

Skyline Elementary School Replacement Project

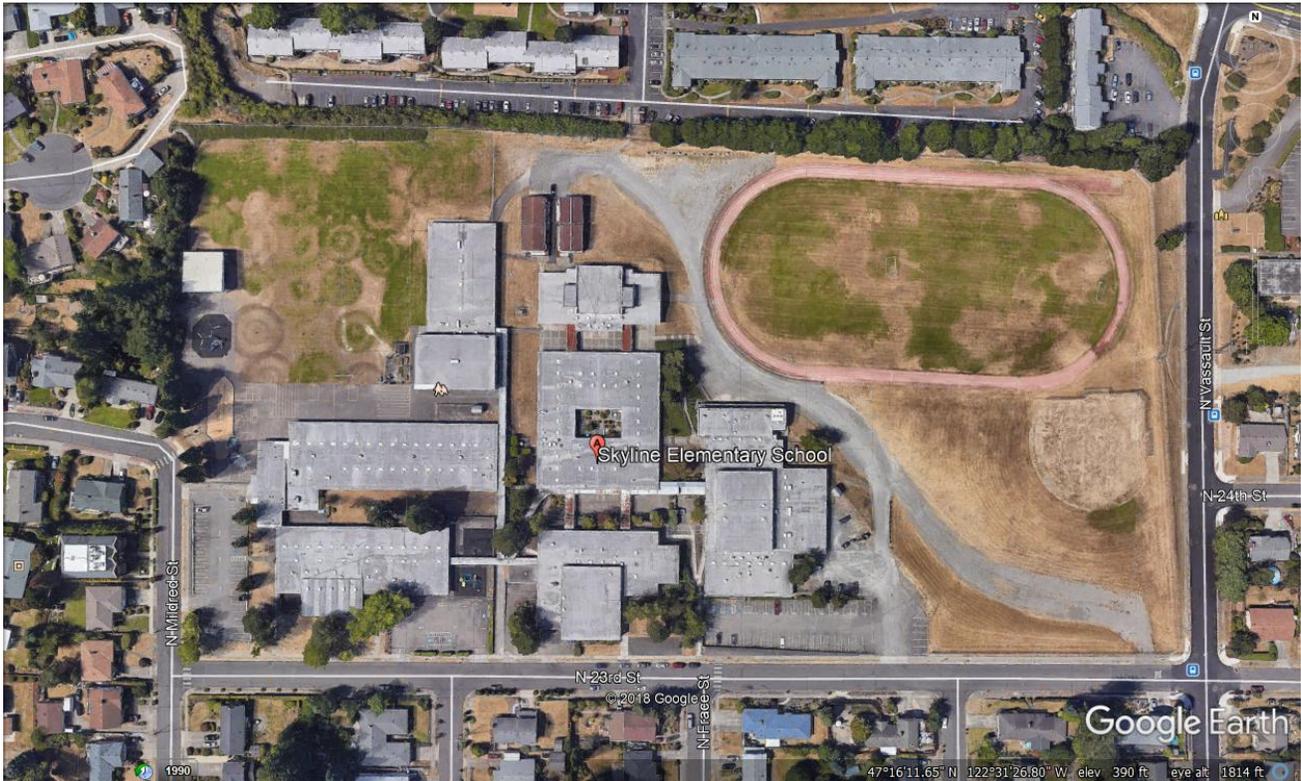


Photo: Existing Skyline ES Site

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

**Application for Approval to Utilize
Progressive D/B Project Delivery**

**Submitted by
Tacoma Public Schools #10
August 20, 2019**

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR PROJECT APPROVAL
To Use the Design-Build (DB)
Alternative Contracting Procedure

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Section 8.

Identification of Applicant

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

1. Brief Description of Proposed Project

- a) Name of Project: **Skyline Elementary School Replacement**
- b) County of Project Location: **Pierce**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

The existing Skyline Elementary School (SES) is located in northwest Tacoma on a 20-acre site. (See Exhibits A & B) The current school consists of a number of buildings that are connected by courtyards and walkways. The original Skyline Elementary School (circa 1963) consisted of the original Classroom Buildings 1 (16,510sf) & Building 2 (22,554sf). In 1968, a new Gym/Classroom addition (16,979sf) was constructed to the north of the original buildings. In 1979, a Library/Admin addition (5,301sf) was converted to Classroom Building 2 and an Indoor Play addition (1,690sf) was added made to Building 1. In 2003, a freestanding Playshed structure (1,350sf @ 50% area) was constructed. The existing structures are located in the southwest corner of the site, fronting on North Mildred Street and North 23rd Street, with grass fields occupying the northwest corner and a track and baseball field on the east side of the site. There are parking lots fronting on North Mildred Street in the southwest corner and on North 23rd Street on the south.

This project is to program, design and construct a new facility (buildings, infrastructure, on-site/off-site improvements, etc.) to replace the existing SES facilities. The existing buildings will remain on site and will be utilized as a “swing school” for housing other schools during subsequent construction projects. The new SES will be designed to house 450 students in an approximately 50,000sf facility. The project will be constructed on an occupied site that must remain fully operational during construction and demolition activities. The intent is to deliver the new SES by utilizing Progressive Design/Build. It is the Owner’s intent to solicit and contract 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. In addition to being an occupied site during construction, the project will also present challenges for both safety and logistics. The project site is surrounded by dense single-family residential developments to the east, west and south

and multi-family housing on the north. The preliminary, budgeted design and construction cost for the project is approximately \$31,576,355, with a total project budget of \$42,670,736. It is anticipated that construction will begin in the Spring of 2020 to allow occupancy for the beginning of the 2022/23 school year.

2. Projected Total Cost for the Project:

A. Project Budget

| | |
|---|---------------------|
| Costs for Professional Services (A/E provided by D/B) | \$ 3,383,181 |
| Estimated project construction costs (including D/B contingency @3%): | \$28,193,174 |
| Equipment and furnishing costs (Includes technology) | \$ 1,490,000 |
| Off-site costs | \$ 750,000 |
| Contract administration costs (owner, cm etc.) | \$ 1,350,000 |
| Contingencies (Owner Project Contingency @ 5% of MACC) | \$ 1,410,000 |
| Other soft costs (Owner’s consultants, permits/fees, etc.) | \$ 2,905,169 |
| Sales Tax (@ 10.1% of A/E + Construction Cost) | <u>\$ 3,189,212</u> |
| Total | <u>\$42,670,736</u> |

Note that the above budget information is preliminary and 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 design and construction of the Skyline Elementary School replacement project will be funded from the proceeds of a \$530 million capital bond issue that will be presented to the Tacoma voters in February of 2020. The District would like to have their Design/Build team chosen, and ready to begin design as soon as the Bond issue is passed.

