

To: Project Review Committee Members

Subject: Tacoma Public Schools - Hunt Middle School Design/Build Application

To whom it may concern:

Thank you for the opportunity to submit our Hunt Middle School Replacement project for consideration to utilize the Design/Build project delivery method. As most of us involved in the construction industry are aware, the recent construction market conditions in Washington State reflect conditions of low supply and high demand for both labor and materials. This has become particularly evident over the past few years in the construction market for K-12 projects with budgets in the range of \$20-40 million. Many of the contractors, subcontractors and suppliers who typically bid on these types of projects are nearing capacity and the cost for projects of this type has been escalating at an alarming rate.

Taking a look back at school district capital project bond measures that were approved by voters between 2011 and 2017 indicates that there has been over \$11 billion of K-12 projects approved during that time period. Forecasting known, upcoming capital project bond measures, it is predictable that another \$3 billion in capital project bonds could be approved in 2018-2019 and go into construction in the next 5-10 years. With this in mind, it becomes evident that there is likely no relief from construction cost escalation for K-12 construction projects anywhere in the foreseeable future. Given this situation, we believe that it is in the best interest of Tacoma Public Schools (TPS) to expedite the design and construction of the last few projects remaining in our 2013 Capital Projects Bond in order to control increased costs from construction escalation that is currently hovering at a level of 5-8% per year. We feel that using the Design/Build alternative project delivery for our HMS project will help TPS accomplish this by moving the project ahead in our original construction schedule and significantly shortening the length of time between design and construction completion.

We propose that the Hunt Middle School Project (HMS) be delivered via Progressive Design/Build as opposed to the traditional Design-Bid-Build method. A key benefit in this delivery method is that the district, contractor and the architect will be working collaboratively from programming through construction as a unified team to deliver the HMS project in a shorter timeframe. Another benefit is that the contractor and architect will be working together to fine tune the project design to fit the available budget by being collaborative and innovative on the selection of the building systems, materials and finishes that are well suited to the project requirements, are cost effective and can translate efficient and more cost effective construction.

We're proposing to utilize a Progressive Design/Build model where the selected team will collaborate with the owner's stakeholders early in design to develop a program and design that meets the owner's needs, budget and schedule. We anticipate that the GMP negotiation for this project would take place when the project design is approximately 50-60% complete, at the end of the Design Development phase.

The project would be managed by TPS Planning and Construction Project Supervisor, Kristine Anderson taking the lead role, another TPS Planning and Construction employee, Julius Pallotta, acting in a support role as an internal Design/Build advisor and consultant, Jim Dugan (Parametrix) acting in the role of Program Manager and advisor for the district. All three of these project team members have had past, successful Design/Build project experience.

TPS has a proven track record of successfully implementing alternative delivery (GC/CM) on numerous projects and completing those projects on-time and within budget. Currently, the district has one other project, the Bose Elementary School (BES) Replacement, that's utilizing the Progressive Design/Build delivery model. The BES project is currently in design and is anticipated to begin construction next Spring and be open for the 2019/20 school year.

Based on our research into alternative delivery and our current experience at Bose Elementary School, we're highly optimistic that the Design/Build delivery method will allow the district to successfully deliver the Hunt Middle School Replacement project and reap the rewards of the inherent benefits of a delivery method that encourages collaboration, innovation and efficiency. This would ultimately allow us to deliver a cost effective design that meets our program, is within the available budget and will allow us to open the new school for classes for the 2020/21 school year, a full year ahead of our original schedule and at a significant cost savings.

Thank you for considering the Hunt Middle School Replacement project as a potential candidate for Design/Build alternative delivery.

Sincerely,



Morris Aldridge, Executive Director
Planning & Construction
Tacoma Public Schools

Hunt Middle School Replacement Project



Photo: Existing Hunt MS Site

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

Application for D/B Project Delivery Approval

Submitted by
Tacoma Public Schools #10
April 20, 2018



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

**APPLICATION FOR PROJECT APPROVAL
TO USE THE DESIGN BUILD (D/B) CONTRACTING PROCEDURE**

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

APPLICATION FOR PROJECT APPROVAL

To Use the Design-Build (D/B) Alternative Contracting Procedure

*The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9. A Public Body that is **certified** to use the D/B procedure and is seeking approval to use this procedure on a D/B project with a total project cost of less than **\$10 million** is not required to submit information for Questions 7 or 8.*

1. Identification of Applicant

- | | | |
|-----|----------------------------|--|
| (a) | Legal name of Public Body: | Tacoma Public Schools #10 |
| (b) | Address: | 3223 Union Avenue South, Tacoma, WA 98409 |
| (c) | Contact Person Name: | Morris Aldridge
Executive Director of Planning & Construction |
| (d) | Phone Number: | (253) 571-3350 |
| (e) | Fax Number: | (253) 571-3360 |
| (f) | E-Mail: | maldrid@Tacoma.K12.Wa.US |

2. Brief Description of Proposed Project

*Please describe the project in no more than two short paragraphs.
(See Example on Project Description).*

The existing Hunt Middle School (HMS) is located in West Tacoma on a 24.8-acre site. (See Exhibits A & B) The current building area of HMS is approximately 55,345s.f. The original Hunt Middle School (circa 1957) consisted of the original Classroom Building (49,777s.f.), the Gymnasium (13,303s.f.) and Cafetorium (12,217s.f.). In 1964, a new Shop Building (4,127s.f.), Gymnasium Addition (4,411s.f.) and Classroom Building (17,712s.f.) were constructed. In 1968, another small Classroom Building (5,206s.f.) was constructed and in 1974, a Library Addition (5,569s.f.) was made to the original Classroom Building. The existing structures are arranged in a campus style configuration that is connected with covered walkways. The structures are all located in the southwestern corner of the site, with grass fields occupying the site to the north and east.

This project is to replace the existing facilities with a new Hunt Middle School that will be designed to house 600 students. The project will likely be wood-framed construction in a single-story or multi-story configuration. The intent is to deliver the new Hunt Middle School by utilizing the Progressive Design/Build delivery method. It is the Owners intent to hire a highly qualified Design/Build partner who will work collaboratively with District staff, consultants and the community to program, design and construct the new school. The site may or may not be occupied by students and faculty during the construction. It depends on whether or not Grant Elementary School and Birney Elementary School

complete on time. However, the project will present challenges related to the construction of a new facility on a piece of property that is surrounded by dense single-family and multi-family residential developments. The budgeted design and construction cost for the project is approximately \$37,369,000, with a total project budget of \$48,000,000. It is anticipated that construction will begin in the spring of 2019 to allow occupancy in the Fall of 2020.

3. Projected Total Cost for the Project:

A. Project Budget

Project GMP Budget (includes D/B Fee, SGC, NSS and D/B contingency @ 3%)	\$33,500,000
A/E Basic & Additional Services Allowance	\$3,869,000
Subtotal D/B Contract Budget	\$37,369,000
Owners Project Contingency (5% D/B Contract)	\$1,868,450
Owners Soft Cost Budget (Includes Project Admin., FF&E, Owners Other Consultants, Permits/Fees, Sales Tax, etc.)	\$8,762,550
Total Project Budget	\$48,000,000

Note that the above budget information is preliminary and is subject to change.

B. Funding Status

Please describe the funding status for the whole project.

Note: If funding is not available, please explain how and when funding is anticipated

The Hunt Middle School replacement project is funded from the proceeds of a \$500 million capital bond issue approved by Tacoma voters in February of 2013. HMS is the 13th project of 14 projects in total, funded by this bond measure. Sufficient funds are currently available from the 2013 capital bond measure to complete the project.

4. Anticipated Project Design and Construction Schedule

Please provide:

The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

(See Example on Design & Construction Schedule)

Note: Consultants intended to augment District staff are currently under contract.

