

# Fawcett Elementary School Replacement Project



Photo: Existing Fawcett ES Site

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

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

Submitted by  
Tacoma Public Schools #10  
October 20, 2020





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

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

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

**Identification of Applicant**

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

**1. Brief Description of Proposed Project**

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

The existing Fawcett Elementary School (FES) is located in southeast Tacoma on a 5.59-acre site. (See Exhibits A & B) The current building area of FES is approximately 55,808 sf of space that is used for educational program and an additional 8,324 sf of basement space that is used for District storage, for a total of 64,132 sf. The original Fawcett Elementary School (circa 1949) consisted of the original Classroom Building (34,449 sf), including the basement level. In 1957, a new classroom addition (12,992 sf) was made to the original building. In 1979, a small addition (402 sf) was made to the Kitchen.

In 1987, a second classroom wing (10,203 sf) and a Gymnasium (4,211 sf) were added. In 2001, a freestanding Playshed structure (1,875 sf @ 50% area) was constructed. The existing structures are located in the center of the site, fronting on East 60th Street, with grass fields occupying the site to the west and southwest and the parking lots at the northeast corner of the site. There are residential properties located immediately to the south of the site.

This project is to construct a new facility (buildings, infrastructure, on-site/off-site improvements, etc.) to replace the existing FES facilities and then demolish the existing facility. The new FES will be designed to house 500 plus students in an approximately 50,000 sf plus facility. The intent is to deliver the new FES by utilizing the Progressive Design/Build delivery method. It is the Owners intent to hire a highly qualified Design/Build partner who will work collaboratively with District staff, consultants and the community to program, design and construct the new school.

The project will present challenges related to the construction of a new facility on a small piece of property that is surrounded by dense single-family residential neighborhoods on

all sides. The preliminary, budgeted design and construction cost for the project is approximately \$24,000,000, with a total project budget of approximately \$35,910,000. It is anticipated that construction will begin in the Summer of 2022 to allow occupancy for the beginning of the 2023/24 school year.

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

**A. Project Budget**

Costs for Professional Services (A/E provided by D/B) (@12%)	\$ 2,880,000
Estimated project construction costs (including D/B contingency @3%):	\$ 24,000,000
Equipment and furnishing costs (Includes technology) (@7.5%)	\$ 1,800,000
Off-site costs	\$ 600,000
Contract administration costs (owner, cm etc.) (@3%)	\$ 800,000
Contingencies (Owner Project Contingency @ 5% of MACC)	\$ 1,200,000
Other soft costs (Owner’s consultants, permits/fees, etc.)	\$ 1,915,120
Sales Tax (@ 10.1% of A/E + Construction Cost)	<u>\$ 2,714,880</u>
<b>Total</b>	<b>\$ 35,910,000</b>

Note: The above budget information is preliminary and subject to change.

**B. Funding Status**

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

The design and construction of the Fawcett Elementary School replacement project will be funded from the proceeds of a \$535 million capital bond issue that was passed by Tacoma voters in February of 2020.

**3. Anticipated Project Design and Construction Schedule**

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

The anticipated project design and construction schedule, including:

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

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

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
PRC Application		Oct 20, 2020
PRC Presentation		Dec 3, 2020
RFQ 1 <sup>st</sup> Advertisement		Dec 7, 2020
RFQ 2nd Advertisement		Dec 14, 2020
Pre-submittal Meeting		Dec 16, 2020
Statement of Qualifications Due		Jan 11, 2021
Score SOQs/Shortlist Finalists	Jan 12, 2020	Jan 14, 2020

<u>Project Schedule</u>	<u>Start</u>	<u>Finish</u>
Notify Submitters/Release RFP		Jan 15, 2021
Proprietary Meetings w/ Finalists		Jan 25, 2021
Proposals Due – Cost Factors and Approach		Feb 5, 2021
Interviews		Feb 12, 2021
Score/Identify Most Qualified D/B	Feb 15, 2021	Feb 18, 2021
Notify Submitters		Feb 22, 2021
Contract Negotiations (3 weeks)	Feb 26, 2021	March 19, 2021
NTP/Board Approval of D/B Contract		Mar 2021
Preconstruction & Design (60%)	April 2021	Nov 2021
Negotiate GMP (1 month)	Dec 2021	Dec 2021
Permit & Construction Documents (6 months)	Jan 2022	June 2022
Site Permitting (4 months)	Dec 2021	Mar 2022
Building Permitting (4 months)	Feb 2022	May 2022
Construction (13 months)	April 2022	June 2023
Occupancy/Move In	July 2023	Aug 2023
First Day of School	September 2023	

**4. Explain why the DB Contracting Procedure is Appropriate for this Project**

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

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

Not applicable.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

One of the chief benefits from design-build delivery is the ability of the constructor to collaborate with the designer 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 optimize the location of the building and utilities in a compact geography and to be inclusive of new FES school buildings, subsequent demolition and removal of the existing FES school and the final development of fields, bus loop and parking.

