

Boze Elementary School New Construction Replacement Project



Photo: Existing Boze ES 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
July 3, 2017

July 3, 2017

Project Review Committee
25246 Pacific Hwy S, Kent, WA 98032

Subject: Design Build Application Boze Elementary School

To whom it may concern:

Currently the K-12 construction market conditions in Washington State reflect a low supply and high demand for labor and materials available for construction projects. Looking at the passage of school bond measures from 2011 through 2017 of over \$11 billion and the predicted passage of bonds in 2018-2019 of over \$3 Billion, relief from this shortage of labor and materials and the inflated costs associated with this shortage is not in sight. Given this situation, it is in the best interest of Tacoma Public Schools (TPS) to expedite the design and completed delivery of projects as soon as possible in order to mitigate the increased costs of project delivery over the coming years. Using the alternative delivery of Design Build is one such method for helping TPS accomplish this.

We propose that the Boze Elementary School Project (BES) be delivered via a Design-Build method as opposed to a traditional Design-Bid-Build method. The key difference in this delivery method is that the contractor and the designer will be working concurrently as one team to deliver the BES project in a shorter timeframe. The Arlington Elementary School Project Documents potentially will be used as bridging documentation in order to site adapt this existing design to the BES project site. This method of delivery has the potential to be more cost effective as the contractor will have opportunities for innovation in both design and construction and construction can begin while the design process is still being developed potentially reducing the overall project duration. TPS project manager Kristine Anderson will be managing the delivery of the Design-Build project with consulting from Julius Pallotta (Design Build Technical Advisor) and Jim Dugan (Parametrix Consultant Senior Program Manager).

TPS has a proven track record of successfully implementing alternative delivery (GCCM) and completing projects on-time and within budget. Examples of this recently are two historic renovations; McCarver Elementary School finishing on time and Stewart Middle School finishing

eight months ahead of schedule. Similarly, because of these past successes and project manager experience we anticipate successful implementation of the Design Build alternative delivery for the BES project if given the opportunity to use this method for delivery.

The Design Build team plans to update the project stakeholders and the School Board throughout the delivery of the project. This will ensure that the most efficient and cost effective design that meets the specifications of the BES project is delivered to the public on time and within the budget.

Thank you for considering the BES project as a potential candidate for Design Build alternative delivery.

Sincerely,



Rob Sawatzky, Director
Planning & Construction
Tacoma Public Schools

**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**

Contents

1. Identification of Applicant.....	4
2. Brief Description of Proposed Project.....	4
3. Projected Total Cost for the Project:.....	5
4. Anticipated Project Design and Construction Schedule.....	5
5. Why the DB Contracting Procedure is Appropriate for this Project	6
6. Public Benefit	7
7. Public Body Qualifications.....	9
8. <i>Public Body (your organization) Construction History:</i>	18
9. <i>Preliminary Concepts, sketches or plans depicting the project</i>	19
10. Resolution of Audit Findings on Previous Public Works Projects	19
Exhibits	21

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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 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 DB procedure and is seeking approval to use this procedure on a DB 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: Mr. Rob Sawatzky
Director of Planning & Construction
- (d) Phone Number: (253) 571-3350
- (e) Fax Number: (253) 571-3360
- (f) E-Mail: rsawatz@tacoma.k12.wa

2. Brief Description of Proposed Project

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

The existing Boze Elementary School (BES) is located in SE Tacoma on a 15-acre site. (See Exhibit A) The original Boze Elementary School (circa 1969) consisted of four "quads", with the addition of a fifth "quad" in 1970. Additional "quads" and structures have been added since then, increasing the total area to 57,781 SF. The structures are joined by covered walks. The existing structures are located in the Northern portion of the site, with grass fields occupying the Southern portion of the site.

The project is to replace the existing BES facilities with a new Boze Elementary School to house 450 students in a 56,625 SF facility. The project will be new construction on an occupied site and will likely be a single-story configuration. Rather than design a new BES, the District intends to utilize the Arlington Elementary School (AES) design (now in construction due to occupy in September of 2017) as a prototype design and using the Design/Build delivery, use the 100% CD's and specifications as the new BES bridging documents and site adapt this existing building and program design to the BES site.

During construction, students will remain on site. The anticipated construction cost for the project is \$22,330,000, with a total project budget of \$32,500,000. It is anticipated that construction will begin in the summer of 2018 to allow occupancy in the fall of 2019.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal, etc.)	\$2,500,000
Project Construction Cost (including 5% construction contingency)	\$22,330,000
Design Contingencies (7%)	\$1,625,000
Equipment & Furnishing Costs (8%)	\$1,950,000
Contract Administration Costs (Owner, PM, CM, etc.)	\$450,000
Owner Contingencies (3%)	\$650,000
Other Related Project Costs (permits, fees, etc.)	\$739,670
Sales Tax (10.1%)	<u>\$2,255,330</u>
Total	<u>\$32,500,000</u>

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 Boze Elementary School replacement project is funded from the proceeds of a \$500 million capital bond issue approved by Tacoma voters in February of 2013. BES is the 12th 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>Projected Date</u>
D/B Application Submittal	July 3, 2017
PRC Presentation	July 27, 2017
DB RFQ Advertisement	Aug. 1, 2017
Statement of Qualifications Due	Aug. 22, 2017
Short-List Announced	Aug. 29, 2017
RFP Issued	Sept. 1, 2017
Proprietary Meeting One	Sept. 11, 2017
Proprietary Meeting Two	Sept. 25, 2017
Proposals Due	Oct. 3, 2017
Selection of Design-Builder	Oct. 10, 2017
School Board Contract Approval	Oct. 26, 2017
Anticipated NTP	Oct. 30, 2017
Design Phase	Nov 2017 – May 2018

Project Schedule	Projected Date
Permit Submittal	Jan.26, 2018
Construction Phase	June 2018 – August 2019
Owner Move-in (New Building)	Sept. 2019
Demo Existing Building	June 2019 – July 2019
Construction Phase 2 (Sitework)	July 2019 – August 2019
Close Out Phase	Sep. 2019 – Nov. 2019

5. 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:

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 geotechnical consultant 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 BES school to maintain operations and safety for all throughout the new BES school development and subsequent demolition and removal of the existing BES school.

Because the primary goal is to build and occupy the new BES one year earlier than the bond measure plan and in doing so the goal is to 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. Applying the Design-Build delivery process allows for Tacoma Public Schools to use the already designed (100% CD’s and Specifications) Arlington Elementary School design, allowing for the Arlington ES design (See Exhibit B) to be site adapted to fit the Boze ES site – which results in not less than a one year reduced period of time for design.

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 of schedule and cost impacts related to unforeseen market and site and resource conditions can be drastically reduced.

If this were a traditional Design-Bid-Build project delivery, the construction phase would not begin until June of 2019. Utilization of the Design-Build delivery method will result in the construction phase beginning in June of 2018. By reducing the project design phase by one year, and as a result, completing the construction phase one year sooner than planned and budgeted, the District believes approximately \$1 M will be saved in design costs, approximately \$700 K will be saved in reduced construction escalation and finally, another \$300 K will be saved in greater efficiencies – for a total overall goal of savings in the \$2 Million range.

Design-Build is the fastest delivery method available to a Washington State Public Agency. Given the current state of the market 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 BES project.

