - Provide a proposed monthly reporting format for reporting gross sales and Seattle Center revenue.
- Describe the system performance reporting capabilities.
 - Provide a proposed monthly reporting format for reporting performance and usage.
 - Operational data shall include usage, connections, protocols, and durations across all applications using the system.
 - Describe the use of any independent analysis mechanisms, including call generators/probes.
 - Describe any data sharing formats and standards supported (i.e., WSDL, Oracle Views, XML, or a combination).

6.8 Sample agreement

Provide a sample WIP agreement between the Respondent and Seattle Center. Discuss any special contract terms and conditions that the Respondent and the industry typically prefer to have with the facility.

6.9 Compensation schedule

Respondents must complete Table 1 on the following page using the information contained in the RFP and the Respondent's own independent assessment of sales volume. We anticipate that the awardee will collect leasing or joining fees from the service providers that join the system which we refer to as gross sales in this section.

For and in consideration of the selected Respondent(s) rights under any resulting contract(s), the Respondent must project annual gross sales of services and must propose a compensation structure. The compensation structure could be a percentage payment based on those gross sales, a minimum annual guarantee (MAG), a MAG plus a percentage of gross sales, or another compensation structure. However, Seattle Center regards MAGs plus a percentage of gross sales as a way for Seattle Center to ensure a baseline level of revenue annually while sharing in sales increases. Finally, Respondents must specify the minimum amount of capital investment they will make annually in the wireless network infrastructure (see Section 5.6.3.16).

Table 1 assumes a percent payment of total gross sales monthly. Respondents may propose specific sales categories and correlating percent payments if they believe this information will increase the competitiveness of their Proposal. Respondents must specify the nature of any additional sales categories and overall revenue to Seattle Center. Seattle Center retains the unilateral right to accept or reject any additional sales categories submitted by Respondents.

Seattle Center will utilize the Respondents' projected Gross Sales and compensation to Seattle Center when evaluating the Respondent's Proposal.

Complete the fields in Table 1 as follows:

- **Gross sales:** Enter the projected amount of gross sales for each year of the contract and the total for all years.
- **Percent payment:** Enter the proposed percent payment of gross sales for each year of the contract (paid on a monthly basis to Seattle Center).
- **Minimum annual guarantee (MAG):** Enter the proposed MAG amount, if any, to be paid to Seattle Center for each year of the contract and the total for all years.
- **Capital investment:** Enter the proposed minimum amount of capital investment for each year of the contract for investments in equipment and improvements to maintain and upgrade the infrastructure throughout the contract.

Note: Respondents may modify Table 1 to reflect their proposal.

Table 1: Compensation schedule

	Year	Gross sales	Percent payment	MAG	Capital investment	Additional Sales
Initial term	Year 1	\$	%	\$	\$	
	Year 2	\$	%	\$	\$	
	Year 3	\$	%	\$	\$	
	Year 4	\$	%	\$	\$	
	Year 5	\$	%	\$	\$	
Renewal term	Year 6	\$	%	\$	\$	
	Year 7	\$	%	\$	\$	
	Year 8	\$	%	\$	\$	
	Year 9	\$	%	\$	\$	
	Year 10	\$	%	\$	\$	
Total		\$		\$	\$	

Note: Gross sales should be provided in whole dollars; percentages should be provided as whole percentages; MAGs and capital investment should be provided in whole thousands of dollars.

Note: Seattle Center shall retain all capital improvements made onsite upon termination of the contract.

7 Terms of contract

The City of Seattle, through Seattle Center, may enter into a multi-year agreement with a Respondent to meet specific public purposes and City objectives.

Seattle Center will consider agreements with a maximum term of 10 years, with the possibility of mutually agreed-upon extensions that would not exceed five years per extension. The WIP will conduct a refresh of the network equipment every five years to update equipment as needed to support new technologies and new spectrum bands, and/or enable higher throughputs to keep Seattle Center's network in line with the expectations of a high-traffic civic, arts, events, entertainment, and family gathering center.

During the construction process, the WIP must provide weekly construction status updates to Seattle Center until the network is operational. After construction is completed, Seattle Center holds the right to grant final approval for additional construction design decisions (such as pole and attachment designs) before the WIP can proceed.

After completion of construction, the WIP will provide a list and map of all major component locations and descriptions, such as pole and attachment locations. The WIP will also provide test results for connectivity on campus locations of Seattle Center's choosing to ensure the infrastructure is meeting the service level and connectivity requirements established in the RFP.

The agreement must include appropriate risk allocations and will at a minimum require the selected Respondent to defend, hold harmless, and indemnify Seattle Center, its officers, agents, and employees from any and all claims, liabilities, damages, costs, and expenses, including reasonable attorney's fees and costs, to the extent arising from any act or omission of the Respondent, or any of its officers, employees, contractors, agents, or invitees in connection with the Respondent's use or occupancy of Seattle Center, or arising from any breach in an agreement with the selected Respondent.

