

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 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) Mailing 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: **Tacoma Maritime Center**
- b) County of Project Location: **Pierce**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

This project is a partnership between Tacoma Public Schools (TPS) and the Port of Tacoma (Port) to utilize Progressive Design/Build (PDB) delivery to develop a Tacoma Maritime Center project that will be programmed by TPS and located on property that is owned by the Port. The resulting facility will provide spaces for both entities on the same site. Tacoma Public Schools desires to develop an educational/skills center facility that will specialize in programs and coursework that will focus on preparing students to enter the trades related to the maritime and logistics industries. The envisioned TPS facility would be designed to accommodate up to 300 students in a building of 30-35,000sf. The program would include classroom/lecture spaces, lab/shop spaces, collaborative project areas, offices, storage, warehousing, administrative and support functions. The Port of Tacoma facility will be designed to accommodate approximately 160 staff in a building of approximately 60,000sf. The program will include a lobby, office spaces, conference rooms, commission meeting room, event space and support functions. In addition to the buildings the project is anticipated to include extension of utilities, parking lots, walkways, landscaping, off-site improvements and other on-site and off-site amenities.

There are currently multiple sites being considered for this project. Properties located in the Port present challenges because the Port area properties, depending on their location, have combination of determinants that may include, but are not limited to, structural fill, previous industrial use, waterfront location, potential of cultural artifacts and incompatible adjacent uses. TPS and the Port will involve the PDB in the assessment of potential sites and selection of the site for this project. There may also be the potential for the PDB to become involved in master-planning of the Port-owned properties. The total project budget for this project is \$73,000,000 which includes \$35,000,000 in funding from TPS and \$38,000,000 in funding from the Port. The combined, anticipated GMP budget for design and construction is approximately \$52,195,000. There is an interlocal agreement in place that provides for TPS to manage the budget and PDB contract for both agencies and to provide services related to PDB advisory, PRC approval, PDB procurement and PM/CM services for the project on behalf of both entities.

**2. Projected Total Cost for the Project:**

**A. Project Budget**

	<u>TPS</u>	<u>Port</u>
Costs for Professional Services (A/E, Legal etc.) (@10%)	\$ 2,275,000	\$ 3,470,000
Estimated project construction cost ( <i>incl. DB contingency @ 3%</i> ):	\$22,750,000	\$24,100,000
Equipment and furnishing costs (@ 7.5%)	\$ 1,706,250	\$ 1,807,500
Off-site costs (@ 10% (actual TBD))	\$ 2,275,000	\$ 2,410,000

Contract administration costs (Owner, DB Consultant, etc. @ 3%)	\$ 682,500	\$ 723,000
Contingencies (Owner Project @ 5%)	\$ 1,137,500	\$ 1,205,000
Other related project costs (Permit Costs, etc.)	\$ 1,244,119	\$ 1,073,962
Sales Tax (@ 10.1% of Design + Const + FF&E + Off-Site)	\$ 2,929,631	\$ 3,210,538
<b>Subtotal</b>	<u>\$35,000,000</u>	<u>\$38,000,000</u>
<b>Project Total</b>		<b>\$73,000,000</b>

**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*

TPS funding totaling \$17M for the design and construction of the Maritime Skills Center project will be provided from the proceeds of the \$535 million capital bond issue that was passed by Tacoma voters in February of 2020. This funding is in place and available to fund design services through GMP. An additional \$18M of the funding for the Maritime Skills Center is included in a capital bond that is being planned and will go before the Tacoma voters in February of 2024. TPS is also pursuing approximately \$12M in State grant funding but project funding is not reliant on the grant funding. TPS will not move forward with the post-GMP phase of design and construction until adequate funding is in place to complete the project.

This project is identified in the Port Capital Investment Plan and funding for the design and construction of the Maritime Center project will be funded by existing Port cash reserves and operating revenue.

**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: PDB Consultants (Parametrix) intended to augment the TPS & Port staff are already under a master agreement to provide PDB procurement, advisory, and PM/CM services, as required in support of this project.

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
PRC Application		April 20, 2023
PRC Presentation		May 25, 2023
RFQ 1 <sup>st</sup> Advertisement		May 30, 2023
RFQ 2nd Advertisement		June 6, 2023
Pre-submittal Meeting		June 7, 2023
Questions Due for Final Addendum		June 13, 2023
Issue Final Addendum		June 16, 2023
Statement of Qualifications Due		June 23, 2023
Review/Score SOQs & Shortlist Finalists	June 26, 2023	July 5, 2023
Notify Submitters & Release RFP		July 6, 2023
Proprietary Meetings w/ Finalists	July 12, 2023	July 13, 2023
Proposals Due – Cost Factors and Approach		July 28, 2023
Review/Score Proposals	July 31, 2023	August 9, 2023
Interview PDB Teams		August 8, 2023
Open Price Factor Proposals		August 9, 2023
Identify Most Qualified PDB	August 9, 2023	August 11, 2023

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
Notify Submitters		August 11, 2023
Statutory Protest Period (4 days)	August 14, 2023	August 17, 2023
Contract Negotiations (3 weeks)	August 18, 2023	September 8, 2023
Board/Commission Approval of PDB Contract		September 21, 2023
Execute Contract & NTP		October 2, 2023
Preconstruction & Schematic Design (0-30% Design)	October 2023	January 2024
Design Development (30-60% Design)	January 2024	May 2024
Negotiate GMP	May 2024	June 2024
Permit & Construction Documents (60-100% Design)	June 2024	December 2024
Site Permitting (3 months)	May 2024	August 2024
Early Site/Foundation Construction (3 months)	August 2024	November 2024
Building Permitting (4 months)	August 2024	December 2024
Building Construction (14 months)	December 2024	February 2025
Substantial Completion		December 2025
Closeout & Final Completion	December 2024	February 2025
Occupancy/Move In	December 2025	February 2025
Buildings Operational		February 2025
Warranty Period	December 2025	November 2026

The above schedule is preliminary and is subject to change once the PD/B has been selected. The schedule may also be subject to change from the results of sub-surface investigations related to soils and cultural artifacts. Other possible factors that may result in revisions to the schedule include site evaluation and selection, shoreline development permitting and cultural legacy considerations (Puyallup Tribe).

**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 primary benefits of PDB delivery is the ability of the contractor to collaborate with the design team to increase the efficiency and constructability of the project and in doing so, lower the overall development cost and reduce the risk to the Owner. 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 evaluate potential sites and select the most preferable site for this project. And then, once the site is chosen, optimize the site design and building design components to maximize the efficiency of design and construction as well as optimize the program that can be provided for the available project budget.