Because the primary goal is to build and occupy the new FES as early as possible and in doing so save significant funding on a shortened design and construction phase, then, early Design-Builder involvement will allow for opportunities of innovation, collaboration, exploration of existing conditions and efficiencies of design and logistics to reduce the owner's risk of schedule and cost impacts related to the cost of:

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

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

- In the last few years, under the current bond program, the District has had experience designing other Elementary Schools. This has allowed us to develop and accumulate District standards that we will be able to hand off to the D/B 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 on an Elementary School in D/B/B delivery can take 3-4 months. We are hoping that, with a focused effort, we can complete it in half that time.
- On recent Progressive Design/Build projects (Boze ES & Hunt MS) the District has been able to streamline their internal processes during design. Design confirmation/ approval has been shifted from a "committee-based" (teachers, staff and the public) to a "central" approval by the Director of Planning and Construction, thus reducing the amount of time that the Architect spends presenting their design concepts to various groups and committees for stakeholder "buy-in". This shift in internal processes was only made possible by the shift in delivery method. The design process on a D/B/B Elementary School project would typically take 12-16 months to get to a design and a set of documents that are adequate for bidding purposes. Recent Progressive D/B projects that the District has done are showing that, due to increased efficiencies during design and reduced time in design confirmation/approval, it is possible to cut 2-3 months out the design schedule that had been previously realized on D/B/B or GC/CM projects 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 more likely "early packages" might include sitework, utilities and structural foundations. Prior projects have shown that permitting agencies are often willing to issue site development and foundation permits for projects prior to the more intense building permit review process being completed. Utilizing separate permitting and "early packages" can move the construction start date forward by 2-3 months over D/B/B where no work is begun until all permits are in hand.

## 5. Public Benefit

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

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



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

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

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

- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.

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

- The potential to save significant time and money in the design and construction phases of the project.
- The ability to have collaborative discussions that include the District, the Architect and the Contractor and make impactful, informed decisions during the design process.
- The ability to establish certainty of total project cost (Guaranteed Maximum Price) significantly earlier in the project schedule.
- Allows for Tacoma Public Schools to hire both the general contractor and design team under one contract and involve both entities along with the Owner during programming, design, bidding and construction.
- Utilizing the combined strength of highly qualified design and construction professionals, who have a contractual relationship, will provide for better communication and allow us to more efficiently design to a budget, plan for early procurement and early bid packages and get to breaking ground much quicker.

- Reduction in the District’s “risk” due to errors/omissions in the bidding and construction documents.
- Allows the Contractor to inform the Owner and Architect of forecasted market, materials and labor conditions and for the team to plan/design accordingly to avoid potential cost/schedule impacts.

Utilizing the traditional Design-Bid-Build delivery method is not practical for this project, primarily due to cost and changing market conditions. Since late 2016/early 2017, construction costs in the greater Puget Sound region, for K-12 projects in the \$20-30M range, have been escalating at a rate of 5-8% per year. This drastic cost increase over such a short period of time has been due to the market being saturated with projects of this value/scope. As a result, the Design-Bid-Build market has become volatile and many projects have been bidding above the budgeted value, have not been completing on time and final cost with change orders is much more than can be afforded.

The taxpayers simply cannot afford the uncertainty of a Design-Bid-Build project. The traditional Design-Bid-Build project delivery method where we design “in a vacuum” with no contractor input on design, value engineering, constructability, schedule, logistics and the associated costs is no longer reasonable for this type of project.

Design-Build delivery provides for earlier and greater certainty of cost, lower Owner risk and is the fastest delivery method currently available to a Public Agency in Washington State. The District believes that Design/Build, and more specifically Progressive Design Build, is the appropriate delivery method for the FES project.

## 6. Public Body Qualifications

Please provide:

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

In summary – The District has done a thorough job of assembling a team of experienced, full-time District employees augmented with qualified and experienced consultants that have significant D/B experience that will allow them to successfully procure, implement and manage this project. The D/B Consultant, Parametrix, is currently under contract with a Master PM/CM Agreement to provide D/B Advisory services and augment District PM/CM staff, as required. Jim Dugan of Parametrix has more than 20 years of D/B project experience between 1978 and 1998 while employed by The Austin Company, followed by four (4) Design-Build projects within the past 5 years. The District’s external D/B legal counsel, Graehm Wallace of Perkins Coie LLP, will assist with the development of the procurement documents, the D/B contract documents and will provide D/B legal consultation throughout the duration of the project.

In detail - Tacoma Public Schools has a long and successful history of planning and executing large capital projects of size and complexity on time and on or under budget. In 2001, the Tacoma Public Schools Board of Directors approved a 30-year plan to replace, build additions to and/or modernize all of the school district’s aging facilities. In April 2001, the first 10-year installment of this plan began with the passage of a \$425 million bond.

In this first phase of the plan, the Tacoma Public Schools completed 27 major capital projects valued at more than \$500 million in construction value. Please refer to Exhibit D for a summary of the TPS historical construction experience.

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



Elementary School (DES), and Skyline Elementary School (SES). The Boze Elementary School Replacement project recently completed construction. The Hunt Middle School replacement project is currently completing design and will begin construction this winter. The Downing Elementary School and Skyline Elementary School replacements projects are in the design phase. So far, on these projects, the Progressive Design/Build delivery method has proven very effective and has exceeded the District's expectations.

