State of Washington
Capital Projects Advisory review Board (CPARB)
Project Review Committee (PRC)

Application for Certification of a Public Body
RCW 39.10 Alternative Public Works Contracting - GC/CM

Submitted by
Tacoma Public Schools
November 1, 2016

TACOMA
PUBLIC SCHOOLS
EVERY STUDENT. EVERY DAY.

Rob Sawatzky
Director, Planning & Construction

p: 253-571-3350
f: 253-571-3360

rsawatz@tacoma.k12.wa.us
buildingforachievement.org

November 1, 2016

Project Review Committee
c/o State of Washington Department of Enterprise Services
Engineering & Architectural Services
P.O. Box 411476
Olympia, Washington 98504-1476

Attention: Talia Baker, Administrative Support

Dear PRC Members,

Please find enclosed the Tacoma Public Schools (TPS) GC/CM Agency Certification application for TPS use of the GC/CM contracting delivery method over the next three years.

In 1983, TPS took an aggressive and deliberate stand on improving our educational facilities for our community and our children. TPS prepared a long-range District Facilities Plan, referred to at that time as the "30 year plan", to systematically modernize, replace, relocate – the entire inventory of building assets within the District. The 30 year plan began with the passing of a 1984 bond issue, soon followed by six capital levies in 1988, 1992 and 1997 – valued at $299 M in total.

In 2001, the Tacoma voters approved a $450 M bond issue followed by a $500 M bond issue approved in 2013. The capacity and competency of the TPS Planning & Construction department and team is best described and reflected by these numbers - $1.3 B in capital project improvements over a 33 year period of time. Eleven (11) more projects will be completed in the next five (5) years. TPS has just begun the master planning process to define our next capital bond program – targeting February 2019 at the polls.

Over the past ten years alone, TPS has completed 13 capital projects, three of which were delivered using the GC/CM delivery method – Stadium HS, Lincoln HS and McCarver ES. TPS has two GC/CM projects now in progress – Stewart MS (Feb 2017 occupancy) and Browns Point ES (Sept 2018 occupancy). Of the 11 projects that will be completed in the next five years, five of them will be occupied sites with complicated site and ROW urban constraints. It is for these projects and this primary reason that TPS is submitting this GC/CM Agency Certification application or your consideration.

The TPS GC/CM experience is primarily comprised of TPS staff members from the project level to the Chief Operating Officer level – a result of the five GC/CM projects described above. The District continues to retain Graehm Wallace of Perkins Coie for legal assistance, as well as Parametrix for GC/CM procurement and advisory services and as needed project management services. Parametrix is currently under a PM/CM Master Agreement to support TPS throughout the current bond measure.

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We are excited about the potential opportunity to be able to review, recommend, and determine internally the use of the GC/CM delivery method on our five remaining large capital projects. Our extensive history of capital project experience and performance over the past three plus decades clearly demonstrates we have the competency.

Our successful delivery of three GC/CM projects of size and complexity over the past ten years, one of which was completed in the past 5 years, clearly demonstrates our specific competency to deliver a project using the GC/CM delivery method. The occupied site projects that lie ahead of us are the primary reason for our submittal of the GC/CM Agency Certification application at this time.

We look forward to your review of our application, the subsequent questions and feedback and the opportunity to present our request to the PRC on December 1, 2016. Thank you in advance for your consideration of our application and request.

Sincerely,

Mr. Rob Sawatzky
Director of Planning & Construction
Tacoma Public Schools
(253) 571-3351
rsawatz@Tacoma.K12.Wa.Us

cc: File

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR CERTIFICATION of PUBLIC BODY RCW 39.10 Alternative Public Works Contracting- GC/CM

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 3-10 should not exceed 15 pages (font size 11 or larger).

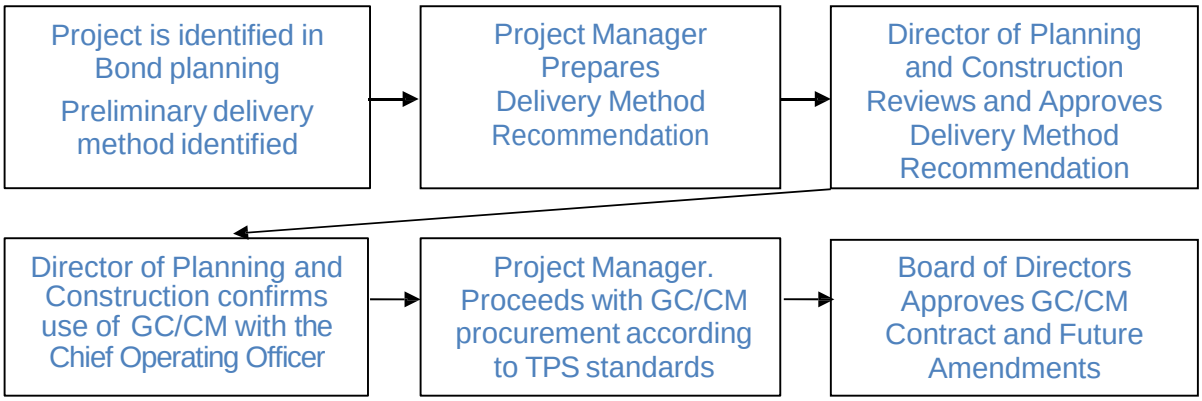
1. Identification of Applicant

Tacoma Public Schools #10
Mr. Rob Sawatzky
Director of Planning and Construction
3223 Union Avenue South, Second Floor
Tacoma, WA 98409
(P) 253-571-3350
(F) 253-571-3360
(M) 360-515-8877
rsawatz@Tacoma.K12.Wa.Us

2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM under Alternative Contracting Procedure *(RCW 39.10.270 (2) (a).) Limit response to two pages or less. (See attached example of a public body's internal project approval flow chart)*

Please submit a process chart or list showing: (1) The steps your organization takes to determine that use of the procedure is appropriate for a proposed project; and (2) The steps your organization takes in approving this determination. Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

RESPONSE:
The flow chart below illustrates the TPS process for determining appropriate delivery method for each project.



See Delivery Method Recommendation—Exhibit A

3. Project Delivery Knowledge and Experience

(RCW 39.10.270 (2)(b)(i).) Limit response to two pages or less.

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, and project controls utilized.

KNOWLEDGE AND EXPERIENCE

Among the largest public builders in the State of Washington, Tacoma Public Schools has successfully passed over $950 million in capital improvement funding, $450 million in 2001 and $500 million in 2013, to modernize, replace and/or build additions to 35 public schools. 24 of the 35 projects are now complete, 4 are in construction, 4 are in various stages of design, with 3 remaining to begin.

40% of the 2001 $450 million capital improvements program included two large comprehensive historic high school modernizations and additions using the GC/CM delivery method, Stadium High School ($108 million) and Lincoln High School ($78 million). Both were successfully completed on time and under budget and doing so in an inflationary marketplace. 27% of the 2013 $500 million capital improvements program is funding three GC/CM projects, Stewart Middle School ($66 million), McCarver Elementary School ($39 million) and Browns Point Elementary School ($31 million). McCarver ES is complete, on time and on budget. Stewart MS will occupy in February 2017, seven months ahead of schedule and under budget. Browns Point ES is now in design with construction planned to start June 2017 followed by occupancy in September of 2018.

See 2013 Capital Improvements Program Summary – Exhibit B

See District GC/CM Experience: Project Photos and Descriptions – Exhibit C

Through this experience, the District has developed the institutional knowledge and staff skillsets and capabilities to successfully plan and deliver projects using the GC/CM method in compliance with RCW 39.10 and recognized best practices.

Additionally and annually, the District executes 50-100 maintenance, interior renovations, portable classrooms and similar projects valued in total from $20-$30 million. Typically funded through capital bonds, virtually all small capital projects are executed on existing occupied sites. These projects maintain the District's 4.5 million square feet of inventory, adapt buildings to changing curriculum needs and provide short-term expansion capacity.

The District successfully utilizes a variety of contracting and delivery methods such as design-bid-build, GC/CM, small-works contracting, Job Order Contracting (JOC) and Energy Services Company (ESCO) contracting projects based on the size, complexity and statutory limitations of each project.

The District maintains a robust and experienced internal capital facilities staff of executive, financial, risk management and administrative experts that support the internal Project Management District staffing augmented with project management consultants and legal professionals to provide scalable, highly flexible and responsive solutions for all of our large and small capital development needs and requirements.

MANAGEMENT STRUCTURES

Authorization and funding for school construction and maintenance projects is through voter- approved bond and levy measures. Bond resolutions detail the planned projects, the overall budgets, and the general timelines and authorized uses of bond proceeds. Bond resolutions are prepared and voted on by the Board of Directors. The current Board President is Ms. Karen Vialle. Ms. Vialle has served on the Board for the past 5 years. kvialle@tacoma.k12.wa.us, 253-571-1396

Capital projects are planned and directed by the Chief Operating Officer of Tacoma Public Schools. The COO is Mr. Stephen Murakami. Stephen oversees the long term planning for facility development that supports our ever evolving and improving methods of teaching and learning, in addition to strategic planning, enrollment and capacity forecasting and resultant boundary adjustments, transportation, food service, planning and construction and delivery method determination, among other duties. Stephen is an Architect by training and has been with the District for 5 years, beginning in the role of Director of Planning and Construction followed by his promotion to COO of TPS. smurak@Tacoma.K12.Wa.Us , 425-765-8510

Direct management of capital projects large and small including execution strategy, delivery method recommendations, contracting, design and construction is led by Director of Planning and Construction, Mr. Rob Sawatzky. Rob directly oversees the selection of consultants, the design of each facility, delivery method decisions, procurement of contractors, scheduling, budget allocations, and design standards among other duties. While Rob has only been with the District for two years, he has been in K-12 his entire career with many different roles including but not limited to, capital project development, teacher and Principal. rsawatz@Tacoma.K12.Wa.Us , 253-571-3351

Augmenting Rob's leadership is his TPS Planning and Construction team. The TPS Planning and Construction department is comprised of multiple capital projects supervisors for large and small capital projects, project support and document controls specialists in addition to a facilities communication coordinator, instructional facilitators, financial analysts and accounting staff, engineering technicians, FF&E planning and procurement and full administrative support – most of whom have successfully supported previous TPS GC/CM projects. The P&C department Administrative Secretary is Bobbie Knapp. bknapp@Tacoma.K12.Wa.Us , 253-571-3350

See District Planning and Construction Organizational Chart—Attachment D

In addition to TPS executive, management, financial, project and administrative staff members, the District has contracted for project management and construction management services with consulting firms since 1998 to provide scalability and unique expertise when and where needed. TPS, along with other large school districts, have found augmenting its own staff with consultants provides the ability to add and reduce staff and acquire specialty skills quickly, notwithstanding, maintain a constant base of full time District employees through both the lean recession and explosive inflating market shifts.