One of the primary goals is to maximize efficiency of schedule and complete the project as early as possible. In doing so, the project can realize significant saving through a shortened design and

construction phase. Having the Design/Builders early 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 heightened demand;
  - Unforeseen conditions on the site that may manifest themselves on a site with some unique challenges.
- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

The project team believes that implementation of the PDB delivery will offer opportunities to reduce project delivery time in a number of ways.

- In the last few years, under the current bond program, TPS has developed District standards that we will be able to hand off to the PDB team at the onset of design and in support of accurate cost modeling by the DB. 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 quickly. The normal programming (Ed Spec) effort for a school utilizing Design/Bid/Build delivery can take 3-4 months. We are hoping that, with a focused effort, we can complete it in half that time.
- On recent PDB projects TPS has been able to streamline their internal processes during design. Design confirmation and 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. Recent PDB projects that TPS has completed are showing that, due to increased efficiencies during design and reduced time in design confirmation and approval, it's possible to cut 2-3 months out the design schedule over that of a D/B/B or GC/CM project of similar size/scope.
- 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 fast-track portions of the work. Some of the likely "early packages" include sitework, utilities and structural foundations. Prior projects have shown that the 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 phased permitting and "early packages" can move the construction start date forward and save as much as 2-3 months over D/B/B where no work is begun until all permits are in hand and the project is fully bid.

## 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 consider potential fiscal benefit or cost savings on a project of this size, utilizing PDB versus Design-Bid-Build (D/B/B) delivery, the TPS/Port 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 substantial construction cost savings and increased value that might not otherwise be realized in a D/B/B project.
- Reduction in programming and design time could result in a savings of 1-2 months in the project schedule. Considering our current project budget and construction escalation in the range of 8-12% per year, the resultant savings on a project of this size could be substantial.

- By utilizing separated permitting and “early packages” for things like sitework, utilities and foundations, the project schedule could be moved forward by approximately 2-3 months. Considering construction escalation in the range of 8-12% per year, the resultant savings on a project of this size could be substantial.
- Finally, we believe that maybe additional savings could be realized from greater efficiencies of project management and administration costs over the life of the project as compared to a comparable D/B/B project.

If all of the above-mentioned time and cost savings were realized, we feel that it is probable that utilizing the PDB delivery method could result in approximately 5% of cost saving over a similar project that is delivered D/B/B. 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 PDB 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.

In addition to those stated above, the PDB delivery method offers several attractive advantages and opportunities over a D/B/B 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 Owner(s), 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.
- Allows for the TPS/Port team to hire both the general contractor and design team under one contract and involve both entities along with the Owner(s) 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 Owner’s “risk” due to errors and omissions in the bidding and construction documents.
- Allows the Contractor to inform the Owner(s) and Architect of forecasted market, materials and labor conditions and for the team to plan and design accordingly to avoid potential cost and schedule impacts.

Utilizing the traditional D/B/B delivery method is not practical for this project, primarily due to cost and changing market conditions. For the last 3-4 years, construction costs in the greater Puget Sound region for large capital projects have been escalating at a rate of 8-12% per year. This drastic cost increase over this period of time has been due to a combination of reduced production in materials and equipment resulting from pandemic impacts as well as the market being saturated with projects of this value and scope, resulting in supply chain challenges from reduced availability of products, materials, equipment and labor in the market. As a result, the D/B/B market has become volatile and many projects have been bidding above the budgeted value, have not been completing on time and the final cost of construction ultimately exceeding the original budget.

If utilized properly, Design-Build delivery provides for earlier and greater certainty of cost, lower Owner risk and is the fastest project delivery method currently available for a Public Agency in Washington State to utilize. The TPS/Port team believes that Design-Build, and more specifically PDB, is the appropriate delivery method for the Tacoma Maritime Center project.

## 6. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the DB contracting procedure.

TPS and the Port has assembled a team of experienced, full-time employees augmented with qualified and experienced APD Consultants that have significant PDB experience who will lead our effort to successfully procure, implement and manage this project. The APD Consultant, Parametrix, is currently under contract with a Master PM/CM Agreement to provide PDB Advisory services and augment TPS and Port 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. Additionally, since 2017, Jim, Dan Cody and the Parametrix team have provided TPS with PDB Procurement and Advisory services for fifteen (15) PDB projects and PM/CM Services for nine (9) of those projects.

The TPS external legal counsel, Perkins Coie LLP, have provided the contract documents and legal guidance for all of those PDB projects and will provide assist with the development of the procurement documents, the PDB contract documents and will provide PDB legal consultation throughout the duration of this project as well.

TPS 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 TPS of Directors approved a 30-year plan to replace, build additions to and/or modernize all of the District's aging facilities. Since that time, the District has passed three Capital Bonds measures (2001, 2013 and 2020) and a capital levy (2010) which have allowed them to complete numerous large and small capital projects which have replaced, modernized or extended the life of the District's many aging facilities. Please refer to Exhibits A & B for a summary of the TPS and Port historical, large capital projects construction experience over the last 6 years.

As stated above, TPS has implemented the PDB project delivery method on fifteen (15) previous capital projects, totaling approximately \$400M in project value. Those previous projects have included seven (7) new replacement schools and eight (8) modernization projects. The following is an outline of the status of those PDB projects and their project value:

### Completed and Operational

- Boze Elementary School (\$32.5M)
- Hunt Middle School (\$74.6M)
- Downing Elementary School (\$42.7M)
- Skyline Elementary School (\$42.7M)
- TPS Online Learning (\$7.5M)

### In Construction - Completing Summer/Fall 2023

- Fawcet Elementary School (\$35.9M)
- Safety and Security Upgrades Bundle Ph. 1 (\$8.5M)
- Willie Stewart Academy Ph. 1 (\$4.7M)

### In Construction - Completing Summer/Fall 2024

- Indoor Air Quality Upgrades Multiple Schools (\$17.5M)
- Swimming Pool Upgrades Bundle (\$5M)

### In Design – Completing Construction Summer/Fall 2024

- Bryant Montessori School (\$47.9M)
- Safety and Security Upgrades Bundle Ph. 2 (\$20M)
- Willie Stewart Academy Ph. 2 (\$2M)
- Synthetic Fields Bundle (\$26.3M)

### Beginning Design Spring 2023

- Oakland High School Historic Modernization (\$32M)

To date, the replacement schools for Boze Elementary School, Hunt Middle School, Downing Elementary School, Skyline Elementary School and TPS Online Learning have been successfully completed, coming

in on-time and under budget. The Fawcett Elementary School replacement, Safety and Security Upgrades Ph. 1 and Willie Stewart Academy projects are currently in construction are currently tracking on time and under budget. So far, on these projects, the PDB delivery method has proven very effective and has exceeded the expectations of TPS. An added benefit to the budgetary and schedule success of the PDB delivery method has been the ability of TPS and their PDB Contractors to meet and exceed most all of their SBE and DBE metrics for these projects.