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
PRC Application	April 20, 2018	April 20, 2018
PRC Presentation	May 24, 2018	May 24, 2018
RFQ 1 st Advertisement	May 30, 2018	May 30, 2018
RFQ 2nd Advertisement	June 6, 2018	June 6, 2018
Pre-submittal Meeting	June 8, 2018	June 8, 2018
Statement of Qualifications Due	June 20, 2018	June 20, 2018
Score SOQs/Shortlist	June 21, 2018	June 25, 2018

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
Notify/Release RFP	June 26, 2018	June 26, 2018
Proprietary Meetings	July 6, 2018	July 6, 2018
SOPs Due – Cost and Approach	July 10, 2018	July 10, 2018
Interviews	July 13, 2018	July 13, 2018
Score/Select	July 16, 2018	July 19, 2018
Notify Candidate	July 20, 2018	July 20, 2018
Contract Negotiations	August 2018	September 2018
NTP/Board Approval	October 2018	October 2018
Design	November 2018	December 2019
Permitting	June 2019	December 2019
Construction	January 2020	June 2021
Occupancy/Move In	July 2021	August 2021
OPEN	September 2021	September 2021

Note that the above schedule information is preliminary and is subject to change.

5. Why the D/B Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

5.1 If the construction activities are highly specialized and a D-B approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is D-B critical in the development of them?

Not applicable.

5.2 If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

One of the chief benefits from design-build delivery is the ability of the constructor to collaborate with the designer to increase the efficiency and constructability of the project. In this project, the Design-Builder's early involvement will benefit the project by allowing the constructor to work closely with the designer and the owner to optimize the location of the building and utilities in a vicinity and in a manner that will allow the existing, and possibly occupied Hunt Middle School (HMS) to maintain operations and safety for all throughout construction of the new HMS school and subsequent demolition and removal of the existing HMS school.

Because the primary goal is to build and occupy the new HMS earlier than the bond measure plan and in doing so save significant funding on a shortened design and construction phase, then, early Design-Builder involvement will allow for opportunities of innovation and efficiencies to reduce the owner's risk of schedule and cost impacts related to the cost of time in an ever increasing inflationary market, the significant lack of labor and material resources in the marketplace due to the

heightened demand of both and finally, unforeseen conditions on the site that are surely to manifest as this site has not had any development of significance for almost a half century.

5.3 If significant savings in project delivery time would be realized, explain how D-B can achieve time savings on this project.

Between January 2017 and June 2017, construction costs in the greater Puget Sound marketplace for elementary school projects in the \$20 M - \$30 M range have gone from a planned and budgeted range of \$290/SF– \$320/SF, to an actual bid range of \$480/SF to \$525/SF – a \$205/SF increase on a \$320/SF budget, or a 64% increase in construction cost.

Traditional development (design/bid/build) and utilization of the bid market is no longer tenable for this kind of project in today’s market.

One of the primary benefits of selecting a Design-Build approach over a Design-Bid-Build approach is the ability to save significant time and money in the design and bidding phases of the project and to establish total project cost earlier. Applying the Progressive Design-Build delivery process allows for Tacoma Public Schools to hire both the general contractor and design team under one contract and involve both entities along with the Owner during programming, design, bidding and construction. Utilizing the combined strength of qualified design and construction professionals will allow us to more efficiently design to a budget, plan for early procurement and early bid packages and get to breaking ground much quicker than the more traditional D/B/B delivery approach – which we believe may result in not less than 6 months and as much as a year of reduced time from the beginning programming through completion of construction over the D/B/B delivery method.

Since the contractor and the designer can collaborate to phase work and increase the efficiency and constructability of the project, it is anticipated and desired that the owner’s risk register, schedule and cost impacts related to unforeseen market and site and resource conditions, will be drastically reduced.

The District believes approximately \$500K will be saved in design costs, approximately \$500K will be saved in reduced construction escalation and finally, another \$500K will be saved in greater efficiencies – for a total overall goal of savings in the \$1.5M range.

Design-Build is the fastest delivery method available to a Washington State Public Agency. Given the current saturated state of the market for projects in the \$20-40M range and no evidence to support that it will soften in the near future, the District believes Design/Build is the appropriate delivery method with which to develop the HMS project.

6. Public Benefit

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

6.1 How this contracting method provides a substantial fiscal benefit; or

As described above in Section 5.2 in more detail, we anticipate the D/B contracting method will provide the following substantial fiscal benefit for the HMS replacement school project:

- (1) Design Savings: \$500K savings goal - Reduce the D/B/B design risk of errors and omissions.
- (2) Construction Escalation Savings: \$500K goal – Assuming a continued annual escalation plus market conditions in overall development costs, by using D/B, we are able to build more efficiently, thus saving approximately \$500K in escalation costs.
- (3) D/B Efficiency: \$500K goal – The District historically has used a Design Advisory Committee (DAC) method to aid in the design development of a traditional D/B/B delivery method school project. The District desires a more “developer” defined method to aid in the design and construction of a school project. The District hopes to see efficiencies and methods that are not currently common to school design and site placement, applied to this project and as such, realize savings as a result.

The HMS project is funded by a capital bond measure that was planned in 2011 and passed by the tax payers in February 2013. No one could know then what the market would be like today – that being escalation that has continued to climb and market conditions that have responded to a high demand/low supply market of contractors and consultants, with construction costs that are 50% to 70% higher than bond planned and budgeted. With this project being reduced by one year and approximately \$1.5 Million by utilizing the Design-Build delivery method, the public will receive a new school months sooner than anticipated while still saving money. Utilizing the Design-Build approach will help ensure a fixed GMP and flexible scope, resulting in a project that stays within the budget and the schedule.

In order for the District to fulfill its 2013 development promise to the Tacoma tax payers, and, obtain the highest quality project possible within the current market conditions and available funds, the District believes the Design-Build delivery method is the best delivery method options to achieve these goals.

6.2 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.

As described in greater detail above in sections 5.3 and 6.1, utilizing the traditional Design-Bid-Build delivery method is not practical for this project, primarily due to cost and changing market conditions. Over the past year, the construction cost per square foot of projects of this size, type and magnitude have increased by 30% to 50%. This drastic cost increase over such a short period of time is due to the market being completely saturated with similar projects.

More than \$16B in capital funding for Washington State K-12 projects has been pumped into the marketplace between 2011 and 2018. Based on information we have acquired so far; local school districts are planning another \$3 B in capital funding for continued K-12 school improvements. See attached Exhibit D for a summary of

bond measures that have passed between 2011 and 2017, as well as a forecast of bonds that are now in the planning for 2018 and 2019.

This is an unprecedented level of capital infusion into our local marketplace. High project demand coupled with limited and lower contractor and sub-contractor availability, have driven D/B/B bid market construction costs per square foot for \$20 M to \$40 M projects, up by 30% to 50%. Additionally, 2016 showed us for the first time in a very long time, school projects across the Puget Sound that did not complete and open on time for the first day of school. Wainwright ES in Fircrest was such an example for the District. The first day of school in the new school was December 5, 2016 and not September 3, 2016.

As a result, D/B/B projects are now not completing on time and they cost more than can be afforded. The tax payers simply cannot afford a Design-Bid-Build project at this time, so it is no longer an affordable delivery option for this project.

7 Public Body Qualifications

Please provide:

7.1 A description of your organization's qualifications to use the D/B contracting procedure.

In summary – The District has done a thorough job of assembling a team of experienced, full-time District employees augmented with qualified and experienced consultants that have significant D/B experience that will allow them to successfully procure, implement and manage this project. The proposed PM and internal D/B Advisor are both employees of the District and both have successfully completed D/B projects within the past 6 years. The D/B Consultant, Parametrix, is currently under contract with a Master PM/CM Agreement to provide D/B Advisory services and augment District PM/CM staff, as required. Jim Dugan of Parametrix has more than 20 years of D/B project experience between 1978 and 1998 while employed by The Austin Company. The District's external D/B legal counsel, Graehm Wallace of Perkins Coie LLP, will assist with the development of the procurement documents, the D/B contract documents and will provide D/B legal consultation throughout the duration of the project. Finally, we have retained John Palewicz, former UW Seattle Capital Projects Director, as our external D/B Advisor to provide current and long-term oversight and counsel.