The selected Respondent will secure and maintain continuously throughout the term of an agreement, at no expense to Seattle Center, minimum coverages and limits of insurance as defined in an agreement with Seattle Center.

The Respondent shall pay all applicable taxes. The Respondent must have a Seattle Business License and pay all taxes due before entering into an agreement with Seattle Center.

The agreement that results from this RFP process must comply with all applicable City of Seattle ordinances, laws, rules, and regulations, including but not limited to nondiscrimination provisions under Chapters 10.04, 14.10, and 20.42 of the Seattle Municipal Code.³

³ “Seattle Municipal Code,” Office of the City Clerk, City of Seattle, <https://www.seattle.gov/cityclerk/legislation-and-research/seattle-municipal-code-and-city-charter>.

8 Public disclosure

Under Washington State Law (reference RCW Chapter 42.56, the Public Records Act), all materials received or created by the City of Seattle are considered public records. These records include but are not limited to the Proposal submittals, agreement documents, contract work product, or other Proposal materials.

Under the Public Records Act the City is required to promptly make public records available upon request. However, under Washington State Law some records or portions of records are considered legally exempt from disclosure. A list and description of records identified as exempt by the Public Records Act⁴ can be found in RCW 42.56 and RCW 19.108.

If the Respondent believes any of the records it is submitting to the City as part of its Proposal are exempt from disclosure, it can request that the City notify it before releasing the records. To do so, the Respondent must clearly and specifically identify each record and the exemption(s) that may apply.

If the City receives a public disclosure request for any records the Respondent has properly and specifically identified, the City will notify it in writing of the request and will postpone disclosure. While it is not a legal obligation, the City, as a courtesy, will allow the Respondent up to 10 business days to file a court injunction to prevent the City from releasing the records (reference RCW 42.56.540). If the Respondent fails to obtain a Court order within the 10 days, the City may release the documents. The City will NOT assert an exemption on a Respondent's behalf.

⁴ "Public Records Act," City of Seattle, <https://www.seattle.gov/public-records>.

9 RFP schedule

9.1 Release of RFP: October 14, 2022

The RFP is released on October 14, 2022.

9.2 Q&A (remote): October 31, 2022

Potential Respondents may attend a question-and-answer session hosted by Seattle Center on October 31, 2022. Questions will be recorded by Seattle Center and answers will be delivered in written form after the event.

The remote Q&A session:

- Monday, October 31 at 9am – 10am PT.
- Q&A session will take place on Microsoft Teams.
- Please email JP Shin, jp.shin@seattle.gov, to RSVP your attendance/participation and submit your questions by Tuesday, October 25, 2022.
- Attendees who have RSVP'd will receive instructions on how to attend the Microsoft Teams meeting.

9.3 Pre-Proposal meeting and site walk: November 3, 2022 and November 7, 2022

Potential Respondents may conduct a Seattle Center campus site walk led by a Seattle Center representative on November 3, 2022 and November 7, 2022. The site walk is intended to allow Respondents to develop a more accurate assessment of Seattle Center's campus, including the placement of existing infrastructure such as light poles.

Site tours will be available by appointment on the following days: Thursday, November 3, 9am – 1pm PT and Monday, November 7, 9am – 1pm PT. Appointments must be scheduled by Thursday, October 27, 2022. To schedule a site tour please contact:

- JP Shin
- Email: jp.shin@seattle.gov

9.4 Last day for questions: November 21, 2022

The last day for questions from Respondents will be November 21, 2022. Answers will be delivered in written form.

9.5 Proposals due: December 14, 2022

Proposals are due December 14, 2022. See Section 5 for details.

9.6 Determination of Respondent shortlist: January 13, 2023

Seattle Center will determine a shortlist of submissions as final candidates for selection by January 13, 2023. Seattle Center will contact the shortlisted Respondents with additional questions on their Proposals.

9.7 Last day for responses by shortlisted Respondents: January 23, 2023

Shortlisted Respondents will be allowed to answer the additional questions until January 23, 2023.

9.8 Presentations by proposers to the review committee: January 17, 2023 – January 30, 2023

Shortlisted Respondents will be allowed to conduct a presentation to Seattle Center on their Proposals from January 17, 2023 – January 30, 2023. These sessions are intended to allow Seattle Center and the Respondents to converse in further detail about the Proposals.

9.9 Selection: February 28, 2023

Seattle Center will select a final Proposal by February 28, 2023.

Note: Project dates are subject to change.