Serving the District with alternative delivery, program and project management services is **Parametrix.** Led by Program Manager Jim Dugan and in direct report to Mr. Rob Sawatzky, Director of Planning and Construction, a wide variety of services are provided as needed to augment the TPS internal team as the overall capital program workload ebbs and flows. The TPS Planning and Construction department is comprised of 16 total people, 3 of which are provided by Parametrix. The three Parametrix team members comprise a team of Program Manager, a large Capital Project Supervisor and a small Capital Projects Supervisor. All Parametrix staff members currently assigned to the District have completed GC/CM training. The TPS Project Management Master Agreement executed in 2013 extends indefinitely subject to the needs of the District.

CONTROLS

Over the past couple of decades the District has developed a comprehensive management and controls systems to assure projects are delivered on-time, under-budget and in-line with District standards. Weekly department staff meetings, weekly project progress meetings, weekly 1:1 meetings between the Director and all project managers, bi-weekly cost recapitulation, monthly capital project performance updates to the Board, are just a few of the ways in which TPS assures all projects are successful and executed as planned.

Educational Specifications and Design Standards have been developed to guide the overall development including the definition of spaces, design goals, materials, and systems among other standards. These baseline documents help ensure consistency of project delivery, equity between schools, alignment with educational delivery and speed the design process.

At the heart of these baseline documents however, is the "Visioning" document. The document is called "A Vision for the Elementary Learning Environment". This document is not a book of answers, rather, a guide to ask the right questions as we plan, design and build the built environment for teaching and learning in an ever changing world. Questions such as:

- How do we create an environment where our kids are continuously challenged, relentlessly supported and engaged in a way that is safe and healthy?
- How do we ensure that we are challenging all of our students in all the right ways and keeping them engaged?
- How do we kids safe socially, emotionally and academically?

TPS is the state's first-ever and only district wide Innovation Zone for education. Eleven (11) of our schools earned the Innovation Schools Award. We foster life-long learners by matching students with unique schools that play to their passions and interests. It is not just Educational Specifications and Design Standards. It is all about changing everything that needs to be changed to serve the changing needs of every student, every day.

The Program Management Plan serves as an overall guide for processes, procedures, levels of authority, communications, contracting, change orders, and documentation.

Project and program status reporting throughout the organization is handled through regular emails, monthly reports, and face to face meetings. Regular status updates are posted for public consumption on the district website.

Design Advisory Committees (DAC), are created for each capital project and are comprised of multi-disciplinary internal and external members. The DAC meets not less than monthly with the District to review and make recommendations on operations, design and construction delivery strategies.

Office of the Superintendent of Public Instruction (OSPI), a partner to the District, provides additional project controls and oversight. Regular updates and approvals are required from OSPI in order for the District to secure state funding assistance for projects that qualify. Updates and approvals include estimates, schedules, value engineering studies, constructability reviews, energy life cycle cost analysis and other regular deliverables.

Each project is directly overseen by the Director of Planning and Construction, Rob Sawatzky, including design input, delivery method decision and overall execution. The assigned Project Manager directs the day to day business of the project including meetings, decision support, documentation, payments, forecasting, FF&E purchasing and closeout. The Director of Planning and Construction in collaboration with the Program Manager, support the Project Manager with GC/CM procurement, contracting, change negotiations and program level reporting.

Graehm Wallace of Perkins-Coie provides the District with GC/CM contracting legal advice and contract documents.

4. Personnel with Construction Experience Using various Contracting Procedures
(RCW 39.10.270(2)(b)(ii).) Limit response to two pages or less. (See attached sample to display personnel experience)

Please provide a chart with your organization's current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those personnel that you reasonably expect will be with your organization over the next three years.

See TPS Project Team GC/CM Experience – Exhibit E

Project Team Chart:

Tacoma Public Schools: Planning and Construction Staffing:	
Carla Santorno	Superintendent
Steve Murakami	Chief Operating Officer
Rob Sawatzky	Director of Planning and Construction
Christy Barrie	Capital Projects Supervisor
Julius Pallotta	Capital Projects Supervisor
Kristine Anderson	Capital Projects Supervisor
Jim Dugan	Program Manager, Parametrix
Paul Popovich	Project Manager, Parametrix
Graehm Wallace	Perkins-Coie, GC/CM Attorney

Carla Santorno, Superintendent

In 2011, Carla Santorno was selected as the Superintendent of Tacoma Public Schools. Under Carla's leadership, the District academic and capital development performance has expanded and improved.

Three GC/CM projects have been contracted under Carla's watchful eye, (1) McCarver ES (MES), (2) Stewart MS (SMS), and (3) Browns Point ES (BPES). MES is now open, SMS is planned to open 7 months early in February 2017 and BPES is now in design with a planned construction start of summer 2017 and an occupancy of Fall 2018.

The leadership team of Carla, COO Stephen Murakami and Director Rob Sawatzky is robust and healthy – a critical factor in the health and performance of the Planning and Construction department.

Stephen Murakami, Chief Operating Officer

Stephen has 19 years of school design and construction experience. Project experience includes both new and renovated elementary, middle, and high schools, and multiple skill centers in addition to D/B/B and GC/CM delivery methods. His experience with occupied sites and phased remodels gives him the insight and the technical background for executing complex projects.

Stephen's passion lies with the melding of project delivery and educational delivery concepts into the built environment, ultimately creating places of learning that engage the student and support the educational model. Steve's GC/CM experience begins with his role as the Director of Planning and Construction and continues with his role as the Chief Operating Officer – the principal go/no go role of the internal TPS delivery method determination.

Rob Sawatzky, Director of Planning and Construction

Rob has 22 years of experience consisting of school operation and planning as well as oversight of design and construction. Project experience includes new and renovated elementary, middle and high schools. His experience with 2 completed GC/CM historic remodels, one in progress GC/CM replacement elementary school and multiple current design bid build projects as well as his robust educational experience, gives him the insight and background for executing complex projects.

Rob's passion lies in integrating educational best practice with the built environment, ultimately creating the most engaging working and learning spaces that support an educational model where imparting, thinking, creating, discovering and exchanging information is central to learning experiences for kids.

Christy Barrie, Capital Projects Supervisor

Christy Barrie is a Project Supervisor with Tacoma Public Schools, a State of Washington district-wide Innovative Zone for Education. In her 19 years with TPS Christy has led the design and construction of educational facilities at all levels. Christy's recent projects include collaboration on A Vision for the Elementary Learning Environment, a guideline for planning and design, and the Environmental Learning Center, a shared use facility with Tacoma Public Schools, Metro Parks Tacoma and Point Defiance Zoo & Aquarium. Christy's long standing interest has been on how the built environment can enhance learning and be agile and balanced. Christy holds a Master of Architecture degree from the University of Washington.

Christy led the second GC/CM project for TPS, Lincoln High School (LHS), a 175,000 sf three story historic structure built in 1913 and augmented with additions in 1973, 1987 and 1996. The GC/CM delivery method was selected because TPS chose to accelerate the project by one year. LHS opened in 2007, one year ahead of the initial planned schedule, and on budget.

Julius Pallotta; Capital Projects Supervisor

Julius was hired by TPS early in 2016 to add project management strength to the TPS P&C team, in addition to augmenting the TPS P&C team skillset and bench strength regarding JOC, MATOC and negotiated work experience – all forefronts to the alternative delivery method world. Now working in the Project Management role under Senior PM Paul Popovich on the Browns Point ES GC/CM project, TPS intends to augment with District staff their GC/CM capacity, rather than do so by hiring more consultants.

Julius has been a great addition to the TPS P&C team. With more than 25 years of experience in planning and managing design and construction projects, beginning as a Laborer in the trades working his way to a Capital Projects Supervisor, Julius has an attention to detail and compliance bar none. It is for this very reason that we have focused Julius on the use and delivery of GC/CM. Browns Point ES is on schedule and on budget with TCF Architecture as the design team and Skanska as the GC/CM.

Kristine Anderson, Capital Projects Supervisor

With more than 32 years in the business, Kristine is a credentialed and licensed Architect with design insight and management expertise of the built environment in a wide variety of market and client and project types, all with a special skill of doing so collaboratively and successfully. Kristine's credential regarding alternative delivery go back to the beginning of GC/CM where she was a member of the team that delivered the first Washington State GC/CM pilot project, Cedar Creek Corrections Center (1999), and, they include multiple projects utilizing the design-build (DB) method of delivery.

Kristine's ability to work collaboratively and successfully is one of the reasons why she works so well with the GC/CM method of delivery. With solid grounding in design and a comprehensive understanding of construction and partnerships, TPS is uniquely positioned to expand our GC/CM project base with projects that qualify under the requirements of RCW 39.10. The combined skillsets of Kristine and Julius (above) are the added bench strength we needed to prepare for the future and submit this application.

Jim Dugan, Program Manager

Jim has 38 years of design, construction, project management and program management experience including education, alternative delivery and public works experience – comprised of 19 years managing design/build projects only, 9 years managing design teams inclusive of two large GC/CM projects, followed by 10 years in the Owners Representative role managing the design and construction of multiple GC/CM K-12 projects.