In detail - Tacoma Public Schools has a long and successful history of planning and executing large capital projects of size and complexity on time and on or under budget. In 2001, the Tacoma Public Schools Board of Directors approved a 30-year plan to replace, build additions to and/or modernize all of the school district's aging facilities. In April 2001, the first 10-year installment of this plan began with the passage of a \$425 million bond.

In this first phase of the plan, the Tacoma Public Schools completed 27 major capital projects valued at more than \$500 million in construction value. Please refer to Exhibit E for a summary of the TPS historical construction experience.

TPS has only implemented the Design-Build (D/B) delivery method once before. The first TPS project to utilize D/B delivery is the Boze Elementary School Replacement project. That project completed procurement in February 2018 and is currently in the preconstruction phase of design. The Hunt Middle School replacement project will be the second TPS project to utilize the D/B delivery method.

Although the D/B method of delivery has been fully embraced and utilized by higher education institutions in the State of Washington (UW, WSU, etc.), K-12 has only recently begun to see

the advantages of the delivery method. Historically, the majority of K-12 projects have been delivered utilizing the more traditional Design/Bid/Build delivery model. However, the current rate of construction cost escalation and an unusually capacitated construction market have created an environment that now encourages local school districts to look for a quicker, more cost effective and efficient method of project delivery. The D/B method of delivery meets these needs, due mostly to the potential of a shorter period of time to market and a shortened length of time to construction completion, yielding savings in escalation and market conditions.

Tacoma Public Schools is confident and excited about utilizing this alternate delivery method for the HMS replacement project. Although Tacoma Public Schools, as an organization, has limited experience in D/B delivery, many of the proposed team members, both District employees and consultants, have extensive, previous experience in D/B project delivery.

More detailed staff and consultant biographies are provided in section 7.3 below. However, the following is a summary of the D/B experience for selected individuals of the proposed project team:

Kris Anderson: TPS Project Supervisor (Project Manager)

- Licensed Architect in the State of Washington
- 24 years of experience as a Project Manager
- 7 previous Design/Build projects
- D/B project values ranging from \$2M to \$120M

Note: Kristine Anderson, Project Manager for the Hunt Middle School replacement, is a licensed Architect with 32 years of professional work experience at Tacoma area architectural firms and with the Boeing Company. Kris rose to senior associate at BCRA (Tacoma) and spent nine years in their Federal Projects studio working on a range of Design-Build projects, through planning, design and construction phases. Kris has been a full-time employee of the TPS Planning and Construction department for nearly three years, serving as a Capital Projects Supervisor. Her prior projects at the District have included managing design and construction for the replacement of Mary Lyon Elementary School and she will be the TPS project manager for the entire duration of the Hunt Middle School replacement project.

Julius Pallotta: TPS Internal D/B Advisor

- 30 years of experience
- 23 years of experience as a D/B Project Manager
- 18 previous Design/Build projects
- D/B project values ranging from \$350K to \$90M

Jim Dugan (Parametrix): APD Program Manager

- 40 years of experience
- 20 years of experience as a D/B Project Manager
- 16 previous Design/Build projects
- D/B project values ranging from \$1M to \$300M

Note: Jim Dugan, a TPS Program Management advisor that is employed by Parametrix, has extensive Design-Build knowledge and experience from his tenure with The Austin Company (TAC) from 1978 to 1998. During his 20 years with TAC, Jim had D/B project management experience managing the design, engineering, and

construction of commercial and industrial projects ranging from 23,000 to 3 million square feet, and from \$1 million to \$300 million in/for domestic and international clients and markets. His knowledge of the Design-Build process will be extremely valuable for the Hunt Middle School replacement project.

Overall District Project Experience

Over the past 15 years, the District has completed more than 20 major capital projects including new construction replacement schools, new additions to existing schools, modernization of existing schools and multiple historic modernizations, including the award winning Stadium High School. The current district project portfolio is comprised of D/B/B and GC/CM delivered projects of size and significance, as well as the first D/B delivery of Boze Elementary School

The current project activity within the District is best summarized as follows:

Currently in Construction – Opening fall of 2018

- Browns Point ES (GC/CM)
- Mary Lyon ES (D/B/B)

In Design Now – Start Construction summer 2018 – Opening fall of 2019

- Grant ES (D/B/B)
- Birney ES (D/B/B)

In Design Now – Start Construction spring 2019 – Opening fall of 2020

- Boze ES (D/B)

Soon to Start Design

- Hunt MS (This D/B Application)

The combination of experienced staff and consultants paired with a highly qualified D/B design/construction team will set the TPS team up for success on this project. In addition to the experience of the individuals identified herein, the District's large pool of successful, current and past projects has nurtured a culture that strives to make each project managed by the TPS Planning and Construction department meet the complex programmatic, fiscal and schedule needs of projects in today's construction market. The District's construction history is further detailed in Exhibit E of this application.

7.2 A project organizational chart, showing all existing or planned staff and consultant roles.

Note: *The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Example on Project Organizational Chart)*

Please refer to Exhibit F for the Project Org Chart.

7.3 Staff and consultant short biographies that demonstrate experience with D/B contracting and projects (not complete résumés).

***Morris Aldridge – Executive Director of Planning and Construction (Director)
Tacoma Public Schools***

Morris Aldridge has 31 years of K-12 education experience and 27 years of history with the Clint ISD in Clint, Texas. He became ISD's first Assistant Superintendent for Administrative Services in 2006 and from 2010-2017 was the Superintendent of Operational Services. As a district administrator he supervised the construction of the new Clint High School using the Construction Management At Risk/GC/CM delivery method. The project came in \$1.2 million under budget. His role as manager of the district's construction projects included managing multi-million dollar budgets and developing policies, regulations and procedures. Mr. Aldridge supervised the district's facilities assessment and the subsequent 2015 bond election. His efforts resulted in the passage (76% approval) of the \$80 Million Bond. Morris came to the Tacoma School District in July of 2017.

Kristine Anderson, AIA, LEED® AP BD+C, DBIA – Project Supervisor (Project Manager) (Tacoma Public Schools)

Kristine has 32 years of experience in planning, developing architectural design, and supporting construction for educational, institutional, commercial and manufacturing projects in both public and private markets. With professional degrees in architecture, a LEED credential and formal training in project management, she navigates clients, stakeholders, designers and contractors through projects to make smart and timely decisions, collaboratively. She has demonstrated project management and leadership skills necessary to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction.

While working as a project manager and architect at BCRA (Tacoma), Kris had significant Design-Build team experience designing, managing and supporting construction for multiple federal projects ranging from \$3.8 to \$17.5 million. Clients included the Dept. of the Navy, U.S. Fish & Wildlife and U.S. Army Corps of Engineers - Seattle, Norfolk and Fort Worth Districts. Earlier, Kris also participated as a project architect in Washington State's pilot project utilizing GCCM project delivery at the Cedar Creek Corrections Center 200 Bed Expansion in 1999.

Julius Pallotta – Internal D/B Project Advisor (Tacoma Public Schools)

Julius has 30 years of construction management experience, managing the planning, design and construction of industrial and commercial projects in both public and private markets. With formal training in estimating processes, project scheduling, critical path approach, risk management and project financial management software. He provides project management and leadership skills needed to plan, manage, design and complete construction, consistent with project requirements, budget restrictions, and schedule requirements, as well as working with all agencies having jurisdiction. Julius has successfully managed and delivered multiple projects ranging from, \$350,000 to \$90,000,000, using, design build, job order contracting and design bid build delivery methods. Julius has managed the procurement process of over \$2.5 Billion in design build IDIQ and job order contracting, through the, U.S. Army Corps of Engineers, Huntsville and Seattle District. Julius' skills include; alternate project delivery, budget forecasting, knowledge and understanding of local codes and regulations, risk management,

collaboration with stakeholders, mitigation of claims and conflict resolution.

