

Budget:

1. Summary budget within the application has anticipated MACC at \$18,000,000. Page 19 within the application says that the MACC will include a minimum of 2% Risk Contingency [presumably for use by the GCCM during construction].

Two related questions:

0 Is this 2% within the 18mm MACC or to be drawn from the "Construction Contingencies" figure of \$2mm depicted within the project's budget summary? The GC/CM Risk Contingency (3% max.) is included in the \$18M "MACC". (Note that we originally identified this at 2% min. in our application, but have since received the GC/CM Contract info from Perkins Coie and they identify it as 3% max.) The GC/CM Risk Contingency will be used for things like subcontract Change Orders, increased costs related to time and correcting non-conforming work. This will be jointly managed by the District and the GC/CM

- 0 Please define/differentiate/clarify the potential use/allocation of the 2 stated contingencies within the budget summary: \$2mm Construction, and \$1.8 [design and owner].

The project budget overall includes total contingencies which exceed the requirements of RCW 39.10.350 (c) ("*Reasonable budget contingencies totaling not less than five percent of the anticipated contract value*"); the total contingencies of all types is approximately 12% of the project budget.

The \$2M Construction Contingency is the Owners construction phase contingency for construction phase costs that are outside the MACC (like the GC/CM Fee, Specified General Conditions, etc.), unforeseen conditions and owner directed changes to scope.

The \$1.3M Design and Owner Contingency is the Owners design phase contingency for design phase costs that are not easily quantified (like Preconstruction Services) or are unforeseen (like changes in design scope/services, increased FF&E costs, etc.).

2. Please define amount(s) within the project's budget allocated for preconstruction services and location of said funds within the summery budget provided within the application.

Based on prior projects, we anticipate that the Negotiated Preconstruction Services for this project will fall in the range between \$200-400K. The \$1.3M Design and Owner Contingency includes an allowance of \$400K that is earmarked for GC/CM Predesign Services.

4. Schedule:

- a) Application indicates potential of EC-MCCM procurement of MEP subs in accordance with provisions within RCW 39.10.385. Since this cannot occur until after GCCM is on board and into subsequent preconstruction activity, AND that this procurement process will require potentially as long as 5-6 weeks, it would appear that design would be well into [halfway timewise] DD phase. Does this schedule provide adequate time for

procurement and subsequent efficient utilization of EMC/ECCM within the project's schedule?

We don't anticipate that EC-MC/CM will be a good fit for this project. The value of the Electrical and Mechanical work will probably not meet the \$3M threshold and, as you mention, schedule would be an issue.

- b) Please clarify as to when subcontractor bidding is to occur within the schedule. This activity does not appear in paragraph 4 and in the listing of anticipated activities during preconstruction [Att. 'C' within the application].

We anticipate that we would be working with the GC/CM during Precon Services to develop a Subcontracting Bid Plan and Bidding Schedule for the project. However, short of that and assuming a non-accelerated schedule, we'd anticipate that subcontractor bidding will take place in April/May/June of 2017. We anticipate that there are packages of work (grading, foundations, structural steel) that the GC/CM might take a look at and determine in consultation with the District that either early procurement or an early start might give us a jump on the schedule and/or the Summer bid climate and would be beneficial to the project schedule & budget.

- c) Please clarify the following aspects within stated need for early procurement of certain bid packages [Sitework, Foundations, Structural steel]:

- ① Early procurement vs. early start [mini-MACC?]

We might pursue early procurement on items that have long lead times like structural steel, light fixtures, electrical transformers or have become unpredictable like casework. We might pursue early start (mini-MACC) on items that could easily be completed ahead of schedule, like grading and foundation, and might help us to get a jump on the schedule and bid climate.

- ② When does this activity occur? [not on the activities list in Att. 'C' -- preconstruction scope]

We will rely on input from our GC/CM during Precon Services (DD & CD Phase) to evaluate the work and make a recommendation whether there are bid/procurement packages that could be completed and released prior to the completion date for 100% CD's. Structural steel is a package that might make sense for early bid/procurement. It is typically near 100% CD's when submitted for permitting.

- d) Please advise names of GCCM firms for the 3 GCCM stated projects in progress:

Stewart Middle, McCarver Elementary, and Wilson H.S.