3. Anticipated Project Design and Construction Schedule

Please provide (See Attachment B for an example schedule.):

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

Note: Consultants (Parametrix) intended to augment the District staff are already under a master agreement to provide APD procurement, advisory, and PM/CM services as required.

| <u>Project Schedule</u> | <u>Start</u> | <u>Finish</u> |
|-----------------------------------|--------------|---------------|
| PRC Application | | Aug 20, 2019 |
| PRC Presentation | | Sept 26, 2019 |
| RFQ 1 st Advertisement | | Oct 2, 2019 |
| RFQ 2nd Advertisement | | Oct 9, 2019 |
| Pre-submittal Meeting | | Oct 16, 2019 |
| Statement of Qualifications Due | | Oct 25, 2019 |
| Score SOQs/Shortlist Finalists | Oct 28, 2019 | Nov 1, 2019 |
| Notify Submitters/Release RFP | | Nov 4, 2019 |
| Proprietary Meetings w/ Finalists | | Nov 11, 2019 |

| <u>Project Schedule</u> | <u>Start</u> | <u>Finish</u> |
|--|----------------|---------------|
| Proposals Due – Cost Factors and Approach | | Nov 20, 2019 |
| Interviews | | Nov 26, 2019 |
| Score/Identify Most Qualified D/B | Nov 26, 2019 | Nov 29, 2019 |
| Notify Submitters | | Dec 2, 2019 |
| Contract Negotiations (3 weeks) | Dec 2019 | Dec 2019 |
| TPS Capital Bond Election | | Feb 2020 |
| NTP/Board Approval of D/B Contract | | Mar 2020 |
| Preconstruction & Design (60%) | Mar 2020 | Nov 2020 |
| Negotiate GMP (1 month) | Dec 2020 | Dec 2020 |
| Permit & Construction Documents (6 months) | Jan 2021 | June 2021 |
| Site Permitting (4 months) | Dec 2020 | Mar 2021 |
| Building Permitting (4 months) | Feb 2021 | May 2021 |
| Construction (13 months) | April 2021 | June 2022 |
| Occupancy/Move In | July 2022 | Aug 2022 |
| First Day of School | September 2022 | |

4. Explain why the DB 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:

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

Not applicable.

- 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 contractor to collaborate with the designer to increase the design 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, occupied Skyline Elementary (SES) to maintain operations and safety for all throughout construction of the new SES school buildings, subsequent demolition and removal of the existing SES school and the final development of fields, bus loop and parking.

Because the primary goal is to build and occupy the new SES as early as possible 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, collaboration, exploration of existing conditions and efficiencies of design and logistics to reduce the owner’s risk of schedule and cost impacts related to the cost of:

- Time in an ever-increasing, escalating market;

- Labor and material resources in the marketplace due to the heightened demand of both;
- Unforeseen conditions on the site that may manifest themselves at a site that hasn't had development of any significance for nearly a half century.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

The District's team believes that implementation of the Progressive Design/Build delivery will offer opportunities to reduce project delivery time in a number of ways.

- In the last few years, under the current bond program, the District has had experience designing other Elementary Schools. This has allowed us to accumulate a lot of information on program and District standards that we will be able to hand off to the D/B team. We anticipate that this, together with a limited number of meetings with stakeholders, will allow us to arrive at a building program and concept design very quickly. The normal programming (Ed Spec) effort on an Elementary School in D/B/B delivery can take 3-4 months. We are hoping that, with a focused effort, we can complete it in half that time.
- On a recent Progressive Design/Build project (Boze ES) the District has been able to streamline their internal processes during design. Design confirmation/ approval has been shifted from a "committee-based" (teachers, staff and the public) to a "central" approval by the Director of Planning and Construction, thus reducing the amount of time that the Architect spends presenting their design concepts to various groups and committees for stakeholder "buy-in". This shift in internal processes was only made possible by the shift in delivery method. The design process on a D/B/B Elementary School project would typically take 12-16 months to get to a design and a set of documents that are adequate for bidding purposes. The recent Boze ES Progressive D/B project showed that, due to increased efficiencies during design and reduced time in design confirmation/approval, it is possible to cut 3-4 months out of the typical D/B/B design schedule. In fact, Boze ES was able to progress from programming through design and have a grading and foundation permit in hand in a total of 12 months.
- As bidding and construction documents are being developed, Design/Build offers the opportunity for the project team to utilize early procurement, early bid packages and mini-MACCs on portions of the work. Some of the more likely "early packages" might include sitework, utilities and structural foundations. Prior projects have shown that permitting agencies are often willing to issue site development and foundation permits for projects prior to the more intense building permit review process being completed. Utilizing separate permitting and "early packages" can move the construction start date forward by 4-6 months over D/B/B delivery where no work is begun until all permits are in hand.

5. Public Benefit

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

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

When we talk about potential fiscal benefit or cost savings on a project of this size, utilizing Progressive Design/Build, the District's team believes that:

- The collaboration of the Owner, Architect and Contractor during design will result in efficiencies of design, constructability and materials/systems selection that could result in approximately \$500K in construction cost savings that might not otherwise be realized in a D/B/B project.
- Reduction in programming and design time may result in a savings of 3-4 months in the project schedule. Considering construction escalation in the range of 5-8% per year, the resultant savings could equate to another \$500K.
- By utilizing separated permitting and “early packages” for sitework, utilities and foundations, the project schedule may shorten by approximately 4 months. Considering construction escalation in the range of 5-8% per year, the resultant savings could equate to another \$500K.;
- Finally, we believe that maybe another \$250K could be realized in greater efficiencies of project management and administration costs over the 2-year life of the project.

This totals an overall savings potential, contributable to opportunities and efficiencies inherent to the D/B delivery method, to something in the range \$1.75M on a project of this size/scope. In addition, it is important to point out that, once the GMP has been set, the risk of the final project cost exceeding the approved GMP, due to unforeseen change orders, is significantly reduced over a D/B/B project of similar size/scope. Because the design of a D/B project is warranted by the Design/Builder and not the Owner, the risk of change orders from errors and omissions in the documents is nearly nullified. The exception would be the discovery of significant unknown subsurface site conditions or Owner directed increases to project scope.

- 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.

The Progressive Design-Build delivery method offers a number of attractive advantages and opportunities over a Design-Bid-Build delivery method. Some of those include:

- The potential to save significant time and money in the design and construction phases of the project.
- The ability to have collaborative discussions that include the District, the Architect and the Contractor and make impactful, informed decisions during the design process.
- The ability to establish certainty of total project cost (Guaranteed Maximum Price) significantly earlier in the project schedule than GC/CM or D/B/B.
- 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 highly qualified design and construction professionals, who have a contractual relationship, will provide for better communication and allow us to more efficiently design to a budget, plan for early procurement and early bid packages and get to breaking ground much quicker.
- Reduction in the District’s “risk” due to errors/omissions in the bidding and construction documents.