In his role as Program Manager, Jim coaches, mentors and supports project managers, advises on long term strategic planning and forecasting, all project delivery strategy decisions, GC/CM selection and ongoing advice and counsel on every aspect of the D/B/B, GC/CM and development program and plan.

Two other aspects of Jim's service to TPS includes. (1) Past TPS Board of Director (2005 – 2011), and the City of Tacoma (COT) permitting liaison for TPS regarding planning and coordination of all projects that require permits. His experience as a Board Member gives the P&C team critical insight at both a State and local level in addition to his own ability to navigate the District organization. The liaison role between TPS and the COT is essential to our ability to continuously navigate code and policy and process and personnel changes in Site Development, Building Department and Land Use departments at the COT.

Jim is currently a member of the Project Review Committee and is becoming known as a "go-to" person in Washington State regarding alternative project delivery.

Paul Popovich, Capital Projects Supervisor

Paul is an accomplished Sr. Project Manager and licensed architect with over 30 years of professional experience in the Pacific Northwest. His management style brings all parties together, developing solutions that meet a client's facility needs including program overview, budget assessment, and scheduling coordination as well as specific task scheduling.

Paul's recent GC/CM project experience includes Stewart Middle School and McCarver Elementary School, both GC/CM delivery, for Tacoma Public Schools where he led extensive coordination between all parties during design and construction, including the GC/CM Contractor. Paul has extensive experience coordinating with outside parties like the Historic Advisory Committee, the Office of Superintendent of Public Instruction (OSPI), and other governing agencies from inception through project closeout.

Other TPS projects that Paul managed have included Wainwright Intermediate School, Jason Lee Middle School, both D/B/B projects, and Stadium High School, one of the first GC/CM projects valued at greater than $20 million. Paul also provided project management and Owner's Representative services for North Thurston Public Schools, which includes the phased renovations of South Bay Elementary and Chinook Middle Schools.

Graehm Wallace, GC/CM Attorney

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has over 20 years of experience working in all areas of construction delivery methods, construction transactions, counseling and litigation.

His work covers all aspects of contract drafting and negotiating, including preconstruction, architectural, engineering, construction management, design-build (D/B), general contractor/construction manager (GC/CM), balance of plant (BOP), procurement, turn-key, consultant, bidding, advice during construction, claim prosecution, defense from initial claim analysis through discovery, mediation, alternative dispute resolution, arbitration or trial. Some but not all of Graehm's K-12 clients include; Tacoma Public Schools, North Thurston School District, Tumwater School District, Bainbridge Island School District, Central Kitsap School District, and Mount Vernon School District

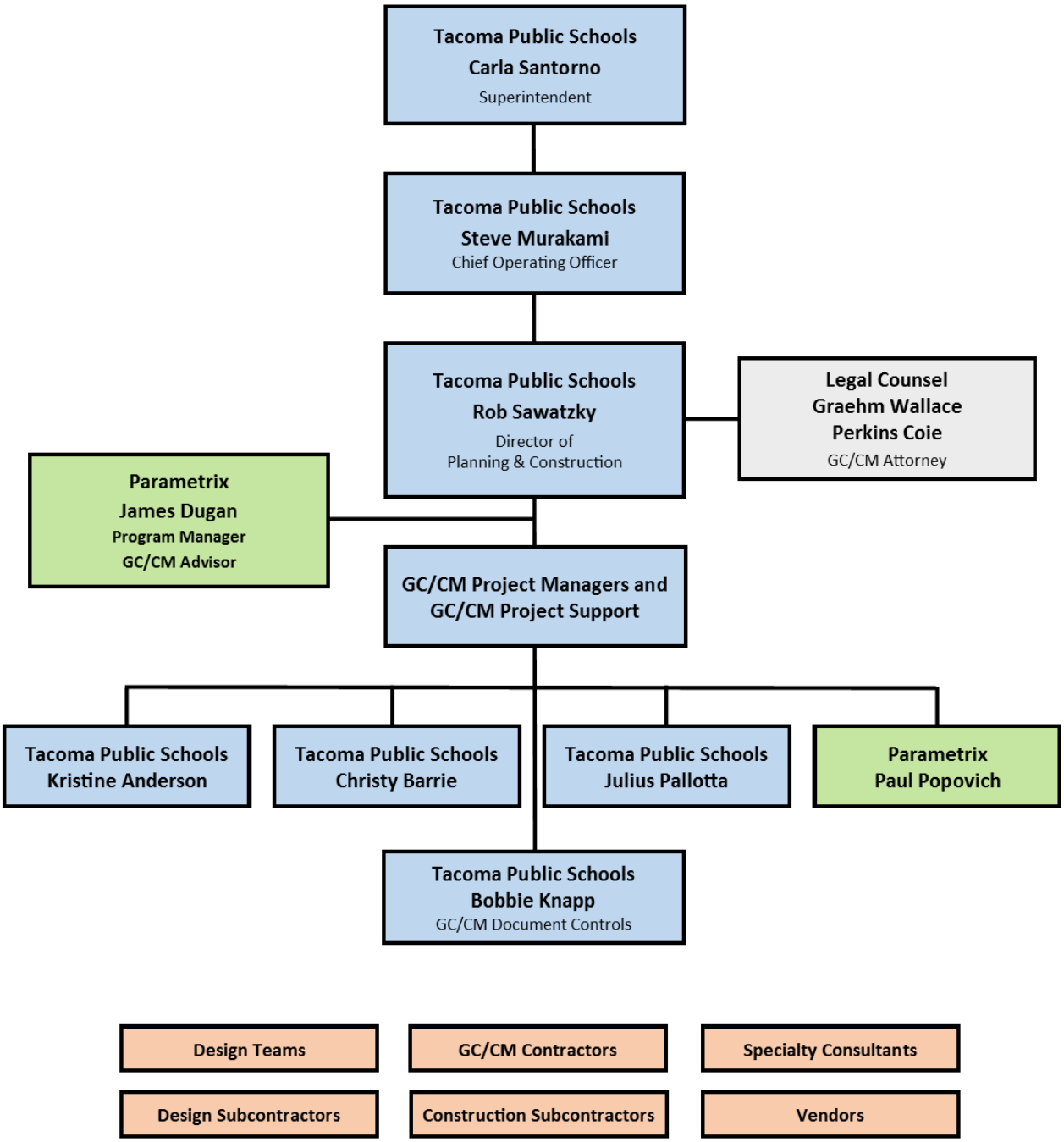
Contact Information

Graehm C. Wallace, Partner
Perkins Coie
(206) 359-3921
gwallace@perkinscoie.com

5. Management Plan and Rationale for Alternative Contracting Projects *(RCW 39.10.270 (2)(b)(iii).) Limit response to one page or less. (See attached example of a management plan and rationale for using an alternative contracting procedure.)*

Please provide your typical management plan or protocol that you would use to manage a GC/CM project. Your plan should address the typical roles, types of positions with specific responsibilities and also list any advisory or oversight roles (by expertise).

TPS GC/CM Project Organization Chart



Roles and Responsibilities:

Superintendent	Approve proposed projects for development, secure funding, report to the public, voters and taxpayers.
Chief Operating Officer	Supervise all support services and oversee execution of projects. Approve capital project budgets, change orders and contract awards, modifications and acceptances for board approval. Approve project delivery method.
Director of Planning and Construction	Supervise capital project decisions, execution and Capital Projects staffing. Concur/overrule delivery method determination by Program Manager. Approve design direction and submittals, project budgets, change orders and prepare contract awards, modifications and acceptances for COO and Superintendent approval.
Legal Counsel	GC/CM contract preparation, legal advice and dispute resolution.
Program Manager	Oversee the execution of the program. Provide direction and recommendations to the Director and Project Managers. Oversight over all projects.
Project Manager	Drive the day to day success of each project. Serve as primary point of contact with Architect and GC/CM
Architect	Lead designer and prime consultant for the design of projects. Contracted to TPS.
GC/CM	General Contractor/Construction Manager selected via qualifications and fee process. Contracted to TPS.

6. Contracting Procedures *(RCW 39.10.270 (2)(b).) (Limit responses to two pages or less.)*
(See attached example table of how to display construction history.)

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least $5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM or other)
- Lead Design Firm (including current contact information)
- General Contractor or GC/CM (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

**If the public body has fewer than twenty-five (25) applicable projects, it may list projects under $5 million if they believe them to be relevant.*
***If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

See TPS Public Body Experience — Exhibit F

7. Demonstrated Success in managing at Least One Project Using the GC/CM Contracting Procedure within the Last Five Years *(RCW 39.10.270 (2) (b).) (Limit response to one page or less)*

In addition to the information provided in response to Question 7 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

a. Appropriateness of the alternative contracting method used for the project(s).
b. Lessons learned from your experience.

Within the past five years (2011 – 2016) Tacoma Public Schools has contracted three GC/CM projects, one that is complete now, one that completes in February 2017 and one that has been recently awarded. They are as follows:

McCarver Elementary School (2013-2016)
Total Project Cost: $39.2 M
Construction Cost: $26.6 M
GC/CM: Skanska
Project Status: Complete and occupied
APD Appropriateness: Historic Modernization.

Completed early and within 0.5% of budget. Received full certificate of occupancy prior to start of school. Savings allowed the placement of synthetic turf in lieu of grass.
Lessons learned: The critical importance of extensive due diligence with investigations when designing in a century old building – get the GC/CM on board sooner than the end of Schematic Design.

Stewart Middle School (2013 – 2016)
Total Project Cost: $66.7 M
Construction Cost: $45.7 M
Selected GC/CM: Skanska
Project Status: Occupancy February 2017
APD Appropriateness: Historic Modernization

Completed seven (7) months ahead of schedule and within 1% of budget. Savings accrued during the project allowed the additional scope of work to replace the roof and upgrade the fields to synthetic turf.
Lessons learned: The clear definition of risk allocation early in the project and the careful use of contractor and owner contingency throughout the project to mitigate the remaining risk.