Although the D/B method of delivery has been fully embraced and utilized by higher education institutions in the State of Washington (UW, WSU, etc.), K-12 has only recently begun to see the advantages of the delivery method. Historically, the majority of K-12 projects have been delivered utilizing the more traditional D/B/B delivery model. However, the recent rate of construction cost escalation and an unusually saturated construction market have created an environment that now encourages local school districts to look for a delivery method that can be more nimble, more cost effective, more efficient, less risky and offer greater certainty of price. The PD/B method of delivery meets these needs, due mostly to the potential of a shorter period of time to market, earlier establishment of a Guaranteed Maximum Price and a shortened length of time to construction completion, yielding savings in construction escalation due to shorter project schedule and reduced risk of changes in the cost of construction.

Based on the favorable experiences at our recent projects, Tacoma Public Schools is confident and excited about utilizing this alternate delivery method for the FES replacement project. Although Tacoma Public Schools, as an organization, has limited experience in D/B delivery with only one completed project to date, many of the proposed team members and consultants have extensive, previous experience in D/B project delivery and are an invaluable asset to our team.

More detailed staff and consultant biographies are provided in section 7.3 below.

#### Overall District Project Experience

Over the past 15 years, the District has completed more than 20 major capital projects including new construction replacement schools, new additions to existing schools, modernization of existing schools and multiple historic modernizations, including the award-winning Stadium High School. The current District project portfolio is comprised of D/B/B and GC/CM delivered projects of size and significance, as well as the D/B delivery projects of Boze Elementary School, Hunt Middle School, Downing Elementary School, and Skyline Elementary School.

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

#### Recently Opened

- Browns Point ES (GC/CM)
- Grant ES (GC/CM)
- Boze ES (D/B)
- Birney ES (GC/CM)

#### In Construction Now – Opening Fall of 2021

- Hunt MS (D/B)

#### In Design Now – Start Construction Summer 2021 – Opening Fall of 2022

- Downing ES (D/B)
- Skyline ES (D/B)

The combination of experienced staff and consultants paired with a highly qualified D/B design/construction team will set the TPS team up for success on this project. In addition

to the experience of the individuals identified herein, the District's large pool of successful, current and past projects has nurtured a culture that strives to make each project managed by the TPS Planning and Construction department meet the complex programmatic, fiscal and schedule needs of projects in today's construction market. The District's construction history is further detailed in Exhibit D of this application.

- A project organizational chart, showing all existing or planned staff and consultant roles.  
*Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)*

Please refer to Exhibit E for the Project Org Chart.

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

***Morris Aldridge – Executive Director of Planning and Construction (Director)  
Tacoma Public Schools***

Morris Aldridge has over 30 years of K-12 education experience and 27 years of history with the Clint Independent School District (CISD) in Clint, Texas. He became CISD's first Assistant Superintendent for Administrative Services in 2006 and from 2010-2017 was the Superintendent of Operational Services. As a district administrator he supervised the construction of the new Clint High School using the Construction Management At Risk/GC/CM delivery method. The project came in \$1.2 million under budget. His role as manager of the district's construction projects included managing multi-million-dollar budgets and developing policies, regulations and procedures. Mr. Aldridge supervised the district's facilities assessment and the subsequent 2015 bond election. His efforts resulted in the passage (76% approval) of the \$80 Million Bond. Morris came to the Tacoma School District in July of 2017 and has been involved in the GC/CM projects for Browns Point Elementary School, Birney Elementary School and Grant Elementary School as well as the Design/Build projects for Boze Elementary School, Hunt Middle School, Downing Elementary School, and Skyline Elementary School.

***Jim Dugan – Program Manager and APD Advisor (Parametrix)***

Jim has 40 years of experience managing the planning, design, engineering, and construction of industrial, commercial, and institutional projects in both public and private markets. With formal training in civil engineering and project management, he provides his clients with project management and leadership skills needed to plan, hire, and manage design and construction consultants and contractors consistent with program requirements, budget restrictions, and schedule requirements, as well as work collaboratively with all agencies having jurisdiction. Jim is skilled at alternate project delivery, long-range strategic planning and scheduling, budget forecasting and compliance to the plan, public speaking/presentations and collaboration with stakeholders, and conflict resolution and claims mitigation. While working for The Austin Company (1978-1998), Jim had significant Design-Build experience managing the design, engineering, and construction of commercial and industrial projects ranging from 23,000 to 3 million square feet, and from \$1 million to \$300 million in value. Jim's D/B experience with Austin took him to Korea, Malaysia, Australia, Mexico, Canada and all major cities within the USA.

Jim is highly experienced in APD, utilizing both GC/CM and Design/Build delivery methods. He has served as a member of the Project Management team for a number of public agency Owners and projects. Since 2016, Jim has served as a member of the State's Project Review Committee (PRC) where, along with colleagues from the construction industry and public agencies, he volunteers his time to review applications, hear presentations and make recommendations on public agencies wishing to utilize alternative project delivery methods on publicly funded projects. Over the past two years, Jim filled the role of PRC Vice Chair and Chair and recently was appointed to a three-year additional term as a PRC Member. Jim has served the Tacoma Public Schools team as their Program Manager and APD (GC/CM & D/B) Advisor since 2013, in addition to serving as a Board of Director for Tacoma Public Schools between 2005 and 2011.