- Allows the Contractor to inform the Owner and Architect of forecasted market, materials and labor conditions and for the team to plan/design accordingly to avoid potential cost/schedule impacts.

Utilizing the traditional Design-Bid-Build delivery method is not practical for this project, primarily due to cost and changing market conditions. Since late 2014/early 2015, construction costs in the greater Puget Sound region, for K-12 projects in the \$20-30M range, have been escalating at a rate of 5-8% per year. The result has been that projects planned and budgeted for the purposes of capital bond planning at \$280-320/sf are actually bidding at upwards of \$450-480/sf. This drastic cost increase over such a short period of time is due to the market being nearly completely saturated with projects of this value/scope. As a result, the Design-Bid-Build market has become volatile and many projects have been bidding above the budgeted value, have not been completing on time and final cost with change orders is much more than can be afforded.

The tax payers cannot afford the uncertainty of a Design-Bid-Build project at this time. Until the market cools off and corrects itself, the traditional Design-Bid-Build project delivery method where we design “in a vacuum” with no contractor input on design, value engineering, constructability, schedule, logistics and the associated costs is no longer reasonable for this type of project.

Design-Build delivery provides for greater certainty of cost, lower Owner risk and is the fastest delivery method currently available to a Public Agency in Washington State. Given the current saturated state of the market with projects in the \$20-30M range and no evidence to support that it will soon soften, the District believes that Design/Build, and more specifically Progressive Design Build, is the appropriate delivery method for the SES project.

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the DB 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 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.

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 D for a summary of the TPS historical construction experience.

TPS has implemented the Progressive Design-Build (PD/B) delivery method on two previous projects, Boze Elementary School (BES) and Hunt Middle School (HMS). The

Boze Elementary School Replacement project began construction this Spring and is slated to be open for classes in the Fall of 2020. The Hunt Middle School replacement project is currently in the preconstruction phase of design. So far, on these projects, the Progressive Design/Build delivery method has proven very effective and has exceeded the District's expectations. The PD/B method has proven itself so attractive on that many of the projects identified in the District's upcoming \$512M Bond are being planned to be delivered utilizing PD/B.

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 D/B/B delivery model and, more recently, GC/CM delivery. However, the current rate of construction cost escalation and an unusually saturated construction market have created an environment that now encourages local school districts to look for a delivery method that can be more nimble, more cost effective, more efficient, less risky and offer greater certainty of price. The PD/B method of delivery meets these needs, due mostly to the potential of a shorter period of time to market, earlier establishment of a Guaranteed Maximum Price and a shortened length of time to construction completion, yielding savings in construction escalation due to shorter project schedule and reduced risk of changes in the cost of construction.

Based on the favorable experiences at our BES and HMS projects, Tacoma Public Schools is confident and excited about utilizing this alternate delivery method for the SES replacement project. Although Tacoma Public Schools, as an organization, has limited experience in D/B delivery with no completed projects to date, many of the proposed team members and consultants have extensive, previous experience in D/B project delivery and are an invaluable asset to our team.

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:

Jim Dugan (Parametrix): APD Program Manager

- 42 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 and the Parametrix team have been hired as the District's Design/Build consultant to provide Program Management, Advisory, Procurement and PM/CM Services. Jim 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. Recently Jim completed the DBIA 3-day Certification Workshop and will be pursuing credentials as a DBIA professional. His knowledge of the Design-Build process will be extremely valuable for the Skyline Elementary School replacement project.

Dan Cody (Parametrix): D/B Procurement, D/B Advisory

- Certified DBIA Associate
- 32 years of experience

- 4 years of experience as a D/B Project Manager/Construction Manager
- 6 previous Design/Build projects
- D/B project values ranging from \$2M to \$300M

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 projects of Boze Elementary School and Hunt Middle School.

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

Recently Opened – Winter 2018

- Browns Point ES (GC/CM)

In Construction Now – Opening Fall of 2019

- Grant ES (GC/CM)

In Construction Now – Opening Fall of 2020

- Birney ES (GC/CM)
- Boze ES (D/B)

In Design Now – Start Construction Winter 2020 – Opening Fall of 2021

- Hunt MS (D/B)

To Start Design – Spring 2020

- Downing ES (D/B)
- Skyline ES (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 D of this application.

- 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 Attachment C for an example.)

Please refer to Exhibit E for the Project Org Chart.

- Staff and consultant short biographies that demonstrate experience with DB 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 and has become involved in the GC/CM projects for Browns Point Elementary School, Birney Elementary School and Grant Elementary School as well as the Design/Build projects for Boze Elementary School and Hunt Middle School.

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. Jim has served the Tacoma Public Schools team as their Program Manager and APD (GC/CM & D/B) Advisor since 2013.

Dan Cody, RA, DBIA Associate – D/B Procurement, D/B Advisory (Parametrix)

Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 32 years of experience in the design and construction industry. He has extensive experience in the K-12 educational market and public-sector projects, providing design and construction services on projects for numerous school districts in western Washington. In addition to his role in APD procurement, Dan also provides project management and construction management services for Parametrix clients in the APD and Design/Bid/Build markets.

Dan is a staunch proponent of alternative project delivery (GC/CM and Design/Build) and believes that it will soon become the preferred delivery method used by public agencies and school districts for projects that pose interesting challenges and opportunities. He is well versed in the guidelines of RCW 39.10 and the requirements related to APD and has successfully spearheaded and managed the Project Review Committee (PRC) application/approval process and the APD procurement process on numerous projects utilizing both GCCM and Design/Build delivery methods. Dan successfully completed the

AGC GC/CM training seminar in January 2016, the AGC D/B training seminar in November 2017 and the DBIA, 3-day Design/Build workshop in January of 2018. Since 2013, Dan has been involved in six D/B projects for clients including Tacoma Public Schools, Chelan County PUD, City of Snoqualmie, Willapa Valley School District and South Puget Sound Community College.

Debbie Boodell – Project Management/Construction Management (Vanir CM)

Debbie Boodell is a Senior Project Manager/Construction Manager with Vanir CM. She has over 19 years of experience in the design and construction industry. She has experience in the K-12 educational market, public-sector, and private housing and commercial markets. Currently providing design and construction services on projects for Highline Public Schools and Tacoma Public Schools, both of which are APD General Contractor/Construction Management projects.