Active GC/CM Project:

Browns Point Elementary School (2016 – 2018)
Total Project Cost: $31 M
Construction Cost: $$21.3 M
GC/CM: Skanska
Project Status: In Schematic Design
APD Appropriateness: Occupied Site

Approved by PRC in March 2016, Awarded in May 2016 Complex, phased replacement and expansion on occupied site

Lessons learned: The value of extended interviews including office visits to break down barriers and nervousness in interview settings.

8. Ability to Properly Manage the Public Body's Capital Facilities Plan
(RCW 39.10.270 (2) (b).) Limit response to one page or less

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that's been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

Tacoma Public Schools has successfully planned and budgeted over a billion ($950 million bond issues plus State matching funds) in capital project improvements since 2001, and of that executed to completion to date (since 2001) approximately $775 million, with 11 project completions ahead of us fully funded in the current 2013 bond measure. 24 individual major projects spanning 15 years (2001 to 2016) have been successfully delivered - more than half of which were executed with the current executive leadership team.

Relevant sections of RCW 39.10.270 are addressed below:

(2) … A public body seeking certification for the general contractor/construction manager procedure must demonstrate successful management of at least one general contractor/ construction manager project within the previous five years.

Response: Tacoma Public Schools has completed three successful GC/CM projects including two in the last five years – McCarver ES and Stewart MS.

(3) To certify a public body, the committee shall determine that the public body:

(a) Has the necessary experience and qualifications to determine which projects are appropriate:

Response: Led by Director of Planning and Construction Rob Sawatzky with oversight and controls by Chief Operating Officer Steve Murakami followed by the extensive leadership of Superintendent Carla Santorno, Tacoma Public Schools has built an outstanding capital projects delivery team well versed in the statutes and best practices in project delivery.

(b) Has the necessary experience and qualifications to carry out the alternative contracting procedure including, but not limited to:

(i) Project delivery knowledge and experience;

Response: TPS's extensive project delivery knowledge and experienced is detailed throughout this application.

(ii) personnel with appropriate construction experience;

Response: TPS Planning and Construction capital projects personnel with appropriate GC/CM project management and construction management include, but are not limited to COO Steve Murakami, Director Rob Sawatzky, PM Christy Barrie, PM Kristine Anderson and PM Julius Pallotta, additionally augmented by the consultant team Parametrix via Program Manager Jim Dugan and PM Paul Popovich.

(iii) a management plan and rationale for its alternative public works projects;

Response: The TPS management plan mirrors and is compliant with RCW 39.10.340 on uses of GC/CM contracting. Rationale and processes are in place to determine and approve the most appropriate delivery method for each project.

(iv) demonstrated success in managing public works projects;

Response: TPS has successfully delivered 20 large capital projects valued at approximately $700 million since 2001.

(v) the ability to properly manage its capital facilities plan including, but not limited to, appropriate project planning and budgeting experience; and

Response: TPS produces a Six Year Capital Facilities Plan (CFP) on an annual basis. The CFP, along with other planning and budgeting tools are used to develop strategies to meet the growing capital needs of the District including new and replacement schools and ongoing maintenance projects. As an example, TPS P&C is now engaged in a comprehensive Building Condition Assessment and District Wide Master Plan to assess all assets and develop the inventory of schools that will fill our next capital bond measure now planned for February of 2019.

(vi) the ability to meet requirements of this chapter;

Response: Tacoma public Schools fully meets the requirement of this chapter as demonstrated in this application.

9. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington
(RCW 39.10.270 (2)(b)(vii).) (Limit response to one page or less.)

Please provide any information not presented in your answers to Questions 3-9 further demonstrating your organization's ability to meet the requirements of this chapter.

As the third largest and one of the fastest growing districts in Washington, Tacoma Public Schools has proven itself to be a competent, successful public builder well prepared to use GC/CM delivery in accordance with all applicable statutes.

The District is today at the peak of its 2013 $500 million 16 project capital bond measure with 6 projects complete, 3 projects in construction, 4 projects in design and 3 that remain to commence – in addition to the planning described to define and describe the next bond measure planned for February 2019. Of the 7 projects total, 4 in programming and 3 remaining to commence, 5 are occupied sites and as such are excellent candidates for GC/CM delivery.

They are:

- Birney Elementary School
- Downing Elementary School
- Boze Elementary School
- Hunt Middle School
- Grant Elementary School

See Google Earth Plan Views of GC/CM Candidate Projects - Exhibit G

Beyond the 2013 capital bond program, the District's long-term plan for addressing growing student enrollment and ageing assets includes a possible bond issue in 2019, likely followed by subsequent bond measures in 2025 or 2026.

A very experienced and successful public builder, the Tacoma School District has developed a robust internal staff and control systems to plan and execute the Work, select the most appropriate delivery methods and apply GC/CM successfully.

To further augment and enhance its outstanding internal capabilities, the District has chosen to team with external professional project and construction management consulting firms since 1998. This successful teaming model is executed with internal and consultant staff members, co- located at the District Planning and Construction offices, where regular strategy and weekly staff and project meetings are held. Currently contracted with Parametrix, one of Washington's experienced GC/CM project leadership teams, the District is ideally positioned to select GC/CM delivery when appropriate and execute the GC/CM projects successfully on time and on budget and compliant with the requirements of RCW 39.10.

10. Resolution of Audit Findings on Previous Public Works Projects (*RCW 39.10.270 (2)(c).) (Limit Response to one page or less.)*

If your organization had audit findings on <u>any</u> project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

Response: The District has received no audit findings on any projects identified above.

Respectfully Submitted,

Mr. Rob Sawatzky
Director of Planning & Construction
Tacoma Public Schools

November 1, 2016

Exhibits:

Exhibit A: Delivery Method Recommendation

Exhibit B: 2013 Capital Improvements Bond Measure

Exhibit C: GC/CM Project Photo's

Exhibit D: Planning & Construction Organizational Chart

Exhibit E: Tacoma Public Schools Historical Project Experience

Exhibit F: Google Earth Plan Views of GC/CM Candidate Projects

Exhibit G: 2013 Capital Program Budget Summary

EXHIBIT A

RECOMMENDATION FOR PROJECT APPROVAL
TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

Internal Review and Approval Form

Project Name: _____

Project Construction Cost: _____

Anticipated Construction Start Date: _____

Anticipated Occupancy Date: _____

In order to qualify to use the GC/CM contracting procedure, projects must meet at least one of the following criteria:

1. If the implementation of the project involves complex scheduling, phasing or coordination, what are the complexities?

2. If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on the occupants that must be addressed?

   Note: please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to drawings or sketches.

3. If the involvement of the GC/CM is critical during the design phase, why is this involvement critical?

4. If the project encompasses a complex or technical work environment, what is this environment?

5. If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?

6. If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

Provide a detailed explanation of why use of the GC/CM contracting procedure is appropriate for the proposed project:

Public Benefit

In addition to the above information, please provide information on how use of the GC/CM contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

1. How this contracting method provides a substantial fiscal benefit, or

2. How the use of the traditional method of awarding contracts in a lump-sum (the "design-bid-build" method) is not practical for meeting desired quality standards or delivery schedules.

3. In the case of heavy civil GC/CM, describe why and/or how the heavy civil contracting procedure serves the public interest.

GC/CM Delivery Method Recommended by:

_____ Date: _____

Project Manager
Tacoma Public Schools

GC/CM Delivery Method Recommendation Confirmation:

_____ Date: _____
Jim Dugan
Program Manager

GC/CM Delivery Method Director Level Approval:

_____ Date: _____
Rob Sawatzky
Tacoma Public Schools
Director of Planning & Construction

GC/CM Delivery Method COO Final Approval:

_____ Date: _____
Steve Murakami
Tacoma Public Schools
Chief Operating Officer

EXHIBIT B

TPS 2013 Capital Improvements Program Summary

Project	School Type	Description	Square Footage	Student Capacity	Delivery Method	GC/CM Candidate	Project Budget	Completion Year	Project Status
Washington	Elementary	Historic Modernization & Additions	59,000	425	DBB	NA	$ 31,000,000	2014	Complete
Science and Math Institute - ELC	High	Replacement	31,000	400	DBB	NA	$ 19,000,000	2017	Construction
Science and Math Institute - Camp 6	High	Modular Portables Campus	12,000	288	DBB	NA	$ 6,000,000	2015	Complete
Industrial Design, Engineering and Art	High	Modernization & Additions	52,000	115	DBB	NA	$ 2,000,000	2016	Complete
Wilson	High	Modernization & Additions	90,000	1500	DBB	NA	$ 60,000,000	2017	Construction
McCarver	Elementary	Historic Modernization	83,000	550	**GC/CM**	GC/CM Approved	$ 39,000,000	2016	Complete
Stewart	Middle	Historic Modernization & Additions	125,000	750	**GC/CM**	GC/CM Approved	$ 66,000,000	2017	Feb 2017 Occupancy
Wainwright	Intermediate	Replacement	65,000	450	DBB	NA	$ 35,000,000	2016	Dec 2016 Completion
Arlington	Elementary	Replacement	54,000	450	DBB	NA	$ 26,000,000	2017	Construction
Mary Lyon	Elementary	Replacement	56,955	450	DBB	NA	$ 29,000,000	2018	Design
Browns Point	Elementary	Replacement	60,000	550	**GC/CM**	GC/CM Approved	$ 31,000,000	2018	Design
Grant	Elementary	Replacement	56,625	450	TBD	**Occupied Site**	$ 29,000,000	2019	Programming
Birney	Elementary	Replacement	56,625	450	TBD	**Occupied Site**	$ 30,000,000	2019	Programming
Downing	Elementary	Replacement	56,625	450	TBD	**Occupied Site**	$ 30,000,000	2020	Planning
Boze	Elementary	Replacement	56,625	450	TBD	**Occupied Site**	$ 32,000,000	2020	Planning
Hunt	Middle	Replacement	100,000	600	DBB	**Occupied Site**	$ 53,000,000	2021	Planning
Small Capital Projects	Multiple	SCP's	NA	NA	DBB	NA	$ 26,000,000	Annually	Constant
TOTALS			**1,014,455**				**$ 544,000,000**		

EXHIBIT C

Completed GC/CM Projects

Stadium High School

The results of Stadium High School and Lincoln High School have demonstrated that the Tacoma Public Schools has successfully implemented the GC/CM project delivery method.