Jim Dugan – Alternative Project Delivery Program Advisor (Parametrix)

Jim has 40 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation. While working for The Austin Company (1978-1998), Jim had significant Design-Build experience managing the design, engineering, and construction of commercial and industrial projects ranging from 23,000 to 3 million square feet, and from \$1 million to \$300 million. Jim's D/B experience with Austin took him to Korea, Malaysia, Australia, Mexico, Canada and all major cities within the USA.

Jim is highly experienced in alternative project delivery utilizing both GC/CM and Design/Build. He has served as a member of the Project Management team for a number of public agency Owners and projects. In 2016, Jim was appointed to a 3-year term on the States Project Review Committee (PRC) where he, along with colleagues from the construction industry and public agencies, volunteer their time to review applications, hear presentations and make recommendations on public entities wishing to utilize alternative construction delivery methods of GC/CM and Design/Build on publicly funded projects.

Graehm Wallace – District Legal Counsel (Perkins Coie, LLP)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided legal assistance for numerous school districts including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm prepares alternate delivery contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on alternate delivery projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiations. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

*7.4 Provide the **experience and role on previous D/B projects delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project.***

(See Example Staff\Contractor Project Experience and Role. The applicant shall use the abbreviations as identified in the example in the attachment.)

Please refer to Exhibit G.

7.5 The qualifications of the existing or planned project manager and consultants.

Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

Please refer to Section 7.3 and Exhibit G.

7.6 If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not Applicable. The proposed Project Manager, Kristine Anderson, is a full-time employee with Tacoma Public Schools Planning & Construction department.

7.7 A brief summary of the construction experience of your organization's project management team that is relevant to the project.

TPS Planning & Construction Department

Between 2001 and 2017, the Tacoma Public Schools Planning & Construction department has planned and managed more than \$772M in large capital projects, in addition to an annual run rate of \$5M to \$8M in small capital projects spanning more than 50 school facilities and buildings across the City of Tacoma. Exhibit E to this application summarizes all of this work, as well as what is currently in progress now thru 2021.

Some but not all of the work currently in progress includes:

- Mary Lyon ES - New Construction - \$29M – D/B/B - Occupancy Aug. 2018
- Browns Point ES - New Construction - \$31M – GC/CM - Occupancy Aug. 2018
- Grant ES - New Construction - \$29M - GC/CM - In Design - Occupancy Aug. 2019
- Birney ES - New Construction - \$30M – GC/CM - In Design - Occupancy Aug. 2019
- Boze ES – New Construction - \$32.5M – D/B – In Design – Occupancy Aug. 2020

The project team D/B experience is summarized in Exhibit G of this application.

The Tacoma public Schools staff listed in this application have been involved in many design and construction projects and numerous alternative delivery projects as indicated in their biographies, Exhibit E and Exhibit G of this application. The third largest school district in the State of Washington, Tacoma public Schools is also the largest developer within the City of Tacoma. More than 30 years ago, the then Board of Directors of TPS set forth a plan to rebuild the District, one school at a time, until all schools were replaced, or modernized. That effort remains in progress to this day.

Morris Aldridge joined Tacoma Public Schools as the new Executive Director of Planning and Construction in July 2017. Prior to joining TPS, Morris managed large capital projects for the Clint Independent School District in Clint, Texas (2011-2016). The projects listed in Exhibit E within this time frame include DB and CMAR (GC/CM) projects of size and significance. Morris' role as during that time included managing multi-million dollar budgets

and developing policies, regulations and procedures. Morris is now in the progress of planning the next capital bond measure, one that is shaping up to be in the \$500M range and addressing more than a dozen remaining school facilities.

Jim Dugan has served in a PM/CM role for the District since 2004 and has participated in all projects listed in Exhibit E between then and now. Jim's role as Program Manager also includes being the primary resource for alternative delivery project planning and coordination of all agencies having jurisdiction. Jim's construction experience prior to serving TPS is significant. Examples of his significant D/B experience with The Austin Company between 1978 and 1998 are listed in Exhibit G of this application.

Also summarized in Exhibit G is the D/B experience for both Kris Anderson and Julius Pallotta. Additional information for each is as follows:

Kris Anderson:

- Kris is an exceptional senior level Architect and PM
- Has a long history of performing in the PM role on projects of size and significance
- Is currently the PM on the Mary Lyon ES project
- Is a comprehensive planner and detail oriented team member
- Is perfectly suited to the PM role on the Hunt MS project

Julius Pallotta:

- Julius is also an exceptional senior level PM and CM
- Has a long history of performing in the CM role on projects of size and significance
- Is currently the PM on multiple TPS projects including some of the most innovative TPS HS programming to date
- Is a grounded, practical, thoughtful problem solver with deep bench strength in the CM role
- Is perfectly suited to the D/B technical advisor role on the Hunt MS project

A tremendous addition to the team, John Palewicz has agreed to fill the role of external D/B Advisor. John brings a wealth of D/B experience and in-depth understanding of the D/B statutes within the State of Washington. John is currently on the CPARB D/B Sub-Committee. One outcome of this sub-committee is the D/B Training Workshop, like the GC/CM workshop provided by the AGC. Due to recommendations of this sub-committee, the first AGC D/B Training Workshop was held to a "sold out" crowd in Q4 of 2017. Exciting times.

Both John Palewicz and Graehm Wallace are well known for their respective roles and alternative project delivery experience. The experience described above and as provided in the Exhibits to this application, clearly demonstrate the District and the proposed project team have the relevant construction experience necessary to plan and implement the Hunt MS project. Although the Hunt MS will be the District's second D/B project and the third D/B project for Morris Aldridge, the other project team members have had extensive D/B experience during their careers.

7.8 A description of the controls your organization will have in place to ensure that the project is adequately managed.

Consistent with previous major capital projects, this project will be managed through Tacoma Public Schools Office of Planning and Construction. The project's overall organizational format starts at the top with project reviews and approvals by TPS's School Board. From there, it proceeds to the Superintendent, then to the Chief Operations Officer and then to the Director of Planning and Construction. The District's project specific staffing will include a project manager from start of design through occupancy, on-site construction representatives and support from the Planning and Construction staff. Maintenance and Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

Over the past decade, the District has developed a comprehensive management system that has been successful in delivering projects on time and within budget, including historic and occupied renovations and new construction, during a time of unprecedented industry-wide cost escalation. Each project has been led by the District's Planning and Construction office, and supplemented by consultants, Parametrix Inc., who specialize and excel in alternative project delivery PM/CM processes and procedures. In addition, the District will employ the legal expertise of Graehm C. Wallace, a construction attorney with Perkins Coie LLP who is highly experienced in the construction industry and with alternative delivery methods. The roles and responsibilities of the District, Architect, consultants, and contractors have been established in a matrix of responsibilities and will be included in D/B contract documents.

The following high level summaries clearly articulate our organizational controls:

Project Management and Decision Making

- Authority and decision making responsibility will be provided by TPS Executive Director of Planning and Construction, Morris Aldridge, Project Executive, with implementation by TPS Planning & Construction staff and Parametrix.
- Parametrix will meet weekly with Project Executive Morris Aldridge, Project Supervisor Kris Anderson and Internal D/B Project Advisor Julius Pallotta to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation the project.
- Jim Dugan will be the primary point of contact for Parametrix.

Selection Committee

- The D/B Selection Committee will consist of District staff, administration and leadership personnel.
- The D/B Selection Committee will include TPS staff from Planning and Construction, Operations and Maintenance and others with construction knowledge and experience.
- The Selection Committee will review the D/B Teams RFQ's and RFP's and make recommendations of D/B Team scoring and shortlisting.
- The Selection Committee will make the recommendation for D/B selection to the Executive Director of Planning & Construction, Morris Aldridge, Superintendent Carla Santorno and the TPS Board of Directors.
- Parametrix will plan, facilitate and monitor the selection process but will not be a scoring member of the Selection Committee.
- Jim Dugan will be the primary point of contact for Parametrix.