Debbie believes strongly in alternative project delivery (GC/CM and Design/Build). She is well versed in the guidelines of RCW 39.10 and the requirements related to APD. Debbie successfully completed the DBIA, 3-day Design/Build workshop in August of 2019 along with two additional DBIA courses of Principles of DB Delivery and Procurement and Progressive DB Done Right in 2019. She is working on becoming DB certified with Associate DBIA credentials. Debbie worked for Opus NW a fully integrated CM firm where she was on several DB projects that included two high rise multi-use buildings, a high-rise condo building and DB SOP/Interview for the City of Seattle projects. Additionally, while at Seattle City Light, Debbie managed design and construction of multiple projects utilizing APD Job Order Contracting and Energy Savings Performance Contracting.

Graehm Wallace – District's External 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.

- Provide the ***experience and role on previous DB projects*** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. *(See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)*

Please refer to Exhibit F.

- 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 F.

- 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 Parametrix team is already under a contract with a Master Agreement to provide D/B procurement, advisory and PM/CM services, as required. The PM & CM needs for the project will be met by Debbie Boodell of Vanir CM.

- 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 D 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:

- Grant ES - New Construction - \$29M - GC/CM - In Design - Occupancy Aug. 2019
- Birney ES - New Construction - \$30M – GC/CM - In Design - Occupancy Aug. 2020
- Boze ES – New Construction - \$32.5M – D/B – In Design – Occupancy Aug. 2020
- Hunt MS – New Construction - \$48M – D/B – In Design – Occupancy Aug. 2021

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

The Tacoma public Schools Planning and Construction staff and Consultants have been involved in many design and construction projects and numerous alternative delivery projects as indicated in their biographies, Exhibit D and Exhibit F 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:

Morris 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 F 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:

Jim has served in a PM/CM role for the District since 2004, as a program manager since the 2013 Bond passed and has participated in all projects listed in Exhibit D 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 F of this application.

Dan Cody:

Prior to his employment by Parametrix, Dan served clients on the Architectural/Design side for numerous projects in the greater Puget Sound region. During his over 30 years in the design industry, Dan's role was often "cradle to grave" and included both Project Management and Construction Management for his projects. Since coming to Parametrix, his role is on the Owners Rep side of projects but still includes both PM and CM services. A list of Dan's more recent PM/CM and APD experience can be found in Exhibit F of this application.

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 Skyline ES will be the District's fourth D/B project and the fourth D/B project for Morris Aldridge, the other project team members have had extensive D/B experience during their careers.

- 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 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 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 RFQs and RFPs 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.
- A brief description of your planned DB procurement process.

Since we intend to use Progressive Design/Build, our procurement/selection process will be based primarily on a number of qualification, experience and project approach based factors plus a minor pricing factor. Due to the qualifications-based selection, design efforts by the Proposers will be discouraged. It is the District's intent to release one RFQ/RFP process that will include the Skyline Elementary School Replacement project and the previously approved Downing Elementary School Replacement project. It is also the District's intent to award each school to a different Design/Build team under separate contracts. If only one responsive submittal is received, the District will reserve the right to either award both projects to the same Design/Build team, cancel the Design/Build procurement process and recompet the project or to cancel the Design/Build procurement process and change the project delivery model.

Our procurement process will include the following:

- Market the project to experienced potential D/B Candidates.
- Issue RFQ to solicit Statements of Qualifications from Candidates.
- Review/score statements of qualifications received from Candidates to arrive at a shortlist of 2-3 of the highest ranked candidates who will be identified as Finalists.
- Issue RFP to solicit written proposals from the Finalists.
- Proprietary meeting with Finalists to answer questions that will help them complete their proposals.
- Receive and review proposals. (With the exception of price factors which will be held confidential until after scoring of other proposal information.)
- Interview D/B Finalists.
- Score proposals from Finalists.
- Open and score price factors.
- Recommend award to the highest ranked D/B Finalist.

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 who would be assigned to the project. 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 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 review, with the exception of the price factor information that will be held confidential until the later scoring. Following review of the written proposal information, the Finalists will be invited to an interview where they will be given the opportunity to present their project approach and answer questions from the Selection Committee. Following the interviews, the written, project approach portion of the Proposals will be evaluated and scored by the Selection Committee. Following the Selection Committee scoring, the Price Factor portion of the Proposal will be opened, scored and the points added to the project approach score to arrive at a total score for the Proposals. The highest scoring Finalist will be identified and invited to negotiate a Design/Build Agreement. Parametrix 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 will also include points for the interview and the cost or other price related factors during the RFP stage as part of the evaluation and selection process. The weighting of the price and cost factors will be minor in comparison to the weighting of the project approach and interview.

Although funding for this project is dependent on the passing of the Capital Bond in February 2020, the District would like to conduct the D/B procurement process prior to the election and have a negotiated D/B Agreement negotiated, in-hand and ready for Board approval so that the project can proceed immediately. We anticipate advertising the D/B Request for Qualifications by October 2, 2019. We intend to review/score submittals, develop a shortlist of Finalists and issue the Request for Proposals to the Finalists by November 4, 2019. We anticipate the receipt of Proposals November 20, 2019, interviews with Finalists on November 26, 2019 and to review/score Proposals and identify our “most qualified” D/B contractor on or before December 2, 2019.

We will then go to the School Board for permission to negotiate Preconstruction Services and the D/B Contract terms with the most qualified D/B team with the intent to have the final D/B contract documents in hand and ready to take to our Board for approval in early March 2020, following the February 2020 Special Election. TPS intends to utilize Parametrix 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.

- Verification that your organization has already developed (or provide your plan to develop) specific DB 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.

7. 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 *Attachment E. 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 D.

8. 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. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A 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.

9. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 7, 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 of the projects identified in our response to Question 8.

10. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

TPS is committed to supporting the local community and economy by requiring their contractors to include participation of small business enterprises and socially and economically disadvantaged business enterprises, as well as local businesses headquartered in Pierce County on their projects. This commitment is designed to invest tax-payer dollars back into the community, as well as help build a strong professional community able to tackle the increased construction projects expected for Washington state and especially the greater Tacoma region.

The Design-Builder will be expected to demonstrate due diligence to attempt to meet or exceed the Owner's minimum utilization goals of thirty percent (30%) local businesses, defined as having headquarters in Pierce County, ten percent (10%) certified MBE, six percent (6%) certified WBE, and five percent (5%) SBE for this project.

