

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

**APPLICATION FOR CERTIFICATION OF PUBLIC BODY**  
*RCW 39.10 Alternative Public Works Contracting - Design-Build (DB)*

The CPARB PRC will only consider complete applications. Incomplete applications may delay action on your application. Responses to Questions 1-9 should not exceed 15 pages (*font size 11 or larger*).

**Identification of Applicant**

- a) Legal name of Public Body (your organization): [Tacoma Public Schools \(Planning & Construction\)](#)
- b) Address: [3223 S Union Ave, 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](mailto:maldrid@tacoma.k12.wa.us)

**1. Experience and Qualifications for Determining Whether Projects Are Appropriate for DB under Alternative Contracting Procedure** (*RCW 39.10.270 (2)(a)*) *Limit response to two pages or less*

Please submit a process chart or list showing:

- (1) The steps your organization takes to determine use of the procedure is appropriate for a proposed project; and

[Refer to Attachment 1A](#) for a graphic that compares the various project delivery methods available to public agencies for the delivery of capital projects. This graphic is referenced and discussed when making the initial determination of a project delivery method.

- (2) The steps your organization takes in approving this determination.

[Refer to Attachment 1B](#) for a flow-chart that describes the internal review/approval process for the Project Delivery Method Determination process.

Also submit the written guidelines or criteria that your organization uses in determining whether this alternative contracting procedure is appropriate for a project.

[Refer to Attachment 1C](#) for the TPS Recommendation for Project Approval form. This form is filled out by the Project Manager and then is presented to the Program Manager, Executive Director of Planning & Construction and Chief Operating Officer for consensus and approval. (Refer to flow-chart in Attachment 1B.)

If the public body's organizational structure is sub-divided into agencies, divisions or departments discuss how the public body makes experience and qualification determination on a divisional or department level.

[Not applicable.](#)

**2. Project Delivery Knowledge and Experience** (*RCW 39.10.270 (2)(b)(i)*)  
*Limit response to two pages or less.*

Please describe your organization's knowledge and experience in delivering projects over the past 10 years, including the complexity of projects your organization built. Describe delivery methods, management structures, design-build honorarium determination, and project controls utilized.

**Project Experience:**

[One of the largest real estate developers/managers in Pierce County, Tacoma Public Schools has successfully passed \\$1.485 billion of capital improvement bonds over the last 20 years.](#)

These bonds have funded, or are slated to fund, large and medium capital projects to replace, modernize and/or build additions to more than 50 public school facilities throughout the District. Through the years, the District has successfully utilized a variety of project delivery methods including Design/Bid/Build (D/B/B), General Contractor/Construction Manager (GC/CM), Small Works Contracting, Job Order Contracting (JOC), Energy Services Company (ESCO) contracting and Progressive Design/Build (PD/B) contracting with the selection of delivery method being based on statutory requirements, the pros/cons (risk) of the delivery method, the size/complexity of the project and team member experience and availability.

Although the District had traditionally utilized Design/Bid/Build delivery for their capital projects, that changed during the 2001 bond program. More than 40% of the \$450 million capital improvements bond that was passed in 2001 was utilized to modernize to provide comprehensive modernizations and additions at two historic high schools, Stadium High School (\$108 million) and Lincoln High School (\$75 million), using the GC/CM delivery method. Both projects were successfully completed on time and under budget during the time of an inflationary construction marketplace.

More than 27% of the \$500 million capital improvements bond that passed in 2013 was utilized to fund three schools (Stewart Middle School (\$66M), McCarver Elementary School (\$39M) and Browns Point Elementary School (\$37.7M)), to be constructed utilizing the GC/CM delivery method. McCarver ES was completed on time and on budget. Stewart MS was completed seven months ahead of schedule and under budget. Browns Point ES was completed on time and on budget. In addition to the GCCM projects that were successfully executed under this bond, the District successfully completed its first Progressive Design/Build (PD/B) school project, Boze Elementary School (\$32M), 3 months ahead of schedule, zero change orders and under budget and seven RFI's.

The incredible success of PD/B at Boze ES led the District to consider PD/B delivery for many of their school replacement, modernization and/or addition projects under the \$535M capital improvements bond that was passed in February of 2020. (See 2020 Capital Improvements Program Summary – Attachment 2A) Currently there are three schools in the 2020 Bond that have been approved by the PRC and are utilizing PD/B delivery. Hunt MS (\$48 M) is currently in construction with the fall of 2021 as the target for occupancy, Downing Elementary School (\$31.6M) and Skyline Elementary School (\$31.6M) are in design and permitting, and will begin construction in the Spring/Summer of 2021 with a target occupancy of the fall of 2022.

In addition to large and medium capital projects, each year the District successfully executes 25 - smaller maintenance and operations related capital projects totaling between \$20-30M. These projects maintain the District's 4.5 million square feet of inventory, adapt buildings to changing curriculum needs and provide short-term expansion capacity.

### **Management Structure:**

Authorization and funding for school construction and maintenance projects is through voter- approved capital bond and capital levy measures. Bond resolutions detail the planned projects, the overall budgets, and the general timelines and authorized uses of bond proceeds. Bond resolutions are prepared and voted on by the Board of Directors.

The Chief Operating Officer of Tacoma Public Schools, Chris Williams, oversees the long-term planning for facility development that supports our ever evolving and improving methods of teaching and learning, in addition to other education related operations of the District. The Planning & Construction Department oversees all construction activity at Tacoma Public Schools. The P&C Department is led by the Executive Director of Planning and Construction, Morris Aldridge, who is also currently serving as President of the Western Washington Chapter of the Design-Build Institute of America (DBIA). Morris is responsible for the direct management of capital projects including execution strategy, delivery method recommendations, design, and construction. Morris also oversees the selection of consultants, procurement of contractors, scheduling, budget allocations, and design standards.

Augmenting the TPS leadership team are the employees of the TPS Planning and Construction team. The TPS Planning and Construction Department is comprised of multiple capital projects supervisors who manage and facilitate District projects and are directly supported by a facilities communication coordinator,

financial analyst and accounting staff, engineering technician and administrative support staff. In addition to full-time District staff, the TPS Planning and Construction Department is augmented with highly qualified consultants who provide project management and alternative delivery advisory services. The use of consultants allows the District scalability and unique expertise when and where needed. Currently serving the District with APD advisory, program and project management services is Parametrix, led by Program Manager Jim Dugan and including a team of highly diverse and experienced project delivery professionals. (Refer to Planning and Construction Organizational Chart – **Attachment 2A.**)

### **D/B Honorarium Determination:**

The current preferred delivery method for TPS is Progressive Design Build. As such, our solicitation and procurement documents have been developed to accomplish identification of the most qualified proposer primarily based on qualifications and a minor pricing component. Those same documents discourage proposers from presenting detailed, project-specific design concepts, models, renderings, or other design or estimating intensive efforts as part of the submittals during the D/B procurement process. RCW 39.10 requires a public agency to provide an appropriate honorarium payment to finalists who are not awarded a design build contract. The RCW further states that, in determining the amount of the honorarium, the public body shall consider the level of effort required to meet the selection criteria. Since our procurement documents primarily require the proposers to provide only written qualification and project approach information, and discourage any design intensive effort, we typically award a very modest honorarium to the unsuccessful finalists.

### **Project Controls:**

The District has developed a comprehensive management and controls systems to assure projects are delivered on-time, under-budget, and in-line with District standards. Weekly departmental staff meetings, weekly project progress meetings, a weekly 1:1 meeting between the Director and all project managers, bi-weekly cost recapitulation, and monthly capital project performance updates to the Board are just a few of the ways in which TPS assures all projects are successful and executed as planned.

Educational Specifications and Design Standards have been developed to guide the overall development including the definition of spaces, design goals, materials, and systems, among other standards. These baseline documents help ensure consistency of project delivery, equity between schools, alignment with educational delivery and speed the design process.

The Program Management Plan serves as an overall guide for processes, procedures, levels of authority, communications, contracting, change orders, and documentation. Project and program status reporting throughout the organization is handled through regular emails, monthly reports, and face to face meetings. Regular status updates are posted for public awareness on the District's website.

Design Advisory Committees (DAC) are created for each capital project and are comprised of multi-disciplinary internal and external members. The DAC meets with the District to review and make recommendations on operations, design, and construction delivery strategies.

The Office of the Superintendent of Public Instruction (OSPI), a partner to the District, provides additional project controls and oversight. Regular updates and approvals are required from OSPI for the District to secure state funding assistance for projects that qualify. Updates and approvals include estimates, schedules, value engineering studies, constructability reviews, energy life cycle cost analysis, and other regular deliverables.

Each project is directly overseen by the Director of Planning and Construction including design input, delivery method decision, and overall execution. The assigned Project Manager directs the day-to-day business of the project including meetings, decision support, documentation, payments, forecasting, FF&E purchasing, and closeout. The Director of Planning and Construction in collaboration with the Program Manager, support the Project Manager with D/B procurement, contracting, change negotiations and program level reporting.

Graehm Wallace of Perkins-Coie provides the District with D/B contracting, legal advice, and contract documents.

**3. Personnel with Construction Experience Using Various Contracting Procedures**

(RCW 39.10.270 (2)(b)(ii)) Limit response to two pages or less.