The combination of experienced staff and consultants paired with a highly qualified PDB team will set the TPS/Port team up for success on this project. In addition to the experience of the individuals identified herein, our lengthy list of successful, current and past projects has nurtured a culture that strives to make each project that we manage meet the complex programmatic, fiscal and schedule needs of projects in today's construction market. Based on the favorable experiences of our previously completed and projects currently underway, TPS is confident and excited about utilizing this alternate delivery method for the Maritime Center project and sharing the benefits of this delivery method with our project partner the Port.

The construction history for TPS and the Port is further detailed in Exhibits A & B 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 C 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 (Tacoma Public Schools)**

Morris Aldridge stands at the front of the replacement and renovation projects for one of the largest school districts in Washington State as Executive Director of Planning and Construction for Tacoma Public Schools. Tacoma Public Schools (TPS) is the main school district for Tacoma, Washington. Comprised of 35 elementary schools, 11 middle schools, 10 high schools and 4 early learning centers. TPS serves nearly 27,000 students in preschool through grade 12 and over 5,000 employees, making them the fourth largest school district in Washington and one of the largest employers in the greater Tacoma area. Morris has spent the last 6 years piloting new projects, implementing innovative school design ideas and utilizing alternative project delivery for TPS and he ranks among top visionaries in educational programs and projects embracing the core values of innovation, integrity and growth. He led Washington State's first K-12 public school, full facility, design-build project, Boze Elementary School Replacement, which earned Public Project of the Year (\$20-50M) Construction Excellence Award from the AGC of Washington. Since joining TPS he has championed APD project delivery, replacing 3 outdated schools utilizing GC/CM and 4 schools utilizing PDB. In addition, the district currently has 2 school replacement projects, one historic renovation project and multiple facility improvement projects underway utilizing PDB. Throughout his 35-year tenure, Morris has been a lighthouse in the learning environment serving as teacher, principal and assistant superintendent of public schools in Texas. Morris holds a Master's Degree in Education from Sul Ross State University in Alpine, Texas. Morris Aldridge is also a valued speaker in facilities planning, design-build progressive construction and capital bond projects and sits on the National DBIA Board of Directors. His also the past President of the DBIA NW-Western Washington Chapter.

The following table lists recent and relevant PDB projects for Morris:

Project	Project Value	Delivery Method	Role	Time Involved
TPS Oakland HS Historic Modernization	\$32M	PDB	Owner	2023-current
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	Owner	2021-current
TPS Safety & Security Bundle – Ph 1 & 2	\$8.5M	PDB	Owner	2021-current
TPS Bryant Montessori	47.9M	PDB	Owner	2022-current

Project	Project Value	Delivery Method	Role	Time Involved
TPS Willie Stewart Academy TI	\$4.7M	PDB	Owner	2021-current
TPS Tacoma Online Learning TI	\$7.5M	PDB	Owner	2021-2022
TPS Synthetic Fields Bundle	\$26.3M	PDB	Owner	2021-current
TPS Fawcett ES Replacement	\$35.9M	PDB	Owner	2021-current
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	Owner	2021-current
TPS Skyline ES Replacement	\$42.7M	PDB	Owner	2019-2022
TPS Downing ES Replacement	\$42.7M	PDB	Owner	2019-2022
TPS Hunt Middle School Replacement	\$74.6M	PDB	Owner	2018-2021
TPS Boze ES Replacement	\$32.5M	PDB	Owner	2017-2020

**Gloria Fletcher – Senior Manager of Real Estate and Economic Development (Port of Tacoma)**

Gloria has held various leadership positions at several real estate organizations during her career and has completed many diverse and unique transactions around the state. Gloria has led real estate teams at Tacoma Public Utilities, the University of Washington and the State of Washington Department of Enterprise Services (DES). At DES she managed statewide real estate services including leasing, acquisition, and disposition for a portfolio of approximately 1,200 leases and properties. Gloria has extensive transaction experience in all property types and has built key relationships throughout the public and private sectors. We are excited to have her on our team.

Project	Project Value	Delivery Method	Role	Time Involved
UW SLU Bioscience Phase 2	\$160M	P3-DBB	Real Estate – Tenant Rep	2007-2020
UW SLU Bioscience Phase 1	\$80M	P3-DBB	Real Estate – Tenant Rep	2006-2007

**Jim Dugan – APD Advisor (Parametrix)**

Jim will provide a PDB advisory support role to the TPS/Port team on this project. Jim has long-standing experience with owner’s representative, PM, CM, program management, and design, including a focus in APD for public works projects. His experience includes 19 years managing DB projects as a contractor, 9 years managing design teams as a consultant, and 14 years in an owners’ representative role. 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 in value. Jim has intimate, working knowledge of the statutory requirements of RCW 39.10 and the associated processes, procedures and best practices related to both PDB and GC/CM alternative delivery methods. In 2016, he was appointed to a 3-year term on the State of Washington PRC; in 2018, he was elected to the role of PRC vice chairman; and from July 2019 to July 2020, he served as the PRC chairman. Following his chairmanship, Jim returned to the PRC, representing construction managers for another 3-year commitment. Jim is sought out by agencies and organizations statewide as a subject matter expert in APD delivery (GC/CM and PDB) and is frequently called to teach and present on APD delivery at regional and national conferences. The following table lists recent and relevant PDB projects for Jim:

Project	Project Value	Delivery Method	Role	Time Involved
TPS Oakland HS Historic Modernization	\$32M	PDB	Prog. Mgr., PDB Adv.	2023-current
City of Shoreline Parks Bundle	\$29M	PDB	PDB Advisor	2022-current
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	Prog. Mgr., PDB Adv.	2021-current
TPS Safety & Security Bundle – Ph 1 & 2	\$8.5M	PDB	Prog. Mgr., PDB Adv.	2021-current