Communications

- The District will use a variety of well-established formal and informal tools to provide effective communications with all of those involved in the project.
- At the appropriate time, the District will advertise the RFQ and post the RFQ on the District's website.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in a Design/Builder led proprietary meeting to discuss project objectives, project approach, project procedures and project specific ideas to allow the D/B team to complete their Proposal. Selection Committee will provide appropriate input and feedback to the D/B teams during the proprietary meetings.
- Once a "most qualified" D/B team is selected, the District and Parametrix will meet with the D/B team during the design and construction phases and partake in interim reviews of the program, design, costs and schedule to ensure the District's expectations and vision of the finished project are achieved.

Project Progress

- Progress will be reported weekly by the D/B team to the TPS Project Manager who will report up to the TPS Executive Director of Planning and Construction.
- Formal reports will be sent to the TPS Executive Director, the TPS Superintendent, the Board of Directors and other stakeholders as determined by the District.
- Occasional project status updates will be posted on the District's website to ensure the public is informed on the project status.

Budget Monitoring

- Tacoma Public Schools will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis throughout the project.
- Financial reporting will be provided on a regular basis to the TPS Executive Director, TPS Superintendent and the TPS Board of Directors.
- The District will maintain its own project contingency and reserves to address any Owner driven scope changes, changes resulting from unforeseen/latent conditions related to sitework or building demolition and appropriate resultant change orders.

Schedule

- The proposed project milestone schedule will be provided in the D/B RFQ/RFP documents.
- Successful D/B team will work with District to produce a more detailed project schedule that will show subcategories for design, permitting, phasing, bidding and construction.
- Weekly Project Progress Meetings will include 3 week look-ahead schedule forecasts of activities.
- Monthly D/B construction progress updates with a narrative will be a project requirement.
- Parametrix and the TPS Project Manager will review the baseline construction schedule and comment on monthly construction schedule updates.

7.9 A brief description of your planned D/B procurement process.

Our design-build procurement process will be based on a best value approach of qualitative factors and a pricing factor and the Progressive Design Build delivery model.

As a Progressive D/B model, the project will be primarily weighted on qualifications (RFQ) and proposed approach with a minor price factor element (RFP). Due to the qualifications-based selection, design efforts by the Proposers will be discouraged.

Our procurement process will include the following:

- Market the project to experienced potential D/B candidates.
- Solicit and review/rank initial Statements of Qualifications.
- Solicit written proposals from the highest ranked D/B candidates.
- Proprietary meeting with shortlisted D/B candidates.
- Interview shortlisted D/B candidates.
- Receive and review/rank Proposals.
- Recommend award to the highest ranked D/B candidate.

The first phase will be to issue a Request for Qualifications (RFQ) with a project description, published scoring and weighted criteria, proposed project budget, proposed project schedule and proposed project site information. The RFQ will also ask for specific qualifications and experience of the D/B team firms and the key, individual D/B team members within those firms. Submittals will be reviewed and scored by the Selection Committee with facilitation and input on D/B technical and process questions being provided to the Selection Committee by Parametrix, John Palewicz, and Perkins Coie as needed. The District would like to shortlist up to three Finalists to move to the RFP phase.

The second phase will be to provide the Request for Proposal (RFP) documents to the Finalists. The RFP will include:

- Request for the D/B's approach to project specific criteria,
- Price Factor Proposal Form
- Draft of proposed D/B Contract documents

A Design/Builder led proprietary meeting will be held with each firm during the Proposal development phase to allow the D/B teams to test their ideas, thoughts on project approach and project concepts with the Owner's Selection Committee for feedback and input. Following the proprietary meetings, the Proposals will be submitted for evaluation. The Proposal submissions with supporting documentation will be evaluated by the Selection Committee who will receive, evaluate and score proposals from the Finalists. Parametrix, John Palewicz and Perkins-Coie will facilitate and provide technical consultation, as required, during this phase.

Qualitative factors such as design expertise, D/B expertise, past project performance, project management plan, location of D/B team, D/B team capacity, technical factors, MWBE participation and other published criteria will be the primary criteria for evaluation and selection. The District is also considering including minor cost or other price related factors during the RFP stage as part of the evaluation and selection process.

We anticipate being able to advertise the D/B Request for Qualifications by May 30, 2018. We intend to review/score submittals, develop a shortlist of Finalists and issue the Request for Proposals to the Finalists by June 26, 2018. We anticipate receipt of Proposals July 10, 2018, review/score Proposals and identify our "most qualified" D/B contractor on or before July 20, 2018.

We will then go to the Board for permission to negotiate Preconstruction Services and the D/B Contract terms with the most qualified D/B team with the intent to take the D/B contract to our Board for approval on October 11, 2018. TPS intends to utilize Parametrix and John Palewicz, former Director of Capital Projects at the University of Washington, as external industry experts to participate with us in the D/B selection and contracting process. We

will also use the services and advice of Graehm Wallace of Perkins Coie for legal issues, during procurement, contract negotiations and the course of the project.

7.10 Verification that your organization has already developed (or provide your plan to develop) specific D/B contract terms.

Graehm C. Wallace, JD, Perkins-Coie, will assist the District with preparation of the contract and terms and conditions. Development, consultant and coordination between the District general counsel, Planning & Construction teaming members and Parametrix resources, will work together to prepare and tailor the RFQ and RFP documents to meet the needs of this project.

8 Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (See Example Construction History. The applicant shall use the abbreviations as identified in the example in the attachment.

- *Project Number, Name, and Description*
- *Contracting method used*
- *Planned start and finish dates*
- *Actual start and finish dates*
- *Planned and actual budget amounts*
- *Reasons for budget or schedule overruns*

Please refer to Exhibit E.

9 Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. (See Example concepts, sketches or plans depicting the project.) At a minimum, please try to include the following:

- *An overview site plan (indicating existing structure and new structures)*
- *Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.*

Note: *Applicant may utilize photos to further depict project issues during their presentation to the PRC.*

There are no preliminary concepts, sketches or plans of the project developed at this point. Tacoma Public Schools anticipates this project utilizing Progressive D/B, with the primary design being collaboratively developed by the D/B team in conjunction with the District. We have provided neighborhood and site aerials in Exhibits A, B & C.

10 Resolution of Audit Findings on Previous Public Works Projects

If your organization had audit findings on **any** project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

The District has not received any audit findings on any projects identified in our response to Question 8.

CAUTION TO APPLICANTS


The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so shall render your application incomplete.

Should the PRC approve your request to use the D/B contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the D/B process. You also agree that your organization will complete these surveys within the time required by CPARB.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 
Name: Morris Aldridge
Title: Tacoma Public Schools
Executive Director, Planning & Construction
Date: 4/19/18

Exhibits

- Exhibit A Existing Hunt MS Site Plan and City of Tacoma Map**
- Exhibit B Existing Hunt MS Neighborhood Aerial**
- Exhibit C Existing Hunt MS Site Aerial**
- Exhibit D Washington State K-12 Capital Bond Summary 2011 - 2019**
- Exhibit E Tacoma Public Schools Historical Public Body Project Experience**
- Exhibit F Hunt MS Project Team Organizational Chart**
- Exhibit G Project Team Design Build & Alternative Project Delivery Experience**
- Exhibit H Tacoma Public Schools Planning & Construction Department Organizational Chart**

