



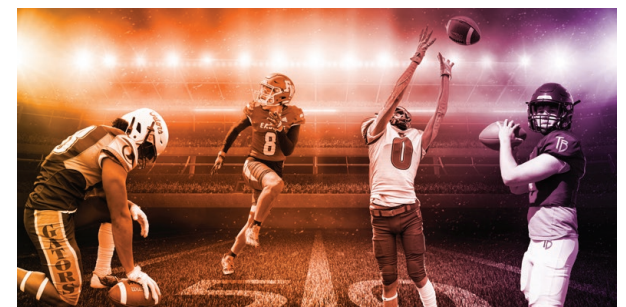
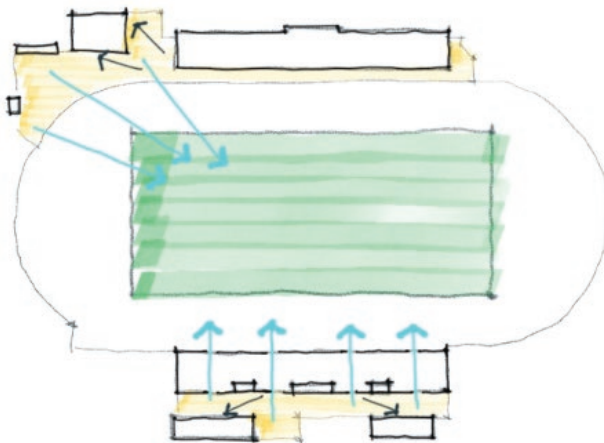
## BUILDING VICTORY: THE DESIGN-BUILD APPROACH FOR FWPS MEMORIAL FIELD

In the realm of design and construction projects, successful outcomes often stem from effective teamwork, clear communication, and goal-oriented collaboration. Federal Way Public Schools (FWPS) Memorial Field project stands as a testament to this notion, as BNBuilders and McGranahan Architects joined forces to transform the district's vision into reality.

Originally constructed in 1971 the stadium served the community well but needed significant updates in layout, security, and technology. By providing a space for athletics for the four high school within FWPS, the new stadium has become more than just a sporting venue; it is a symbol of school spirit and community.

Drawing parallels between the design-build team's collaborative efforts and the dynamics of sports teams, this article aims to illuminate the remarkable similarities

between these seemingly disparate endeavors. Just as athletes unite to achieve victory on the field, the Memorial Field project team exemplified the spirit of teamwork, showcasing how shared goals and collective effort can lead to extraordinary outcomes.





## Team Formation and Cohesion

At the initial meeting, our focus was on establishing a cohesive team culture and defining the principles that would guide our collaboration. Through these discussions, it became evident that parallels could be drawn between our design-build approach and that of a successful sports team.

These principles were formalized in our Team Charter, which emphasized values such as honesty, respectful professionalism, focus, accountability, trust, ownership, and, most importantly fun.

Effective leadership played a pivotal role in developing project team cohesion. Project managers from BNBuilders, McGranahan Architects, and FWPS assumed leadership responsibilities, overseeing operations, coordinating activities, and ensuring alignment with project objectives.

Each team member embraced their role and responsibilities, leveraging their unique skills and perspectives to contribute to the project's overall success. Throughout the project, the trio of project managers operated akin to co-coaches or managers, orchestrating the team's efforts towards our shared objectives. However, there were moments when Jerry Peterson, the district's Athletic Director, stepped forward as the head coach, rallying the team and providing inspiring leadership.

The synergy within the team fostered a collaborative environment where ideas flowed freely, and each member's expertise was valued towards achieving our common goal. Resembling the diverse makeup of a sports team, our multidisciplinary team brought together professionals from various backgrounds, including architects, engineers, contractors, vendors, and stakeholders.



## Aligned Design Solutions

A shared vision for Memorial Field was formed through early collaboration and outreach with scholars, staff, and the community. Extensive engagement efforts included open houses, information sessions, and the formation of committees to gather input. Feedback sessions and public events ensured diverse perspectives shaped the design, reflecting community values and needs. Involving the community in the project fostered a sense of ownership and pride, similar to the way fans rally behind their favorite teams.

The shared vision, emerging from these efforts, centered on a commitment to community pride, inclusivity, safety, and maximizing value. The design-build team leveraged these project attributes to establish clear goals regarding timelines, budget constraints, and quality standards. This provided a roadmap for success, aligning the efforts of all team members toward the common goal of revitalizing Memorial Field as a cherished asset, a gem within the community.