6. 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:

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 BES replacement school project:

- (1) Design Savings: \$1 M savings goal - Reduce the D/B/B design phase of August 2017 thru May 2019 (21 months), to a D/B design phase of Nov 2017 thru May 2018 (7 months)
- (2) Construction Escalation Savings: \$700 K goal – Assuming a continued 3% to 3.5% annual escalation in overall development costs, by reducing the design

phase by one year, we are able to build the project one year sooner, thus saving approximately \$700 K in escalation costs.

- (3) D/B Efficiency: \$300 K goal – The District historically has used a Design Advisory Committee (DAC) method to aid in the design development of a traditional delivery method school project. The District has not ever used a more “developer” defined method to aid in the design 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 BES 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 \$2 Million by simply utilizing the Design-Build delivery method, the public will receive a new school 1 year sooner than anticipated while still saving money. Utilizing the Design-Build approach will 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 few months, the construction cost per square foot of projects of this size, type and magnitude have increased by 50% to 70%. This drastic cost increase over such a short period of time is due to the market being completely saturated with similar projects.

More than \$10 B in capital funding for Washington State K-12 projects has been pumped into the marketplace over the past 6 years. Based on information we have acquired so far, local school districts are planning another \$5 B in capital funding for continued K-12 school improvements. See attached [Exhibit C](#) 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 50% to 70% in recent months. 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 DB contracting procedure.

In summary – The District has done a thorough job of assembling a team of full time District employees augmented with consultants that have significant D/B experience to procure, implement and manage this project. Both the PM and internal D/B Advisor are employees of the District, both completing successful DB projects within the past 6 years. Parametrix is currently under contract with a Master PM/CM Agreement to augment District staff as needed and when needed. Jim Dugan of Parametrix has more than 20 years of DB project experience between 1978 and 1998 while employed by The Austin Company. Graehm Wallace of Perkins Coie LLP is our external D/B legal counsel and will assist with the development of the procurement documents, the contract and to provide D/B legal consultation throughout the project. Finally, and primarily due to this being our first District D/B project, we have retained Mr. John Palewicz, 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 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 historical TPS Public Body Experience.

The Design-Build (D/B) delivery method has not been utilized before by Tacoma Public Schools. The Boze ES replacement project will be the first D/B delivered school in the history of the District and is likely one of only a few that has been D/B delivered in the K-12 marketplace in the State of Washington.

Although the D/B method of delivery has been fully embraced and utilized by Washington State higher education institutions (UW, WSU, etc.), K-12 has been slow to warm to it. The current escalation and market conditions have caused an environment that now encourages local school districts to revisit the D/B method of delivery – mostly due to the shortened period of time to market and the sooner the project can be completed in the market, all yielding savings in escalation and market conditions while not sacrificing the partnership and teamwork needed to work on an occupied site.

Tacoma Public Schools is confident and excited about utilizing this alternate delivery method for the BES replacement project. This may be the first Design-Build project for Tacoma Public Schools as an organization, but it is not the first D/B project for the designated project team members.

Staff and consultant short biographies are provided below in section 7.3, however, a high level summary of the D/B experience on this project team may be summarized as follows:

Kris Anderson: TPS Project Manager

- Licensed Architect in the State of Washington
- 24 Years Experience as a Project Manager
- 7 Federal Design/Build Projects
- \$2 M to \$120 M

Note: Kristine Anderson, Project Manager for the Boze Elementary School replacement, is a licensed Architect with 32 years' professional work experience at Tacoma area firms and with the Boeing Company. Kris rose to senior associate at BCRA (Tacoma) and spent nine years in its federal studio working on a range of Design-Build projects, through planning, design and construction phases. Kris has two years' experience as a full time employee of Tacoma Public Schools as a Capital Projects Supervisor. She has been managing design and construction of Mary Lyon Elementary School and will be the TPS project manager for the entire duration of the Boze Elementary School replacement project.

Julius Pallotta: TPS D/B Advisor

- 30 Years Experience
- 23 Years as a D/B Project Manager
- 18 Design/Build Projects
- \$350 K to \$90 M

Jim Dugan (Parametrix): APD Program Manager

- 39 Years Experience
- 20 Years as a D/B Project Manager
- 16 Design/Build Projects
- \$1 M to \$300 M

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. His knowledge of the Design-Build process will be extremely valuable for the Boze Elementary 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.

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

Currently in Construction – Opening fall of 2017

- Arlington ES (D/B/B)
- Science and Math Institute Environmental Learning Center HS (D/B/B)

Breaking Ground Now – 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)

Soon to Start

- Boze ES (This D/B application)
- Hunt MS (GC/CM)

This large pool of current project activity and the staff it takes to support such a capital project office program, as well as the experience and knowledge gained over the past three decades of significant project development, is the reason the District will successfully deliver this D/B project. The historical TPS public body project experience is summarized in Exhibit D to 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 E.

7.3 Staff and consultant short biographies that demonstrate experience with DB contracting and projects (*not complete résumés*).

**Rob Sawatzky – Director of Planning and Construction (Director)
Tacoma Public Schools**

Rob has 22 years of experience consisting of school operation and planning as well as oversight of design and construction. Project experience includes new and renovated elementary, middle, and high schools. His experience with 2 current GC/CM historic remodels and 6 current design bid build projects as well as his robust educational experience gives him the insight and background for executing complex projects. Rob's passion lies in integrating educational best practice with the built environment, ultimately creating the most engaging working and learning spaces that support an educational model where imparting, thinking, creating, discovering and exchanging information is central to learning experiences for kids.

Kristine Anderson, AIA, LEED® AP BD+C – Project Manager

Kris 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 Cedar Creek Corrections Center 200 Bed Expansion in 1999.

Julius Pallotta – DB Technical Advisor (Tacoma Public School)

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's 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 39 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 DB 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)

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 negotiating. 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 DB 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 F.

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 F.

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 PM is a full time employee with the Tacoma Public Schools organization and is currently in the role of PM within the TPS 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 \$772 M in large capital projects, in addition to an annual run rate of \$5 M to \$8 M 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:

- Arlington ES/New Construction/\$26 M/DBB/Occupancy Sep 2017
- SAMi ELC HS/New Construction/\$19 M/Occupancy Sep 2017
- Mary Lyon ES/New Construction/\$29 M/DBB/Occupancy Sep 2018
- Browns Point ES/New Construction/\$31 M/GCCM/Occupancy Sep 2018
- Grant ES/New Construction/\$29 M/DBB/In Design/Occupancy Sep 2019
- Birney ES/New Construction/\$30 M/In Design/Occupancy Sep 2019

The project team DB experience is summarized in Exhibit F 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 bios, 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.

As Director of Planning & Construction for TPS, Rob Sawatzky has led his teams on large capital projects for the past two years (2016-2017). The projects listed in Exhibit D within this time frame include DBB and GC/CM projects of size and significance, notwithstanding the difficulty and impacts caused by our inflationary market and market conditions resource saturation. Rob is now in progress with planning the next capital bond measure, one that is shaping up to be in the \$500 M 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 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 DB experience with The Austin Company between 1978 and 1998 are listed in Exhibit F of this application.