Please provide a chart with your organization’s current personnel with construction experience using the contracting procedure and briefly describe their experience (for example, the type of project, the length of time they worked on the project, the tasks they performed, and the percent of time devoted to each task). Only identify those public body personnel that you reasonably expect will be with your organization over the next three years. Do not include outside consultants.

Refer to **Attachment 3A** for the project-specific D/B experience of District personnel.

**4. Management Plan and Rationale for Alternative Contracting Projects**

(RCW 39.10.270 (2)(b)(iii)) Limit response to one page or less.

Please provide your typical management plan or protocol that you would use to manage a Design-build (DB) project. Your plan should address the typical roles, types of positions with specific responsibilities and list any advisory or oversight roles (by expertise).

Refer to **Attachment 4A** for the D/B Project Determination & Organization Charts

Roles and Responsibilities are as follows:

Superintendent	Approve proposed projects for development, secure funding, report to the public, voters, and taxpayers.
Chief Operating Officer	Supervise all support services and oversee execution of projects. Approve capital project budgets, change orders, and contract awards, modifications, and acceptances for board approval. Approve project delivery method.
Executive Director of Planning and Construction	Oversight over all projects. Supervise capital project decisions, execution, and Capital Projects staffing. Concur/overrule delivery method determination by Program Manager. Approve design direction and submittals, project budgets, change orders and prepare contract awards, modifications and acceptances for COO and Superintendent approval. Reports to the COO.
Legal Counsel	D/B contract preparation, legal advice, and dispute resolution. Reports to the Executive Director.
Program Manager	Oversee the execution of the program. Provide direction and recommendations to the Executive Director and Project Managers. Reports to the Executive Director.
Project Supervisor/Project Manager	Drive the day-to-day success of each project. Serve as primary point of contact with Design Builder. Acts as liaison to stakeholders and Design Builder during design. Oversees design and construction activities of the Design Builder. Reports to the Executive Director.
Design Builder	General Contractor/Design Team selected via qualifications and fee process. Contracted to TPS. Responsible for design and construction of the facility and providing project delivery on time and on budget.

### Overview:

TPS has used and is continuing to explore the viability of using the Progressive Design Build delivery model as the base of its future projects. While other design build models could be a viable option on projects in the future, we believe Progressive Model fits our needs best. There is consideration given to benefits such as being able to bring certain elements of the project further along in design before establishing pricing, which could provide more price certainty for the Agency and the Design Builder should market escalation or other drivers for alternative delivery be very different than originally forecast. P/DB Delivery has been great.

### Program Management and Decision Making:

With decision-making authority provided by Morris Aldridge, our Project Executive and Executive Director of Planning and Construction, TPS will direct Project implementation using both TPS Planning & Construction staff and outside consultants. Our Program Manager/APD Advisor and PM/CM consultant, Jim Dugan, will meet weekly with Project Executive Morris Aldridge to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation of the project as it moves from design to final occupancy. The context of this question implies the decision to use APD/Design-Build has already been made.

### Project Scope and Technical Specifications:

Our internal team collaboratively develops the full contract specifications in consultation with and following programmatic review with the Project Executive/Program Manager. TPS and or partners then develop bidding requirements and general conditions for each project prior to Procurement.

### Selection Committee:

Our D/B Selection Committee is comprised of staff and leadership personnel from Planning and Construction, Operations and Maintenance, and others in the District with construction knowledge and experience. The Selection Committee reviews the D/B Teams RFQs and RFPs and provides scoring and shortlisting for final D/B Team selection to the Executive Director of Planning & Construction, Superintendent, and the TPS Board of Directors. Parametrix will plan, facilitate, and monitor the selection process but will not be a scoring member of the Selection Committee. Jim Dugan will be the primary Point of Contact with the District.

### Communications:

At the appropriate time, the District will advertise the RFQ and post the RFQ on the District's website. During the RFQ phase, D/B proposers will be encouraged to attend a Project Information Meeting, and/or submit questions that will be addressed by addendum. During the RFP phase, the Selection Committee will provide appropriate input and meet with the shortlisted teams in D/B team-led proprietary meetings to discuss project objectives, approach, procedures, and project-specific ideas which allow D/B teams to complete their Proposal.

Once a "most qualified" D/B team is selected, the Owner's team will meet with the D/B team during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to ensure the District's expectations and vision of the finished project are achieved.

### Project Progress:

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

### Budget Monitoring:

The TPS team will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis throughout the project with reporting provided on a regular basis to the TPS Executive Director, TPS Superintendent and the TPS Board of Directors.



The District will maintain its own project contingency and reserve funds to address any Owner driven scope changes, changes resulting from unforeseen/latent conditions related to sitework or demolition and appropriate resultant change orders.

#### Contingency Planning:

We determine in advance, a not-to-exceed 3% contingency in planned budget for the Design-Builder, and Owner Project Contingency ranging anywhere from 5%-15% of GMP, excluding soft costs such as consultants/permits/fees. Our Contingency planning is scalable in a way which the project manager can consider appropriate, using their professional judgement based on the assumptions in a project's planned scope. This is done following assessment of the risk and uncertainty of a project in several common categories, including but not limited to project uniqueness, permitting, governance complexity, visibility and strategic importance, design components, methods and technologies used, and skill sets required. We are now working to standardize additional contingency funding for safety as it relates to the COVID-19 pandemic and other business continuity needs.

#### Project Schedule:

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

#### Owner Staffing:

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 P&C staff. M&O staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews. In our Program delivery, the Owner's team meets regularly with the D/B team(s) for progress review, and hosts regular, collaborative work sessions for affirming schedule, addressing any project issues; as well as providing concurrent, ongoing risk management. As necessary based on a Project's demands, consultants with subject matter expertise may be used for technical specification, engineering design, and permitting.

During Construction / DB Delivery, the Owner's Rep/Project Manager serves in an on-site capacity and is generally available to the D/B and Owner's team for assistance throughout the project. The Owner's Rep is our point of contact for assuring the D/B team are meeting subcontractor requirements including SBE/MWBE goals. The Owner's Rep / CM admin group also regularly monitors the Work site for proper safety, daily progress reporting, and regulatory compliance consistent with our stated goals and RCW requirements. For our Capital Program, the Owner's Rep role may be served by either internal staff or outside consultants, depending on the Project.

Our Commissioning process is managed by the D/B firm, with assistance from our Construction Management team (real-time punch lists, inspection, and observation, etc.). The D/B firm is required by contract to satisfy OSP1 requirements for document retention- such as-Built drawings, O&M manuals, etc. The closeout and acceptance processes are managed by our Owner's Rep and Owner's Leadership Team.

**5. Demonstrated Success in Managing Public Works Projects Involving All Types of Contracting Procedures** (RCW 39.10.270 (2)(b)) *Limit responses to two pages or less.*

Please provide a table with the following information for a maximum of twenty-five (25) public works projects with a total cost of at least \$5M each that your organization has managed over the past 10 years:

- Name of project
- Description of project
- Total project cost
- Method of delivery (GC/CM, DB, etc.) Use the delivery abbreviations in Section 4.
- Lead Design Firm (including current contact information)
- General Contractor or Design-Builder (including current contact information)
- Planned construction start at authorization date
- Planned completion date
- Actual construction start date
- Actual completion date
- Reason for schedule overrun (if any)
- Original budget at authorization (not including land acquisition)
- Final Cost
- Reason for cost overrun (if any)

*\*If the public body has fewer than twenty-five (25) applicable projects, it may list projects under \$5 million if they believe them to be relevant.*

*\*\*If the public body has more than twenty-five (25) applicable projects, they should state the number of projects they have managed and provide a list of the twenty-five (25) projects it believes are most relevant.*

Please refer to [Attachment 5A](#) for the TPS Construction Experience table.

**6. Demonstrated Success in Managing at Least One Project Using DB Contracting Procedure Within the Last Five Years** (RCW 39.10.270 (2)(b)) *Limit response to one page or less.*

In addition to the information provided in response to Question 5 about projects that your organization has managed using the alternative contracting procedure, please provide a narrative discussion with the following information:

- Appropriateness of the alternative contracting method used for the project(s).
- Honorarium amount awarded for the project (s).
- Alternative dispute resolution process for the project(s).
- Lessons learned from your experience.

**Boze Elementary School (2017-2020):**

Total Project Cost: \$35,512,745  
Construction Cost: \$27,122,450  
D/B Team: Korsmo/BCRA  
Project Status: Completed and Occupied  
Honorarium: \$1,000  
Alternative Dispute: Claim procedure and mediation prior to litigation  
APD Appropriateness: Opportunity for Innovation, Reduced Delivery Time, Budget Control

- Programming to permits completed in 12 months
- Construction mobilization to Occupancy in 12 months
- Occupiable three months earlier than planned
- Zero change orders and only 7 RFIs during construction
- Team found innovative ways to simplify structural design and save time and money in construction
- Remaining D/B contingency allowed us to provide additional amenities during construction

### Lessons Learned:

- A general contractor does not make for a design-build general contractor – the latter is more of a developer approach to scope within budget.
- A contractor's ability to not only cost estimate and forecast is important, however, cost modeling is crucial to the success of a D/B project because the GMP is set very early in design.
- The D/B delivery method allowed us to substantially exceed the Districts inclusion goals.