The District utilized GC/CM project delivery in completing the complex renovation of historic Stadium High School, a complex renovation of a historic structure which was completed on time and under budget despite procurement occurring during a period of significant escalation in materials prices. A key challenge of this project was to blend modern high school programmatic needs into the context of a historic building and campus and still complete the project as originally planned and designed. This would not have been possible under a traditional D/B/B project. Two of the key members of that project team, Jim Dugan and Paul Popovich, have been retained by the District to manage this project.

Originally built in 1890 as a hotel, and opened as a high school in 1906, Stadium High School has the capacity to house more than 1,800 students and 110 faculty members. The historic exterior shell was restored to its original elegance and interior spaces were upgraded and modernized. The original theatre proscenium archway and specific interior features were kept and new spaces complement the character of the original design. A new Performing Arts Center building housing the gymnasium, performing arts, and larger program spaces is located adjacent to the original building. The completed facility encompasses more than 300,000 square feet of building space.

The building is sited to allow for both school and public use. The lobby/galleria opens onto the plaza, creating an indoor/outdoor gathering space. Extensive data/communication, mechanical and electrical systems were incorporated within the project providing a state-of-the-art facility. For example, “smart board” computer whiteboard technology was used in each classroom.

Parametrix (through Krei Architecture, a Parametrix Company) served as architect-of-record responsible for design and management of the design process, renovation of the historic school. Jim Dugan and Paul Popovich of Parametrix provided contract management services during design, and full-time, on-site construction contract administration services during construction of the Stadium High School.

Design began in the fall of 2001, construction began in June 2004, and the project was completed on schedule in September 2006, the Stadium High School centennial. Extensive value engineering was accomplished through design flexibility without diluting design integrity. This project was a highly challenging renovation of a historic structure that had been built in 1890 as a hotel for the Northern Pacific Railroad, then after a fire converted to an urban high school in 1905.

The project entered construction in 2004 at a time of rapid escalation in labor and materials prices (particularly pipe and steel). Market material price increases and delay impacts to construction due to lack of material availability and inconsistency in deliveries as planned and promised by material providers were also significant challenges.

Highlights of strategies deployed to successfully complete the project include:

- Selection of a GC/CM to help manage contract packaging and procurement strategies. We broke the single comprehensive design package into 40 sub-packages and bid each separately to provide for the maximum flexibility in scoping and timing.
- We also secured authorization to increase the percentage of self-performed work by the GC/CM to provide greater control and utilize already in place overhead costs.
- Extensive value analysis/constructability sessions during the CD phase that extended throughout the bidding and construction phases.
- The Owner, Architect, and Contractor agreed to pool all contingencies and to establish a "Joint Project Leadership Team" to discuss and agree on how all contingency was used. The

entire GC/CM team knew as an example that tough choices due to rising material costs, impacts to overhead, as well as schedule delays would potentially occur.

- A full-time on-site Construction Administration team was established throughout construction to facilitate potential time delays due to unknowns. The on-site team provided same day clarifications and directions needed to mitigate costs, provide clarifications, and address the extensive number of unknowns that knowingly would occur opening up the origin 1890 building.

Lincoln High School

Lincoln High School is comprised of 172,427 gsf three-story main structure built in 1913, a cafeteria/commons addition (1996), a new two-story library (1987), a 62,512 gsf gymnasium (constructed in 1967 with a large addition in 1987), a 16,147 gsf Industrial Arts Building (1973), Lincoln Bowl Complex, and a two classroom structure for the horticulture department.

City of Tacoma Landmarks – The City's historic governing body required the District to maintain the look and character of the existing façade and maintain the original architectural features and detailing of the auditorium.

The original building (1913) was modernized to meet current code and educational program needs, as well as a major upgrade to the auditorium/performance hall. The Industrial Arts Building was modernized in its existing location. Increased parking space and site lighting was provided. The pool and gymnasium were upgraded, as well as improved access to Lincoln Bowl sports complex.

The Lincoln High School Renovation was scheduled to be completed in 2008. During the planned 2 years of construction, Lincoln High School was housed at the Old Mt. Tahoma High School site. This site, once Lincoln was relocated, was converted to the Gray Middle School. The District needed to accelerate the completion of Lincoln High School by one year in order to accelerate the ultimate relocation of the Gray Middle School Program to the Old Mt. Tahoma Site.

The acceleration plan called for early major work in the summers of 2005 and 2006 in order to complete the main renovation work in one year with a completion in the summer of 2007.

The GC/CM contracting method was successful for several reasons:

1) **Scheduling –** Considerable construction and coordination work needed to be performed in the construction year July 2006 to August 2007. Not completing this work in time would have impacted early completion of Gray Middle School. The current view of the schedule required the general contractor to "hit the ground running" in July 2006. The ability of a GC/CM to pre-plan and prepare in advance for the construction was crucial to the success of the project.
2) **Work Packaging and Sequencing of Work –** There was significant advantages to working with a GC/CM during the design to understand Owner concerns and design intent and to help produce a design that best met time and budget constraints. It also allowed the GC/CM to sequence the construction work to best achieve the design goals.

Stewart Middle School

Stewart Middle School was constructed in 1924 for Tacoma Public Schools. The existing building is on both the city and state's registry of historic buildings. It most recently housed 500 students in 6th through 8th grade. The newly modernized school has been designed to house 650 students.

The new facility will be a 125,000-square-foot two-story school with an additional full ground level floor. The square footage will be reduced from its original 147,657 square-feet with the demolition of various additions. In order to accommodate a modern educational program, the existing gymnasium, built in 1973, was demolished along with a classroom addition of the same era to accommodate a modern school program. A new full regulation gymnasium and auxiliary gym have been designed as an

addition to the historic building. The grass play field will be upgraded to a regulation football, soccer synthetic field with a running track.

The project includes the renovation and modernization of the existing facility that has historical significance to the community. The building has not had a significant renovation in its history. The historic nature of the building and the amount of indeterminate assemblies and unknown features/details made this project especially worthy for GC/CM delivery. The work includes uncovering and preservation of hidden historic features, extensive replacement of interior finishes, structural upgrades and replacement of the HVAC, electrical, plumbing, and controls systems.

The project will preserve the character of the historic exterior features of the building and will include cleaning/repointing brick, replacing windows, seismically upgrading the entire facility and addressing ADA compliance issues. The project will also incorporate site design elements to develop separation between buses, parent drop-off, service vehicles and pedestrian traffic. Generally, the project will enclose a modern educational program within a historic building envelope, while being sensitive to the balance between modern programs and systems and the historic character of the entire facility.

McCarver Elementary School

McCarver Elementary School was originally constructed in 1924 in Tacoma, Washington, for Tacoma Public Schools. The existing building currently houses approximately 425 students in Kindergarten through 5th grade. The newly modernized school has been designed to house a student population of 425 students. The newly renovated facility will remain an 83,000-square-foot, two-story school with a partial lower level.

Sharing the site/campus with McCarver Elementary is McCarver Primary School. When construction is completed on the Elementary School, some of the Primary School student population and programs will be relocated back to the renovated McCarver Elementary School.

The existing elementary school population has been moved off-site to a “swing school” during the duration of construction to ensure student safety. The project includes the renovation of the 1924 building that is on the City and State Historic Registry. The building has had minor renovations over the years. The school includes a large central auditorium that was modernized in the 1970s. Original ceiling and wall plasterwork remains above the suspended ceiling. The historic nature of the building and the amount of indeterminate assemblies and unknown features/details made this project especially worthy for GC/CM delivery.

The work includes uncovering and preservation of hidden historic features, extensive replacement of interior finishes, structural upgrades and replacement of the HVAC, electrical, plumbing, and controls systems. The project will preserve the character of the historic exterior features of the building and will include cleaning/repointing brick, replacing windows, seismically upgrading the entire facility and addressing ADA compliance issues. The project will also incorporate site design elements to develop separation between buses, parent drop-off, service vehicles and pedestrian traffic. The project will enclose a modern educational program within a historic building envelope, while being sensitive to the balance between modern programs and systems and the historic character of the entire facility.

GC/CM Project in Progress

Browns Point Elementary School

The existing Browns Point Elementary School (BPES) is located in NE Tacoma on an 18.72 acre site. The existing school is comprised of two buildings, including both the original Browns Point Elementary School (23,965 SF circa 1952) and former Meeker Middle School (50,813 SF circa 1960). The buildings are joined by a covered walk. While the site is owned by Tacoma Public Schools, they have a joint use agreement with Tacoma Metro Parks.

The south side of the property is comprised of recently improved athletic fields. This area is off limits for the new building project. The site is also bisected by a storm water easement running north-south along the east edge of the building. While the site is adequate for its intended use, it does present construction challenges with the amount of space available for construction activities and keeping separation between the existing school, athletic fields and the construction area, and respecting the underground utility easement.

The project is to replace the existing facility with a new elementary school to house 550 students, at approximately 59,000 SF, and likely a 2-story configuration. The existing BPES and the community playfields must remain in use during construction. The remaining property available to develop for the new school is the NE corner of the site along 51st Street and Browns Point Boulevard. Once construction of the new building is complete, the existing buildings will be demolished and the site re-developed into parking, yards and playfields.

The anticipated MACC for the project is $18,000,000. The District and the Design Team have completed Pre-design and Programming efforts and the project is currently in early Schematic Design. The District desires to bring aboard a GC/CM contractor prior to the completion of Schematic Design. The GC/CM

will provide Predesign Services throughout the remainder of the design and permitting process. It is anticipated that construction would begin in the summer of 2017 and would be completed in the summer of 2018 to allow occupancy for the fall of 2018.