Stewart Middle School and McCarver Elementary are current projects that are being constructed by Tacoma School District using GC/CM delivery. The contractor (GC/CM) for both of those schools is Skanska USA. Wilson H.S. is not GC/CM delivery project. It is a Design/Bid/Build project and the Contractor is Absher Construction.

6. Public Benefit:

- a) What types (if any) of incentives are you considering for use in the terms of the contract and if so briefly discuss what will be some of the metrics used to determine achieving

the incentives?

We are not currently considering any performance or fulfillment incentives related to any work under this contract.

b) Has TPS considered provisions of 39.10.360 (3)(b) in its RFP for the project?

Yes. The Owner will include, in its evaluation of RFP's, scoring related to proposers outreach plans and SBE/DBE participation. We have also included Business Diversity Requirements in our GC/CM Contract.

7. Public Body Qualifications:

a) Describe what type of disputes resolution process will be used in the contract document.

TPS uses the Perkins Coie suite of GC/CM documents. The General Conditions indicate that the parties shall attempt to resolve claims/disputes using Mediation prior to seeking Litigation.

b) How is TPS addressing negotiated support services (NSS) in its contracts for the CG/CM?

Negotiated Support Services (NSS) will be reimbursed as cost of the work within the GMP as identified within the Cost Responsibility Matrix. An allowance for the NSS is negotiated at the time of establishing the MACC. The NSS are included as part of the Guaranteed Maximum Price (GMP) that is established by an executed GMP Amendment to the GC/CM Agreement (AIA 133-2009), but are not included in the MACC that the GC/CM Fee is calculated against. A copy of the Matrix of Cost Allocation from the Stewart M.S. and McCarver Elem. GC/CM projects is attached. We are using this as a basis to create the Matrix for this project.

ITEM	Document Reference	Pre-Construction Services	GC/CM Fee	Specified General Conditions	MACC	Negotiated Support Services	by Owner
<p>In order to assist the GC/CM finalist in developing its cost associated with the different segments of the bid process, the Owner is providing the following matrix of the Specified General Conditions, which are part of the project. The shaded checked box indicates in what section of the bid proposal the owner anticipates the GC/CM will apply the cost (alternates also shown non shaded). This list is not intended to be a complete list of activities required to complete the project, but a guide outline. The finalist should refer to the RFP, RFPF, Instruction to Bidders, A133 and A201 documents including all addenda, to ascertain all the project scope requirements. In the event there is a conflict or omitted items contained in the matrix below, the project General Conditions shall govern.</p>							
Preconstruction Services Cost	A133 1.030	X					
One-Day Workshop during Preconstruction	A133 1.2.2	X					
Evaluation of the Owner's Program	A133 2.1.1	X					
Meetings and Consultation during Preconstruction	A133 2.1.2.1	X					
Design Review	A133 2.1.2.2	X					
Constructibility	A133 2.1.2.3	X					
Value Engineering	A133 2.1.2.4	X					
Site Investigations	A133 2.1.2.5	X					
Project Schedule	A133 2.1.3	X					
Phased Construction	A133 2.1.4	X					
Preliminary Cost Estimates	A133 2.1.5	X					
Detailed Cost Estimate following completion of Design Development	A133 2.1.5.2	X					
Detailed Cost Estimate at 90% Construction Documents	A133 2.1.5.2	X					
Subcontracting Plan	A133 2.1.6.1	X					
Subcontractor Outreach and MWBE Plan	A133 1.0.36, .37	X					
Subcontractor Outreach and MWBE Plan	A133 1.0.36, .37			X			
Develop Subcontractor Interest in the Project	A133 2.1.6.2	X					
Subcontractor bidding process components	A133 1.0.36, 6.7.5			X (5)*			
Subcontractor eligibility determinations	A133 1.0.36			X			
Identify Long Lead Items	A133 2.1.7.1	X					
Identify Items requiring Off-site storage and Propose locations for same	A133 2.1.7.2	X					
Payment for Materials stored Off-Site	A133 2.1.7.3				X		