Also summarized in Exhibit F is the DB 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 Boze ES 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 DB technical advisor role on the Boze ES project

A tremendous addition to the team, John Palewicz has agreed to fill the role of external DB Advisor. John brings a wealth of DB experience and in-depth understanding of the DB statutes within the State of Washington. John is currently on the CPARB DB Sub-Committee. One outcome of this sub-committee is a DB Training Workshop, like the GC/CM workshop provided by the AGC. John advised the goal is to have the first DB Training Workshop by 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 Boze ES project. Although the Boze ES will be the District's first DB project and the first DB project for Rob Sawatzky, it will not be the first DB project for the remainder of the proposed project team members.

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, during a time of unprecedented industry-wide cost escalation. Each project has been led by the District's Director of Planning and Construction, Rob Sawatzky (and his staff), and supplemented by consultants, Parametrix Inc., who specialize and excel in alternative project delivery 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 Director Rob Sawatzky, Project Executive, with implementation by District Planning & Construction staff and Parametrix.
- Parametrix will meet weekly with Project Executive Rob Sawatzky and Project Manager Kris Anderson to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation the project.
- Jim Dugan will be the point of contact for Parametrix.

Selection Committee

- The DB Selection Committee will consist of District staff and leadership personnel.
- The DB Selection Committee may include a TPS Board Member and/or an external community member and/or the Principal of Boze Elementary School.
- The Selection Committee will review the DB Teams RFQ's and RFP's and make recommendations of DB Team shortlisting
- The Selection Committee will make the recommendation for DB selection to the Director of Planning & Construction Rob Sawatzky, Superintendent Carla Santorno and the TPS Board of Directors.
- Jim Dugan will be the point of contact for Parametrix.
- Parametrix will plan, facilitate and monitor the selectin process but will not be a member of the Selection Committee.

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 Districts website.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in proprietary meetings to discuss project objectives, project approach, design concepts and provide feedback to the DB teams.
- Once a DB team is selected, the District and Parametrix will meet with the DB team during the design and construction phases and partake in interim reviews of the design and site adaptation, to ensure the District's expectations and vision of the finished project are achieved.

Project Progress

- Will be reported weekly.
- Reports will be sent to the Director, the Superintendent, the Board of Directors and other stakeholders as determined by the District.
- 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.
- Financial reporting will be provided on a regular basis to the Director, the Superintendent and the Board of Directors.
- The District will maintain its own contingency and reserves to address any Owner driven scope changes and appropriate resultant change orders.

Schedule

- The overall project schedule will be provided in the DB RFQ/RFP documents.
- Weekly Project Progress Meetings will include 3 week look-ahead schedule forecasts of activities.
- Monthly DB construction progress updates with a narrative will be a project requirement.
- Parametrix will review the baseline construction schedule and comment on monthly construction schedule updates.

7.9 A brief description of your planned DB procurement process.

Our design-build procurement process will be based on a best value approach of qualitative factors and a pricing factor.

Our procurement process will include the following:

- Marketing of the project to experienced potential D/B candidates.
- Soliciting and ranking initial Statements of Qualifications.
- Interviewing shortlisted D/B candidates.
- Soliciting pricing proposals from the highest ranked firms.
- Recommending award to the highest ranked firm.

The first phase will be to issue a Request for Qualifications (RFQ) with a project description, published scoring and weighted criteria, proposed project budget and schedule, and proposed project site. Submittals will be reviewed and scored by the Selection Committee with technical and process input from Parametrix and John Palewicz, and legal counsel as needed. The District would like to shortlist up to three firms.

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

- The Owners Program Requirements,
- The Owners Technical Requirements,
- Performance and Technical Specifications, and
- The Proposed D/B Contract

Two proprietary meetings will be held with each firm during the RFP development phase to allow the teams to receive input from the Selection Committee and to allow the teams to test their management approach and design ideas with the Owner. The Proposal submissions with supporting documentation will be evaluated by the Selection Committee who will receive, evaluate and score proposals from the short-listed firms. The Parametrix and Perkins-Coie teams will provide technical consultation during this phase.

Qualitative factors such as design expertise, design ideas, project management plan, schedule, site placement, technical factors, MWBE participation and other published criteria will be the primary criteria for selection. The District is considering various options in determining the required selection criteria based on cost or other price related factors.

We anticipate being able to advertise the D/B Request for Qualifications by August 1, 2017. We intend to review submittals, develop a shortlist, issue the Request for Proposal, receive RFP responses by October 3, 2017 and final select our D/B contractor of choice on or before October 16, 2017.

We will then take the D/B contract with the successful firm to our Board for approval on October 26, 2017. TPS intends to utilize John Palewicz, Director of Capital Projects at the University of Washington, as an external industry expert to participate with us in the D/B selection and contracting process. We will also use the services and advice of Parametrix and Graehm Wallace of Perkins Coie for legal issues, during the project.

7.10 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.

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 D.

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:

- 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.

Please refer to Attachment B. Tacoma Public Schools anticipates using the design from Arlington Elementary School, which is currently under construction and nearing completion, as the program and prototype design for the BES replacement school project. The D/B contractor will work with the architect and owner to site adapt the design to the Boze Elementary School site.

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 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: Ron Sawatzky

Title: Director, Planning & Construction

Date: _____

7.3.17

Exhibits

- Exhibit A Existing Boze ES Site Plan and City of Tacoma Map**
- Exhibit B Arlington ES Floor Plan, Renderings and Boze ES Site Placement Options**
- Exhibit C Washington State K-12 Capital Bond Summary 2011 - 2019**
- Exhibit D Tacoma Public Schools Historical Public Body Project Experience**
- Exhibit E Boze ES Project Team Organizational Chart**
- Exhibit F Project Team Design Build Experience**
- Exhibit G Tacoma Public Schools Planning & Construction Department Organizational Chart**