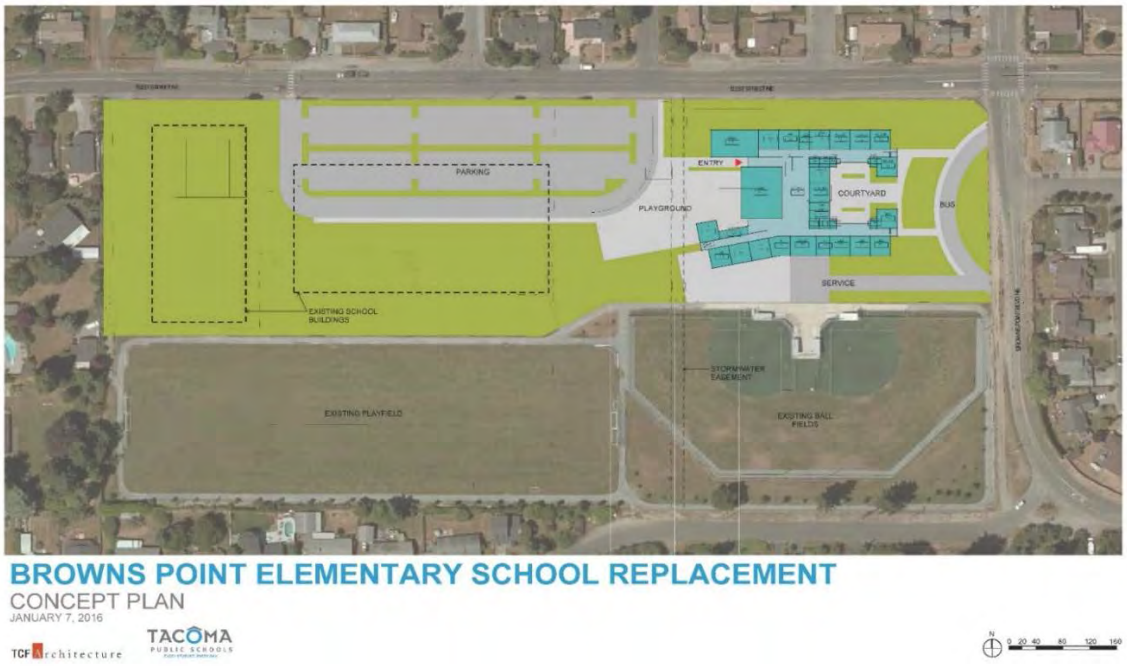
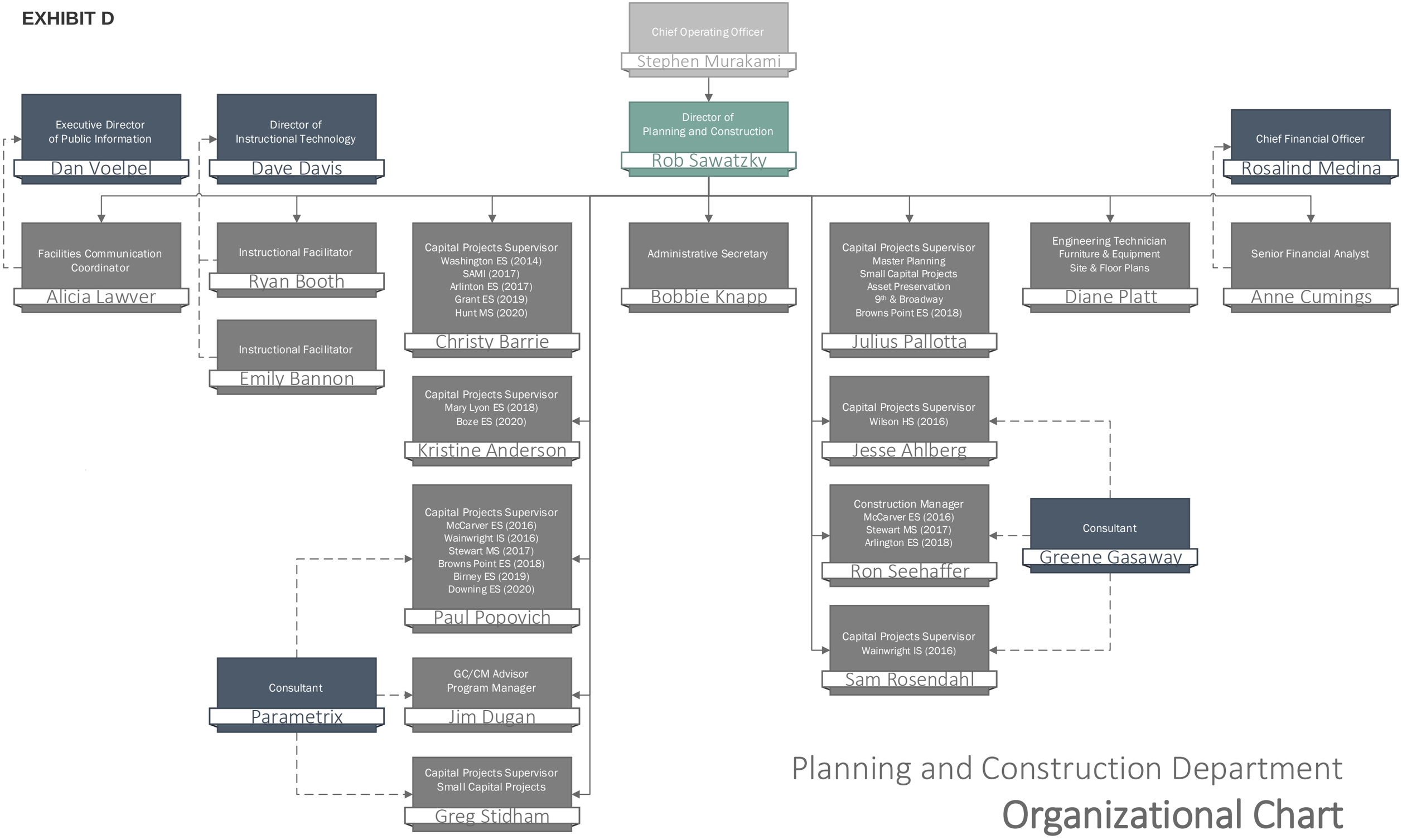


EXHIBIT D



Planning and Construction Department

Organizational Chart

EXHIBIT E

TPS Project Team GC/CM Experience

Name	Summary of Experience	Projects	Construction Budget	Project Budget	Delivery Method	Year Completed	Role During Project Phases		
							Planning	Design	Construction
Karen Vialle	TPS School Board for 5 years TPS Board President 1 year Mayor City of Tacoma 3 years	McCarver Elementary School Stewart Middle School Browns Point Elementary School	$ 26,598,000 $ 45,680,000 $ 21,300,000	$ 39,000,000 $ 66,000,000 $ 31,000,000	GC/CM GC/CM GC/CM	2016 2016 Sep-18	BOD BOD BOD	BOD BOD BOD	BOD - Pres BOD - Pres BOD Pres
Carla Santorno	Superintendent 5 years @ TPS 32 years experience in K-12 leadership & administration 3 GC/CM projects	McCarver Elementary School Stewart Middle School Browns Point Elementary School	$ 26,598,000 $ 45,680,000 $ 21,300,000	$ 39,000,000 $ 66,000,000 $ 31,000,000	GC/CM GC/CM GC/CM	2016 2016 Sep-18	Supt Supt Supt	Supt Supt Supt	Supt Supt Supt
Stephen Murakami	Chief Operating Officer 2 years @ TPS Director of Planning & Construction 3 years @ TPS 19 years of school design & construction experience 3 GC/CM projects	McCarver Elementary School Stewart Middle School Browns Point Elementary School	$ 26,598,000 $ 45,680,000 $ 21,300,000	$ 39,000,000 $ 66,000,000 $ 31,000,000	GC/CM GC/CM GC/CM	2016 2016 Sep-18	Director Director COO	COO COO COO	COO COO COO
Rob Sawatzky	Director of Planning & Construction 2 years @ TPS 22 years of experience K-12 planning & operations Experience as K-12 teacher and principal 3 GC/CM projects	McCarver Elementary School Stewart Middle School Browns Point Elementary School	$ 26,598,000 $ 45,680,000 $ 21,300,000	$ 39,000,000 $ 66,000,000 $ 31,000,000	GC/CM GC/CM GC/CM	2016 2016 Sep-18	NA NA Director	Director Director Director	Director Director Director
Christy Barrie	Capital Projects Supervisor 24 years @ TPS Extensive capital project development experience 1 GC/CM project	Lincoln High School	$ 76,000,000	$ 113,000,000	GC/CM	2008	PM	PM	PM
Julius Pallotta	Civilian Project Manager 18 years Military Project Manager 10 years TPS capital projects for 1 year 1 GC/CM project; Multiple military DB projects	Browns Point Elementary School	$ 21,300,000	$ 31,000,000	GC/CM	Sep-18	PM	PM	PM
Kristine Anderson	32 years as a licensed Architect 15 years experience as a Project Manager 1 GC/CM project	Cedar Creek Corrections Center	$ 6,100,000	$ 10,000,000	GC/CM	1999	Design PM	Design PM	Design PM
Paul Popovich	Program/Project Manager 10 years TPS capital projects for 16 years Architect 23 years 4 GC/CM projects	McCarver Elementary School Stewart Middle School Browns Point Elementary School Stadium High School	$ 26,598,000 $ 45,680,000 $ 21,300,000 $ 78,000,000	$ 39,000,000 $ 66,000,000 $ 31,000,000 $ 108,000,000	GC/CM GC/CM GC/CM GC/CM	2016 2016 Sep-18 2006	PM PM Sr PM Design PM	PM PM Sr PM Design PM	PM PM Sr PM Design PM
Jim Dugan	Program/Project Manager 38 years TPS capital projects for 16 years Current member of the PRC 10 GC/CM projects	McCarver Elementary School Stewart Middle School Browns Point Elementary School Stadium High School Tacoma Convention Center Central Kitsap High School/Middle School Olympic High School East Division Elementary School Madison Elementary School Blakely Elementary School	$ 26,598,000 $ 45,680,000 $ 21,300,000 $ 78,000,000 $ 40,200,000 $ 121,000,000 $ 21,500,000 $ 27,000,000 $ 26,000,000 $ 26,000,000	$ 39,000,000 $ 66,000,000 $ 31,000,000 $ 108,000,000 $ 60,000,000 $ 178,000,000 $ 32,000,000 $ 39,800,000 $ 40,500,000 $ 40,000,000	GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM GC/CM	2016 2016 Sep-18 2006 2004 Sep-19 Sep-18 Sep-18 Sep-19 Sep-18	Advisor Advisor Advisor Design PIC Design PM Advisor Advisor PM PIC PM PIC Advisor	Advisor Advisor Advisor Design PIC Design PM Advisor Advisor PM PIC PM PIC Advisor	Advisor Advisor Advisor Design PIC Design PM Advisor Advisor PM PIC PM PIC Advisor