### Hunt Middle School Replacement (2018-current):

Total Project Budget: \$ 80,000,000  
Construction GMP: \$ 57,992,026  
D/B Team: Absher/BCRA  
Project Status: Under Construction  
Honorarium: \$1,000  
Alternative Dispute: Claim procedure and mediation prior to litigation  
APD Appropriateness: Opportunity for Innovation, Budget Control

### Downing Elementary School Replacement (2019-current):

Total Project Budget: \$42,279,000  
Construction Budget: \$27,500,000  
D/B Team: Korsmo/TCF Architects  
Project Status: Design/Permitting  
Honorarium: \$1,000  
Alternative Dispute: Claim procedure and mediation prior to litigation  
APD Appropriateness: Opportunity for Innovation, Reduced Delivery Time, Budget Control

### Skyline Elementary School Replacement (2019-current):

Total Project Budget: \$47,526,000  
Construction Budget: \$31,000,000  
D/B Team: Turner/SRG  
Project Status: Design/Permitting  
Honorarium: \$1,000  
Alternative Dispute: Claim procedure and mediation prior to litigation  
APD Appropriateness: Opportunity for Innovation, Reduced Delivery Time, Budget Control

### Fawcett Elementary School Replacement (2020-current):

Total Project Budget: \$35,910,000  
Construction Budget: \$24,800,000  
D/B Team: TBD  
Project Status: PD/B Procurement  
Honorarium: TBD  
Alternative Dispute: Claim procedure and mediation prior to litigation  
APD Appropriateness: Opportunity for Innovation, Reduced Delivery Time, Budget Control

### Synthetic Fields Bundle (2020-current):

Total Project Budget: \$26,300,000  
Construction Budget: \$20,000,000  
D/B Team: TBD  
Project Status: PD/B Procurement  
Honorarium: TBD



Alternative Dispute: Claim procedure and mediation prior to litigation  
APD Appropriateness: Opportunity for Innovation, Reduced Delivery Time, Budget Control

## **7. Ability to Properly Manage the Public Body's Capital Facilities Plan**

*(RCW 39.10.270 (2)(b)(vi)) Limit response to one page or less.*

As part of this statutory requirement, the PRC needs to determine that the public body has the appropriate project planning and budgeting experience. In addition to the information that has been requested in previous questions, please provide other information to assist the PRC to determine whether the organization has project planning and budgeting experience.

Tacoma Public Schools successfully planned and achieved voter approval of a recent \$535 M capital bond measure in February 2020, thanks in part to the highly detailed planning and budgeting of our Facilities Advisory Committee and consultant partners. The projects proposed were voter approved at 68% and included 8 major replacement schools, 6 major modernizations and additions schools, 12 small capital projects, 8 athletic facilities improvements and a wide variety of safety and security upgrades plus other smaller facility improvements totaling approximately \$474.7 M, in conjunction with a wide variety of Maintenance and Operations capital improvements (boiler replacements, elevator repairs, roof replacements, etc.) in the amount of \$60.7 M.

Tacoma Public Schools (TPS) is one of the largest developers in Pierce County with on-time, at or under-budget results and no audit findings. TPS is also planning project budgets inclusive of COVID-19 related time delays, as well as assuring protocols are in place throughout our construction projects as required to assure enhanced safety and sanitation needs are met. Our recent Design Build project was delivered on time and under budget, resulting in allowances for additional items to be added (synthetic turf field and Pitch Park playground) to the Project scope which were not in budget at the time of GMP, as well as some savings.

TPS has experienced tremendous success utilizing Progressive Design-Build. As a result, the vast majority of our planned 2020-2028 Capital Bond projects are expected to be completed using the P/DB project delivery methodology. Those exceptions are likely to be Maintenance & Operations related repair and replacement projects with smaller contract values, and a probable GC/CM project at Oakland High School, due to it being a 1912 historic building modernization and additions project as well as a high potential for an occupied building during construction.

Our prior work using Progressive Design Build in K-12 has only recently begun to demonstrate the advantages of the delivery method and given the expectation of continued cost escalation alongside the market saturation for construction we have been dealing with for nearly a decade, using Design Build (*and being certified for decision making autonomy*) allows the District to be more agile and timely when making these decisions.

Our fervent goal is to exceed voter expectations on the promised 2020 bond expectations; and manage ourselves the ability to deliver an additional school from the dollars the voters have already approved. While an audacious goal, we believe that we can achieve it with the right partnering on our project teams. Self-authorization of future projects as listed will help those goals as well; making project approval more fluid; saving time and money to present applications individually at the PRC.

Jim Dugan with Parametrix is our Capital Projects Program Manager, and draws from his own 40+ year experience, as well as his team's wealth of experience. Internally, our Executive Director and our COO have overseen the past several projects and enjoyed great results. Our Sr. Financial Analyst has been on the Planning & Construction team since before the previous Bond program, demonstrating proficiency in both planning and budgeting through its consistent success. Overall, we believe our planning and budgeting for the Capital Program is well-crafted, and the thoughtfulness and detailing, plus demonstrated success from the previous Bond Program is part of why the voters are entrusting us and overwhelmingly passed this new measure.

**Attachment 2B** contains more information regarding our Bond Program project and budget detail.

**8. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington**  
*(RCW 39.10.270 (2)(b)(vii)) Limit Response to one page or less.*

Relevant sections of RCW 39.10.270 are addressed below:

**(2) ... A public body seeking certification for the general contractor/construction manager procedure must demonstrate successful management of at least one design-build or general contractor/ construction manager project within the previous five years.**

Tacoma Public Schools has completed one successful D/B project, Boze Elementary School, has another in construction, Hunt MS (\$48M), two in design/permitting, Downing ES (\$31.6M) & Skyline ES (\$31.6M) and two in D/B procurement, Fawcett ES (\$24.8M) and Synthetic Fields Bundle (\$20M).

**(3) To certify a public body, the committee shall determine that the public body:**

**(a) Has the necessary experience and qualifications to determine which projects are appropriate:**

Led by Executive Director of Planning and Construction, Morris Aldridge, with oversight and controls by Chief Operating Officer, Chris Williams, followed by the extensive leadership of District Superintendent Carla Santorno, Tacoma Public Schools has built an outstanding capital projects delivery team well versed in the statutes and best practices in project delivery.

**(b) Has the necessary experience and qualifications to carry out the alternative contracting procedure including, but not limited to:**

**(i) Project delivery knowledge and experience;**

TPS's extensive project delivery knowledge and experienced is detailed throughout this application.

**(ii) personnel with appropriate construction experience;**

TPS Planning and Construction capital projects personnel with appropriate construction and D/B project management experience include, but are not limited to COO Chris Williams, Executive Director Morris Aldridge (*Western WA DBIA President*), Senior Capital Projects Supervisor Kristine Anderson and Senior Capital Projects Supervisor Julius Pallotta, additionally augmented by the consultant team Parametrix via Program Manager Jim Dugan and his team of highly experience project managers and construction managers.

**(iii) a management plan and rationale for its alternative public works projects;**

The TPS management plan mirrors and is compliant with RCW 39.10 on the use of APD contracting. Rationale and processes are in place to determine and approve the most appropriate delivery method for each project.

**(iv) demonstrated success in managing public works projects;**

Over the past 20 years alone, TPS has successfully delivered over 35 large and medium sized capital projects and a multitude of small capital and O&M projects all valued at nearly \$1.5 billion.

**(v) the ability to properly manage its capital facilities plan including, but not limited to, appropriate project planning and budgeting experience; and**

TPS produces a Six Year Capital Facilities Plan (CFP) on an annual basis. The CFP, along with other planning and budgeting tools are used to develop strategies to meet the growing capital needs of the District including new and replacement schools and ongoing maintenance projects. As an example, prior to planning the current capital bond measure, TPS P&C engaged in a large scale, comprehensive Building Condition Assessment and District Wide Master Plan to assess all assets and develop an inventory of their school facilities.

This information was utilized to formulate the \$535M capital bond measure that was presented to and passed by voters in February of 2020.

Please provide any information not presented in your answers to Questions 2-7 further demonstrating your organization's ability to meet the requirements of this chapter to include:

- Honorarium determination process for design-build projects;

Please refer to Section 2 above

- Procurement process if public body has multiple divisions, departments, or agencies;

Not applicable

- Utilization of alternative dispute processes; and

Please refer to Section 6 above

- Project contingency determination.

Please refer to Section 4 above

## 9. Resolution of Audit Findings on Previous Public Works Projects

*(RCW 39.10.270 (2)(c)) Limit response to one page or less.*

If your organization had audit findings on **any** project identified in your response to Question 6, please specify the project, briefly state those findings, and describe how your organization resolved them.

The District has not received any audit findings on the projects identified in our response to Question 6.

## 10. Subcontractor Outreach

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

The District is committed to supporting the local community and economy by increasing the participation of small business enterprises, socially and economically disadvantaged / WA State OMWBE qualified business enterprises, as well as local businesses headquartered in Pierce County. 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 corridor.