<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Time Involved</b>
TPS Bryant Montessori	47.9M	PDB	Prog. Mgr., PDB Adv.	2022-current
TPS Willie Stewart Academy TI	\$4.7M	PDB	Prog. Mgr., PDB Adv.	2021-current
TPS Tacoma Online Learning TI	\$7.5M	PDB	Prog. Mgr., PDB Adv.	2021-2022
Mt. Vernon SD Laventure MS Add/Mod	\$9.6M	PDB	Prog. Mgr., PDB Adv.	2021-current
TPS Synthetic Fields Bundle	\$26.3M	PDB	Prog. Mgr., PDB Adv.	2021-current
TPS Fawcett ES Replacement	\$35.9M	PDB	Prog. Mgr., PDB Adv.	2021-current
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	Prog. Mgr., PDB Adv.	2021-current
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7M	PDB	PDB Advisor	2020-current
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PDB Advisor	2020-current
TPS Skyline ES Replacement	\$42.7M	PDB	Prog. Mgr., PDB Adv.	2019-2022
TPS Downing ES Replacement	\$42.7M	PDB	Prog. Mgr., PDB Adv.	2019-2022
Chelan County PUD Rock Island Dam Powerhouse #2 Turbine Rehabilitation	\$352M	PDB	PDB Advisor	2018-current
TPS Hunt Middle School Replacement	\$74.6M	PDB	Prog. Mgr., PDB Adv.	2018-2021
TPS Boze ES Replacement	\$32.5M	PDB	Prog. Mgr., PDB Adv.	2017-2020
Willapa Elementary School Gym Replacement	\$2.2M	PDB	Prog. Mgr., PDB Adv.	2017-2018

**Dan Cody, RA, Assoc. DBIA – PDB Procurement and PM/CM (Parametrix)**

Dan will lead the PDB Procurement process and then will provide Project Management and Construction Management for the project on behalf of the TPS/Port team during design and construction. Dan is a Senior Construction Manager/Project Manager with Parametrix. A registered architect, he has over 35 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 throughout western Washington.

Dan has been instrumental in PRC application/approval and APD procurement efforts for many clients in the public sector. He is well versed in the requirements of RCW 39.10 and, since 2015, has successfully spearheaded and managed the Project Review Committee (PRC) process on more than 40 applications and the APD procurement process for more than 30 projects utilizing both GC/CM and PDB delivery methods. Dan has successfully completed industry trainings in both GC/CM and D/B project delivery and is a certified DBIA Associate. The following table lists recent and relevant PDB projects for Dan:

<b>Project</b>	<b>Project Value</b>	<b>Delivery Method</b>	<b>Role</b>	<b>Time Involved</b>
TPS Oakland HS Historic Modernization	\$32M	PDB	PDB Procurement	2023-current
City of Shoreline Parks Bundle	\$29M	PDB	PDB Procurement	2022-current
TPS Indoor Air Quality Upgrades – Multiple Schools	\$17.5M	PDB	PDB Procurement	2021-current
TPS Safety & Security Bundle – Ph 1 & 2	\$8.5M	PDB	PDB Procurement	2021-current
TPS Bryant Montessori	47.9M	PDB	PDB Procurement	2022-current
TPS Willie Stewart Academy TI	\$4.7M	PDB	PDB Procurement, PM/CM Support	2021-current
TPS Tacoma Online Learning TI	\$7.5M	PDB	PDB Procurement, PM/CM Support	2021-2022
Mt. Vernon SD Laventure MS Add/Mod	\$9.6M	PDB	PDB Procurement	2021-current

Project	Project Value	Delivery Method	Role	Time Involved
TPS Synthetic Fields Bundle	\$26.3M	PDB	PDB Procurement	2021-current
TPS Fawcett ES Replacement	\$35.9M	PDB	PDB Procurement	2021-current
TPS Swimming Pools Upgrade Bundle	\$5M	PDB	PDB Procurement	2021-current
Chelan County PUD Rock Island Dam – Draft Tube Gates Upgrades	\$7M	PDB	PDB Procurement, PDB Advisory	2020-current
Chelan County PUD Rock Island Dam – Generator Leads Replacement	\$6.4M	PDB	PDB Procurement, PDB Advisory	2020-current
TPS Skyline ES Replacement	\$42.7M	PDB	PDB Procurement	2019-2022
TPS Downing ES Replacement	\$42.7M	PDB	PDB Procurement	2019-2022
Chelan County PUD Rock Island Dam Powerhouse #2 Turbine Rehabilitation	\$352M	PDB	PDB Procurement, PDB Advisory	2018-current
TPS Hunt Middle School Replacement	\$74.6M	PDB	PDB Procurement	2018-2021
TPS Boze ES Replacement	\$32.5M	PDB	PDB Procurement, PM/CM Support	2017-2020
Willapa Elementary School Gym Replacement	\$2.2M	PDB	PDB Procurement, PM/CM	2017-2018

***Graehm Wallace – TPS External Legal Co-Counsel (Perkins Coie, LLP)***

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided project legal assistance under RCW 39.10 for dozens of public entities including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm has prepared Design-Build contract documents under RCW 39.10 for the Almira, Bremerton, Central Kitsap, Ellensburg, Freeman, Mt. Vernon, Seattle, Tacoma, and Willapa Valley School Districts, The Cities of Liberty Lake and Shoreline, the Chelan County PUD, the Spokane Valley Fire Department, the Jefferson County Public Hospital District, the Washington State School Directors Association, and West Plains Airport Area Public Development Authority; Design-Build contract documents for dozens of private projects; and RCW 39.10 GC/CM contract documents for dozens of public entities. Graehm has over twenty-six years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. 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 also provides legal advice during construction, claim prosecution and defense work.

***Mica Klein – TPS External Legal Co-Counsel (Perkins Coie, LLP)***

Mica Klein, Partner, will serve as the School District’s co-counsel together with Graehm Wallace. Mica’s practice focuses on complex public construction and dispute resolution. As a Partner with Perkins Coie’s Construction Group, Mica specializes in structuring, drafting, negotiating, and implementing complex agreements for large-scale, public projects. Among these projects, Mica has successfully counseled a number of clients on all aspects of design-build and progressive design-build procurement under the RCW 39.10 framework. She is currently representing multiple school districts as lead counsel across their capital projects programs, including in connection with construction of multiple \$100M+ RCW 39.10 bond projects.

- 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 the project experience tables included with the consultant biographies above.

- 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 the information provided in the staff and consultant biographies above.

- 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.

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

Please refer to the information provided in the staff and consultant biographies above.

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

This project is a partnership between TPS and the Port of Tacoma. There's an interlocal agreement in place that provides for TPS to manage the Project budget and the PDB contract for both agencies and to provide services related to PDB advisory, PRC approval, PDB procurement and PM/CM services for the project on behalf of both entities. This project will be managed through the TPS Office of Planning and Construction and will involve the Port as a collaborative partner in the process.