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Review of Drawings and Specifications for error, inconsistency or omission	A133 2.1.8.2	X					
Preparation of Total Contract Cost Proposal	A133 2.2.1		X				
Contingency for Development of Design and Market Conditions	A133 2.2.2				X		
MACC	A133 2.2.4.2				X		
Changes in the GMP	A133 2.2.4.2.1 thru 2.2.4.2.6						X
Consumer sales, use and similar taxes (not sales tax on the Contract Sum)	A133 2.2.9				X		
Administration	A133 2.3.2			X			
Compensation for Preconstruction Phase Service	A133 4.1	X					
General Contractor/Construction Manager (GC/CM) Fee	A133 5.1.1		X				
Costs in excess of the GMP	A133 5.2.1		X				
Changes In the Work	A133 5.2.2						X
Authorized changes in the work	A133 5.3				X		
Wages of Construction Workers	A133 6.2.1				X		
Wages and salaries of GC/CM's	A133 6.2.2			X			
Supervisory and administrative Personnel	A133 6.2.3			X			
Taxes, insurance, contributions	A133 6.2.4				X		
Subcontract Costs	A133 6.3				X		
Costs of Materials and Equipment incorporated in the work	A133 6.4.1 , 6.4.2 and 6.4.3				X		
Costs of Materials and equipment procured by GC/CM (4)*	A133 6.4.3					X	
Costs of Other Materials and Equipment	A133 6.5.1 /6.5.2/					X	
Equipment, Temporary Facilities and Related Cost components	A133 6.5.3				X	X	
Street cleaning, collection and Disposal	A133 6.5.3				X	X	

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Costs of Document Reproduction facsimile transmissions, long-distance phone calls, postal, parcel delivery, telephone service and petty cash expenses	A133 6.5.4			X			
Bid sets reproduction	A133 6.5.4						X
Travel expenses	A133 6.5.5			X			
Cost of materials stored off-site	A133 6.5.6				X		
Furniture, technology, communication (incl. cell phones)	A133 6.5.7			X			
Personal transportation (incl pickup trucks) and clerical equipment therein	A133 6.5.7			X			
All other Insurance	A133 6.6.1			X			
Use taxes, B&O Taxes, Income taxes	A133 6.6.2		X				
Sales Tax on the Contract Sum	A133 6.6.2						X
Permits, licenses and fees	A201 3.7.1					X	
Project specific permits	A133 6.6.3					X	
Fees for Laboratory tests	A133 6.6.4				X		
Payment for Royalties and License Fees	A133 3.17.1				X		
Royalties and license fees	A133 6.6.5				X		
Electronic equipment and software, including computers	A133 6.6.6			X			
Deposits Lost	A133 6.6.7				X		
Expenses for relocation or temporary living allowance for GC/CM personnel	A133 6.6.9			X			
Expenses for Pre-Approved Warehousing	A133 6.6.10				X		
Costs of repairing or correcting damaged or non-conforming work	A133 6.7.3		X (2)*		X		
Negotiated Support Services	A133 6.7.5					X	

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Specified General Conditions	A133 6.7.6			X			
Accounting Records	A133 6.11			X			
Initial Permits, Fees and Notices	A133 11.5.2.1					X	
Utility initial construction, permit and connection fees	A133 11.5.2.1					X	
All additional permits, fees	A133 11.5.2.1					X	
Electrical Permit	A133 11.5.2.3					X	
Renewals and Penalties	A133 11.5.2.4		X				
Utilities Investigation and location work	A201 2.2.3				X		
Tests, inspections, reports required by law	A201 3.1.4.1						X
Allowances	A201 3.8.1/ 3.8.2.1/ 3.8.2.2				X		
Allowances	A201 3.8.2.3						X
Superintendent	A201 3.9.1			X			
Key staff as named in proposal including project managers, superintendents, field engineers, engineers quality control specialists, scheduling engineers, cost engineers, clerical, accounting, data processing personnel, and others	A201 3.9.2, 2.3.2.11			X			
Contractor's Construction Schedule	A201 3.10.1			X			
Project Meetings	A201 3.10.5			X			
Documents and samples at the site	A201 3.11			X (3)*	X		
Review of shop drawings, Product Data, Samples and similar submittals	A201 3.12.5			X			
Professional design services or certifications required by the contract documents	A201 3.12.10				X		
Cutting and Patching	A201 3.14				X		
Cleaning Up if not within subcontractor bid package	A201 3.15.1; A201 3.15					X	