Exhibit A

Tacoma Public Schools – City of Tacoma School Locations

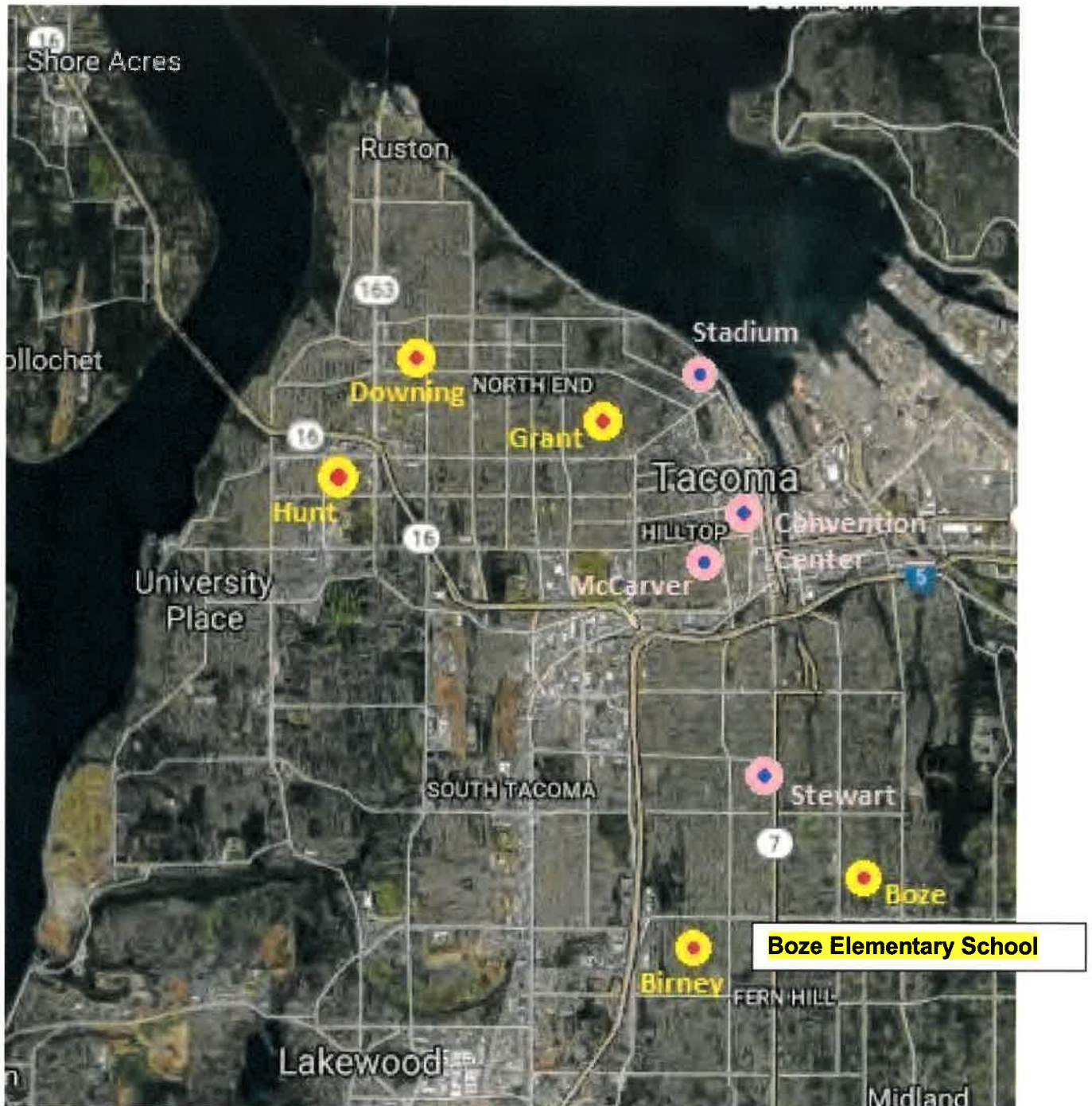


Exhibit A
Existing Boze ES Site Plan

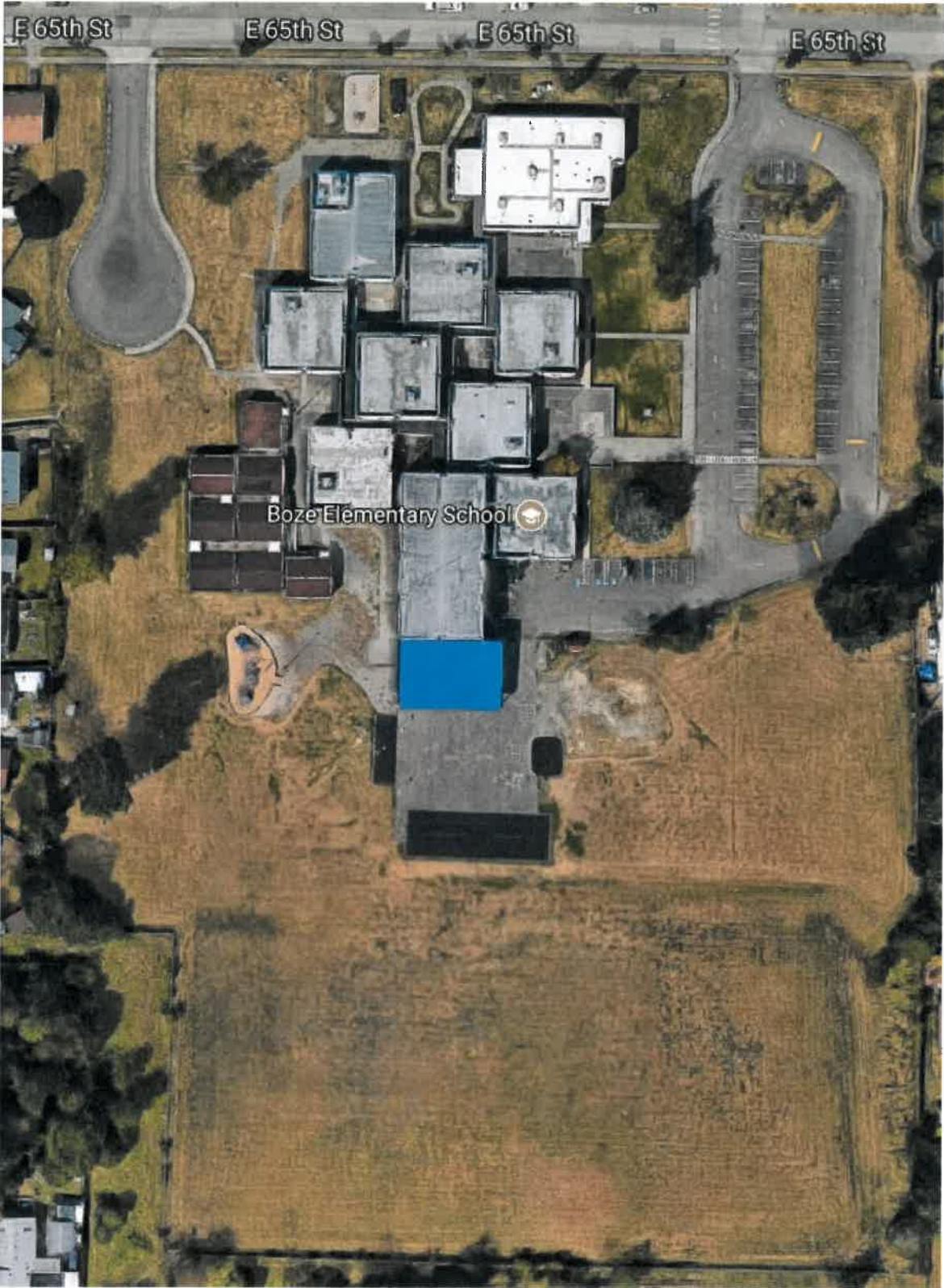


Exhibit B

Arlington ES Floor Plan and Exterior Renderings (Bridging Documents for Boze ES)