The project's overall organizational format starts at the top with project reviews and approvals by TPS's School Board and the Port Commission. From there, it proceeds to the TPS Superintendent and Port Executive Director, then to an Executive Advisory Committee that will include the TPS Chief Operating Officer, TPS Executive Director of Planning and Construction, Port Chief of Special Projects and Port Director of Engineering. From there it moves down to the Project and Construction Management Team. Both TPS and the Port will provide Project Managers who will work together from start of design through occupancy. TPS will additionally provide On-site Construction Representatives and Project Administration staff during construction. TPS Maintenance and Operations staff and Port Real Estate, Environmental and Engineering staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

Over the past decade, during a time of unprecedented industry-wide cost escalation, TPS has developed a comprehensive project management system that has been successful in delivering projects on time and within budget, including historic and occupied renovations and new construction. Each project has been led by the TPS Planning and Construction office, and supplemented by consultants, Parametrix Inc., who specialize and excel in alternative project delivery Project Management and Construction Management best practices, processes and procedures. In addition, TPS will employ the legal expertise of 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

- Decision making that requires the involvement of both agencies will take place at the Executive Leadership Team level. Those decisions will be provided to the project team by Morris Aldridge, the TPS Executive Director of Planning and Construction, to the Project Managers for TPS and the Port who will be responsible for the dissemination and implementation to the rest of the team.
- Parametrix, the APD advisor and PM/CM consultant, will meet weekly with Mr. Aldridge to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation the project.
- For Parametrix, Jim Dugan will be the primary point of contact with Mr. Aldridge. Dan Cody (Parametrix) will be the Project Manager for TPS and Stan Ryter will be the Project Manager for the Port.

#### Selection Committee

- The PDB Selection Committee will include TPS Planning and Construction, Operations and Maintenance, Administration and Leadership personnel as well as Port of Tacoma senior staff from

Real Estate, Environmental and Engineering with design and construction industry knowledge and experience.

- The Selection Committee will review the PDB Teams SOQs and Proposals and make recommendations of PDB Team scoring and shortlisting and make joint recommendations to TPS and the Port.
- The Selection Committee will make the recommendation for PDB selection to the TPS/Port Executive Leadership Team, TPS Superintendent and the TPS Board of Directors as well as to the Port's Executive Director and the Port of Tacoma Commission.
- Parametrix will plan, facilitate and monitor the PDB procurement and selection process but will not be a scoring member of the Selection Committee.

### Communications

- TPS and the Port 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, TPS will advertise the RFQ and post the RFQ on the TPS Purchasing Department's website and the Port will advertise on the Port procurement website. During the RFQ phase, PDB proposers will be encouraged to submit questions that will be addressed by addendum. Prior to the submittal of responses to the RFQ, TPS and the Port will hold a Pre-submission Project Information Meeting to familiarize potential proposers with the project, the procurement process and the requirements of the RFQ.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in PDB-led Proprietary Meetings to discuss project objectives, project approach, project procedures and project specific ideas that will allow the PDB team to complete their Proposal. The Selection Committee will provide appropriate input and feedback to the PDB teams during the proprietary meetings.
- Following selection of the Most - Qualified PDB team and execution of the Agreement, TPS, the Port, Parametrix and the PDB will set regularly scheduled meetings to discuss project determinants, and conduct interim reviews of the program, design, costs and schedule to ensure that TPS and the Port's expectations and vision of the finished project are achieved.

### Project Progress

- Project progress will be reported weekly by the PDB team to the Parametrix Project Manager and the Port Project Manager who will report up to the TPS Executive Director of Planning and Construction and the Port of Tacoma Project Manager.
- Formal reports will be sent to the TPS Executive Director, the TPS Superintendent, the TPS Board of Directors, the Port's Executive Director, Port's Director of Engineering, the Port's Project Sponsor, and other stakeholders as determined by TPS and the Port.
- Occasional project status updates will be posted on the TPS and Port websites to ensure the public is informed on the project status.

### Budget Monitoring

- The TPS and Port team 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, TPS Board of Directors, Port Executive Director, Port Director of Engineering and the Port of Tacoma Commission.
- Both TPS and the Port will maintain a project contingency and reserves to address any Owner driven scope changes, changes resulting from unforeseen/latent conditions related to sitework or demolition and appropriate resultant change orders.

### Schedule

- The proposed project milestone schedule will be provided in the PDB RFQ/RFP documents.

- The successful PDB team will work with the TPS and Port team to produce a more detailed project schedule that will show subcategories for design, reviews/approvals, permitting, phasing, bidding and construction.
- Weekly Project Progress Meetings will include 3 week look-ahead schedule forecasts of activities.
- Monthly PDB construction progress updates with a narrative will be a project requirement.
- The Parametrix and Port Project Managers 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 PDB project delivery, our procurement/selection process will be based primarily on a number of qualifications, 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.

Our procurement process will include the following:

- Market the project to experienced potential PDB Candidates.
- Issue RFQ to solicit Statements of Qualifications (SOQ) from Candidates.
- Review/score SOQs received from Candidates to arrive at a shortlist of 3-4 of the highest ranked Candidates who will be identified as Finalists.
- Issue RFP to solicit written Final Proposals from the Finalists.
- Conduct Proprietary Meetings with each Finalist to answer questions that will help them complete their Final Proposals.
- Receive and review Final Proposals. (With the exception of Price Factors which will be held confidential until after scoring of other proposal information.)
- Interview PDB Finalists.
- Score Interviews and Final Proposals from Finalists.
- Open and score Price Factors.
- Recommend award to the highest ranked PDB 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 PDB team firms and the key, individual, PDB 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 PDB technical and process questions being provided to the Selection Committee by Parametrix and Perkins Coie as needed. The TPS/Port team would ideally like to shortlist at least three, but no more than four, 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, but may not be limited to:

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

A PDB led Proprietary Meeting will be held with each firm during the Proposal development phase to allow the PDB 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 Interview and 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 publicly, 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 Project Approach factors such as PDB Delivery Approach, Design Approach, Management Approach, Team Workload, Accident Prevention Plan, DEI Plan and other published criteria will be the primary criteria for evaluation and selection. The TPS/Port team will also include points for the Interview

and the Price Factors during the RFP stage as part of the evaluation and selection process. The weighting of the Price Factors will be minor in comparison to the weighting of the Project Approach criteria and Interview.