Our policy requires Capital Projects contracts estimated at \$300K and above to have an Inclusion Plan, which must be completed and submitted with bids demonstrating the contractor's good faith efforts concerning the outreach and inclusion of women, disadvantaged, and/or minority-owned small businesses. The submission of an acceptable plan is a matter of responsiveness and nonparticipation may have significant impact toward not receiving contract awards.

With all of our APD/DB projects, proposers are required to demonstrate good faith efforts through a combination of establishing aspirational goals such as naming a WMBE coordinator, providing business support strategies and/or guaranteeing use of specific work scopes to WMBEs (cleaning, landscaping, painting, etc.), committing to mentor WMBE firms for specific scopes of work, etc.

These aspirational goals and/or potential WMBE guarantees, business support services, and mentoring of WMBE firms are monitored by the TPS Executive Team and regular effort is made to support contractors in fulfilling their commitments. Special consideration is given to firms whose outreach has significant positive community impact. As such, several qualitative factors, such as WMBE participation and other published criteria are central to our focus for team evaluation and selection. The District includes significant weighted points in the interview along with other factors involving both subcontractor during the RFP stage as part of our evaluation and selection process

interview along with other factors involving both subcontractor during the RFP stage as part of our evaluation and selection process

Examples of our inclusion goals at TPS regarding business equity are:

The Design-Builder will be expected to implement an outreach plan to attempt to meet or exceed the District's utilization goals of thirty percent (30%) local businesses, defined as having headquarters in Pierce County, ten percent (10%) certified MBE, six percent (6%) certified WBE, and five percent (5%) SBE for this project. All these goals meet or exceed the current statewide goals for Washington.

These efforts among others add to our success using OWMBE/SBE/DBE firms. Our actual results on APD projects have more than doubled their goals, with all but WBE (8.2% actual vs 6%goal. In addition, all major projects are exceeding apprenticeship utilization requirements.

We believe we will meet or exceed our Inclusion goals for the program year over year, and we are consistently working on ways to impact greater achievement in this regard both internally and among our contractor and consultant partnerships.

The Project Manager on each project records and tracks design build contractor performance regarding Inclusion goals. This review process creates a mechanism to evaluate bidder responsibility on future TPS projects based on past performance toward meeting WMBE subcontractor commitments, so that we have failsafe measures for WMBE built into our Procurement process.

**SIGNATURE OF AUTHORIZED REPRESENTATIVE**

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request for certification, you also agree to notify CPARB when your organization approves the construction of a project using the alternative contracting procedure(s) for which you are certified; and to participate in brief, state-sponsored surveys at the start and completion of each of these construction projects. You understand that this information will be used in a study by the state to evaluate the effectiveness of the alternative contracting procedure(s). Public bodies may renew their certification or re-certifications for additional three-year periods provided the current certification has not expired.

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

Signature: Morris Aldridge Digitally signed by Morris Aldridge  
DN: cn=Morris Aldridge, o, ou,  
email=morris.aldridge@gmail.com, c=US  
Date: 2020.12.21 11:15:18 -08'00'

Name (please print): Morris Aldridge (public body personnel)

Title: Executive Director of Planning and Construction

Date: 12/21/20

# Attachment 1A: Alternative Delivery Method Comparisons

## Public Agency Alternative Project Delivery Options

### TRADITIONAL: DESIGN-BID-BUILD

**Structure**

```

    graph TD
      Owner[Owner] --- GC[General Contractor]
      Owner --- A/E[A/E]
      GC --- S1[Subs/Suppliers]
      GC --- S2[Subs/Suppliers]
      GC --- S3[Subs/Suppliers]
      GC --- S4[Subs/Suppliers]
      GC --- S5[Subs/Suppliers]
      GC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      Design[Design] --> Bid[Bid]
      Bid --> Construct[Construct]
      Bid -- "Low Bid Selection" --> Construct
    
```

**Pros/Cons - Owner/Agency**

	Less	More
Time	Light Blue	Dark Blue
Cost	Light Blue	Dark Blue
Risk	Light Blue	Dark Blue
Flexibility	Light Blue	Dark Blue

- Not suited for complex projects with sensitivity to change and schedule
- Linear process = longer schedule

### APD: GCCM

**Structure**

```

    graph TD
      Owner[Owner] --- A/E[A/E]
      Owner --- GC[General Contractor]
      GC --- S1[Subs/Suppliers]
      GC --- S2[Subs/Suppliers]
      GC --- S3[Subs/Suppliers]
      GC --- S4[Subs/Suppliers]
      GC --- S5[Subs/Suppliers]
      GC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      Planning[Planning] --> Bid[Bid]
      Bid --> Design[90% Design]
      Design --> Construct[Construct]
      Bid -- "Best Value Selection" --> Design
    
```

**Pros/Cons - Owner/Agency**

	Less	More
Time	Light Blue	Dark Blue
Cost	Light Blue	Dark Blue
Risk	Light Blue	Dark Blue
Flexibility	Light Blue	Dark Blue

- Not suited for smaller projects
- Cost unknown until 90% design

### DESIGN-BUILD

**Structure**

```

    graph TD
      Owner[Owner] --- DBC[D/B Contractor]
      DBC --- A/E[A/E]
      DBC --- S1[Subs/Suppliers]
      DBC --- S2[Subs/Suppliers]
      DBC --- S3[Subs/Suppliers]
      DBC --- S4[Subs/Suppliers]
      DBC --- S5[Subs/Suppliers]
      DBC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      Planning[Planning] --> Bid[Bid]
      Bid --> Design[Design]
      Design --> Construct[Construct]
      Bid -- "Best Value Selection" --> Design
    
```

Selection process includes;  
 RFQ: List of qualified D/B Contractors  
 RFP: Provides detailed design criteria  
 Selection based on weighted evaluation factors (Design and Cost)

**Pros/Cons - Owner/Agency**

	Less	More
Time	Light Green	Dark Green
Cost	Light Green	Dark Green
Risk	Light Green	Dark Green
Flexibility	Light Green	Dark Green

- Typically suited for longer/larger projects
- Honorarium paid to proposers not selected

### PROGRESSIVE DESIGN-BUILD

**Structure**

```

    graph TD
      Owner[Owner] --- DBC[D/B Contractor]
      DBC --- A/E[A/E]
      DBC --- S1[Subs/Suppliers]
      DBC --- S2[Subs/Suppliers]
      DBC --- S3[Subs/Suppliers]
      DBC --- S4[Subs/Suppliers]
      DBC --- S5[Subs/Suppliers]
      DBC --- S6[Subs/Suppliers]
    
```

**Schedule**

```

    graph LR
      Planning[Planning] --> Bid[Bid]
      Bid --> SC[Scope/Cost]
      SC --> Design[Design]
      Design --> Construct[Construct]
      Bid -- "Qualification Based Selection" --> SC
    
```

Cost and scope negotiated after selection  
 RFP does not provide detailed design criteria

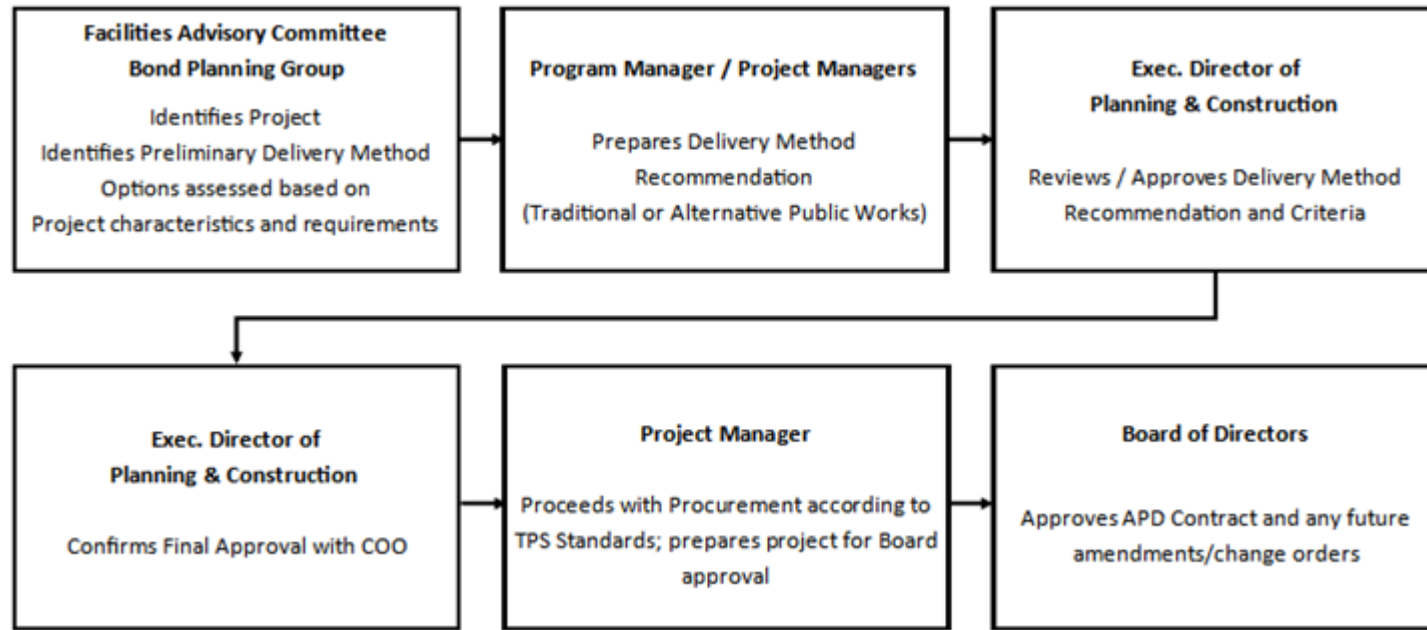
**Pros/Cons - Owner/Agency**

	Less	More
Time	Light Red	Dark Red
Cost	Light Red	Dark Red
Risk	Light Red	Dark Red
Flexibility	Light Red	Dark Red