Caution to Applicants

The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 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 may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request to use the DB 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 DB 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: Executive Director of Planning and Construction

Date: June 20, 2019

Exhibits

- Exhibit A Existing Skyline ES Site Plan and City of Tacoma Map**
- Exhibit B Existing Skyline ES Neighborhood Aerial**
- Exhibit C Existing Skyline ES Site Aerial**
- Exhibit D Tacoma Public Schools Historical Public Body Project Experience**
- Exhibit E Skyline ES Project Team Organizational Chart**
- Exhibit F Project Team Design Build & Alternative Project Delivery Experience**
- Exhibit G Tacoma Public Schools Planning & Construction Department Organizational Chart**

Exhibit A

Tacoma Public Schools – City of Tacoma School Locations

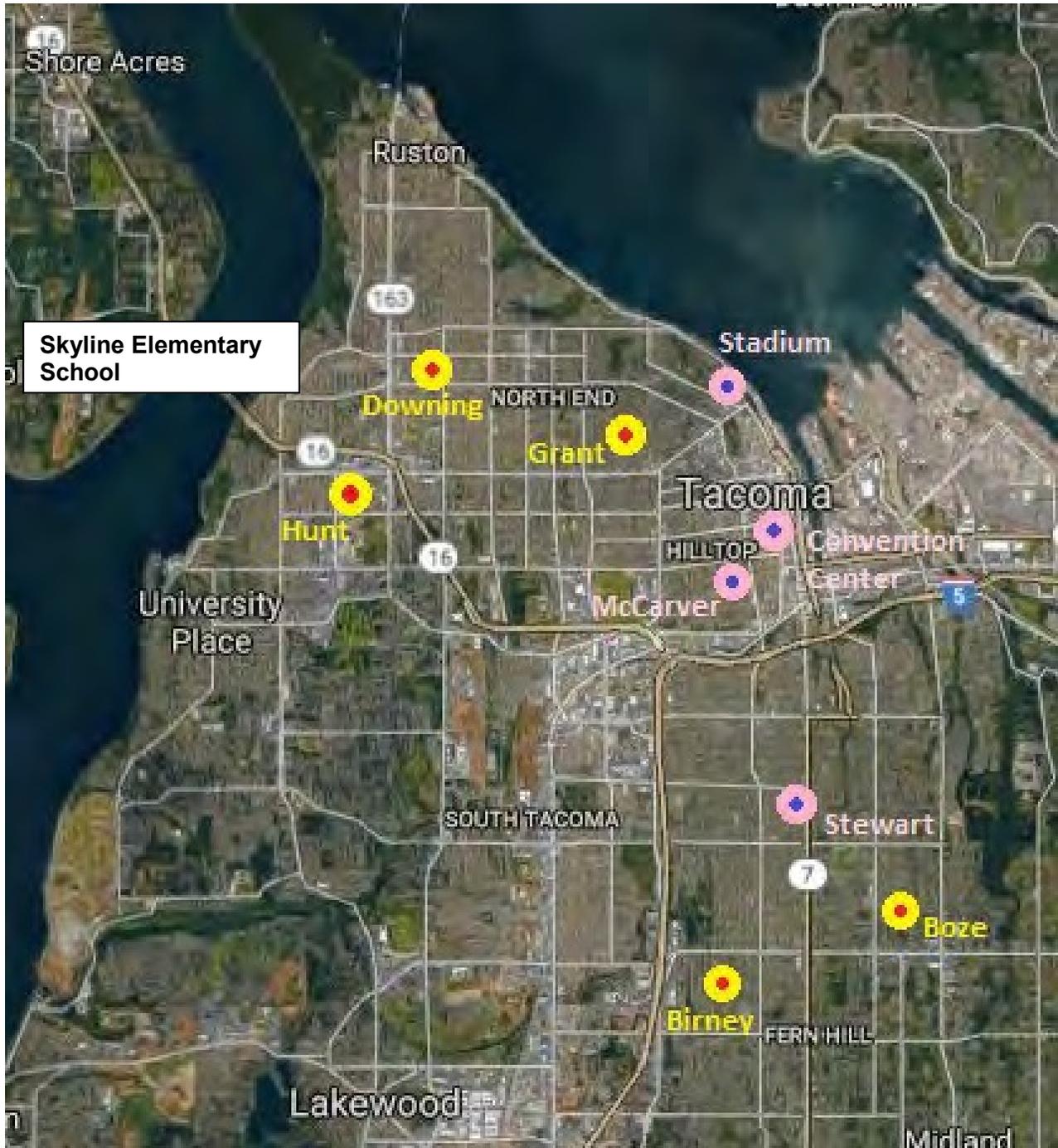


Exhibit B

Existing Skyline ES Neighborhood Aerial

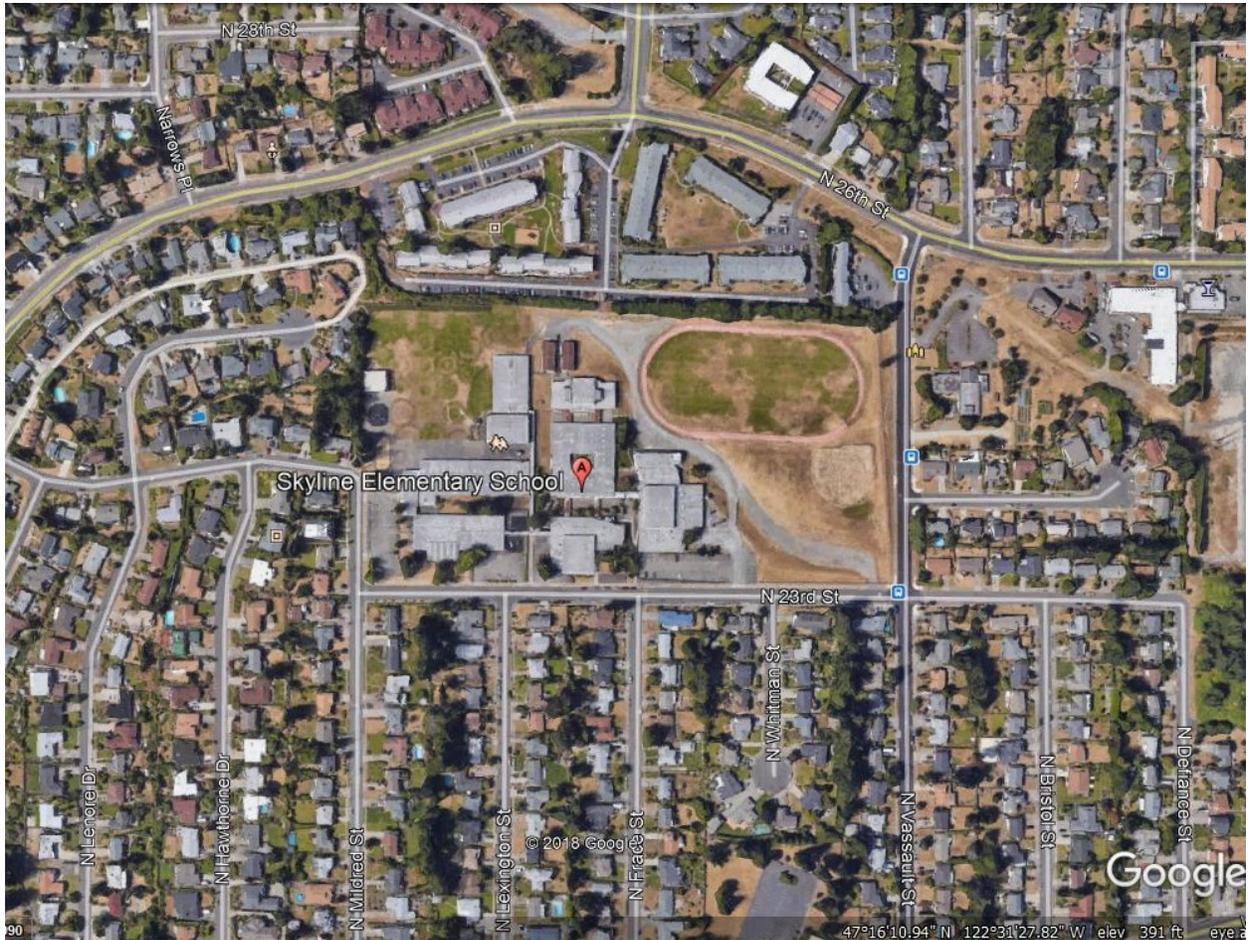


Exhibit C

Existing Skyline ES Site Aerial

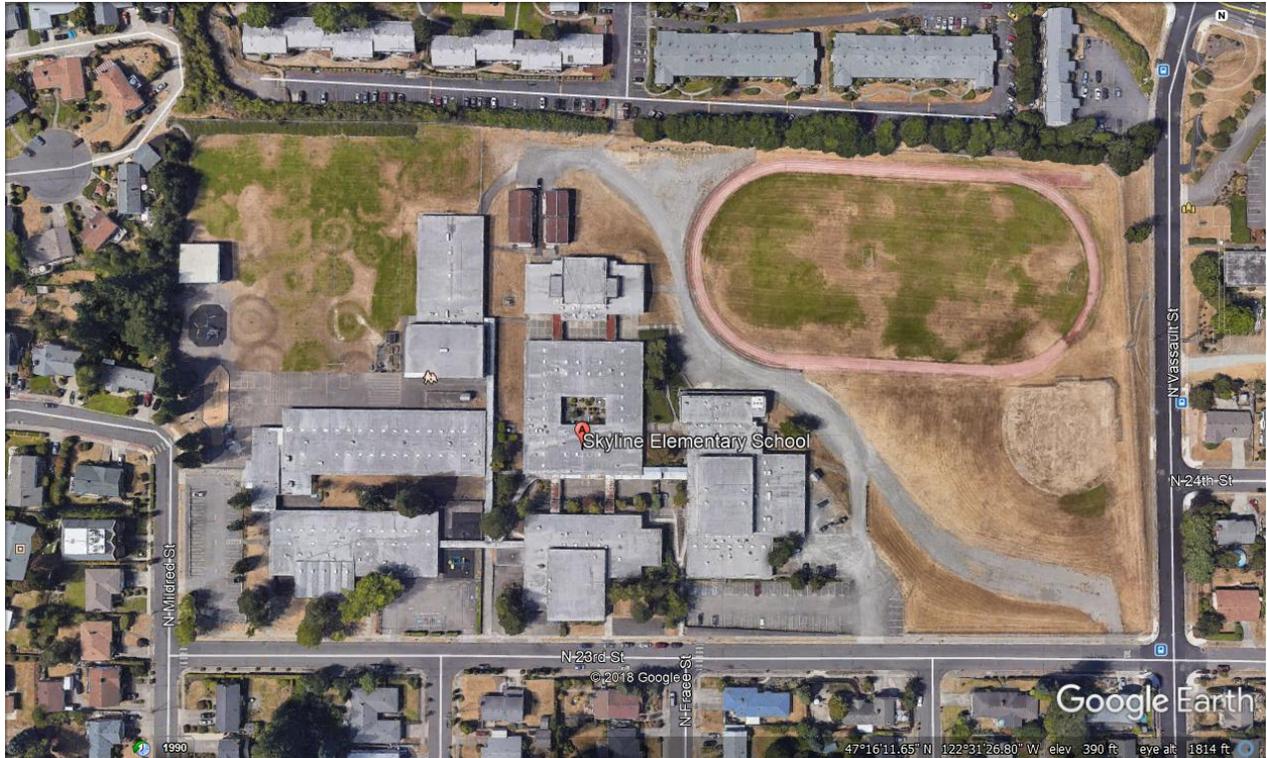
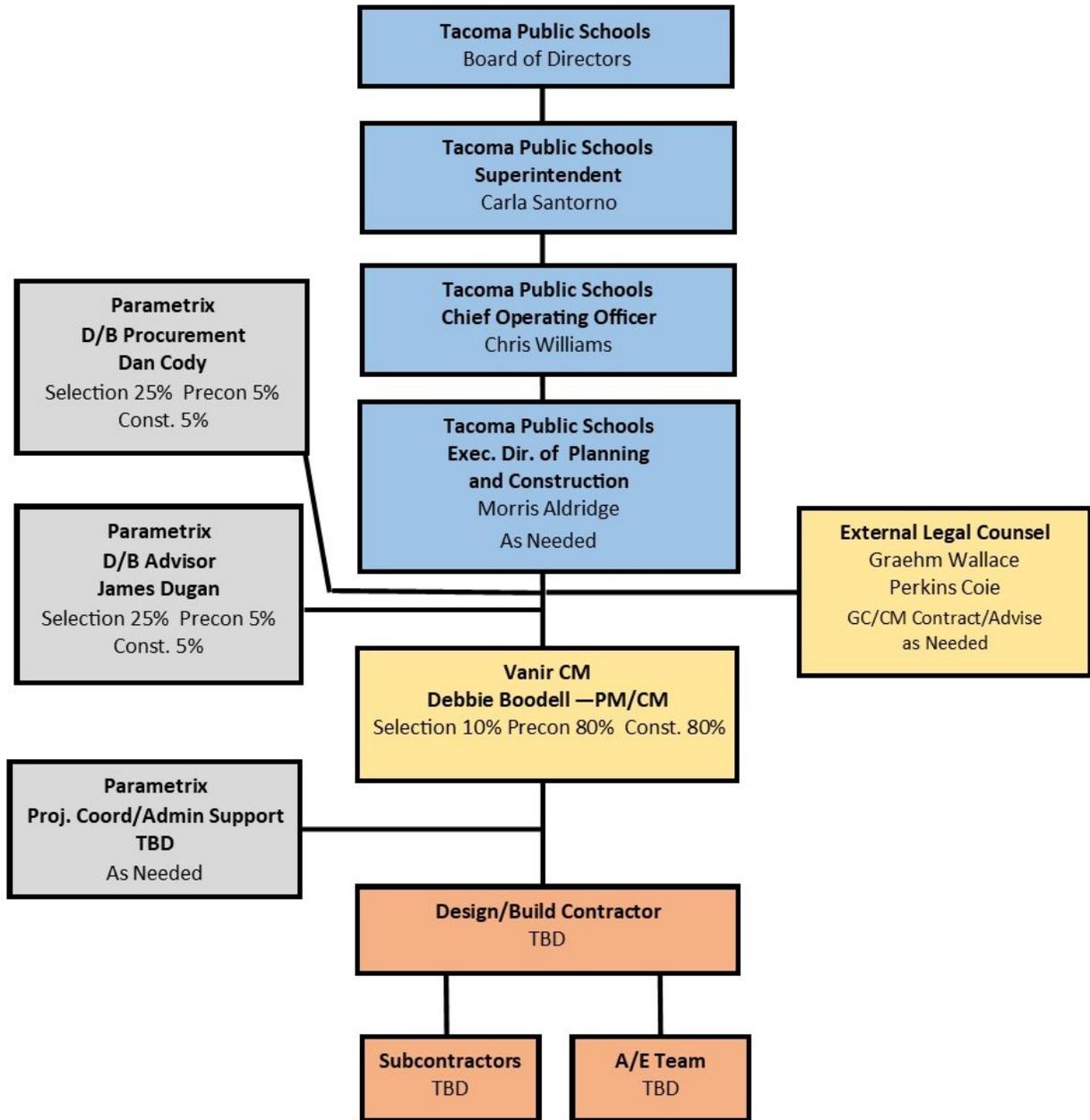