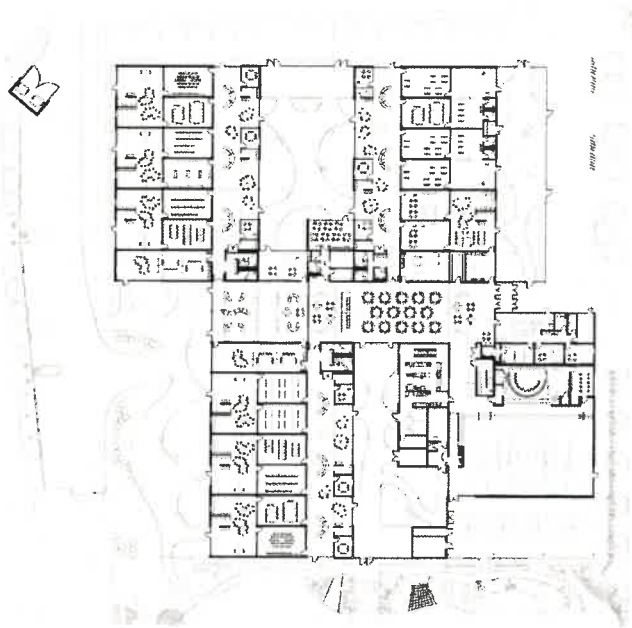


Exhibit B
Existing Boze ES Site Constraints

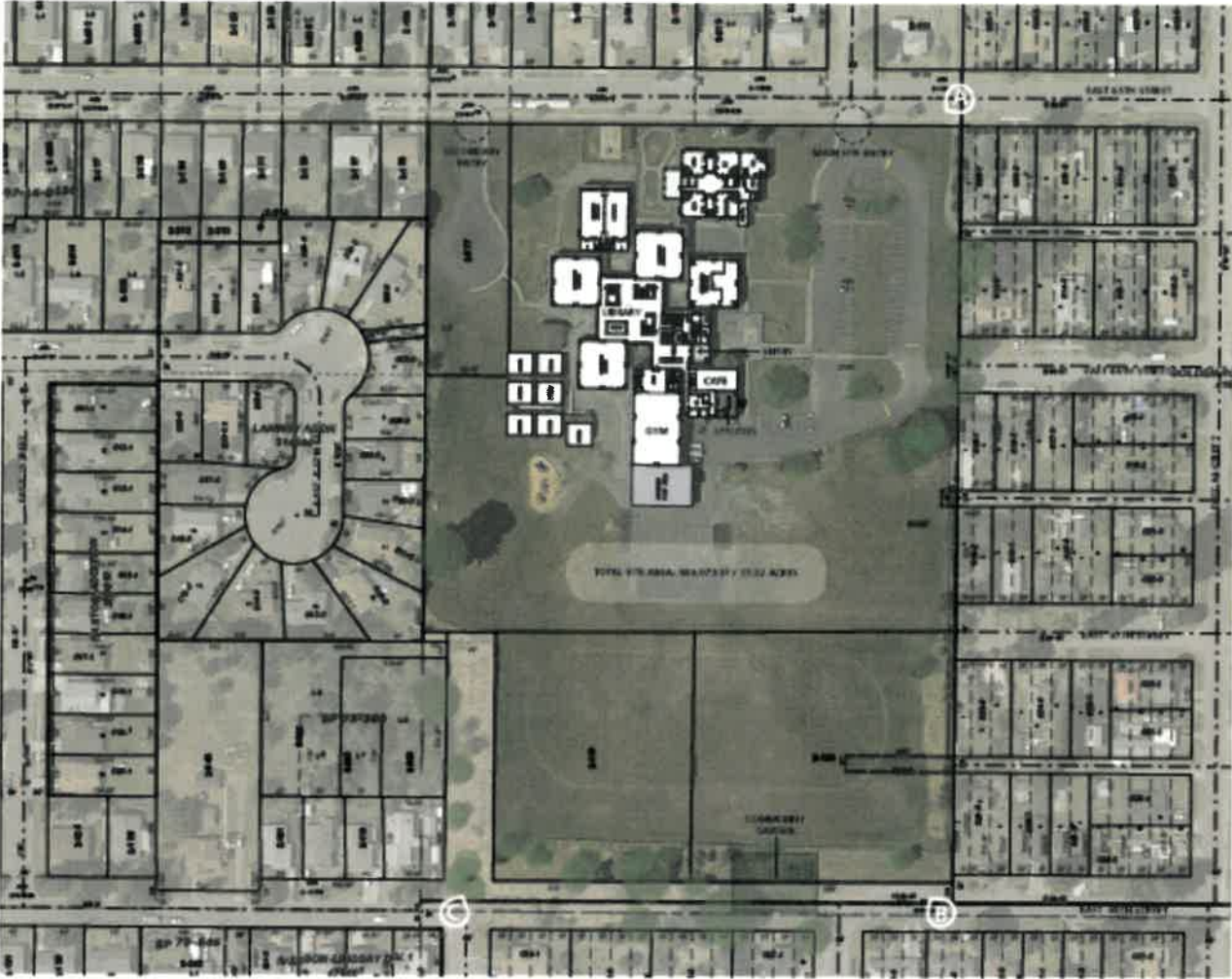


Exhibit B

Program Comparison Detail Summary

**Tacoma Public Schools
Arlington Elementary School**

A Vision for the Elementary Learning Env.

06 June 2016 Arlington Confirmed Set

		Net Square Feet				Net Square Feet				total nsf				
	sta	rm	sp	gen	nsf	sf/room	total nsf	sta	rm	sp	gen	nsf	sf/room	total nsf
General Learning														
Core Learning	18	1	rm		900	900	16,200		18	1	rm	518	518	9,324
Core Learning - Shared														
Shared Learning	3	1	rm		900	900	2,700		7	1	rm	979	979	6,853
Small Flex	3	1	rm		300	300	900		3	1	rm	2,424	2,424	7,272
Small Group	3	1	rm		150	150	450		0	1	rm	0	0	0
Core Learning (Shared PreK)	1	1	rm		1,100	1,100	1,100		9	1	rm	130	130	1,170
Pre-K Storage	1	1	rm		1,100	1,100	1,100		2	1	rm	851	851	1,702
									1	1	rm	60	60	60
TOTAL GENERAL LEARNING ASSIGNABLE SQUARE FEET							21,350							26,381
Specialized Learning														
Specialized Program														
Music	4	1	rm		1,200.0	1,200	4,800		0	1	rm	941	941	3,717
Violin / Large Group Meeting - Flex									1	1	rm	273	273	941
Instructional Coach - Flex									1	1	rm	518	518	273
Primary Adjustment									1	1	rm	10,000	10,000	518
Intermediate Adjustment									1	1	rm	985	985	1,000
Large Group	1	1	area		7,000.0	7,000	7,000		1	1	rm	985	985	985
Commons									0	1	area	3,154.0	3,154	8,342
Commons Flex									1	1	area	728.0	728	3,154
Stage									1	1	area	200.0	200	728
Gym									1	1	area	4,260.0	4,260	200
Library and Information Resources	1	1	area		1,800.0	1,800	1,800		1	1	rm	544.0	544	4,260
Library - Core Learning									1	1	rm	2,118.0	2,118	2,662
Library - Flex									1	1	area	2,118.0	2,118	544
Library Workroom / Storage									0	1	rm	0.0	0	2,118
														0
TOTAL SPECIALIZED LEARNING ASSIGNABLE SQUARE FEET							13,960							14,721
Administration and Student Support														
Principal Office	1	1	rm		200.0	200	200		1	1	rm	208.0	208	208
Small Group (support office)														0
Secretary's Area	7	1	rm		150.0	150	1,050		0	1	rm	0.0	0	0
Health Room and Nurse Office	1	1	area		250.0	250	250		1	1	area	717.0	717	717
Health Room Toilet	1	1	rm		300.0	300	300		1	1	rm	234.0	234	234
Small Flex (conference room)	1	1	rm		100.0	100	100		1	1	rm	79.0	79	79
Large Flex (staff lounge)	1	1	rm		300.0	300	300		1	1	rm	208.0	208	208
Large Flex (staff workroom)	1	1	rm		600.0	600	600		1	1	rm	477.0	477	477
Record Storage	1	1	rm		600.0	600	600		1	1	rm	317.0	317	317
PTA Storage	1	1	rm		600.0	600	600		1	1	rm	72.0	72	72
									1	1	rm	20.0	20	20
TOTAL ADMINISTRATION AND STUDENT SUPPORT ASSIGNABLE SQUARE FEET							3,400							2,312