- Scope and budget determined through collaborator process between owner and team



## Attachment 1B: Internal Alternative Project Delivery Recommendation Workflow



# Attachment 1C: Internal Form for D/B Determination & Project Approval



## **RECOMMENDATION FOR PROJECT APPROVAL** **TO UTILIZE THE DESIGN BUILD (D/B) CONTRACTING PROCEDURE**

Internal Review and Approval Form

Project Name: \_\_\_\_\_

Total Project Budget: \_\_\_\_\_

Design and Construction Budget: \_\_\_\_\_

Anticipated Construction Start Date: \_\_\_\_\_

Anticipated Occupancy Date: \_\_\_\_\_

To qualify to use the D/B contracting procedure under RCW 39.10.300, the total project cost must be over two million dollars and the project must meet at least one of the following criteria:

1. The construction activities are highly specialized, and a D/B approach is critical in developing the construction methodology. If applicable, please describe the highly specialized activities and why the D/B delivery approach is critical in their development.
  
  
  
  
  
  
  
  
  
  
2. The project provides opportunity for greater innovation and efficiencies between designer and builder. If applicable, describe these opportunities for innovation and efficiencies.
  
  
  
  
  
  
  
  
  
  
3. Significant savings in project delivery time would be realized. If applicable, explain how D/B can achieve time savings on this project.

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

1. How this contracting method provides a substantial fiscal benefit, or
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.

**D/B Delivery Method Recommended by:**

\_\_\_\_\_ Date: \_\_\_\_\_  
Project Manager  
Tacoma Public Schools

**D/B Delivery Method Recommendation Confirmation:**

\_\_\_\_\_ Date: \_\_\_\_\_  
Jim Dugan  
Program Manager

**D/B Delivery Method Director Level Approval:**

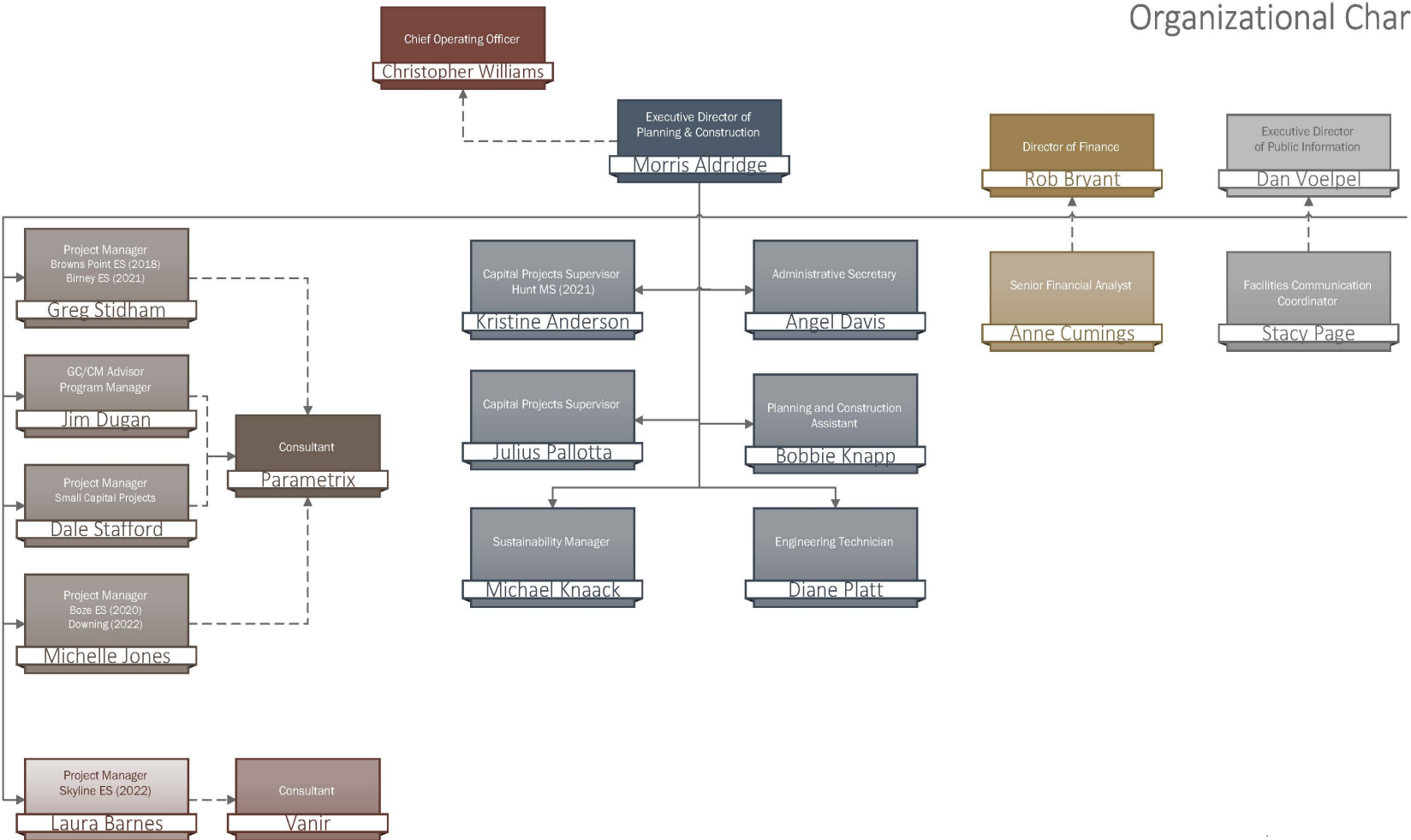
\_\_\_\_\_ Date: \_\_\_\_\_  
Morris Aldridge  
Tacoma Public Schools  
Executive Director of Planning & Construction

**D/B Delivery Method COO Final Approval:**

\_\_\_\_\_ Date: \_\_\_\_\_  
Chris Williams  
Tacoma Public Schools  
Chief Operating Officer

# Attachment 2A: TPS Planning & Construction Departmental Organizational Chart

Planning and Construction Department Organizational Chart



# Attachment 2B: Tacoma Public Schools 2020 Capital Bond Program

Summary: \$535M (APPROVED FEB 2020)

Project	School Type	Description	Delivery Method	Project Budget	Completion Year
Hunt	Middle	Replacement	DB	\$ 31,500,000	2021
Jenny Reed	Elementary	Modernization/Addition	DB	\$ 7,891,747	2022
Small Capital Projects	Pools		DB	\$ 2,200,000	2021
Downing	Elementary	Replacement	DB	\$ 26,690,740	2022
Boys & Girls Club	Small Cap	Replacement	DB	\$ 5,000,000	2022
Skyline	Elementary	Replacement	DB	\$ 44,804,273	2022
Small Capital Projects	Multiple	Foss, Browns Point, Edison, Urgent Needs, Special Needs Classrooms	DB	\$ 8,981,500	2022
Synthetic Fields	Multiple	Lincoln HS, Mt. Tahoma, Stadium HS, Giaudrone MS	DB	\$ 18,798,566	2022
Additional Commitments	Multiple	Permits, Safety/Security, Envelope Repair	DB	\$ 15,749,688	2022
Fawcett	Elementary	Replacement	DB	\$ 35,910,000	2023
McCarver	Elementary	Modernization/Addition	DB	\$ 2,100,000	2023
Small Capital Projects	Multiple	NE Tacoma ES, Willie Stewart, Special Needs Classrooms	DB	\$ 3,465,000	2023
Synthetic Fields		Wilson HS, Mason MS, Others TBD	DB	\$ 7,508,435	2023
Additional Commitments		Permits, Safety/Security, Envelope Repair	DB	\$ 18,984,197	2023
Bryant	Elementary	Replacement	DB	\$ 47,940,480	2024
Modernizations/Additions	TBD	TBD	DB	\$ 5,000,000	2024
Small Capital Projects	Multiple	SOTA, McKinley ES, Urgent Needs	DB	\$ 3,701,500	2024
Additional Commitments	Multiple	Safety/Security, Real Estate Acquisitions, Madison ES	DB	\$ 15,080,963	2024
Oakland	High School	Historic Modernization	GC/CM	\$ 29,400,000	2025
Modernizations/Additions	Various	Delong ES, Whitman ES, Mann ES	DB	\$ 22,835,243	2025
Small Capital Projects	Multiple	Skyline ES, Pt. Defiance Park, TBD	DB	\$ 9,650,000	2025
Additional Commitments	High School	iDEA High School	DB	\$ 2,100,000	2025
Lowell	Elementary	Replacement	DB	\$ 46,582,255	2026
Pt. Defiance	Elementary	Modernization	DB	\$ 11,748,240	2026
Small Capital Projects	Multiple	TBD	DB	\$ 2,500,000	2026
Whittier	Elementary	Replacement	DB	\$ 48,537,963	2027
M & O	Multiple	Maintenance	DBB	\$ 60,339,210	2027
<b>TOTAL</b>				<b>\$ 535,000,000</b>	