Pending approval by the PRC, we anticipate that the procurement process will begin with the advertising of the PDB Request for Qualifications on, or around, May 30, 2023 and will culminate with the identification of our “Most Qualified” PDB contractor on or before August 11, 2023. (Refer to Section 3 for additional schedule information.)

Once the most qualified PDB is identified and the statutory protest period has passed, we will begin to negotiate Preconstruction Services and the PDB Contract terms with the intent to complete negotiations and take the PDB contract and Preconstruction Services to the TPS School Board and the Port Commission for approval in September of 2023 with an anticipated contract execution date in early October 2023. TPS and the Port intend to utilize Parametrix as external industry experts to participate with and advise us during the PDB selection and contracting process. We will also use the services and advice of Perkins Coie for PDB related legal issues during procurement, contract negotiations and during the course of the project.

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

Perkins Coie, Graehm C. Wallace, has developed the PDB Contract Document templates that are utilized by TPS for all of their PDB projects. Perkins Coie will assist the TPS/Port team with preparation of the PDB Contract Documents and the specific terms and conditions for 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 Exhibits A & B.

#### **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. The TPS/Port team anticipate this project utilizing PDB deliver, with potential site analysis/selection and the primary design being collaboratively developed by the PDB team in conjunction with the TPS/Port team. Aerial images of the area of the Port of Tacoma where the project may be located is included in Exhibits D & E.

#### **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.

TPS has not received any audit findings on any of the projects identified in our response to Question 7 above.

The Port has not had any audit findings in the 2006-Current time-period, according to the Washington State Auditor's office.

## **10. Subcontractor Outreach**

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

TPS has adopted utilization goals that exceed the Governor's current recommendations. The TPS goals are currently set at thirty percent (30%) local share (labor and material), local as defined by the geography of Pierce County, ten percent (10%) certified MBE, six percent (6%) certified WBE, and five percent (5%) SBE for this project.

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 Seattle-Tacoma metropolitan region. Unlike other delivery methods, the PDB delivery method is not bound by the requirement to bid all subcontractor work and award to the lowest responsive bidder. Because of this, we believe that the PDB delivery method offers our contractors an excellent opportunity to meet/exceed our utilization goals.

The PDB contractor will be expected to demonstrate due diligence to meet or exceed these goals and to encourage and include participation of these businesses to bid and be successful at winning and completing work on the project. Our RFQ/RFP documents will require the contractor to provide their approach for outreach and to encourage participation of local businesses, small business enterprises, women and minority businesses, and socially and economically disadvantaged business enterprises. We will also request their success and performance related to inclusion on prior, completed projects.

**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 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.

The 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 agree to provide additional information if requested.

The 2021 Legislature updated [RCW 39.10.330\(8\)](#) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises (OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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

Signature: 

Name: (please print) Morgan M. Dwyer (public body personnel)