***Dan Cody, RA, Assoc. DBIA – D/B Procurement, D/B Advisory (Parametrix)***

Dan is a Senior Construction Manager/Project Manager with Parametrix. A licensed architect, he has over 33 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. In addition to his role in APD procurement, Dan also provides project management and construction management services for Parametrix clients in on projects that utilize D/B, GC/CM and D/B/B delivery methods.

Dan is a staunch proponent of alternative project delivery (GC/CM and Design/Build) and believes that it will soon become the preferred delivery method used by public agencies and school districts for projects that pose interesting challenges and opportunities. He is well versed in the requirements of RCW 39.10 and has successfully spearheaded and managed the Project Review Committee (PRC) application/approval process and the APD procurement process on numerous projects utilizing both GC/CM and D/B delivery methods. Dan successfully completed the AGC GC/CM training seminar in January 2016, the AGC D/B training seminar in November 2017 and the DBIA, 3-day Design/Build workshop in January of 2018. Since 2013, Dan has been involved in eight D/B projects for clients including Tacoma Public Schools, Chelan County PUD, City of Snoqualmie, Willapa Valley School District and South Puget Sound Community College.

***Greg Stidham – Project Manger/Construction Manager (Parametrix)***

Greg is a skilled, senior PM/CM with a deep background serving as a project manager for a variety of projects in both the design and construction industries. He has been responsible for a variety of aspects including project development, scheduling, estimating, and project management and construction management on projects with costs ranging from \$500,000 to \$45M.

For this project, Greg will be the Project Manager and the day to day point of contact working with the project team members including Tacoma School District, other consultants, the A/E team, the contractors, and authorities having jurisdiction. Greg will be responsible for tracking and enforcing the contractual obligations for the A/E team and the contractor to make sure that the project is designed and constructed in compliance with the capital bond projects program, budget, and schedule. He will also work with the Tacoma School District Executive Director of Planning and Construction as a liaison between the internal and external stakeholders, the public, the A/E team, and the contractor.

Greg's past experience encompasses a variety of project types including educational facilities; commercial; office; maintenance; as well as transportation utility and

infrastructure for both private and public clients. He has led significant projects as the owner's Project Manager, as well as working on behalf of the contractor. His experience working as a representative for both Owners and Contractors gives Greg a unique perspective on projects. Greg is sensitive to the client's perspective and strives to assist his clients in recognizing their goals, while providing a functional and financially responsible facility that will represent the owner's character in the community. This will be Greg's first design build project, but he will be supported and mentored by Jim Dugan and Dan Cody. Greg has completed the DBIA training and has passed the related test, for Associate DBIA. The table in Exhibit F identifies some of Greg's most recent PM/CM experience.

### ***Graehm Wallace – District's External Legal Counsel (Perkins Coie, LLP)***

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided legal assistance for numerous school districts including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm prepares alternate delivery contracts for the Spokane, Bellingham, Central Valley, Mead, and Port Townsend School Districts. Recently Graehm has worked with Parametrix on alternate delivery projects for clients in the Tacoma, Lake Stevens, Auburn, Central Kitsap, Mount Vernon and Bainbridge Island School Districts. Graehm has over twenty years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington school districts. His work has covered all aspects of contract drafting and negotiations. This includes preconstruction, architectural, engineering, construction-management, alternative delivery (GC/CM & Design/Build), bidding and contract negotiations. Graehm has also provided legal advice during construction, claim prosecution and defense work. Graehm is recognized in The Best Lawyers in America for the practice area of Construction Law.

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

Please refer to Exhibit F.

- The qualifications of the existing or planned project manager and consultants.  
*Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.*

Please refer to Section 7.3 and Exhibit F.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

Not Applicable. The Parametrix team is already under a contract with a Master Agreement to provide D/B procurement, advisory and PM/CM services, as required. The PM & CM needs for the project will be met by Dan Cody and Michelle Langi of Parametrix.

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

TPS Planning & Construction Department

Between 2001 and 2020, the Tacoma Public Schools Planning & Construction department has planned and managed more than \$1.3 B in large capital projects, in addition to an annual run rate of \$10M in small capital projects spanning more than 70 school facilities

and buildings across the City of Tacoma. Exhibit A to this application summarizes all of this work, as well as what is currently in progress now thru 2021.

Some but not all the work currently in progress includes:

- Hunt MS Replacement – New Construction - \$48M – PD/B – In Construction – Occupancy Fall 2021
- Skyline ES Replacement – New Construction - \$42.67M – PD/B – In Design – Occupancy Fall 2022
- Downing ES Replacement – New Construction - \$42.67M – PD/B – In Design – Occupancy Fall 2022

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

The Tacoma Public Schools Planning and Construction Staff and Consultants have been involved in many design and construction projects and numerous alternative delivery projects as indicated in their biographies, Exhibit D and Exhibit F of this application. The third largest school district in the State of Washington, Tacoma public Schools is also the largest developer within the City of Tacoma. More than 30 years ago, the then Board of Directors of TPS set forth a plan to rebuild the District, one school at a time, until all schools were replaced, or modernized. That effort remains in progress to this day.