Exhibit A

Tacoma Public Schools – City of Tacoma School Locations

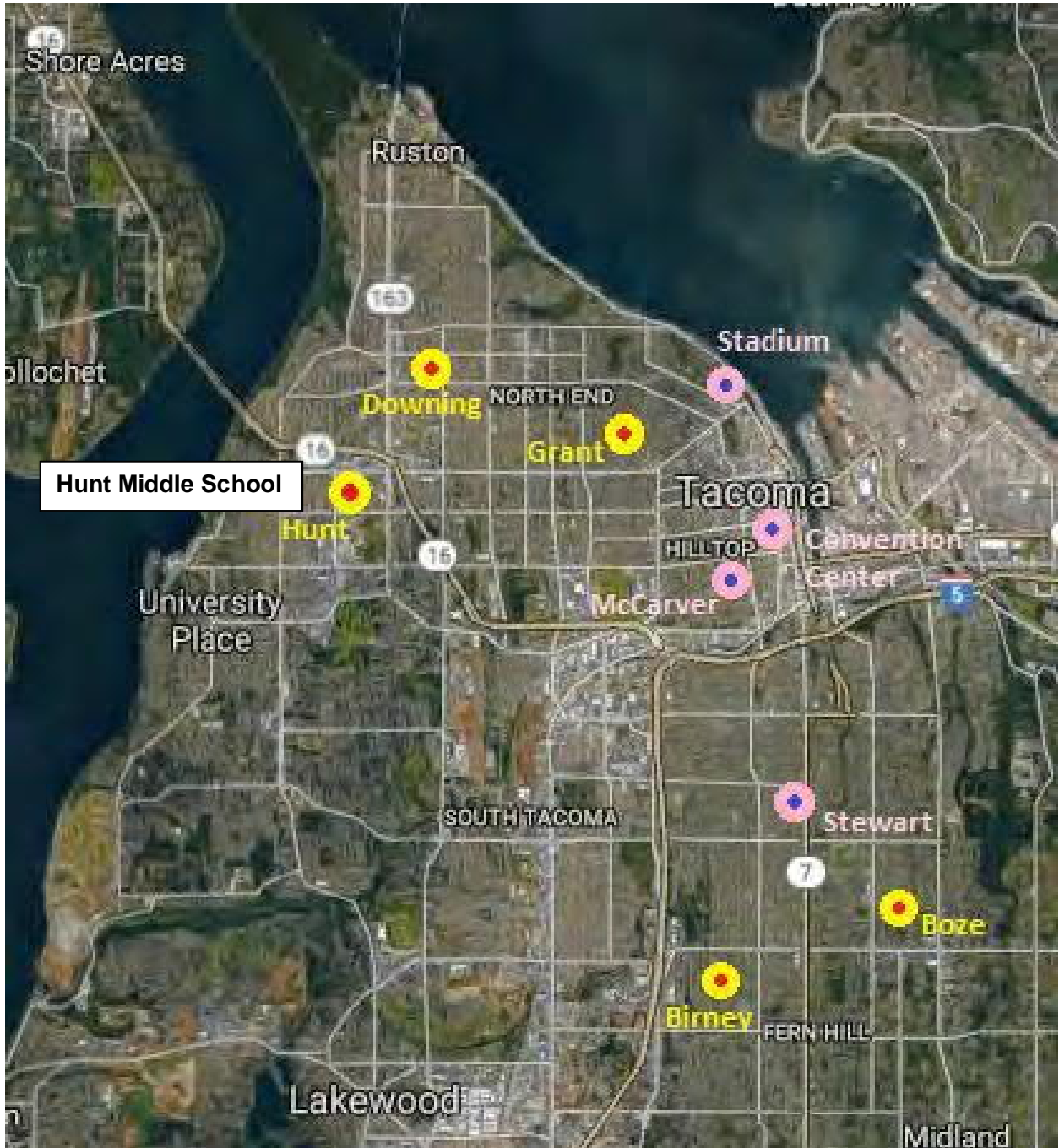


Exhibit B

Existing Hunt MS Neighborhood Aerial

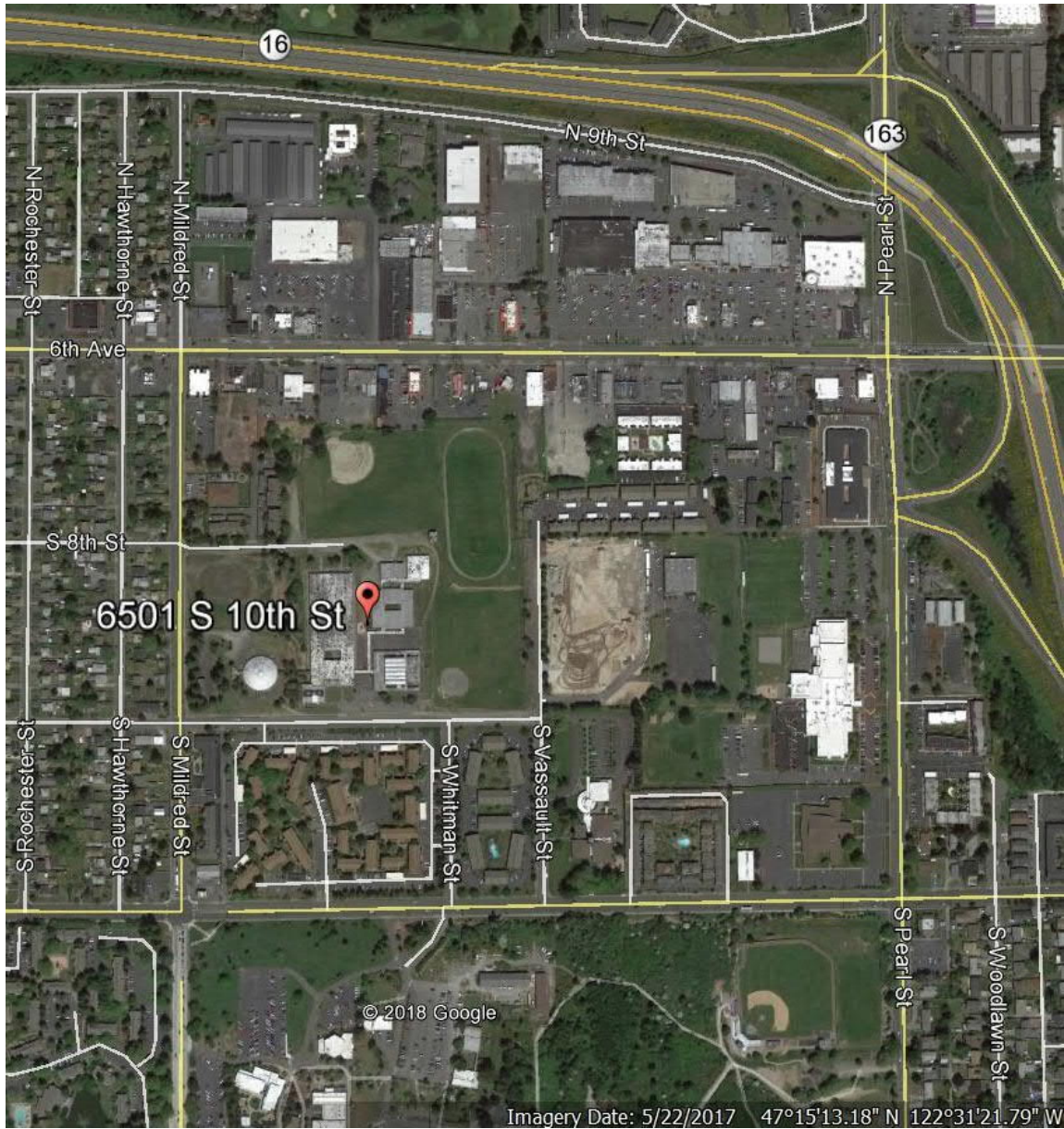


Exhibit C
Existing Hunt MS Site Aerial



Exhibit D

2011 – 2019 Washington State K-12 Capital Bond Summary

County/School District	Bond Issue Passes (Feb, Apr, Aug) by Year										Grand Total	
	2011	2012	2013	2014	2015	2016	2017	2018	2019			
Adams County Total				4,000,000	85,500,000		178,300,000				4,000,000	365,800,000
Benton County Total			98,000,000	66,500,000	69,500,000	12,420,000						154,020,000
Chelan County Total			5,600,000		39,900,000	119,726,400	535,965,000	80,000,000				822,591,400
Clark County Total		47,000,000										52,835,000
Cowlitz County Total		52,835,000										3,900,000
Douglas County Total				3,900,000				4,400,000				4,400,000
Douglas County Total			46,864,000									46,864,000
Franklin County Total			8,750,000			108,255,000	135,310,000					252,315,000
Grant County Total			13,800,000			2,500,000						16,300,000
Greys Harbor County Total					40,977,588							40,977,588
Jefferson County Total		1,329,121,500	195,000,000	726,300,000	312,955,000	2,038,564,706	709,997,500	1,665,000,000				7,024,638,706
King County Total	47,700,000											301,200,000
Kitsap County Total					31,677,544							31,677,544
Kittitas County Total	890,000			44,133,000			75,825,000					120,848,000
Lewis County Total						10,895,000						10,895,000
Lincoln County Total					25,409,930		64,778,906	2,400,000				151,688,836
Mason County Total			61,500,000									22,131,998
Mason County Total		1,850,000			292,515,000							1,292,515,000
Okanogan County Total			500,000,000			403,175,000	9,500,000					412,675,000
Pierce County Total		13,300,000										13,300,000
Pierce County Total				9,600,000								9,600,000
San Juan County Total												240,086,550
San Juan County Total	17,000,000		29,723,000		86,900,000	106,463,550						849,145,367
Skagit County Total				460,950,000	110,970,000	116,000,000	161,225,367					880,300,000
Snohomish County Total					336,400,000	161,900,000	52,000,000	130,000,000				757,500,000
Spokane County Total		97,800,000		349,000,000		160,700,000			150,000,000			53,325,000
Thurston County Total		38,525,000				3,800,000	4,500,000					163,000,000
Walla Walla County Total		3,000,000										120,995,000
Whatcom County Total					120,995,000							53,500,000
Whitman County Total			53,500,000			23,500,000						29,100,000
Whitman County Total			5,600,000									32,850,000
Yakima County Total				32,850,000								184,119,000
Yakima County Total	25,900,000	30,500,000			70,640,000		57,079,000					150,000,000
Arlington County Total												150,000,000
Grand Total	91,490,000	1,613,931,500	1,184,837,000	1,653,100,000	1,631,695,474	3,627,959,242	1,988,880,773	1,877,400,000	800,000,000	150,000,000	14,469,093,989	1,708,470,000

Bonds approved February 2018
Grand Total 16,177,563,989

Exhibit E