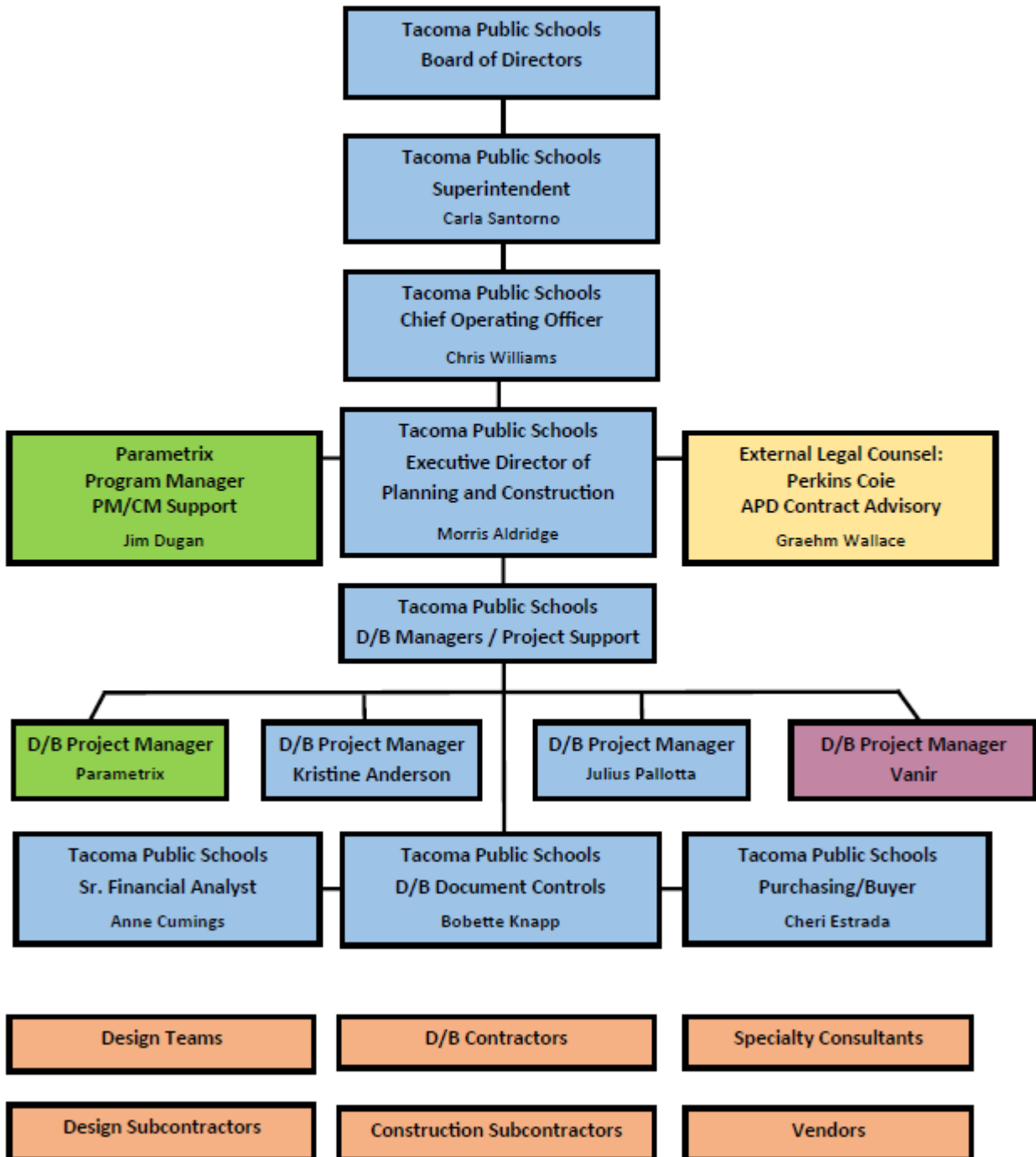


# Attachment 3A: TPS Team D/B Experience Table

Name / Role	Summary of Experience	Projects				Construction		Role & Participation %				
		Construction Budget	Project Budget	Delivery Method	Start	Finish	During Project Phases					
							Planning	Procurement	Design	Construction	Closeout	
Carla Santorno	Superintendent 9 years @ TPS 35+ years experience in K-12 leadership & administration D/B Project(s) Touched: 6   1 Completed DB Project(s)	Boze Elementary School; TPS, Tacoma WA	\$ 27,122,450	\$ 35,500,000	D/B	2017	2020	Superintdt.	Superintdt.	Superintdt.	Superintdt.	Superintdt.
		Hunt Middle School; TPS, Tacoma WA	\$ 57,992,026	\$ 80,000,000	D/B	2020	TBD	Superintdt.	Superintdt.	Superintdt.	Superintdt.	Superintdt.
		Downing Elementary School; TPS, Tacoma WA	\$ 27,500,000	\$ 47,279,000	D/B	2020	TBD	Superintdt.	Superintdt.	Superintdt.	Superintdt.	Superintdt.
		Skyline Elementary School; TPS, Tacoma WA	\$ 31,000,000	\$ 47,526,000	D/B	2019	TBD	Superintdt.	Superintdt.	Superintdt.	Superintdt.	Superintdt.
		Fawcett Elementary School; TPS, Tacoma WA	\$ 24,800,000	\$ 35,910,000	D/B	2021	TBD	Superintdt.	Superintdt.	Superintdt.	Superintdt.	Superintdt.
		Athletic Fields; TPS, Tacoma WA	\$ 20,000,000	\$ 26,300,000	D/B	2021	TBD	Superintdt.	Superintdt.	Superintdt.	Superintdt.	Superintdt.
Chris Williams	Chief Operating Officer 3 years @ TPS Director of Planning & Construction 3 years @ TPS 19 years of school design & construction experience D/B Project(s) Touched: 6   1 Completed DB Project(s)	Boze Elementary School; TPS, Tacoma WA	\$ 27,122,450	\$ 35,500,000	D/B	2017	2020	COO	COO	COO	COO	COO
		Hunt Middle School; TPS, Tacoma WA	\$ 57,992,026	\$ 80,000,000	D/B	2020	TBD	COO	COO	COO	COO	COO
		Downing Elementary School; TPS, Tacoma WA	\$ 27,500,000	\$ 47,279,000	D/B	2020	TBD	COO	COO	COO	COO	COO
		Skyline Elementary School; TPS, Tacoma WA	\$ 31,000,000	\$ 47,526,000	D/B	2019	TBD	COO	COO	COO	COO	COO
		Fawcett Elementary School; TPS, Tacoma WA	\$ 24,800,000	\$ 35,910,000	D/B	2021	TBD	COO	COO	COO	COO	COO
		Athletic Fields; TPS, Tacoma WA	\$ 20,000,000	\$ 26,300,000	D/B	2021	TBD	COO	COO	COO	COO	COO
Morris Aldridge	Exec. Director of Planning & Construction 3 years @ TPS  23 years of experience K-12 planning & operations  34 years experience as K-12 teacher and principal D/B Project(s) Touched: 8   4 Completed DB Project(s)  4 Years CMAR/GC/CM Experience  Current President- Western WA Design-Build Institute of America Completed AGC Design-Build Workshop 2018	Horizon High School; Clint ISD, Clint TX	\$ 10,000,000		D/B		2013	Director	Director	Director	Director	Director
		Three Elementary Schools; Auxiliary Gymnasiums; Clint, TX	\$ 3,500,000		D/B		2011	Director	Director	Director	Director	Director
		Boze Elementary School; TPS, Tacoma WA	\$ 27,122,450	\$ 35,500,000	D/B	2017	2020	Exec. Director	Exec. Director	Exec. Director	Exec. Director	Exec. Director
		Hunt Middle School; TPS, Tacoma WA	\$ 57,992,026	\$ 80,000,000	D/B	2020	2021	Exec. Director	Exec. Director	Exec. Director	Exec. Director	Exec. Director
		Skyline Elementary School; TPS, Tacoma WA	\$ 31,000,000	\$ 47,526,000	D/B	2020	TBD	Exec. Director	Exec. Director	Exec. Director	Exec. Director	Exec. Director
		Downing Elementary School	\$ 27,500,000	\$ 47,279,000	D/B	2019	TBD	Exec. Director	Exec. Director	Exec. Director	Exec. Director	Exec. Director
Julius Pallotta	Civilian Project Manager 18 years  Military Contractor Project Manager 10 years  28 Total (multiple Military plus one (1) K-12) D/B Projects D/B Project(s) Touched: 7   6 Completed DB Project(s) Completed AGC Design-Build Workshop 2018	Army Depot Chemical Destruction Security/CCTV Systems US Army, Lexington, KY	\$ 21,500,000	\$ 21,500,000	D/B	2015	2016	Senior PM/QM	Senior PM	Senior PM	Senior PM/QM	Senior PM
		Schriever AFB Security/IDS/CCTV Systems; USAF, El Paso County, CO	\$ 6,000,000	\$ 6,000,000	D/B	2014	2015	Senior PM/QM	Senior PM	Senior PM	Senior PM/QM	Senior PM
		Pueblo Army Depot Chemical Destruction Plant Security/IDS/CCTV; US Army- Pueblo, CO	\$ 15,000,000	\$ 15,000,000	D/B	2013	2014	Senior PM/QM	Senior PM	Senior PM	Senior PM/QM	Senior PM
		JBLM JOC; JBLM, Lakewood, WA	\$ 90,000,000	\$ 90,000,000	JOC/DB	2010	2013	Senior PM	Senior PM	Senior PM	Senior PM	Senior PM
		JBLM/ SATOC; JBLM, Lakewood, WA	\$ 80,000,000	\$ 80,000,000	SATOC/DB	2011	2013	Senior PM	Senior PM	Senior PM	Senior PM	Senior PM
		JBLM JOC; JBLM, Lakewood, WA	\$ 125,000,000	\$ 125,000,000	JOB/DB	2008	2013	Senior PM	Senior PM	Senior PM	Senior PM	Senior PM
Kristine Anderson	32 years experience: AIA Credentialed Registered Architect 15 years experience: Project Manager LEED AP BD+C Credentialed 2 PMI Project Management certificates DBIA Associate Certification D/B Project(s) Touched: 7   7 Completed DB Project(s) Completed AGC Design-Build Workshop 2018	Hunt Middle School; TPS, Tacoma WA	\$ 57,992,026	\$ 80,000,000	D/B	2020	2021	PM	PM	PM	PM	PM
		EOD & THAAD C.O.F.- Ft. Bliss, TX	\$ 16,800,000	\$ 25,850,000	D/B	N/A	2012	Design PM	Design PM	PM	Design PM	Design PM
		Patriot Missile Battalion C.O.F.- Ft. Bliss, TX	\$ 13,000,000	\$ 21,700,000	D/B	N/A	2011	Design PM	Design PM	PM	Design PM	Design PM
		Joint Center for Culinary Excellence- Ft. Lee, VA	\$ 17,500,000	\$ 27,500,000	D/B	N/A	2010	Design PM	Design PM	PM	Design PM	Design PM
		Cascade School Age Services Ctr.- JBLM, WA	\$ 9,500,000	\$ 15,000,000	D/B	N/A	2009	Design PM	Design PM	PM	Design PM	Design PM
		US Fish & Wildlife Center- Tualatin, OR	\$ 3,800,000	\$ 6,200,000	D/B	N/A	2007	Design PM	Design PM	PM	Design PM	Design PM
Anne Cumings	Sr. Financial Analyst: TPS Planning & Construction- 5 years Sr. Financial Analyst 11 years D/B Project(s) Touched: 6   1 Completed DB Project(s) Completed AGC Design-Build Workshop 2018	USW Systems Dependability Center- Keyport, WA	\$ 6,500,000	\$ 10,500,000	D/B	N/A	2005	Design PM	Design PM	PM	Design PM	Design PM
		Underwater Acoustic Test Center- Bayview, ID	\$ 7,800,000	\$ 12,200,000	D/B	N/A	2005	Design PM	Design PM	PM	Design PM	Design PM
		Boze Elementary School; TPS, Tacoma WA	\$ 27,122,450	\$ 35,500,000	D/B	2017	2020	Finance	Finance	Finance	Finance	Finance
		Hunt Middle School; TPS, Tacoma WA	\$ 57,992,026	\$ 80,000,000	D/B	2020	TBD	Finance	Finance	Finance	Finance	Finance
		Downing Elementary School; TPS, Tacoma WA	\$ 27,500,000	\$ 47,279,000	D/B	2019	TBD	Finance	Finance	Finance	Finance	Finance
		Skyline Elementary School; TPS, Tacoma WA	\$ 31,000,000	\$ 47,526,000	D/B	2021	TBD	Finance	Finance	Finance	Finance	Finance