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

Consistent with previous major capital projects, this project will be managed through Tacoma Public Schools Office of Planning and Construction. The project's overall organizational format starts at the top with project reviews and approvals by TPS's School Board. From there, it proceeds to the Superintendent, then to the Chief Operations Officer and then to the Director of Planning and Construction. The District's project specific staffing will include a project manager from start of design through occupancy, on-site construction representatives and support from the Planning and Construction staff. Maintenance and Operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value analysis, and constructability reviews.

Over the past decade, the District has developed a comprehensive management system that has been successful in delivering projects on time and within budget, including historic and occupied renovations and new construction, during a time of unprecedented industry-wide cost escalation. Each project has been led by the District's Planning and Construction office, and supplemented by consultants, Parametrix Inc., who specialize and excel in alternative project delivery PM/CM processes and procedures. In addition, the District will employ the legal expertise of Graehm C. Wallace, a construction attorney with Perkins Coie LLP who is highly experienced in the construction industry and with alternative delivery methods.

The following high-level summaries clearly articulate our organizational controls:

#### Project Management and Decision Making

- Authority and decision-making responsibility will be provided by TPS Executive Director of Planning and Construction, Morris Aldridge, Project Executive, with implementation by TPS Planning & Construction staff and Parametrix.
- APD Advisor and PM/CM consultant, Parametrix, will meet weekly with Project Executive Morris Aldridge to discuss project needs, milestones, develop strategy recommendations and courses of action for implementation the project.



- For Parametrix, Jim Dugan will be the primary point of contact with Morris Aldridge.

#### Selection Committee

- The D/B Selection Committee will consist of District staff, administration and leadership personnel.
- The D/B Selection Committee will include TPS Planning and Construction staff, Operations and Maintenance staff and others with construction knowledge and experience.
- The Selection Committee will review the D/B Teams RFQs and RFPs and make recommendations of D/B Team scoring and shortlisting.
- The Selection Committee will make the recommendation for D/B selection to the Executive Director of Planning & Construction, Morris Aldridge, Superintendent Carla Santorno and the TPS Board of Directors.
- Parametrix will plan, facilitate and monitor the selection process but will not be a scoring member of the Selection Committee.
- For Parametrix, Jim Dugan will be the primary point of contact with the District.

#### Communications

- The District will use a variety of well-established formal and informal tools to provide effective communications with all of those involved in the project.
- At the appropriate time, the District will advertise the RFQ and post the RFQ on the District's website. During the RFQ phase, D/B proposers will be encouraged to submit questions that will be addressed by addendum. In addition to the written RFQ, the District will hold a Project Information Meeting during the RFQ phase.
- During the RFP phase, the Selection Committee will meet with the shortlisted teams in D/B led proprietary meetings to discuss project objectives, project approach, project procedures and project specific ideas that will allow the D/B team to complete their Proposal. Selection Committee will provide appropriate input and feedback to the D/B teams during the proprietary meetings.
- Once a "most qualified" D/B team is selected, the District and Parametrix will meet with the D/B team during the design and construction phases and partake in interim reviews of the program, design, costs and schedule to ensure the District's expectations and vision of the finished project are achieved.

#### Project Progress

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

#### Budget Monitoring

- 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.
- Financial reporting will be provided on a regular basis to the TPS Executive Director, TPS Superintendent and the TPS Board of Directors.
- The District will maintain its own project contingency and reserves to address any Owner driven scope changes, changes resulting from unforeseen/latent conditions related to sitework or demolition and appropriate resultant change orders.



## Schedule

- The proposed project milestone schedule will be provided in the D/B RFQ/RFP documents.
- Successful D/B team will work with the TPS team to produce a more detailed project schedule that will show subcategories for design, permitting, phasing, bidding and construction.
- Weekly Project Progress Meetings will include 3 week look-ahead schedule forecasts of activities.
- Monthly D/B construction progress updates with a narrative will be a project requirement.
- The Parametrix Project Manager will review the baseline construction schedule and comment on monthly construction schedule updates.
- A brief description of your planned DB procurement process.

Since we intend to use Progressive Design/Build, our procurement/selection process will be based primarily on a number of qualification, experience and project approach based factors plus a minor pricing factor. Due to the qualifications-based selection, design efforts by the Proposers will be discouraged.

Our procurement process will include the following:

- Market the project to experienced potential D/B Candidates.
- Issue RFQ to solicit Statements of Qualifications (SOQ) from Candidates.
- Review/score SOQs received from Candidates to arrive at a shortlist of 2-3 of the highest ranked Candidates who will be identified as Finalists.
- Issue RFP to solicit written Final Proposals from the Finalists.
- Conduct Proprietary Meeting 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 D/B Finalists.
- Score Final Proposals from Finalists.
- Open and score Price Factors.
- Recommend award to the highest ranked D/B Finalist.

The first phase will be to issue a Request for Qualifications (RFQ) with a project description, published scoring and weighted criteria, proposed project budget, proposed project schedule and proposed project site information. The RFQ will also ask for specific qualifications and experience of the D/B team firms and the key, individual, D/B team members within those firms who would be assigned to the project. Submittals will be reviewed and scored by the Selection Committee with facilitation and input on D/B technical and process questions being provided to the Selection Committee by Parametrix and Perkins Coie as needed. The District would like to shortlist up to three Finalists to move to the RFP phase.