Exhibit D

TPS Historical Public Body Experience

| Project Name | Project Description | Delivery Method | Architect/General Contractor | Planned Start | Actual Start | Planned Finish | 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/Paridin/Alshar | 2000 | 2000 | 2001 | 2001 | \$ 58,000,000 | \$ 57,834,556 | -0.3% | |
| Mesker Middle School | Modernization & additions | DBB | DBB/Alshar | 2001 | 2001 | 2002 | 2002 | \$ 5,500,000 | \$ 5,566,854 | 1.2% | |
| Lardmont Elementary School | Modernization & additions | DBB | HOA/Porter Bros | 2001 | 2001 | 2002 | 2002 | \$ 3,000,000 | \$ 2,929,915 | -2.3% | |
| Gray Middle School | Modernization & additions | DBB | BCFA | 2002 | 2001 | 2002 | 2002 | \$ 18,000,000 | \$ 18,045,679 | 0.3% | |
| Glaucone Middle School | Replacement school | DBB | NAC/Garco | 2002 | 2002 | 2003 | 2003 | \$ 26,000,000 | \$ 25,466,726 | -2.1% | |
| Miami Elementary School | Modernization & additions | DBB | TCC | 2002 | 2002 | 2003 | 2003 | \$ 8,000,000 | \$ 7,862,287 | -1.7% | |
| Jefferson ES | Replacement school | DBB | McGrath/Porter Bros | 2002 | 2002 | 2003 | 2003 | \$ 17,000,000 | \$ 16,542,383 | -2.7% | |
| Whitman Elementary School | Replacement school | DBB | McGrath/Porter Bros | 2002 | 2002 | 2003 | 2003 | \$ 7,000,000 | \$ 6,925,144 | -1.1% | |
| Mount Tabor High School | Replacement school | DBB | McGrath/Porter Bros | 2003 | 2002 | 2004 | 2004 | \$ 80,000,000 | \$ 77,025,233 | -3.7% | Favorable site conditions |
| Foxe High School | Modernization & additions | DBB | DBB/Lease Cutcher Lewis | 2004 | 2003 | 2004 | 2004 | \$ 31,727,700 | \$ 31,727,700 | -0.0% | Unforeseen ROW conditions |
| Stardford Elementary School | Modernization & additions | DBB | HOA/Valley | 2004 | 2004 | 2005 | 2005 | \$ 17,000,000 | \$ 17,289,939 | 0.3% | |
| 2006 - 2016: 10 Year History of Completed Capital Improvements Projects (13) | | | | | | | | | | | |
| Fern Hill Elementary School | Modernization & additions | DBB | BLB/BNCC | 2005 | 2005 | 2006 | 2006 | \$ 18,000,000 | \$ 18,082,753 | 0.5% | |
| Stadium High School | Historic modernization & additions | GCCM | Bassett & Krejci/Skanska | 2004 | 2004 | 2006 | 2006 | \$ 108,000,000 | \$ 107,967,536 | 0.0% | |
| Wilson High School - Phase 2 | Occupied site, modernization & additions | DBB | NAC/Alshar | 2005 | 2005 | 2006 | 2006 | \$ 29,000,000 | \$ 28,939,765 | -0.3% | |
| Lincoln High School | Historic modernization & additions | GCCM | DBB/Lease Cutcher Lewis | 2006 | 2006 | 2007 | 2007 | \$ 75,000,000 | \$ 75,170,798 | 0.2% | |
| Gray Middle School | Modernization & additions | DBB | Mahony/Porter Bros | 2008 | 2008 | 2009 | 2009 | \$ 45,000,000 | \$ 41,788,413 | -6.5% | |
| First Creek Middle School | Replacement school | DBB | NAC/Garco | 2008 | 2008 | 2009 | 2009 | \$ 42,000,000 | \$ 42,067,441 | 1.6% | Used Gaudrone design and site adapted |
| Baker Middle School | Replacement school | DBB | BLB/Porter | 2011 | 2011 | 2012 | 2012 | \$ 48,000,000 | \$ 47,521,000 | -1.0% | |
| Galger Montessori | Replacement school | DBB | HOA/Forma | 2011 | 2011 | 2012 | 2012 | \$ 27,000,000 | \$ 26,802,105 | -0.7% | |
| 2013 Capital Improvements Bond Program | | | | | | | | | | | |
| Washington Elementary School | Historic modernization & additions | DBB | BLB/Abbit Neumann | 2013 | 2013 | 2014 | 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 | McGrath/Porter Bros | 2014 | 2014 | 2015 | 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 | 2015 | 2016 | 2016 | \$ 2,000,000 | \$ 1,976,344 | -1.2% | |
| McGarver Elementary School | Historic modernization | GCCM | DBB/Skanska | 2015 | 2015 | 2016 | 2016 | \$ 39,000,000 | \$ 39,705,560 | 1.8% | Early beneficial occupancy achieved |
| Wainwright Intermediate School | Replacement school | DBB | DBB/Neelley | 2015 | 2015 | 2016 | 2016 | \$ 35,000,000 | \$ 35,437,308 | 1.2% | Winter weather impacts |
| 2017 - 2021: 5 Year In Progress Capital Improvements Projects (11) | | | | | | | | | | | |
| Science and Math Institute High School - ELC | Replacement school | DBB | McGrath/Porter Bros | 2016 | 2016 | 2017 | 2017 | \$ 20,000,000 | \$ 22,146,725 | 10.7% | Weather Impacts; Owner Added Scope |
| Wilson High School - Phase 3 | Modernization & additions | GCCM | Bassett/Skanska | 2015 | 2015 | 2017 | 2017 | \$ 66,000,000 | \$ 69,866,342 | 4.5% | Owner Added Scope: Roof and Turf Field |
| Stewart Middle School | Historic modernization & additions | GCCM | Mahony/Neelley | 2016 | 2016 | 2017 | 2017 | \$ 28,000,000 | \$ 27,456,013 | -1.9% | |
| Arlington Elementary School | Replacement school | DBB | DBB/Neelley | 2016 | 2016 | 2017 | 2017 | \$ 34,000,000 | \$ 35,278,456 | 4.1% | Construction to complete Spring 2019 |
| Mary Lyon Elementary School | Replacement school | DBB | DBB/Neelley | 2016 | 2016 | 2017 | 2017 | \$ 36,800,000 | \$ 36,800,000 | 0.0% | Construction to complete Spring 2019 |
| Browns Point Elementary School | Replacement school | GCCM | DBB/Lease Cutcher Lewis | 2017 | 2017 | 2018 | 2018 | \$ 34,800,000 | \$ 34,800,000 | 0.0% | Construction to begin Fall 2018 |
| Grant Elementary School | Replacement school | GCCM | DBB/Skanska | 2017 | 2017 | 2018 | 2018 | \$ 34,800,000 | \$ 34,800,000 | 0.0% | Construction to begin Spring 2019 |
| Brimley Elementary School | Replacement school | GCCM | DBB/Skanska | 2017 | 2017 | 2018 | 2018 | \$ 34,800,000 | \$ 34,800,000 | 0.0% | DB land date |
| Downing Elementary School | Replacement school | PDB | DBB/Porter | 2019 | 2019 | 2020 | 2020 | \$ 30,000,000 | \$ 30,000,000 | 0.0% | Construction to begin Spring 2019 |
| Boze Elementary School | Replacement school | PDB | Korano/BCRA | 2017 | 2017 | 2020 | 2020 | \$ 48,500,000 | \$ 48,500,000 | 0.0% | Construction to begin Fall 2019 |
| Hunt Middle School | Replacement school | PDB | Alshar/BCRA | 2020 | 2020 | 2021 | 2021 | \$ 425,400,000 | \$ 425,400,000 | 0.0% | |