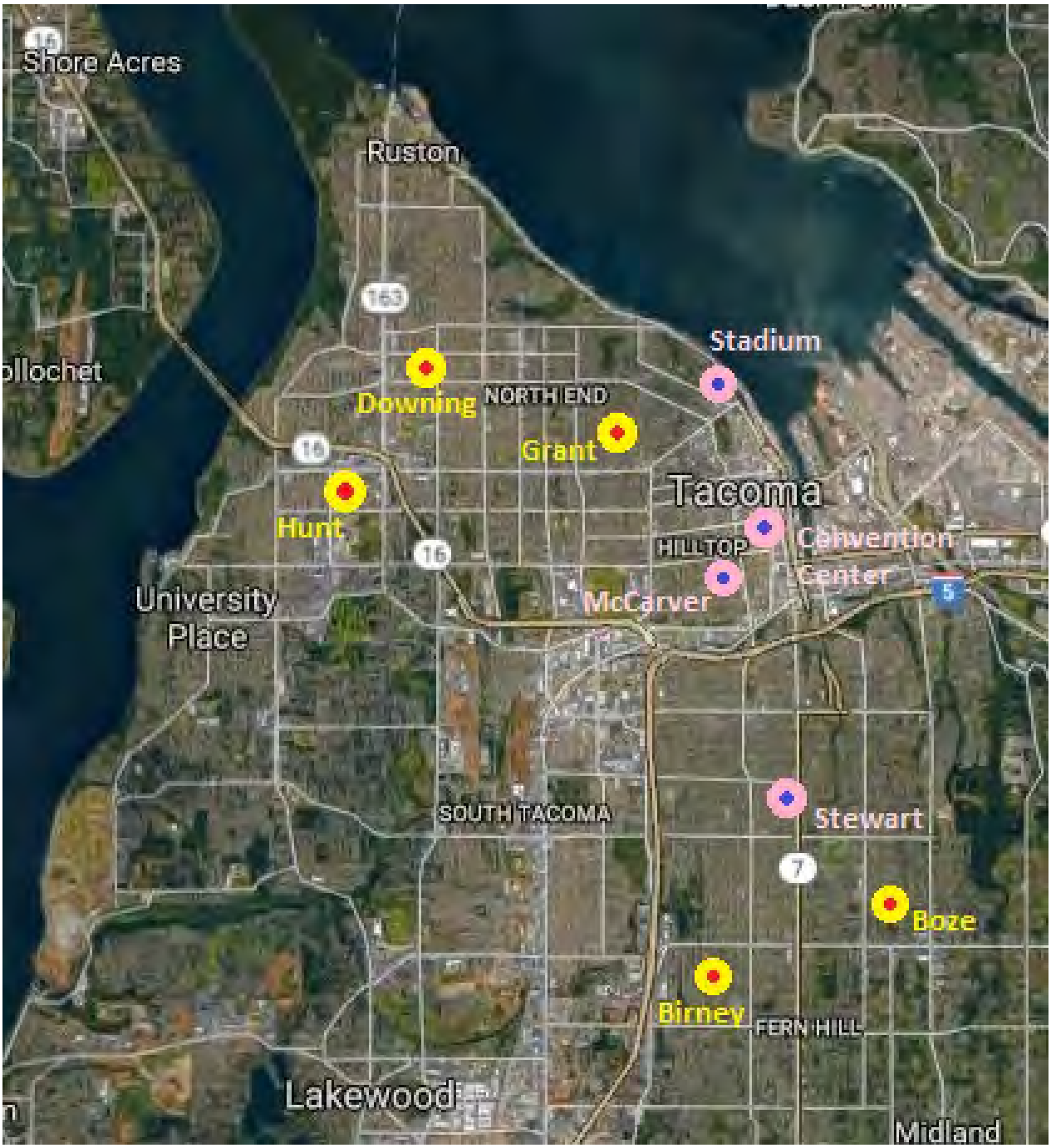
EXHIBIT F

TPS Public Body Experience, 2001 - 2016

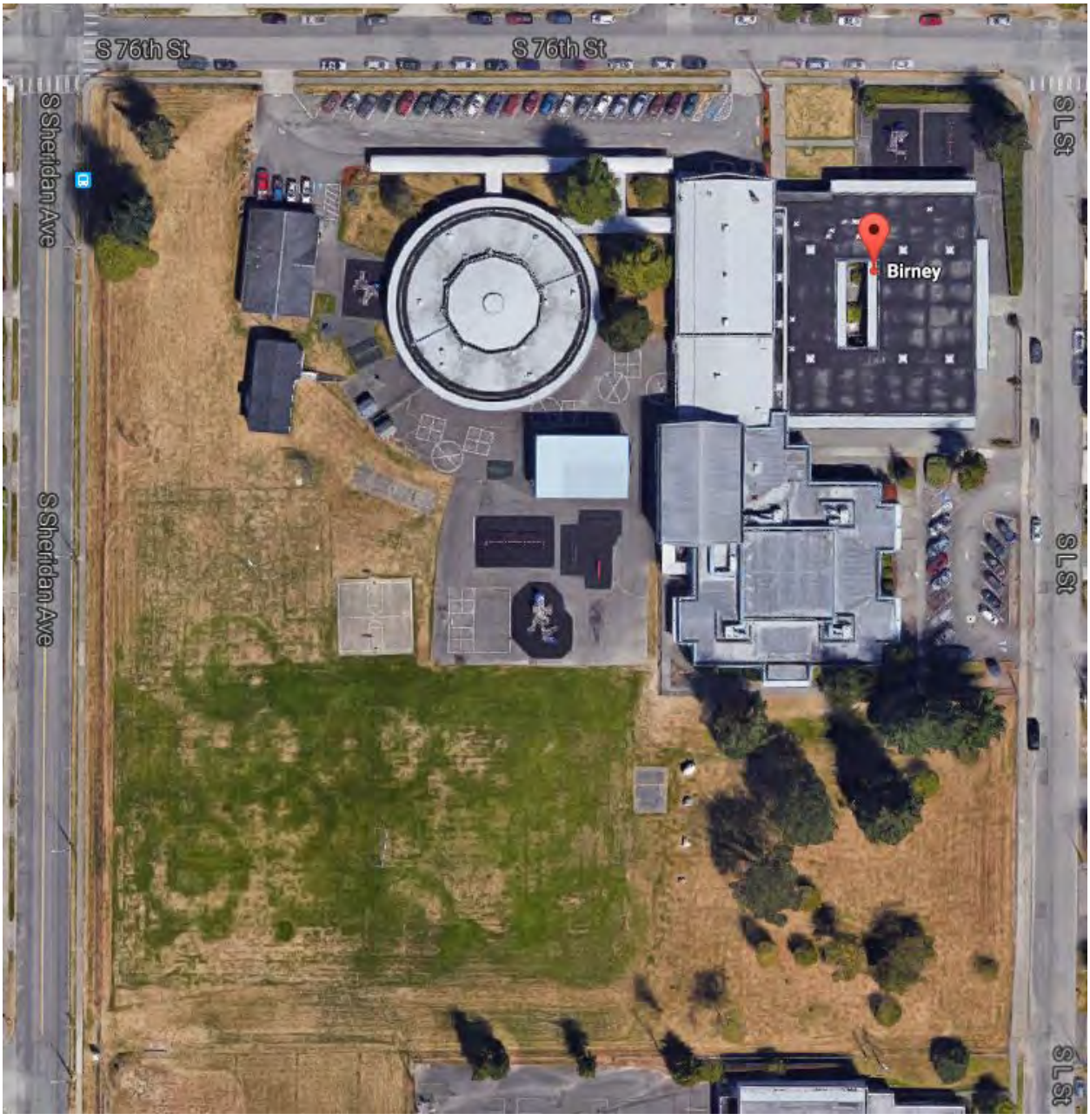
Project Name	Project Description	Delivery Method	Architect/ General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget $	Actual Cost $	Budget Variance %	Comments/Explanation
2001 - 2005: 5 Year History of Completed Capital Improvements Projects (11)											
2001 Capital Improvements Bond Program											
Jason Lee Middle School	Historic modernization & additions	DBB	Merrit+Pardini/Absher	2000	2001	2000	2001	$ 58,000,000	$ 57,834,556	-0.3%	
Meeker Middle School	Modernization & additions	DBB	DLR/Absher	2001	2002	2001	2002	$ 5,500,000	$ 5,566,854	1.2%	
Larchmont Elementary School	Modernization & additions	DBB	HOA/Porter Bros	2001	2002	2001	2002	$ 3,000,000	$ 2,929,915	-2.3%	
Blix Elementary School	Modernization & additions	DBB	BCRA	2001	2002	2001	2002	$ 18,000,000	$ 18,045,679	0.3%	
Giaudrone Middle School	Replacement school	DBB	NAC/Garco	2002	2003	2002	2003	$ 26,000,000	$ 25,466,726	-2.1%	
Mann Elementary School	Modernization & additions	DBB	TCF	2002	2003	2002	2003	$ 8,000,000	$ 7,862,287	-1.7%	
Jefferson ES	Replacement school	DBB	McGranahan/Porter Bros	2002	2003	2002	2003	$ 17,000,000	$ 16,542,783	-2.7%	
Whitman Elementary School	Replacement school	DBB	McGranahan/Quinn	2002	2003	2002	2003	$ 7,000,000	$ 6,925,144	-1.1%	
Mount Tahoma High School	Replacement school	DBB	BLRB/Lease Crutcher Lewis	2003	2004	2003	2004	$ 80,000,000	$ 77,025,223	-3.7%	Favorable site conditions
Foss High School	Modernization & additions	DBB	DLR/Garco	2004	2005	2004	2005	$ 32,000,000	$ 31,727,700	-0.9%	
Stafford Elementary School	Modernization & additions	DBB	HOA/Bailey	2004	2005	2004	2005	$ 17,000,000	$ 17,090,930	0.5%	Unforseen ROW conditions
									$ 267,017,797		
2006 - 2016: 10 Year History of Completed Capital Improvements Projects (13)											
Fern Hill Elementary School	Modernization & additions	DBB	BLRB/BNCC	2005	2006	2005	2006	$ 18,000,000	$ 18,082,753	0.5%	
Stadium High School	Historic modernization & additions	**GCCM**	Bassetti & Krei/Skanska	2004	2006	2004	2006	$ 108,000,000	$ 107,967,536	0.0%	
Wilson High School - Phase 2	Occupied site, moderenization & additions	DBB	NAC/Absher	2005	2006	2005	2006	$ 29,000,000	$ 28,919,765	-0.3%	
Lincoln High School	Historic modernization & additions	**GCCM**	DLR/Lease Crutcher Lewis	2006	2008	2006	2007	$ 75,000,000	$ 75,170,798	0.2%	
Gray Middle School	Modernization & additions	DBB	Mahlum/Porter Bros	2008	2009	2008	2009	$ 42,000,000	$ 41,788,413	-0.5%	
First Creek Middle School	Replacement school	DBB	NAC/Garco	2008	2009	2008	2009	$ 45,000,000	$ 42,067,441	-6.5%	Used Giaudrone design and site adapted
Baker Middle School	Replacement school	DBB	BLRB/Forma	2011	2012	2011	2012	$ 48,000,000	$ 47,521,000	-1.0%	
Geiger Montessori	Replacement school	DBB	HOA/Forma	2011	2012	2011	2012	$ 27,000,000	$ 26,802,105	-0.7%	
2013 Capital Improvements Bond Program											