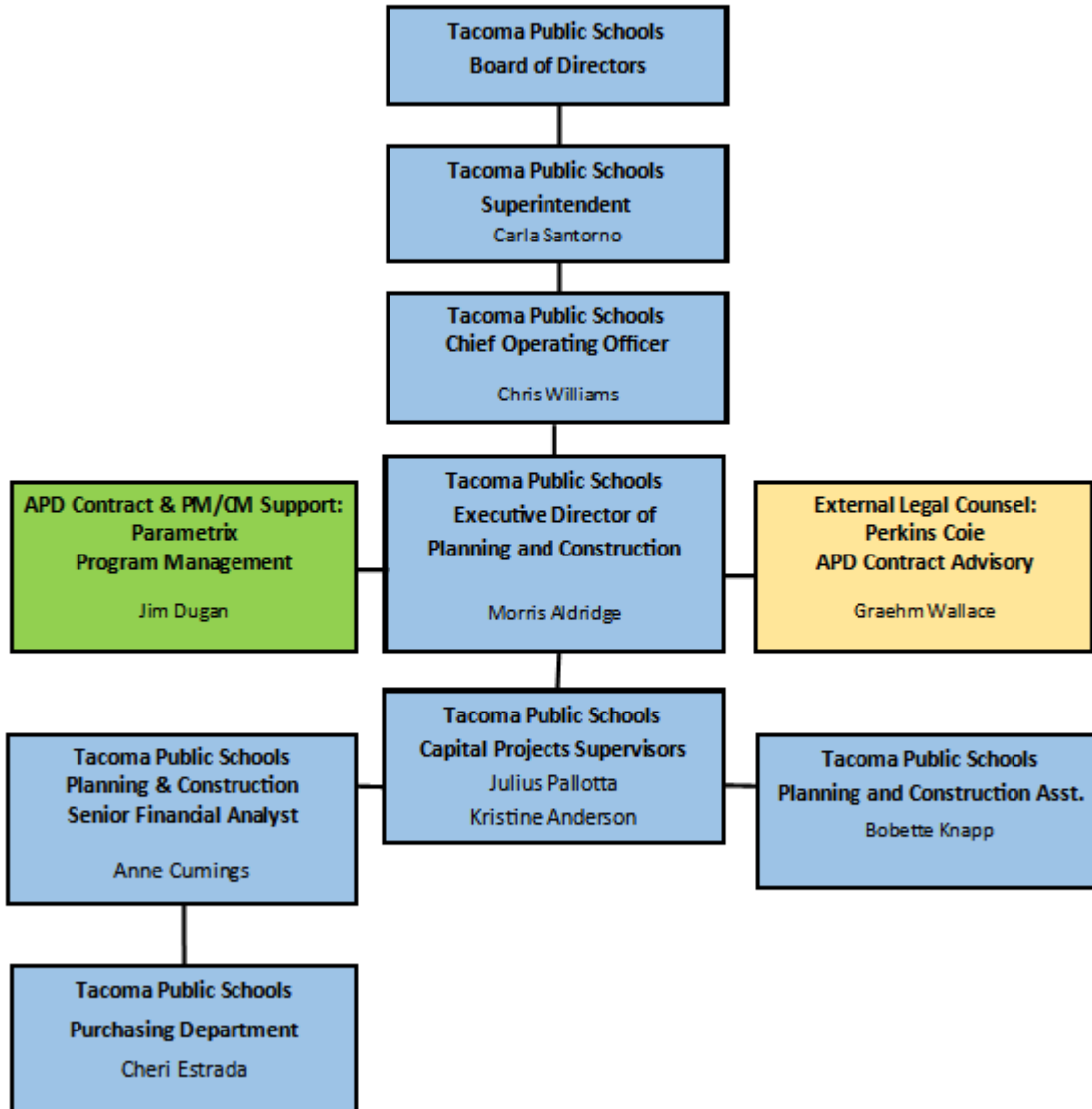
# Attachment 4A: TPS D/B PROGRAM ORGANIZATION CHART