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Change Order	A201 7.2.1						X
Constructon Change Directive	A201 7.3.3						X
Safety other than safety administration	A133 1.0.36; A201 10.1, 10.2; A133 6.8.1.13		X			X	
Builder's Risk insurance	A133 6.6.1, A201 11.3.1					X	
Contractor's Bonds	A201 11.4.1			X			
Rejected work	A201 12.2.1		X				
Mediation (ADR)	A201 15.3.3		X				
Surveying	A133 1.0.24					X	
Laser scanning	A133 1.0.24					X	
Hoisting if not subcontracted	A133 1.0.24					X	
Trash removal, construction waste management	A133 1.0.24, 3.15.1-.2					X	
Street cleaning	A133 1.0.24; A201 3.15					X	
Maintenance of Traffic (on public streets and roads)	A133 1.0.24					X	
Temporary heat	A133 1.0.24					X	
Temporary hookups and temporary meters	A133 1.0.24					X	
WSSP documentation	A133 1.0.24					X	
BIM Services by GC/CM		X				X	
GC/CM's Safety & Health Officer and administration	A133 1.0.36; A201 10.1, 10.2			X			
Temporary controls (except cleaning and erosion controls)	A133 6.5.7			X			
Project identification and temporary signage	A133 6.5.7			X			
Delivery by the GC/CM	A133 6.5.7			X			
On-site storage sheds and handling/	A133 6.5.7			X			

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Storage Facilities	A133 2.1.7.2, 2.1.7.3				X		
Utility usage fees	A133 11.5.2.1				X		
Sanitation	A133 1.0.24					X	
Toilets/Hand Washing	A133 1.0.24					X	
Owner's Field Office	A133 6.5.4					X	
Costs not specifically identified as a reimbursable cost of the work	A133 6.8		X	X			
Preconstruction services after GMP established	A133 1.0.36			X			
Construction recommendations	A133 2.1.2	X					
Consultation with the owner during preconstruction	A133 2.1.2	X					
Long lead time procurement	A133 2.1.7.1 - .3			X			
CPARB Reporting	A133 11.5.1			X			
Consultation with the owner	A133 2.1.2			X			
Work During Commissioning	A201 9.8.1.2			X			
Time of Completion / Liquidated Damages	A133 Exhibit A Section A.2.2		X				
Subcontract Buyout Procedure	A133 2.2.4.2, 2.2.4.3			X			
Quality Control specialists	A133 2.3.2.11			X			
Temporary tree & plant protection	A201 10.2.1.3				X		
Punchlist preparation and administration	A201 9.8.1.1 (2)			X			
Warranties	A201 9.8.1.2, 9.8.1.4, 9.10.1.5, 12.2.2.1			X			
Home office overhead	A133 1.0.18		X				
Liability Insurance	A201 11.1			X			
Bond and Escrow Fees	A133 6.6			X			

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BIM Services by subcontractors					X		
Shop Drawings	A133 2.3.2.10			X			
Inspection Access	A201 3.16			X			
Temporary Facilities Removal	A201 9.8.1.1, 9.10.1.5				X		
Site security including lighting	A201 10.2.8					X	
Coordination of Owner contracts	A133 1.0.37, 2.1.7.1			X			
Temporary Enclosures	A201 10.2.8					X	
Mock-ups and samples	A201 3.11			X			
Weather Protection	A201 10.2.8					X	
Cutting and Patching	A201 3.14				X		
Provide cash flow analysis	A133 2.3.2.8			X			
Hazardous Materials and Dangerous Wastes Disposal	A133 2.5 A201 10.3						X
Training by GC/CM	A201 9.8.1.1			X			
System Access / Training - owner participation	A201 9.8.1.1						X
Testing - structural, mechanical, chemical, air, water, haz mat'ls	A133 3.1.4.1						X
Application for payments	A133 7.1, 7.2			X			
Erosion control	A133 6.5.7					X	
Geotechnical engineering	A133 3.1.4.3						X
Commissioning Authority	A133 1.0.19						X
(1)* - Cost of Materials and Equipment in a subcontract bid awarded to the GC/CM or one of its subsidiaries is a MACC Cost.							
(2)*- If Owner consents, may be paid from contingency for uses established in 2.2.4.1.							
(3)* - Cost to store and manage is an SGC. Cost of the documents and samples themselves is a MACC Cost.							

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(4)* - (Note: GC/CM shall include costs for material and equipment in any subcontract bid for work it wishes to self-perform.)							
(5)* - except work to be bid by GC/CM; also .3 Subcontractor bidding reqs							