Included in
Library - Core Learning

Most are included in
Core Learning - Small Group

Building Support										
Kitchen and Kitchen Storage	1	1 area	1,000.0	1,000	1,000.0	1,488	1 area	1,488.0	1,488	1,488
Custodian Office	1	1 rm	250.0	250	250.0	205	1 rm	205.0	205	205
Outdoor Storage	2	1 rm	50.0	50	50.0	355	1 rm	354.5	355	355
Janitor Closets	4	1 rm	50.0	50	50.0	60	1 rm	30.0	30	60
Storage						267	2	133.5	134	267
Receiving						134	1	134.0	134	134
TOTAL BUILDING SUPPORT ASSIGNABLE SQUARE FEET						1,550				2,509
Discretionary Program Area										
Discretionary Program Area										
	1	1 rm	1,000.0	1,000	1,000.0	0	1 area	0.0	0	0
TOTAL DISCRETIONARY PROGRAM AREA ASSIGNABLE SQUARE FEET						1,000				0
TOTAL ASSIGNABLE NET SQUARE FEET						41,260				45,923
Unassignable Areas										
Circulation (% of NET SF)						5,776				2,046
Student & Staff Toilet Rooms	1	1 area	1,600.0	1,600	1,600.0	1,194	1 area	1,194.0	1,194	1,194
Mechanical and Electrical Rooms	1	1 area	1,800.0	1,800	1,800.0	1,474	1 area	1,474.0	1,474	1,474
TOTAL UNASSIGNABLE AREAS SQUARE FEET NOT INCLUDING WALLS						9,176				4,714
Total Unassignable (minus walls) + Total Assignable						50,436				50,637
Walls/Shfts						6,189				3,172
TOTAL UNASSIGNABLE AREAS SQUARE FEET						15,365				7,886
TOTAL UNASSIGNABLE NET SQUARE FEET						15,365				7,886
TOTAL BUILDING AREA GROSS SQUARE FEET						56,625				53,808
Covered Play										
Covered Play										
North Covered Outdoor Learning	0.5	1 area	4,100.0	4,100	4,100.0	3,124	0.5	1 area	3,124.0	1,562
South Covered Outdoor Learning	0.5	1 rm	1,037.0	1,037	1,037.0	519	0.5	1 rm	1,037.0	519
	0.5	1 rm	551.0	551	551.0	276	0.5	1 rm	551.0	276
TOTAL COVERED PLAY SQUARE FEET						2,090				2,356
TOTAL BUILDING AREA GROSS SQUARE FEET WITH COVERED PLAY						58,675				56,164

Tacoma Public Schools
Arlington Elementary School
A Vision for the Elementary Learning Environment Program vs. Design Comparison

Program Summary

	A Vision for the Elementary Learning Env.	06 June 2016 Arlington Conformed Set	Delta between Vision and Conformed Set
General Learning	21,350 SF	26,381 SF	5,031 SF
Specialized Learning	13,960 SF	14,721 SF	761 SF
Administration and Student Support	3,400 SF	2,312 SF	-1,088 SF
Building Support	1,550 SF	2,509 SF	959 SF
Discretionary Program Area	1,000 SF	0 SF	-1,000 SF
Subtotal	41,260 SF	45,923 SF	4,663 SF
Total Unassignable Area	15,365 SF	7,886 SF	-7,480 SF
Total	56,625 GSF	53,808 GSF	-2,817 GSF
<i>Covered Play</i>	4,100 SF	3,124 SF	
Students	450	450	
GSF/student	125.83	119.57	

Exhibit B
Two Site Plan Options



Exhibit C

2011 – 2019 Washington State K-12 Capital Bond Summary

Bond Issue Passes (Feb, Apr, Aug) by Year

County/School District	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total
Adams County										
Lind				4,000,000						4,000,000
Adams County Total				4,000,000						4,000,000
Benton County										
Finley							10,000,000			10,000,000
Kennewick					89,500,000					89,500,000
Prosser Consolidated							69,300,000			69,300,000
Richland			98,000,000				99,000,000			197,000,000
Benton County Total			98,000,000		89,500,000		178,300,000			365,800,000
Chelan County										
Cascade					69,500,000					69,500,000
Cashmere						12,420,000				12,420,000
Entiat			5,600,000							5,600,000
Wenatchee				66,500,000						66,500,000
Chelan County Total			5,600,000	66,500,000	69,500,000	12,420,000				154,020,000
Clark County										
Camas						119,726,400				119,726,400
Hockinson					39,900,000					39,900,000
Ridgefield		47,000,000					77,965,000			124,965,000
Vancouver							458,000,000			458,000,000
Battle Ground SD								80,000,000		80,000,000
Clark County Total		47,000,000			39,900,000	119,726,400	535,965,000	80,000,000		822,591,400
Cowlitz County										
Woodland		52,835,000								52,835,000
Cowlitz County Total		52,835,000								52,835,000
Douglas County										
Bridgeport School District				3,900,000						3,900,000
Douglas County Total				3,900,000						3,900,000
Douglass County										
Bridgeport							4,400,000			4,400,000
Douglass County Total							4,400,000			4,400,000
Franklin County										
Pasco School District			46,864,000							46,864,000
Franklin County Total			46,864,000							46,864,000
Grant County										
Moses Lake							135,310,000			135,310,000
Quincy						108,255,000				108,255,000
Royal			8,750,000							8,750,000
Grant County Total			8,750,000			108,255,000	135,310,000			252,315,000
Grays Harbor County										
Cosmopolis						2,500,000				2,500,000
Ocosta			13,800,000							13,800,000
Grays Harbor County Total			13,800,000			2,500,000				16,300,000
Jefferson County										
Port Townsend						40,977,588				40,977,588
Jefferson County Total						40,977,588				40,977,588
King County										
Auburn		110,000,000				456,056,000				566,056,000
Bellevue				450,000,000						450,000,000
Enumclaw					68,555,000					68,555,000
Highline						299,850,000				299,850,000
Issaquah		219,121,500				533,500,000				752,621,500
Kent						252,000,000				252,000,000
Lake Washington						398,000,000				398,000,000
Mercer Island				98,800,000						98,800,000
Nothshore				177,500,000						177,500,000
Shoreline							250,000,000			250,000,000
Snoqualmie Valley					244,400,000					244,400,000
Tahoma School District			195,000,000							195,000,000
Tukwilla						99,158,706				99,158,706
Vashon Island							9,997,500			9,997,500
Vashon Island (Prop 1)	47,700,000									47,700,000
Seattle Public Schools		1,000,000,000						1,500,000,000		2,500,000,000
Federal Way (blank)							450,000,000			450,000,000
Lake Washington SD								165,000,000		165,000,000
King County Total	47,700,000	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
Kitsap County										
Bainbridge Island						81,200,000				81,200,000
Central Kitsap						220,000,000				220,000,000
Kitsap County Total						301,200,000				301,200,000
Kittitas County										
Ellensburg					31,677,544					31,677,544
Kittitas County Total					31,677,544					31,677,544