TPS Historical Public Body Experience

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	Merritt-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	HON/Porter Bros	2001	2002	2001	2002	\$ 3,000,000	\$ 2,929,915	-2.3%	
Blik Elementary School	Modernization & additions	DBB	BCRA	2001	2002	2001	2002	\$ 18,000,000	\$ 18,045,679	0.3%	
Glaudrone 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	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	HON/Bailey	2004	2005	2004	2005	\$ 17,000,000	\$ 17,090,930	0.5%	Unforeseen 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 & Trej/Skanska	2004	2006	2004	2006	\$ 108,000,000	\$ 107,967,536	0.0%	
Wilson High School - Phase 2	Occupied site, modernization & additions	DBB	NAC/Absher	2005	2006	2005	2006	\$ 29,000,000	\$ 28,915,765	-0.3%	
Lincoln High School	Historic modernization & additions	GCCM	DLR/Lease Crutcher Lewis	2006	2008	2006	2008	\$ 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 Glaudrone 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	HON/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/Babbitt Neumann	2013	2014	2013	2014	\$ 31,000,000	\$ 34,775,609	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%	
McCaver Elementary School	Historic modernization	GCCM	DLR/Skanska	2015	2016	2015	2016	\$ 39,000,000	\$ 39,705,560	1.8%	Early beneficial occupancy achieved
Wainwright Intermediate School	Replacement school	DBB	DLR/Neeley	2015	2016	2015	2016	\$ 35,000,000	\$ 35,437,308	1.2%	Winter weather impacts
								\$ 506,161,920	\$		
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	2017	\$ 20,000,000	\$ 19,785,463	-1.08%	
Wilson High School - Phase 3	Modernization & additions	DBB	NAC/Absher	2015	2017	2015	2017	\$ 60,000,000	\$ 59,886,523	-0.19%	
Stewart Middle School	Historic modernization & additions	GCCM	Bassetti/Skanska	2015	2017	2015	2017	\$ 66,000,000	\$ 68,980,439	4.5%	Owner approved scope changes
Arlington Elementary School	Replacement school	DBB	Mahlum/Neeley	2016	2017	2016	2017	\$ 28,000,000	\$ 28,146,987	1.00%	
Mary Lyon Elementary School	Replacement school	DBB	DOWA-Erickson	2017	2018	Design	NA	\$ 29,000,000	Construction	TBD	Occupancy Fall 2018
Browns Point Elementary School	Replacement school	GCCM	McGovern/Pease and Sons	2017	2018	Design	NA	\$ 31,000,000	Construction	TBD	Occupancy Fall 2018
Grant Elementary School	Replacement school	TBD	McGranahan/TBD	2018	2019	Program	NA	\$ 29,000,000	Design	TBD	Construction Start Summer 2018
Birney Elementary School	Replacement school	TBD	McGranahan/TBD	2018	2019	Program	NA	\$ 30,000,000	Design	TBD	Construction Start Summer 2018
Downing Elementary School	Replacement school	TBD	TBD/TBD	2019	2020	Planning	NA	\$ 30,000,000	Planning	TBD	GC/CM candidate
Boze Elementary School	Replacement school	TBD	TBD/TBD	2017	2019	Planning	NA	\$ 32,500,000	Planning	TBD	First DB K-12 School in WA State
Hunt Middle School	Replacement school	TBD	TBD/TBD	2020	2021	2018	2020	\$ 48,000,000	Design	TBD	DB Candidate
								\$ 403,500,000	\$		