## TACOMA PUBLIC SCHOOLS ALTERNATIVE DELIVERY PROJECT: D/B AGENCY ORGANIZATION CHART



# Attachment 4B: TPS D/B Project Determination Org Chart

## TACOMA PUBLIC SCHOOLS ALTERNATIVE DELIVERY CONTRACTING PROJECT SELF-DETERMINATION AGENCY ORGANIZATION CHART



# Attachment 5A: TPS Planning & Construction Project History

Project Name	Project Description	TPS Project ID	Delivery Method	Architect/GC	D/B Contact Info	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget \$	Actual Cost \$	Budget Variance %	Comments/Explanation
<b>2001 - 2005: 5 Year History of Completed Capital Improvements Projects (11)</b>													
<b>2001 Capital Improvements Bond Program</b>													
Jason Lee Middle School	Historic modernization & additions		DBB	Merritt+Pardini   Absher	* N/A   (253) 845-9544	2000	2001	2000	2001	\$ 58,000,000	\$ 57,834,556	-0.3%	
Meeker Middle School	Modernization & additions		DBB	DLR   Absher	(206)461-6000   (253) 845-9544	2001	2002	2001	2002	\$ 5,500,000	\$ 5,566,854	1.2%	
Larchmont Elementary School	Modernization & additions		DBB	HOA   Porter Bros	425.828.8948   (253) 927-2822	2001	2002	2001	2002	\$ 3,000,000	\$ 2,929,915	-2.3%	
Blix Elementary School	Modernization & additions		DBB	BCRA	(253) 627-4367	2001	2002	2001	2002	\$ 18,000,000	\$ 18,045,679	0.3%	
Glaudrone Middle School	Replacement school		DBB	NAC   Garco	(206) 441-4522   (509) 535-4688	2002	2003	2002	2003	\$ 26,000,000	\$ 25,466,726	-2.1%	
Mann Elementary School	Modernization & additions		DBB	TCF	(253) 572-3993	2002	2003	2002	2003	\$ 8,000,000	\$ 7,862,289	-1.7%	
Jefferson ES	Replacement school		DBB	McGranahan   Porter Bros	(253) 383-3084   (253) 927-2822	2002	2003	2002	2003	\$ 17,000,000	\$ 16,542,789	-2.7%	
Whitman Elementary School	Replacement school		DBB	McGranahan   Quinn	(253) 383-3084   (206) 824-7800	2002	2003	2002	2003	\$ 7,000,000	\$ 6,925,144	-1.1%	
Mount Tahoma High School	Replacement school		DBB	BLRB   Lease Crutcher Lewis	(253) 627-5599   (206) 622-0500	2003	2004	2003	2004	\$ 80,000,000	\$ 77,025,223	-3.7%	Favorable site conditions
Foss High School	Modernization & additions		DBB	DLR   Garco	(206)461-6000   (509) 535-4688	2004	2005	2004	2005	\$ 32,000,000	\$ 31,727,700	-0.9%	
Stafford Elementary School	Modernization & additions		DBB	HOA   Bailey	425.828.8948   (206) 621-8884	2004	2005	2004	2005	\$ 17,000,000	\$ 17,090,930	0.5%	Unforeseen ROW conditions
											\$ 267,017,797		
<b>2006 - 2016: 10 Year History of Completed Capital Improvements Projects (13)</b>													
<b>2001 Capital Improvements Bond Program, Cont'd</b>													
Stadium High School	Historic modernization & additions		GC/CM	Bassetti & Krel   Skanska	(206) 340-9500   * N/A   (206) 726-8000	2004	2006	2004	2006	\$ 108,000,000	\$ 107,967,536	0.0%	
Wilson High School - Phase 2	Occupied site, modernization & additions		DBB	NAC/Absher	(206) 441-4522   (253) 845-9544	2005	2006	2005	2006	\$ 29,000,000	\$ 28,919,765	-0.3%	
Lincoln High School	Historic modernization & additions	N/A	GC/CM	DLR/Lease Crutcher Lewis	(206)461-6000   (206) 622-0500	2006	2008	2006	2007	\$ 75,000,000	\$ 75,170,798	0.2%	
Gray Middle School	Modernization & additions	N/A	DBB	Mahlum/Porter Bros	(206) 441-4151   (253) 927-2822	2008	2009	2008	2009	\$ 42,000,000	\$ 41,788,413	-0.5%	
First Creek Middle School	Replacement school	#B-8000B-E	DBB	NAC/Garco	(206) 441-4522   (509) 535-4688	2008	2009	2008	2009	\$ 45,000,000	\$ 42,067,441	-6.5%	Used Glaudrone design and site adapted
Baker Middle School	Replacement school	#B-10007E	DBB	BLRB/Forma	(253) 627-5599   (360) 754-5788	2011	2012	2011	2012	\$ 48,000,000	\$ 47,521,000	-1.0%	
Geiger Montessori	Replacement school	#B-11016	DBB	HOA/Forma	425.828.8948   (360) 754-5788	2011	2012	2011	2012	\$ 27,000,000	\$ 26,802,105	-0.7%	
<b>2013 Capital Improvements Bond Program</b>													
Washington Elementary School	Historic modernization & additions	TSD-14-0655	DBB	BLRB/Babbit Neumann	(253) 627-5599   (360) 888-3077	2013	2014	2013	2014	\$ 31,000,000	\$ 30,836,026	-0.5%	Board approved add'l scope & alternates
Science and Math Institute High School - Camp 6	Modular portables campus	N/A	DBB	McGranahan/Forma	(253) 383-3084   (360) 754-5788	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	N/A	DBB	Integrus/TPS	(206) 628-3137   * N/A	2015	2016	2015	2016	\$ 2,000,000	\$ 1,976,344	-1.2%	
McCarver Elementary School	Historic modernization	TSD-14-150	GC/CM	DLR/Skanska	(206)461-6000   (206) 726-8000	2015	2016	2015	2016	\$ 39,000,000	\$ 39,437,914	1.1%	September 2016 Occupancy
Wainwright Intermediate School	Replacement school	TSD-16-052	DBB	DLR/Neeley	(206)461-6000   (253) 845-8838	2015	2016	2015	2016	\$ 35,000,000	\$ 35,587,998	1.7%	Winter weather impacts
											\$ 484,021,628		
<b>2017 - 2021: 5 Year In Progress Capital Improvements Projects (11)</b>													
<b>2013 Capital Improvements Bond Program, Cont'd</b>													
Science and Math Institute High School - ELC	Replacement school	TSD-17-055	DBB	McGranahan/Forma	(253) 383-3084   (360) 754-5788	2016	2017	2016	2017	\$ 14,000,000	\$ 14,278,990	2.0%	Located within Point Defiance Zoo
Wilson High School - Phase 2	Modernization & additions	TSD-16-062	DBB	NAC/Absher	(206) 441-4522   (253) 845-9544	2015	2017	2015	2017	\$ 60,700,000	\$ 61,541,424	1.4%	
Stewart Middle School	Historic modernization & additions	TSD-14-150	GC/CM	Bassetti/Skanska	(206) 340-9500   (206) 726-8000	2015	2017	2015	2017	\$ 68,000,000	\$ 68,600,293	3.9%	February 2017 Occupancy - 7 months early
Arlington Elementary School	Replacement school	TSD-17-036	DBB	Mahlum/Neeley	(206) 441-4151   (253) 845-8838	2016	2017	2016	2017	\$ 28,000,000	\$ 27,223,474	-2.8%	September 2017 Occupancy
Mary Lyon Elementary School	Replacement school	TSD-17-192	DBB	DOWA- IBI Group   Pease & Sons	(206) 521-9091   (253) 584-6606	2017	2018	2017	2019	\$ 34,300,000	\$ 35,391,872	3.2%	September 2018 Occupancy
Browns Point Elementary School	Replacement school	TSD-17-103	GC/CM	TCF/Skanska	(253) 572-3993   (206) 726-8000	2017	2018	2017	2018	\$ 37,100,000	\$ 37,403,302	0.8%	December 2018 Occupancy
Grant Elementary School	Replacement school	TSD-18-204	DBB	McGranahan/Korsmo	(253) 383-3084   (253) 582-6712	2018	2019	2018	2019	\$ 34,800,000	\$ 36,560,975	5.1%	January 2020 Occupancy
Birney Elementary School	Replacement school	TSD-19-102	DBB	McGranahan/Turner	(253) 383-3084   (206) 505-6600	2018	2019	2019	2020	\$ 37,100,000	\$ 41,048,073	10.6%	September 2020 Occupancy
Boze Elementary School	Replacement school	TSD-18-181	D/B	BCRA/Korsmo	(253) 627-4367   (253) 582-6712	2019	2020	2019	2020	\$ 35,500,000	\$ 35,306,765	-0.5%	September 2020 Occupancy
Downing Elementary School	Replacement school	TSD-20-172	D/B	TBD/TBD	TBD/TBD	2019	2020	Planning	NA	\$	Planning	TBD	Planning in 2013 Capital Bond/Budgeted in 2020
Hunt Middle School	Replacement school	TSD-19-184	D/B	TBD/TBD	TBD/TBD	2020	2021	Planning	NA	\$ 48,500,000	In Construction	TBD	
											\$ 1,186,000,000	\$ 357,355,168	
<b>2020 Capital Improvements Bond Program</b>													
Hunt Middle School	Replacement school	TSD-19-184	D/B	TBD/TBD	TBD/TBD	2020	2021	Planning	NA	\$ 31,500,000	In Construction	TBD	
											\$ 342,752,000		
<b>2021 - 2025: 5 Year In Progress Capital Improvements Projects (11)</b>													
<b>2020 Capital Improvements Bond Program</b>													
Downing Elementary School	Replacement school	TSD-20-172	D/B	TBD/TBD	TBD/TBD	2020	2022	TBD	TBD	\$ 42,279,000	TBD	TBD	Design/Construction in 2020 Capital Bond
Skyline Elementary School	Replacement school	TBD	D/B	TBD/TBD	TBD/TBD	2020	2022	TBD	TBD	\$ 47,526,000	TBD	TBD	In Design
Fawcett Elementary School	Replacement school	TBD	D/B	TBD/TBD	TBD/TBD	2020	2022	TBD	TBD	\$ 35,910,000	TBD	TBD	In D/B Procurement
											\$ 1,528,752,000	\$ 1,108,394,593	0.1%
											\$ 420,357,407		

Light Blue = RCW 39.10 Alternative Delivery Project