Bond Issue Passes (Feb, Apr, Aug) by Year

County/School District	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total
Lewis County										
Adna					8,183,000					8,183,000
Boistfort							1,825,000			1,825,000
Centralia							74,000,000			74,000,000
Chehalis					35,950,000					35,950,000
Evaline	890,000									890,000
Toledo										
Lewis County Total	890,000				44,133,000		75,825,000			120,848,000
Lincoln County										
Readan						10,895,000				10,895,000
Lincoln County Total						10,895,000				10,895,000
Mason County										
Grapeview			12,500,000							12,500,000
North Mason			49,000,000							49,000,000
Pioneer					25,409,930					25,409,930
Shelton							64,778,906			64,778,906
Mason County Total			61,500,000		25,409,930		64,778,906			151,688,836
Okanogan County										
Brewster						17,881,998				17,881,998
Methow Valley		1,850,000								1,850,000
Okanogan SD								2,400,000		2,400,000
Okanogan County Total		1,850,000				17,881,998		2,400,000		22,131,998
Pierce County										
Puyallup					292,515,000					292,515,000
Tacoma			500,000,000							500,000,000
Tacoma									500,000,000	500,000,000
Pierce County Total			500,000,000		292,515,000				500,000,000	1,292,515,000
Pierce County										
Carbonado						1,750,000				1,750,000
Dieringer							9,500,000			9,500,000
Franklin Pierce						157,000,000				157,000,000
Sumner						145,600,000				145,600,000
White River						98,825,000				98,825,000
Pierce County Total						403,175,000	9,500,000			412,675,000
San Juan										
Lopez		1,000,000								1,000,000
Orcas		12,300,000								12,300,000
San Juan Total		13,300,000								13,300,000
San Juan County										
Lopez Island				9,600,000						9,600,000
San Juan County Total				9,600,000						9,600,000
Skagit County										
Anacortes					86,900,000					86,900,000
Conway			9,030,000							9,030,000
La Conner			20,693,000							20,693,000
Mount Vernon						106,463,550				106,463,550
Sedro-Woolley	17,000,000									17,000,000
Skagit County Total	17,000,000		29,723,000		86,900,000	106,463,550				240,086,550
Snohomish County										
Edmonds				275,000,000						275,000,000
Granite Falls							13,725,367			13,725,367
Lake Stevens						116,000,000				116,000,000
Lakewood				66,800,000						66,800,000
Monroe					110,970,000					110,970,000
Mukilteo				119,150,000						119,150,000
Stanwood/Camano							147,500,000			147,500,000
Snohomish County Total				460,950,000	110,970,000	116,000,000	161,225,367			849,145,367
Spokane County										
Central Valley					121,900,000					121,900,000
Cheney							52,000,000			52,000,000
Everett						149,700,000				149,700,000
Liberty						12,200,000				12,200,000
Mead					69,500,000					69,500,000
Spokane					145,000,000					145,000,000
Central Valley SD								130,000,000		130,000,000
Spokane County Total					336,400,000	161,900,000	52,000,000	130,000,000		680,300,000
Thurston County										
North Thurston				175,000,000						175,000,000
Olympia						160,700,000				160,700,000
Olympia School District		97,800,000								97,800,000
Tenino				38,000,000						38,000,000
Tumwater				136,000,000						136,000,000
North Thurston SD								150,000,000		150,000,000
Thurston County Total		97,800,000		349,000,000		160,700,000			150,000,000	757,500,000

Bond Issue Passes (Feb, Apr, Aug) by Year

County/School District	2011	2012	2013	2014	2015	2016	2017	2018	2019	Grand Total
Walla Walla County										
College Place		38,525,000								38,525,000
Columbia							4,500,000			4,500,000
Touchet			6,500,000							6,500,000
Waitsburg						3,800,000				3,800,000
Walla Walla County Total		38,525,000	6,500,000			3,800,000	4,500,000			53,325,000
Whatcom County										
Bellingham School District			160,000,000							160,000,000
Blaine		3,000,000								3,000,000
Whatcom County Total		3,000,000	160,000,000							163,000,000
Whitcom County										
Blaine					45,000,000					45,000,000
Lynden					48,000,000					48,000,000
Nooksack Valley					27,995,000					27,995,000
Whitcom County Total					120,995,000					120,995,000
Whitman County										
Pullman			53,500,000							53,500,000
Whitman County Total			53,500,000							53,500,000
Whitman County										
Colton			5,600,000							5,600,000
Pullman						23,500,000				23,500,000
Whitman County Total			5,600,000			23,500,000				29,100,000
Yakima County										
Naches Valley				22,850,000						22,850,000
Sunnyside				10,000,000						10,000,000
Yakima County Total				32,850,000						32,850,000
Yakima County										
East Valley					52,900,000					52,900,000
East Valley	5,900,000									5,900,000
Grandview							42,179,000			42,179,000
Granger					11,740,000					11,740,000
Highland					6,000,000					6,000,000
Selah		30,500,000								30,500,000
Wapato	20,000,000									20,000,000
Zillah							14,900,000			14,900,000
Yakima County Total	25,900,000	30,500,000			70,640,000		57,079,000			184,119,000
Arlington County										
Arlington SD									150,000,000	150,000,000
Arlington County Total									150,000,000	150,000,000
Grand Total	91,490,000	1,613,931,500	1,184,837,000	1,653,100,000	1,631,495,474	3,627,959,242	1,988,880,773	1,877,400,000	800,000,000	14,469,093,989