The second phase will be to provide the Request for Proposal (RFP) documents to the Finalists. The RFP will include, but may not be limited to:

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

A D/B led Proprietary Meeting will be held with each firm during the Proposal development phase to allow the D/B teams to test their ideas, thoughts on project approach and project

concepts with the Owner's Selection Committee for feedback and input. Following the Proprietary Meetings, the Proposals will be submitted for review, with the exception of the price factor information that will be held confidential until the later scoring. Following review of the written proposal information, the Finalists will be invited to an Interview where they will be given the opportunity to present their project approach and answer questions from the Selection Committee. Following the Interviews, the written, project approach portion of the Proposals will be evaluated and scored by the Selection Committee. Following the Selection Committee scoring, the Price Factor portion of the Proposal will be opened, scored and the points added to the project approach score to arrive at a total score for the Proposals. The highest scoring Finalist will be identified and invited to negotiate a Design/Build Agreement. Parametrix and Perkins-Coie will facilitate and provide technical consultation, as required, during this phase.

Qualitative factors such as design expertise, D/B expertise, past project performance, project management plan, location of D/B team, D/B team capacity, technical factors, MWBE participation and other published criteria will be the primary criteria for evaluation and selection. The District will also include points for the interview and the cost or other price related factors during the RFP stage as part of the evaluation and selection process. The weighting of the price and cost factors will be minor in comparison to the weighting of the project approach and interview.

Pending approval by the PRC, we anticipate that the procurement process will begin with the advertising of the D/B Request for Qualifications on, or around, December 7, 2020 and will culminate with the identification of our "Most Qualified" D/B contractor on or before February 22, 2021. (Refer to Section 3 for additional schedule information.)

Once the most qualified D/B is identified, we will then go to the TPS School Board for permission to negotiate Preconstruction Services and the D/B Contract terms with the intent to complete negotiations and take the D/B contract to our Board for approval in early March 2021. TPS intends to utilize Parametrix as external industry experts to participate with us in the D/B selection and contracting process. We will also use the services and advice of Graehm Wallace of Perkins Coie for legal issues, during procurement, contract negotiations and the course of the project.

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

Graehm C. Wallace, JD, Perkins-Coie, will assist the District with preparation of the contract and terms and conditions. Development, consultant and coordination between the District general counsel, Planning & Construction teaming members and Parametrix resources, will work together to prepare and tailor the RFQ and RFP documents to meet the needs of this project.

## 7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization's construction activity for the past six years outlining project data in content and format per the attached sample provided: (See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates

- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

Please refer to Exhibit D.

## 8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan (*indicating existing structure and new structures*)
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

*Note: applicant may utilize photos to further depict project issues during their presentation to the PRC*

There are no preliminary concepts, sketches or plans of the project developed at this point. Tacoma Public Schools anticipates this project utilizing Progressive D/B, with the primary design being collaboratively developed by the D/B team in conjunction with the District. We have provided neighborhood and site aerials in Exhibits A, B & C.

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

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them.

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

## 10. Subcontractor Outreach

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

Tacoma Public Schools has adopted utilization goals that exceed the Governor's current recommendations. The District's 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 D/B 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 D/B delivery method offers our contractors an excellent opportunity to meet/exceed our utilization goals.

The D/B will be expected to demonstrate due diligence to meet/exceed these goals and to encourage and include participation of these businesses to bid and be successful at winning 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.

The Tacoma Public Schools actual performance against goals beginning 2017 and summarized as of YTD 2020 is as follows:

MBE	Goal: 10%	Actual: 25.3%	Actual/Goal: 253%
WBE	Goal: 6%	Actual: 8.2%	Actual/Goal: 137%
SBE	Goal: 5%	Actual: 12.2%	Actual/Goal: 244%
Local Share	Goal: 30%	Actual: 64%	Actual/Goal: 213%

**Signature of Authorized Representative**

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request to use the DB contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