Washington Elementary School	Historic modernization & additions	DBB	BLRB/Babbit Neumann	2013	2014	2013	2014	$ 31,000,000	$ 34,776,609	12.2%	Board approved add'l scope & alternates
Science and Math Institute High School - Camp 6	Modular portables campus	DBB	McGranahan/Forma	2014	2015	2014	2015	$ 6,000,000	$ 5,946,288	-0.9%	Located within Point Defiance Park
Industrial Design, Engineering & Art High School	Modernization & additions	DBB	Integrus/TPS	2015	2016	2015	2016	$ 2,000,000	$ 1,976,344	-1.2%	
McCarver Elementary School	Historic modernization	**GCCM**	DLR/Skanska	2015	2016	2015	2016	$ 39,000,000	$ 38,765,433	-0.6%	Early beneficial occupancy achieved
Wainwright Intermediate School	Replacement school	DBB	DLR/Neeley	2015	2016	2015	2016	$ 35,000,000	$ 35,672,589	1.9%	Winter weather impacts
									$ 505,457,074		
2017 - 2021: 5 Year In Progress Capital Improvements Projects (11)											
Science and Math Institute High School - ELC	Replacement school	DBB	McGranahan/Forma	2016	2017	2016	NA	$ 19,000,000	Construction	TBD	Located wtihin Point Defiance Zoo
Wilson High School - Phase 3	Modernization & additions	DBB	NAC/Absher	2015	2017	2015	NA	$ 60,000,000	Construction	TBD	
Stewart Middle School	Historic modernization & additions	**GCCM**	Bassetti/Skanska	2015	2017	2015	NA	$ 66,000,000	Construction	TBD	Feb 2017 Occupancy - 7 months early
Arlington Elementary School	Replacement school	DBB	Mahlum/Neeley	2016	2017	2016	NA	$ 26,000,000	Construction	TBD	
Mary Lyon Elementary School	Replacement school	DBB	DOWA-Erickson McGovern/TBD	2017	2018	Design	NA	$ 29,000,000	Design	TBD	
Browns Point Elementary School	Replacement school	**GCCM**	TCF/Skanska	2017	2018	Design	NA	$ 31,000,000	Design	TBD	
Grant Elementary School	Replacement school	TBD	McGranahan/TBD	2018	2019	Program	NA	$ 29,000,000	Programming	TBD	**GC/CM candidate - occupied site**
Birney Elementary School	Replacement school	TBD	McGranahan/TBD	2018	2019	Program	NA	$ 30,000,000	Programming	TBD	**GC/CM candidate - occupied site**
Downing Elementary School	Replacement school	TBD	TBD/TBD	2019	2020	Planning	NA	$ 30,000,000	Planning	TBD	**GC/CM candidate - occupied site**
Boze Elementary School	Replacement school	TBD	TBD/TBD	2019	2020	Planning	NA	$ 32,000,000	Planning	TBD	**GC/CM candidate - occupied site**
Hunt Middle School	Replacement school	TBD	TBD/TBD	2020	2021	Planning	NA	$ 53,000,000	Planning	TBD	**GC/CM candidate - occupied site**
								$ 405,000,000			

EXHIBIT G
2013 Bond Program GC/CM Candidate Projects

Tacoma School District Map and School Site Legend



Birney Elementary School

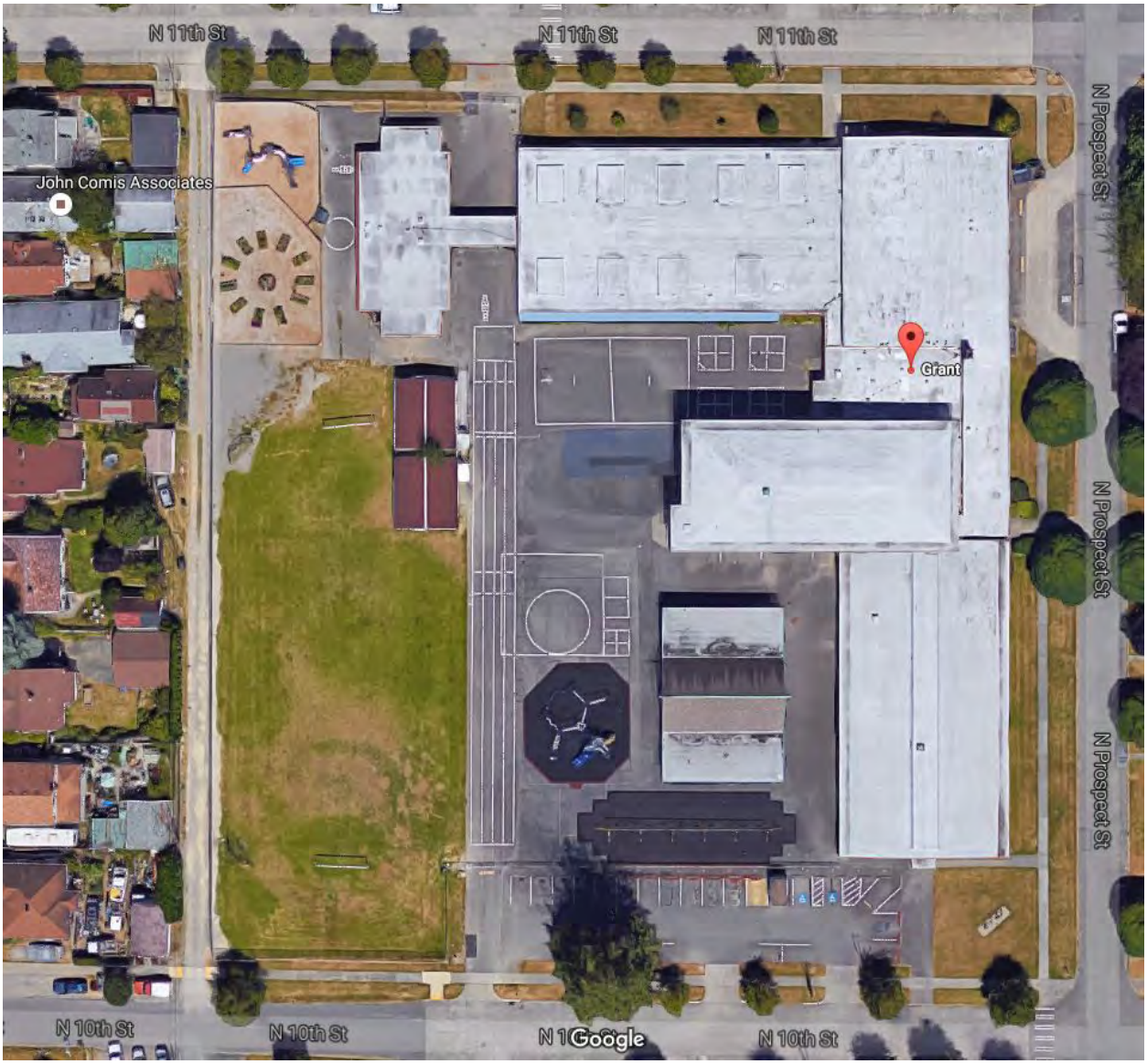


Downing Elementary School

Hunt Middle School

Note: The name on the photo is Stewart Middle School because the Hunt Middle School facility and site is being used as the swing school to house our Stewart Middle School students while it is under construction.

Grant Elementary School



Boze Elementary School