Title: Ex Dir. Planning & Construction

Date: 4/19/23



# Tacoma Public Schools Construction History (Last 6 Years)

## Exhibit A

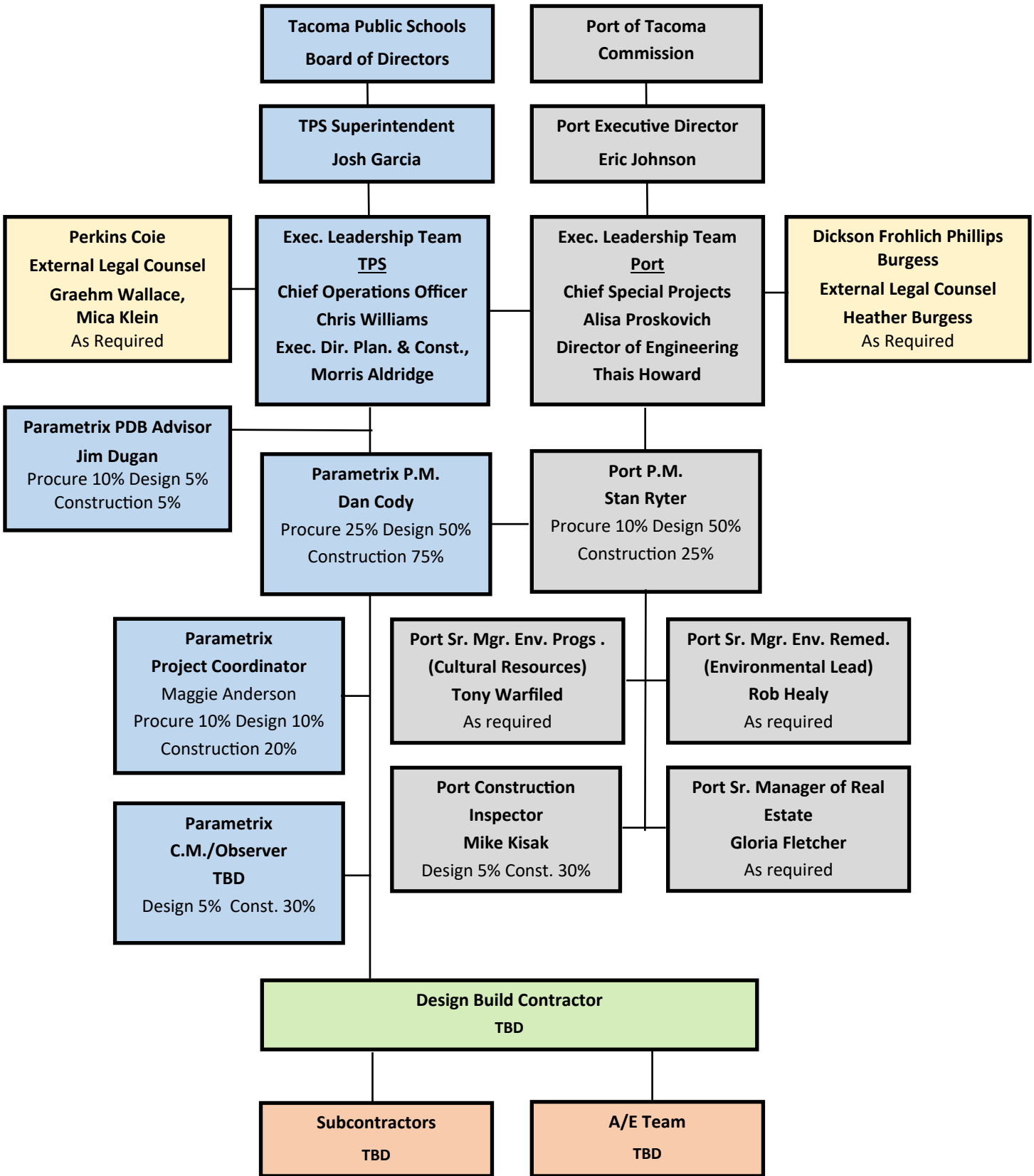
Project Name	Project Description	Delivery Method	General Contractor/Architect	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date	Planned Budget	Actual Cost	Budget Variance	Comments/Explanation
Industrial Design, Engineering & Art High School	Modernization & additions	DBB	TPS/Integrus	2015	2016	2015	2016	\$2,000,000	\$1,976,344	-1.2%	
McCarver Elementary School	Historic modernization	GCCM	Skanska/DLR	2015	2016	2015	2016	\$39,000,000	\$39,705,560	1.8%	Early beneficial occupancy achieved
Wainwright Intermediate School	Replacement school	DBB	Neeley/DLR	2015	2016	2015	2016	\$35,000,000	\$35,437,308	1.2%	Winter weather impacts
Wilson High School – Phases 3	Modernization & additions	DBB	Absher/NAC	2015	2017	2015	2017	\$60,000,000	\$59,886,342	-0.2%	
Stewart Middle School	Historic modernization & additions	GCCM	Skanska/Bassetti	2015	2017	2015	2017	\$66,000,000	\$68,980,439	4.5%	Owner added scope: roof and turf field
Science and Math Institute High School - ELC	Replacement school	DBB	Forma/McGranahan	2016	2017	2016	2017	\$20,000,000	\$22,146,725	10.7%	Weather impacts; owner added scope
Arlington Elementary School	Replacement school	DBB	Neeley/Mahlum	2016	2017	2016	2017	\$28,000,000	\$27,456,013	-1.9%	
Mary Lyon Elementary School	Replacement school	DBB	Pease/DOWA-Erickson McGovern	2017	2018	2017	2019 (Q2)	\$34,000,000	\$36,743,815	8.1%	Contractor delay achieving occupancy
Browns Point Elementary School	Replacement school	GCCM	Skanska/TCF	2017	2018	2017	2018	\$36,800,000	\$35,278,456	-4.1%	
Boze Elementary School	Replacement school	PDB	Korsmo/BCRA	2017	2020	2019	2020	\$32,500,000	\$32,456,251	-0.1%	
Grant Elementary School	Replacement school	GCCM	Korsmo/McGranahan	2018	2019	2018	2019	\$34,800,000	\$35,216,554	1.2%	Added scope, errors and omissions
Birney Elementary School	Replacement school	GCCM	Turner/McGranahan	2018	2019	2018	2020	\$34,800,000	\$35,662,814	2.5%	Added scope, errors and omissions
Hunt Middle School	Replacement school	PDB	Absher/BCRA	2020	2021	2020	2021	\$57,369,000	\$57,991,839	1.1%	Owner added scope
Downing Elementary School	Replacement school	PDB	Korsmo/TCF	2021	2022	2021	2022	\$25,530,000	\$27,006,486	5.8%	Owner added program and scope
Skyline Elementary School	Replacement school	PDB	Turner/SRG	2021	2022	2021	2022	\$31,576,355	\$ 32,212,392	2.0%	Scope increased to include ROW improvements required by the City
Fawcett Elementary School	Replacement school	PDB	Hensel Phelps/BLRB	2022	2023	2022	TBD	\$24,800,000	TBD	TBD	In construction
Synthetic Fields Bundle	New fields	PDB	Korsmo/DA Hogan	2021	2022	TBD	TBD	\$20,000,000	TBD	TBD	In design and permitting
Safety & Security Bundle Ph. 1	Safety upgrades, multiple sites	PDB	Absher/Rolluda	2021	2022	2021	TBD	\$6,250,000	TBD	TBD	In construction
Swimming Pools Upgrade Bundle	Pool upgrades, multiple sites	PDB	FORMA/BCRA	2021	2022	2022	TBD	\$5,000,000	TBD	TBD	In construction
9 <sup>th</sup> & Broadway - Tacoma Online Learning	Tenant improvements	PDB	Neeley/BCRA	2022	2022	2022	2022	\$5,000,000	\$3,307,660	-33.9%	
9 <sup>th</sup> & Broadway - Willie Stewart Academy	Tenant improvements	PDB	Neeley/BCRA	2022	2023	2022	2023	\$3,750,000	\$4,312,157	14.9%	Owner added program/scope during design due to City-required improvements in the right-of-way
Indoor Air Quality Upgrades Bundle	IAQ upgrades, multiple sites	PDB	ATS/BCE	2022	2023	2022	TBD	\$13,110,000	TBD	TBD	In construction
Bryant Montessori School	Replacement School	PDB	Skanska/TCF	2023	2024	TBD	TBD	\$31,640,720	TBD	TBD	In permitting and GMP negotiation
Safety & Security Bundle Ph. 2	Safety upgrades, multiple sites	PDB	Absher/Rolluda	2023	2024	2022	TBD	\$15,000,000	TBD	TBD	In construction
Oakland High School	Historic Modernization	PDB	BNBuilders/TCF	2024	2025	TBD	TBD	\$28,767,000	TBD	TBD	In design