Exhibit E



Skyline Elementary School

Project Organization Chart

Exhibit F

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 | |
| Jim Dugan | Internal DB Advisor PM/CM Support Project Controls Support | TPS Capital Projects Program Manager 39 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 | \$ 22,100,000 | \$ 34,000,000 | D/B | 2003 | 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 | |
| | | | | \$ 182,500,000 | \$ 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 | NA | Superintendent |
| | | | | \$ 13,600,000 | \$ 21,000,000 | D/B | 1990 | NA | NA | NA | Superintendent |
| | | | | \$ 12,500,000 | \$ 18,000,000 | D/B | 2015 | Design PM | Design PM | Design PM/CM | |
| | | | | \$ 14,600,000 | \$ 20,500,000 | D/B/B | 2017 | Owner's PM | Owner's PM | Owner's PM/CM | |
| Dan Cody | 30+ Years Experience in Design and Construction 15+ Years Experience in K-12 & Educational Market Last 5 years focused on APD PM/CM Six previous D/B Projects, some still in process Licensed Architect, State of WA, 1995 Design/Build Training: AGC 2016, DBIA 2018 GC/CM Training: AGC 2016 | South Puget Sound Community College, Lacey Bldg. 1 Tumwater SD, Tumwater Middle School Add/Mod Tumwater SD, Bush Middle School Add/Mod Tacoma Metro Parks, Eastside Community Center Willapa Elementary New Gym Vancouver SD, MacArthur Middle School Vancouver SD, Marshall Elementary School Tacoma SD, Boze Elementary School Replacement | \$ 12,000,000 | \$ 20,500,000 | D/B | 2015 | Design PM | Design PM | Design PM/CM | | |
| | | | \$ 14,600,000 | \$ 21,000,000 | D/B/B | 2017 | Owner's PM | Owner's PM | Owner's PM/CM | | |
| | | | \$ 20,500,000 | \$ 30,800,000 | GC/CM | 2018 | PM Support | PM Support | CM Support | | |
| | | | \$ 1,500,000 | \$ 2,000,000 | D/B | 2018 | Owner's PM | Owner's PM | Owner's PM/CM | | |
| | | | \$ 54,000,000 | \$ 74,300,000 | GC/CM | 2020 | Owner's PM | Owner's PM | Owner's PM | | |
| | | | \$ 26,625,000 | \$ 35,150,000 | GC/CM | 2019 | Owner's PM | Owner's PM | Owner's PM | | |
| | | | \$ 27,125,000 | \$ 35,500,000 | D/B | 2020 | Owner's PM | PM Support | Owner's CM | | |
| | | | \$ 4,300,000 | \$ 4,300,000 | CMAR/GC/CM | 2017 | Proj. Director | Proj. Director | Proj. Director | | |
| | | | \$ 2,400,000 | \$ 2,400,000 | CMAR/GC/CM | 2017 | Proj. Director | Proj. Director | Proj. Director | | |
| | | | Morris Aldridge | TPS Executive Director of Planning and Construction 31 Years of K-12 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 Hunt Middle School; Tacoma Public Schools | \$ 21,200,000 | \$ 21,200,000 | CMAR/GC/CM | 2016-2017 | Proj. Director | Proj. Director |
| \$ 6,000,000 | \$ 6,000,000 | CMAR/GC/CM | | | | 2016-2017 | Proj. Director | Proj. Director | Proj. Director | | |
| \$ 9,700,000 | \$ 9,700,000 | CMAR/GC/CM | | | | 2015-2014 | Proj. Director | Proj. Director | Proj. Director | | |
| \$ 10,000,000 | \$ 10,000,000 | D/B | | | | 2013 | Proj. Director | Proj. Director | Proj. Director | | |
| \$ 3,500,000 | \$ 3,500,000 | D/B | | | | 2011 | Proj. Director | Proj. Director | Proj. Director | | |
| \$ 27,125,000 | \$ 35,500,000 | D/B | | | | 2020 | Proj. Director | Proj. Director | Proj. Director | | |
| \$ 37,969,000 | \$ 48,000,000 | D/B | | | | 2021 | Proj. Director | Proj. Director | Proj. Director | | |

Exhibit G

Tacoma Public Schools - Planning & Construction Organizational Chart