The design aimed at instilling a sense of pride and ownership among the four high schools, each calling this field home. This was achieved through the introduction of new branding, including a new logo, banners and signage that unify the facility's identity. The design incorporated elements that could adapt to the differing 'home' teams, using a neutral color palette for building elements and introducing pops of color via custom graphics representing each school. The incorporation of color-changing LED lighting under the grandstand roof further emphasized the unique identity of each home team.

Creating a welcoming experience, with a focus on enhancing accessibility and cultivating an inviting



atmosphere for patrons was a top priority. This involved the creation of two new entrances, each featuring a public plaza, signage, seating, and covered entrance gates. Safety and security were also paramount, prompting the team to develop a solution that included re-zoning the public access areas. This encompassed implementing adaptable separation barriers, strategically positioned to accommodate the field's varying usage patterns, with the primary objective being the protection of players, spectators, and officials.

These design solutions underscore how the revitalization of Memorial Field aligned with the shared vision and cultivated a sense of pride within the community and district. They highlight how the improvements contributed to the overall well-being and identity of each high school.





## Adaptability and Problem-Solving

Challenges emerged throughout the Memorial Field project, ranging from logistical permitting hurdles to unforeseen existing conditions. However, like a resilient sports team, the project team demonstrated adaptability and resourcefulness in overcoming these obstacles. Prompt problem-solving strategies were implemented, leveraging the collective expertise of the team to find innovative solutions and keep the project on track.

The team creatively used Target Value Delivery (TVD) to understand and balance decisions and find opportunities to drive additional value into the project. Despite facing a modest budget, the project incorporated added scopes such as the creation of two new Team Rooms and the renovation of two existing ones, alongside enhancements to the field lighting, sound system, and scoreboard. These additions aimed not only to improve functionality but also to provide added value to the facility.

Faced with a compressed timeline for jurisdictional review and approvals the team re-strategized the original construction sequencing to align with the approval sequence of the nine different building permits. This pivot required close coordination with the subcontractors, relating to procurement and delivery.

Early involvement of subcontractors such as Southern Bleacher and Coast to Coast, with their proprietary systems, proved invaluable. Their early and ongoing engagement allowed them to identify potential issues and propose solutions.

Existing conditions posed a challenge. Very poor soils created cost premiums for the building foundations and created construction schedule logistics. The team explored all possible systems and landed on a seldomly used system called pin piles. During the design phase, the construction team provided on site due diligence at areas of identified risk items like existing utility tie-ins and the sub-surface testing at the field.

During construction each milestone achieved represented a triumph over challenges and obstacles, akin to winning a pivotal game. Just as athletes and coaches celebrate their victories, the project team took time to recognize these milestones. These collaborative efforts enabled them to accomplish the project's objectives in a swift nine months, from the initial demolition phase to the first game. This achievement highlighted not only the team's dedication and expertise but also their ability to work together cohesively towards a common goal.



## Final Score

FWPS, BNBuilders, and McGranahan Architects fostered a culture of learning and refinement throughout the project lifecycle. By implementing regular feedback loops, conducting system analyses, and hosting lessons learned sessions, the team continuously improved their performance with each project phase. Their success was further bolstered by effective communication and mutual respect among team members, mirroring the unity found in sports teams striving for victory.

The Memorial Field project exemplified the power of collaborative efforts in achieving remarkable outcomes. Through cohesive teamwork, shared vision, and unwavering dedication, BNBuilders, McGranahan Architects, and Federal Way Public School brought the project to fruition, leaving a lasting legacy for the community. Their achievement underscored the timeless principles of achievement in any collaborative endeavor: teamwork, leadership, adaptability, and an unwavering pursuit of excellence.

*“With the Memorial Field project specifically, our vision was to use an engaging collaborative process to rebuild Memorial Field for all users, designed to accommodate the diverse activities and communities served by Federal Way Public Schools and to be a welcoming ‘gem’ that instills a sense of pride and safety...We are proud to have the new Memorial Field mirror so much of our community feedback and know that it represents our entire community!”*

- Federal Way Public Schools



## MEMORIAL FIELD

FEDERAL WAY PUBLIC SCHOOLS

### Design-Build Project Team:

Owner: Federal Way Public Schools (FWPS)  
Project Management: Turner & Townsend  
Architect: McGranahan Architects  
Contractor: BNBuilders, Inc.

Civil Engineer: ETHOS Civil  
Landscape Architect: AHBL  
Structural Engineer: PCS Structural Solutions  
Mechanical and Electrical Engineer: BCE Engineers

### Key McGranahan Architects Team Members:



**Kris Stamon**  
Sr. Project Manager



**Dhiren Babaria**  
Project Designer



**Brett Santhuff**  
Senior Project Architect



**Bryan Stryeski**  
Graphic Designer



**Michael McGavock**  
Principal