# Port of Tacoma Construction History (Last 6 Years)

## Exhibit B

Project Name	Project Description	Delivery Method	General Contractor/ Architect	Planned Start Date	Planned Finish Date	Actual Start Date	Actual Finish Date	Planned Budget	Actual Cost	Budget Variance	Comments/Explanation
2810 Marshall Ave Roof Replacement	Roof Replacement	DBB	PRS/KPFF	2018	2019	2018	2019	\$4,200,000	\$3,065,950	-27%	Favorable Bid
Admin Bldg Roof Replacement	Roof Replacement	DBB	Good News Group/OAI	2020	2022	2020	2022	\$2,120,000	\$1,967,679	-7%	Completed in winter months
Arkema Mfg Area Interim Action	Environmental Remediation	DBB	TBD/DOF	2022	2023	2022	2023	\$4,300,000	TBD	TBD	90% complete – on track
Banana Yard Rail Switch Replacement	Rail Upgrades	DBB	TBD/TBD	2022	2024	2023	TBD	\$4,290,000	TBD	TBD	Project kicking off
Container Crane Disposal	Demolition	DBB	Harbor Industrial/WSP	2018	2020	2018	2020	\$4,159,755	\$2,707,230	-35%	Favorable Bid
EB1 Yard Reconfiguration	Site Upgrades	DBB	TBD/KPFF	2019	2023	2019	TBD	\$3,878,000	TBD	TBD	Nearing construction, delayed by sponsor, to be constructed in '23
Lower Wapato Creek Habitat	Habitat Site	DBB	KLB/GeoEngineers	2017	2022	2017	2022	\$16,810,000	\$13,663,770	TBD	Substantial completion acheived, on track, Long-term monitoring is part of contract
Misc Track and Turnout Replacement	Rail Rehabilitation	DBB	Coast Rail/KPFF	2017	2019	2017	2019	\$2,390,210	\$2,312,024	-3%	Complete
Parcel 15 (Portac) Cleanup Phase 1	Environmental Remediation	DBB	Olsen/Aspect	2021	2024	2021	2023	\$4,665,500	TBD	TBD	90% complete, on track on budget, ahead of schedule
Parcel 77 Auto Terminal	New Auto Terminal	DBB	Tapani/ Transdevelopment	2018	2019	2018	2019	\$34,410,000	\$33,856,718	-1%	Hard cap on budget
PCT Fender Replacement	Replacement Fenders	DBB	TBD/WSP	2021	2024	2021	TBD	\$4,945,000	TBD	TBD	Ready for bid
PCT Operating Pavement Repair	Pavement Rehab	DBB	Puget Paving/M&N	2018	2022	2018	2022	\$4,500,000	\$4,401,421	-2%	5-year program - hard cap on budget
Pier 7 Berths A-D Fender Rehabilitation	Fender Rehabilitation	DBB	Bergenson/WSP	2018	2019	2018	2019	\$6,550,000	\$2,414,670	-64%	Innovative design and favorable low bid
Terminal 3/Terminal 4 Shore Power	New Shore Power	DBB	Shimmick/ KPFF	2019	2024	2019	TBD	\$15,500,000	TBD	TBD	Budget/Schedule on track at 40% construction
Upper Clear Creek	Habitat Site	DBB	Active /Bruce Dees	2017	2019	2017	2019	\$4,050,000	\$2,993,580	-25%	Complete/Favorable Bid
Wapato Creek Culvert Replacement	New Bridge	DBB	KPFF/Combined	2018	2021	2018	2021	\$3,300,000	\$3,239,907	-2%	Emergency culvert removal then DBB of bridge
West Sitcum Stormwater Treatment	Safety upgrades, multiple sites	DBB	Coluccio/Parametrix	2017	2019	2017	2019	\$12,848,000	\$12,185,749	-5%	Complete

**EXHIBIT C**



**TACOMA PUBLIC SCHOOLS & PORT OF TACOMA  
MARITIME CENTER  
PROJECT ORGANIZATION CHART**

# EXHIBIT D

## Maritime Center Vicinity Aerial

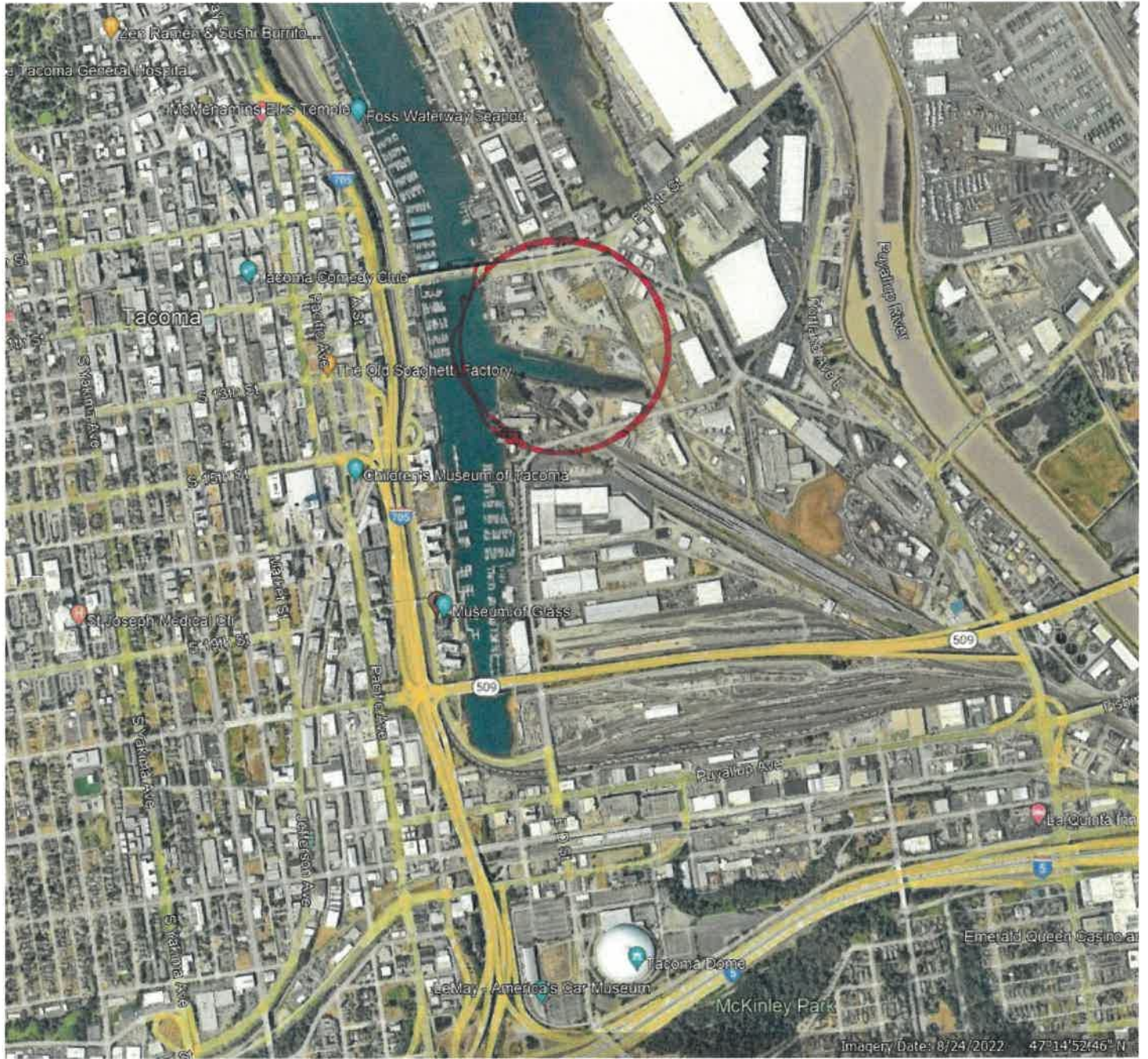


EXHIBIT E

Maritime Center Site Aerial