10 Seattle Center rights and options

- Seattle Center reserves the right, at any time, and in its sole and absolute discretion, to reject any or all Proposals, to waive any irregularities or informality with respect to any Proposal, to modify the review period and/or request additional information from Respondents to inform and support the evaluation process, and to amend or withdraw the RFP without notice. No agreements or understandings between Seattle Center and any Respondent(s) shall be binding until agreement documents have been duly executed.
- This process does not commit Seattle Center to award a contract.
- This process is not intended to be a low bid process, and Seattle Center reserves the right to negotiate with a selected Respondent to modify, amend, or change the terms of the Proposal into a final agreement.
- All materials submitted in response to this RFP will become the property of the City. Respondents shall retain the copyright to any copyrighted materials; however, by submitting them to the City, each Respondent grants the City an irrevocable, unlimited license to copy, distribute, and use the Proposal materials for purposes related to this RFP process and negotiation of final agreements.
- The final agreement with the selected Respondent will require compliance with applicable City of Seattle Municipal Code and ordinances.
- After submission of a Proposal, and before acceptance of any Proposal by Seattle Center, Seattle Center may request, and Respondents shall furnish, such additional information related to the Proposal and their financial status as Seattle Center may reasonably request.
- If the selected Respondent does not execute an agreement, Seattle Center may select another Respondent for negotiations, may call for new Proposals, or may contract with another party to take any other action Seattle Center deems to be in the best interest of the City.

11 Post-submittal phase

Any selected Proposal shall remain a valid Proposal, in its entirety, through contract negotiations. Additionally, unless the City rejects all Proposals or unless any Proposal specifically provides otherwise, all submitted Proposals shall be deemed valid for at least four months after the City's selection date.

Any Respondent selected to negotiate with the City has a continuing obligation during such negotiation period to provide the City with any information that was requested in this RFP that requires updating due to circumstances that have changed or occurred since the submission of its Proposal.

12 Post-selection phase

The City's decision regarding selection or non-selection of a Proposal shall be confirmed by written notice to all Respondents.

13 Evaluation criteria and process

Proposals will be evaluated by a review committee based on the factors in Table 2. None of the factors will stand alone or be conclusive. Those Proposals considered responsive and that contribute to Seattle Center’s purpose and objectives will be included on the short list. Shortlisted Respondents will be invited to an interview with the review committee and will be given an opportunity to make a presentation regarding their Proposal.

Table 2: Proposal evaluation criteria

Evaluation criteria
Improve performance of mobile connectivity across Seattle Center’s campus
Create a revenue stream for Seattle Center
Collaborate with Seattle Center to ensure high service availability with minimal disruption to Center activities
Maintain Seattle Center’s aesthetic identity
Demonstrate experience in successful wireless infrastructure deployments with participation of multiple carriers

14 Inquiries

Questions and inquiries regarding any aspect of the Proposal documents, requests to schedule an appointment to review site plans, or any other matter relating to this RFP may be directed in writing to JP Shin by email: jp.shin@seattle.gov.

Exhibit A – Coverage Area Shapefile

Exhibit A is a shapefile that includes outlines showing property ownership and a subset of light pole locations. The light poles shown are not indicative of all light poles on the campus; the Respondent should identify locations of light poles and other possible mounting structures on the campus during the scheduled site tour for use in its Proposal.

Exhibit A available online: <https://www.seattlecenter.com/wireless-rfp>

Exhibit B – Light Pole Coordinates

Exhibit B is a CSV file containing the coordinates for each light pole in Exhibit A. Each light pole is given an object ID, a geographical X coordinate, and a geographical Y coordinate. This data only contains light poles that are captured in Exhibit A. The light poles shown are not indicative of all light poles on campus; the Respondent should identify locations of light poles and other possible mounting structures on the campus during the scheduled site tour for use in its Proposal.

The data from Exhibit B is also included in Table 3 below.

Table 3: Light pole coordinates

LabelID	xcoord	ycoord
1	-122.35	47.62097
2	-122.35	47.621
3	-122.349	47.621
4	-122.353	47.62318
5	-122.353	47.62268
6	-122.353	47.62286
7	-122.353	47.62302
8	-122.353	47.62252
9	-122.353	47.62222
10	-122.353	47.62237
11	-122.352	47.62214
12	-122.352	47.62213
13	-122.352	47.62213
14	-122.352	47.62201
15	-122.352	47.62201
16	-122.353	47.62201
17	-122.353	47.62194
18	-122.353	47.62131
19	-122.353	47.62176
20	-122.353	47.62148
21	-122.353	47.62164
22	-122.353	47.6216
23	-122.353	47.62143
24	-122.352	47.62134
25	-122.352	47.62167
26	-122.352	47.62182
27	-122.352	47.62151
28	-122.353	47.62115
29	-122.353	47.62121
30	-122.353	47.62111

LabelID	xcoord	ycoord
31	-122.352	47.62105
32	-122.352	47.62119
33	-122.352	47.62095
34	-122.352	47.62095
35	-122.352	47.62095
36	-122.352	47.62095
37	-122.353	47.62096
38	-122.353	47.621
39	-122.35	47.62097
40	-122.351	47.62089
41	-122.351	47.62089
42	-122.351	47.62096
43	-122.352	47.62199

Exhibit B available online: <https://www.seattlecenter.com/wireless-rfp>

Exhibit C – Asphaltic Concrete Paving Site Standard

Please reference document “Section 32 10 00 Asphaltic Concrete Paving 07 27 22.pdf”.

Exhibit C available online: <https://www.seattlecenter.com/wireless-rfp>