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

Signature:  \_\_\_\_\_

Name: Morris Aldridge

Title: Executive Director of Planning and Construction

Date: October 20, 2020

## **Exhibits**

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



# Exhibit A

## Tacoma Public Schools – City of Tacoma School Locations





# Exhibit B

## Existing Fawcett ES Neighborhood Aerial



# **Exhibit C**

## Existing Fawcett ES Site Aerial



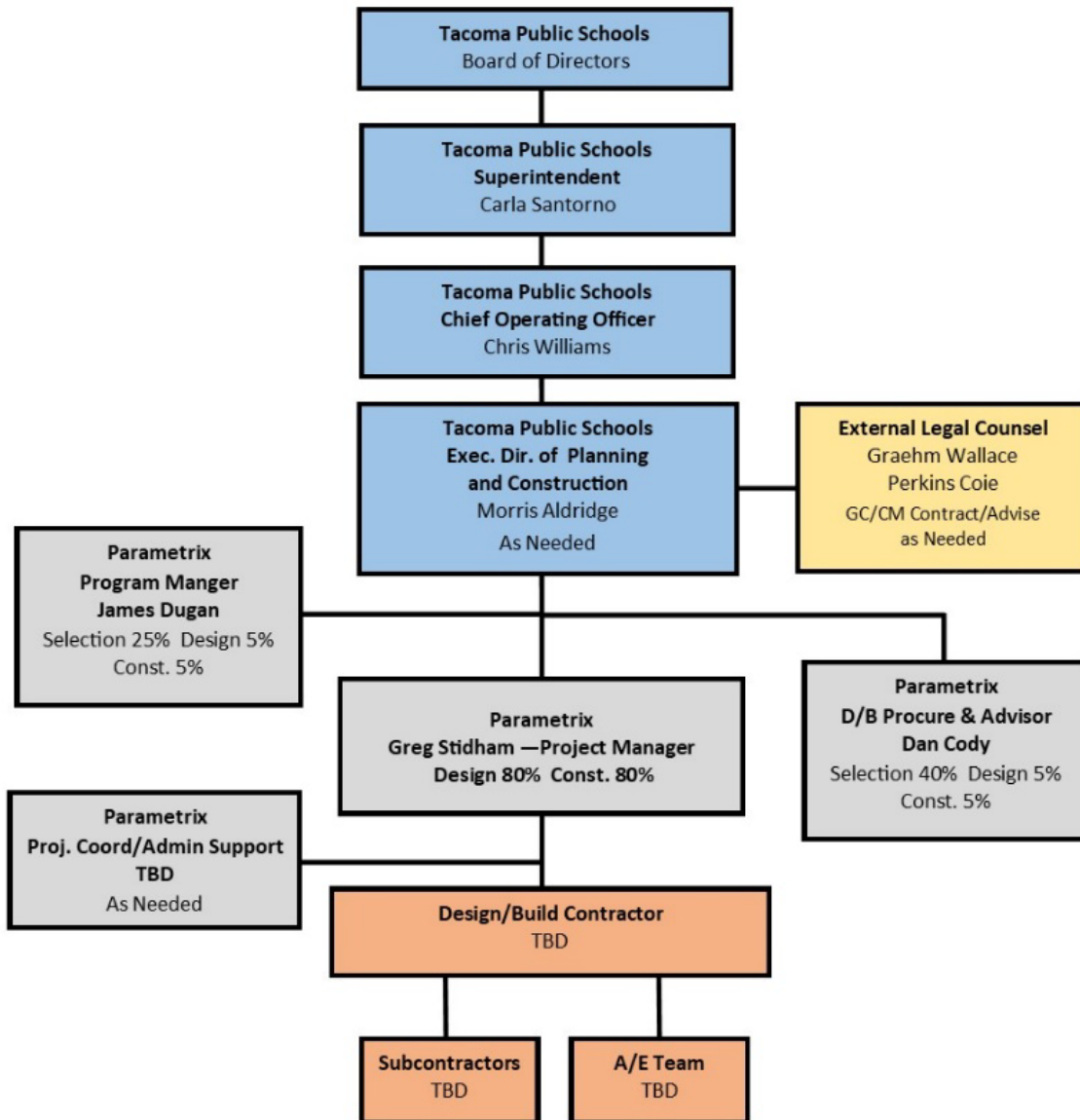


# Exhibit D

## TPS Historical Public Body Experience

Project Name	Project Description	Delivery Method	Architect/General Contractor	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Cost	Budget Variance %	Comments/Explanation
<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	DBE	Merrifield/Alshier	2001	2001	2000	2001	\$ 58,000,000	\$ 57,834,556	-0.3%	
Meeker Middle School	Modernization & additions	DBE	DBE/Alshier	2001	2002	2001	2001	\$ 5,500,000	\$ 5,566,854	1.2%	
Larchmont Elementary School	Modernization & additions	DBE	DBE/Porter Bros	2001	2002	2001	2002	\$ 3,000,000	\$ 2,929,915	-2.3%	
Bik Elementary School	Modernization & additions	DBE	BCFA	2001	2002	2001	2002	\$ 18,000,000	\$ 18,045,679	0.3%	
Glauco Middle School	Replacement school	DBE	NAC/Garco	2002	2003	2002	2003	\$ 26,000,000	\$ 25,466,726	-2.1%	
Mann Elementary School	Modernization & additions	DBE	TCF	2002	2003	2002	2003	\$ 8,000,000	\$ 7,862,287	-1.7%	
Jefferson ES	Replacement school	DBE	McGrath/Porter Bros	2002	2003	2002	2003	\$ 17,000,000	\$ 16,542,783	-2.7%	
Whitman Elementary School	Replacement school	DBE	McGrath/Porter Bros	2002	2003	2002	2003	\$ 7,000,000	\$ 6,925,144	-1.1%	
Mount Tohoma High School	Replacement school	DBE	BIEM/Lease Crotcher Lewis	2003	2004	2003	2004	\$ 80,000,000	\$ 77,025,223	-3.7%	Favorable site conditions
Foxs High School	Modernization & additions	DBE	DBE/Garco	2004	2005	2004	2005	\$ 34,000,000	\$ 31,727,700	-0.9%	Unforeseen ROW conditions
Stuffer Elementary School	Modernization & additions	DBE	HOA/Bailey	2004	2005	2004	2005	\$ 17,000,000	\$ 17,080,830	0.5%	
								\$ 267,017,797			
<b>2006 - 2016: 10 Year History of Completed Capital Improvements Projects (13)</b>											
Fern Hill Elementary School	Modernization & additions	DBE	ELER/BNCC	2005	2006	2005	2006	\$ 18,000,000	\$ 18,082,753	0.5%	
Stadium High School	Historic modernization & additions	GCCM	Bisetti & Krel/Skanska	2004	2006	2004	2006	\$ 108,000,000	\$ 107,867,546	-0.0%	
Wilson High School - Phase 2	Outsized site, modernization & additions	DBE	NAC/Alshier	2005	2006	2005	2006	\$ 29,000,000	\$ 28,819,766	-0.3%	
Lincoln High School	Historic modernization & additions	GCCM	DBE/Lease Crotcher Lewis	2006	2008	2006	2007	\$ 75,000,000	\$ 75,170,798	0.2%	
Gray Middle School	Modernization & additions	DBE	Mehum/Porter Bros	2008	2009	2008	2009	\$ 42,000,000	\$ 41,788,013	-0.5%	
First Creek Middle School	Replacement school	DBE	NAC/Garco	2008	2009	2008	2009	\$ 45,000,000	\$ 42,667,041	-6.5%	Used Glauco's design and site adapted