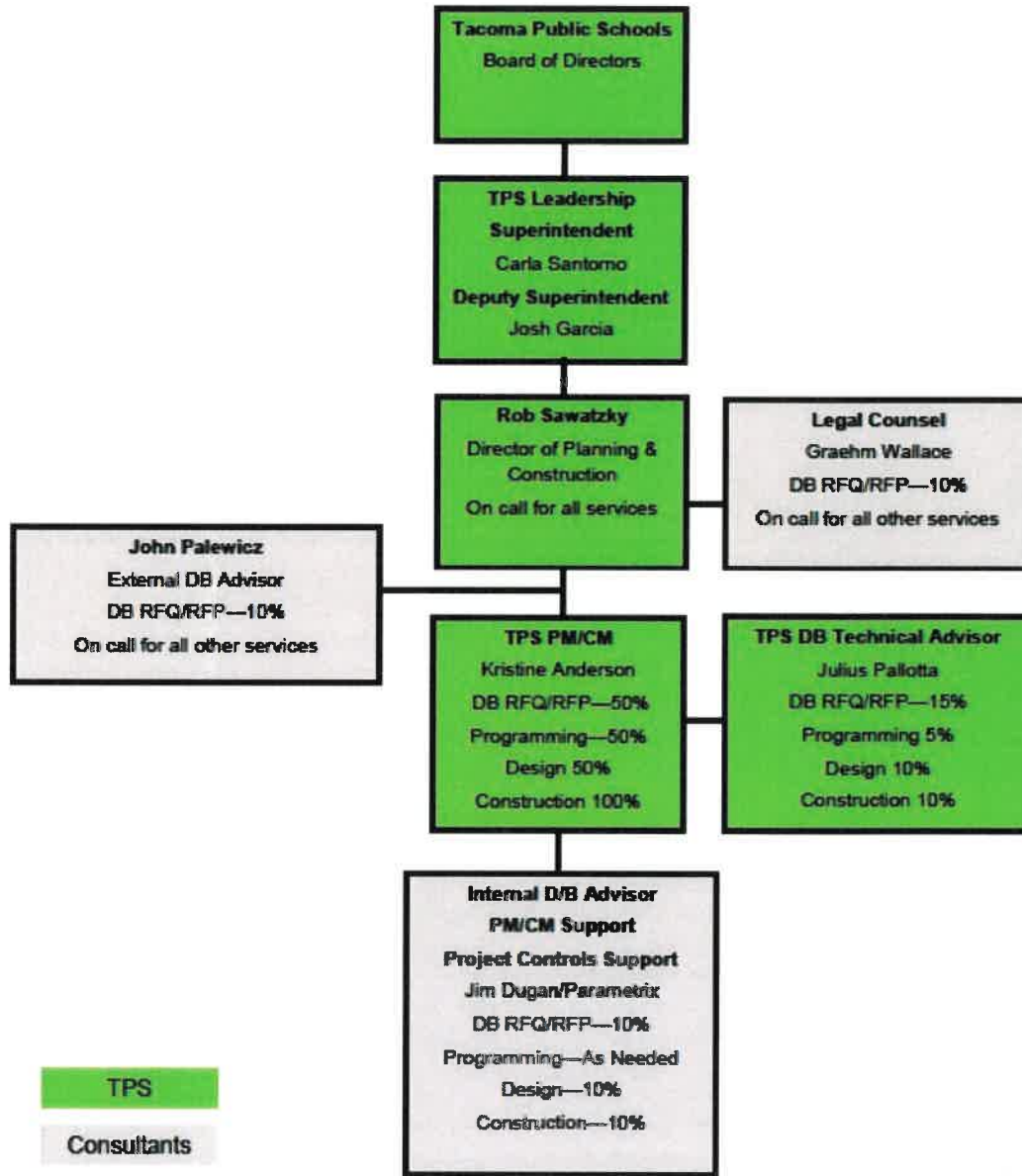
Exhibit D

TPS Historical Public Body Experience

EXHIBIT D
TPS Public Body Experience, 2001 - 2021

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%	
Weeaker Middle School	Modernization & additions	DBB	HOA/Absher	2001	2002	2001	2002	\$ 5,500,000	\$ 5,566,854	1.2%	
Larchmont Elementary School	Modernization & additions	DBB	HOA/Porter Bros	2001	2002	2001	2002	\$ 3,000,000	\$ 2,929,915	-2.3%	
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%	
Miami Elementary School	Modernization & additions	DBB	TCF	2002	2003	2002	2003	\$ 8,000,000	\$ 7,862,287	-1.7%	
Jefferson ES	Replacement school	DBB	McGrannahan/Porter Bros	2002	2003	2002	2003	\$ 17,000,000	\$ 16,542,783	-2.7%	
Whitman Elementary School	Replacement school	DBB	McGrannahan	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	DLV/Garco	2004	2005	2004	2005	\$ 32,000,000	\$ 31,727,700	-0.9%	Unforeseen ROW conditions
Stafford Elementary School	Modernization & additions	DBB	HOA/Bailey	2004	2005	2004	2005	\$ 17,000,000	\$ 17,090,930	0.5%	
								\$ 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 & Krel/Skanska	2004	2006	2004	2006	\$ 108,000,000	\$ 107,967,536	0.0%	
Wilson High School - Phase 2	Occupied site, modernization & additions	DBB	BLRB/Absher	2005	2006	2005	2006	\$ 29,000,000	\$ 28,919,765	-0.3%	
Lincoln High School	Historic modernization & additions	GCCM	DLV/Lease Crutcher Lewis	2006	2008	2006	2007	\$ 75,000,000	\$ 75,170,798	0.2%	
Gray Middle School	Modernization & additions	DBB	Mahlum/Porter Bros	2008	2009	2008	2009	\$ 42,000,000	\$ 41,788,413	-0.5%	
Baker 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
Geiger Montessori	Replacement school	DBB	BLRB/Forma	2011	2012	2011	2012	\$ 48,000,000	\$ 47,521,000	-1.0%	
2013 Capital Improvements Bond Program											
Washington Elementary School	Historic modernization & additions	DBB	BLRB/Babbitt Neumann	2013	2014	2013	2014	\$ 31,000,000	\$ 34,776,609	12.2%	Board approved add'l scope & alternates
Science and Math Institute High School - Camp 6	Modular portables campus	DBB	McGrannahan/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%	Early beneficial occupancy achieved
McCaner Elementary School	Historic modernization	GCCM	DLR/Skanska	2015	2016	2015	2016	\$ 39,000,000	\$ 39,705,560	1.8%	Winter weather impacts
Wainwright Intermediate School	Replacement school	DBB	DLR/Neesley	2015	2016	2015	2016	\$ 35,000,000	\$ 35,437,308	1.2%	
								\$ 506,161,920			
2017 - 2021: 5 Year In Progress Capital Improvements Projects (11)											
Science and Math Institute High School - ELC	Replacement school	DBB	McGrannahan/Forma	2016	2017	2016	2017	\$ 20,000,000	Construction	TBD	Sep 2017 occupancy
Wilson High School - Phase 3	Modernization & additions	DBB	NAC/Absher	2015	2017	2015	2017	\$ 60,000,000	Construction	TBD	Construction complete summer 2017
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/Neesley	2016	2017	2016	2017	\$ 28,000,000	Construction	TBD	Sep 2018 Occupancy
Mary Lyon Elementary School	Replacement school	DBB	DOWA-Erickson McGovern/TBD	2017	2018	Design	NA	\$ 29,000,000	Design	TBD	Construction start summer 2017
Browns Point Elementary School	Replacement school	GCCM	TCF/Skanska	2017	2018	Design	NA	\$ 31,000,000	Design	TBD	Construction start summer 2017
Grant Elementary School	Replacement school	TBD	McGrannahan/TBD	2018	2019	Program	NA	\$ 29,000,000	Design	TBD	
Birney Elementary School	Replacement school	TBD	McGrannahan/TBD	2018	2019	Program	NA	\$ 30,000,000	Design	TBD	
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	DB candidate
Hunt Middle School	Replacement school	TBD	TBD/TBD	2020	2021	Planning	NA	\$ 53,000,000	Planning	TBD	GC/CM candidate

Exhibit E
Boze ES Project Organizational Chart



TPS
Consultants

**Boze Elementary School
Project Organization Chart**

Exhibit F

Project Team DB Experience Summary

EXHIBIT F
TPS Project Team DB Experience

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 24 years experience as a Project Manager 7 Federal DB Projects 1 GC/CM Project	EOD & THAAD 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
				\$ 6,500,000	\$ 10,500,000	D/B	2005	Design PM	Design PM	PM
Julius Pallotta	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 Destruction Security and CCT Systems Shriever AFB Security/IDS/CCTV Systems Pueblo Army Depot Chemical Destruction Plant Security/IDS/CCTV Systems JBLM JOC JBLM/SATOC JBLM JOC	\$ 21,500,000	\$ 21,500,000	D/B	2015/2016	Senior PM/OM	Senior PM	Senior PM
				\$ 6,000,000	\$ 6,000,000	D/B	2014/2015	Senior PM/OM	Senior PM	Senior PM
				\$ 15,000,000	\$ 15,000,000	D/B	2013/2014	Senior PM/OM	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 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
				\$ 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				

Exhibit G

Tacoma Public Schools Planning & Construction Organizational Chart

Planning and Construction Department Organizational Chart