Exhibit F
 Hunt MS Project Organizational Chart

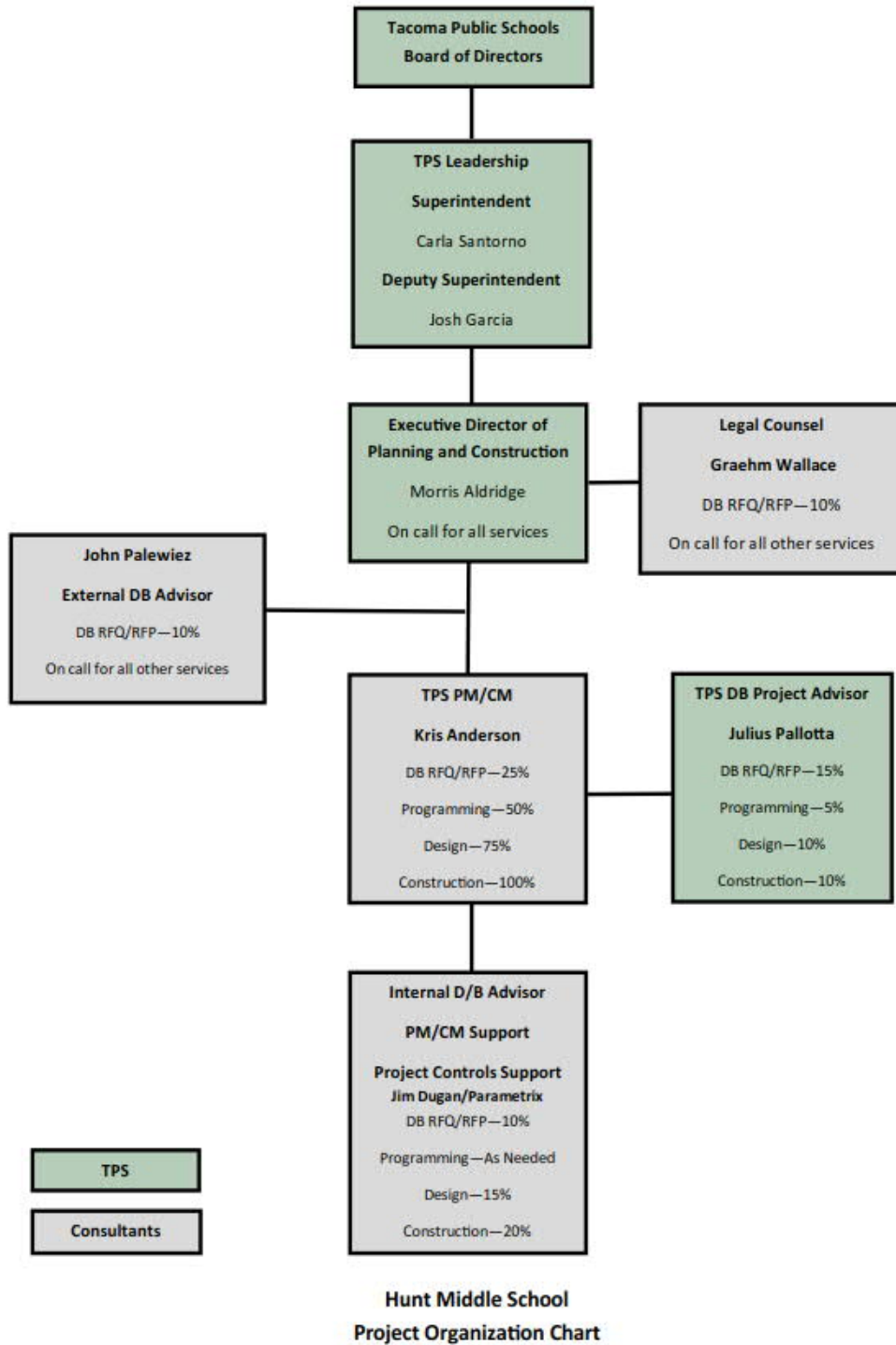


Exhibit G

Project Team D/B & Alternative Project Delivery Experience Summary

Name	Role	Summary of Experience	Projects	Construction Budget	Project Budget	Delivery Method	Year Completed	Role During Project Phases		
								Planning	Design	Construction
Kristine Anderson	Project Manager	TPS Capital Projects Supervisor 2 years 24 Years Licensed Architect 7 Federal DB Projects 1 GC/CM Project	EOD & THAD C.O.F. - Ft Bliss TX Patriot Missile Battalion C.O.F. - Ft Bliss TX Joint Center for Culinary Excellence Ft Lee VA Cascade School Age Services Center - JBLM US Fish & Wildlife Center, Tualatin OR USW Systems Dependability Center, Keyport Underwater Acoustic Test Center, Bayview ID	\$ 16,800,000	\$ 25,850,000	D/B	2012	Design PM	Design PM	PM
				\$ 13,000,000	\$ 21,700,000	D/B	2011	Design PM	Design PM	PM
				\$ 17,500,000	\$ 27,500,000	D/B	2010	Design PM	Design PM	PM
				\$ 9,500,000	\$ 15,000,000	D/B	2009	Design PM	Design PM	PM
				\$ 3,800,000	\$ 6,200,000	D/B	2007	Design PM	Design PM	PM
\$ 7,800,000	\$ 12,200,000	D/B	2005	Design PM	Design PM	PM				
Julius Palotta	DB Technical Advisor	TPS Capital Projects Supervisor 2 years Military Project Manager 10 Years Civilian Project Manager 18 Years Multiple Military DB Projects 1 GC/CM Project	Army Depot Chemical Distribution Security and CCT Systems Shriever AFB Security/IDS/CCTV Systems Pueblo Army Depot Chemical Distribution Plant Security/IDS/CCTV Systems JBLM JOC JBLM/SATOC JBLM JOC	\$ 21,500,000	\$ 21,500,000	D/B	2015/2016	Senior PM/CM	Senior PM	Senior PM
				\$ 6,000,000	\$ 6,000,000	D/B	2014/2015	Senior PM/CM	Senior PM	Senior PM
				\$ 15,000,000	\$ 15,000,000	D/B	2013/2014	Senior PM/CM	Senior PM	Senior PM
				\$ 90,000,000	\$ 90,000,000	JOC/DB	2010/2013	Senior PM	Senior PM	Senior PM
				\$ 80,000,000	\$ 80,000,000	SATOC/DB	2011/2013	Senior PM	Senior PM	Senior PM
\$ 125,000,000	\$ 125,000,000	JOC/DB	2008/2013	Senior PM	Senior PM	Senior PM				
Jim Dugan	Internal DB Advisor PM/CM Support Project Controls Support	TPS Capital Projects Program Manager 40 Years Development Experience - Comprised Of: 20 Years: DB Experience 16 Years: GC/CM Experience 2005-2011 TPS Board of Director 2016-2019 PRC Member	Building 13-03 Boeing AWACS Command Center Philadelphia Newspapers Inc., Newspaper Printing Plant Columbus Dispatch, Newspaper Printing Facility General Motors Car & Engine Assembly Plants/Mexico Rapid Deployment Joint Task Force Headquarters/Florida Malaysian Air, Aircraft Maintenance Facility/Malaysia Kent Space Center Building 16-23 Research Facility Coca Cola Bottling Plant/Bellevue Boze Elementary School, Tacoma Public Schools	\$ 22,100,000	\$ 34,000,000	D/B	2008	Design PM	Design PM	PM
				\$ 256,750,000	\$ 395,000,000	D/B	1997	Design PM	Design PM	PM
				\$ 113,750,000	\$ 175,000,000	D/B	1993	Design PM	Design PM	PM
				\$ 162,500,000	\$ 250,000,000	D/B	1991	NA	PM Support	CM
				\$ 36,400,000	\$ 56,000,000	D/B	1989	NA	PM Support	CM
				\$ 48,750,000	\$ 75,000,000	D/B	1995	NA	PM Support	CM
				\$ 81,250,000	\$ 125,000,000	D/B	1983	NA	NA	Superintendent
				\$ 15,600,000	\$ 24,000,000	D/B	1980	NA	NA	Superintendent
				\$ 35,500,000	\$ 23,575,000	D/B	2020	PM	PM	PM/CM
				Morris Aldridge	Project Director	TPS Executive Director of Planning and Construction 31 Years of K-12 education Experience 3 Years: DB Experience 4 Years: CMAR/GC/CM Experience	Montana Vista Elementary School; Clint ISD, Clint, TX W.D. Surratt Elementary School; Clint ISD, Clint, TX Mountain View High School; Clint ISD, Clint, TX Carol T. Welch Elementary School; Clint ISD, Clint, TX New Clint High School; Clint ISD, Clint, TX Ricardo Estrada Middle School, Clint ISD, Clint, TX Horizon High School; Clint ISD, Clint, TX Three Elementary Schools; Auxiliary Gymnasiums; Clint, TX Boze Elementary School, Tacoma Public Schools	\$ 4,300,000	\$ 4,300,000	CMAR/GC/CM
\$ 2,400,000	\$ 2,400,000	CMAR/GC/CM	2017					Project Director	Project Director	Project Director
\$ 21,200,000	\$ 21,200,000	CMAR/GC/CM	2016-2017					Project Director	Project Director	Project Director
\$ 6,000,000	\$ 6,000,000	CMAR/GC/CM	2016-2017					Project Director	Project Director	Project Director
\$ 50,000,000	\$ 50,000,000	CMAR/GC/CM	2014-2017					Project Director	Project Director	Project Director
\$ 37,000,000	\$ 37,000,000	CMAR/GC/CM	2013-2014					Project Director	Project Director	Project Director
\$ 10,000,000	\$ 10,000,000	D/B	2011					Project Director	Project Director	Project Director
\$ 3,500,000	\$ 3,500,000	D/B	2020	Project Director	Project Director	Project Director				

Exhibit H

Tacoma Public Schools Planning & Construction Organizational Chart