Baker Middle School	Replacement school	DBE	ELER/Forma	2011	2012	2011	2012	\$ 48,000,000	\$ 47,521,000	-1.0%	
Calder Montessori	Replacement school	DBE	HOA/Forma	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	DBE	ELER/Babbitt Neumann	2013	2014	2013	2014	\$ 31,000,000	\$ 30,776,609	-12.2%	Board approved add'l scope & alternates
Science and Math Institute High School - Camp 6	Modular portables campus	DBE	McGrath/Forma	2014	2015	2014	2015	\$ 6,000,000	\$ 5,946,288	-0.9%	Located within Point Defence Park
Industrial Design, Engineering & Art High School	Modernization & additions	DBE	Imegus/TPS	2015	2016	2015	2016	\$ 2,000,000	\$ 1,976,344	-1.2%	
McCauley Elementary School	Historic modernization	GCCM	DBE/Skanska	2015	2016	2015	2016	\$ 39,000,000	\$ 39,705,560	1.8%	Early beneficial occupancy achieved
Wainwright Intermediate School	Replacement school	DBE	DBE/Wailey	2015	2016	2015	2016	\$ 35,000,000	\$ 35,437,308	1.2%	Winter weather impacts
								\$ 506,361,920			
<b>2017 - 2021: 5 Year In Progress Capital Improvements Projects (12)</b>											
Science and Math Institute High School - ELC	Replacement school	DBE	McGrath/Forma	2016	2017	2016	2017	\$ 20,000,000	\$ 22,146,725	10.7%	Weather Impacts; Owner Added Scope
Wilson High School - Phase 3	Modernization & additions	DBE	NAC/Alshier	2015	2017	2015	2017	\$ 60,000,000	\$ 59,886,942	-0.2%	Owner Added Scope: Roof and Turf Field
Stewart Middle School	Historic modernization & additions	GCCM	Bisetti & Krel/Skanska	2015	2017	2015	2017	\$ 68,000,000	\$ 69,380,439	4.5%	Contractor Delay Achieving Occupancy
Arlington Elementary School	Replacement school	DBE	Mah/Lun/Nealey	2016	2017	2016	2017	\$ 24,000,000	\$ 27,456,013	-1.9%	
Mary Lyon Elementary School	Replacement school	DBE	DBE/MA-Trissan McGovern/Pesce	2017	2018	2017	02/2019	\$ 34,000,000	\$ 36,749,815	8.1%	
Brown Point Elementary School	Replacement school	GCCM	TCF/Skanska	2017	2018	2017	2018	\$ 36,800,000	\$ 35,278,956	-4.1%	
Grant Elementary School	Replacement school	GCCM	McGrath/Forma	2018	2019	2018	2019	\$ 34,800,000	\$ 35,216,554	1.2%	
Biney Elementary School	Replacement school	GCCM	McGrath/Forma	2018	2019	2018	2020	\$ 34,800,000	\$ 35,662,844	2.5%	
Boze Elementary School	Replacement school	DBE	Koramy/BCBA	2017	2020	2019	2020	\$ 48,500,000	\$ 47,456,251	-0.1%	Construction
Boze Elementary School	Replacement school	DBE	Koramy/BCBA	2020	2021	2020	TBD	\$ 48,500,000		TBD	Construction to begin Summer 2021
Hunt Middle School	Replacement school	DBE	Alshier/BCBA	2021	2022	2021	TBD	\$ 31,576,353		TBD	Construction to begin Summer 2021
Downing Elementary School	Replacement school	DBE	Koramy/TCF	2021	2022	2021	TBD	\$ 31,576,353		TBD	Construction to begin Summer 2021
Skyline Elementary School	Replacement school	DBE	Turner/SJK	2021	2022	2021	TBD	\$ 458,592,710		TBD	Design

# Exhibit E



**Fawcett Elementary**  
**Project Organization Chart**

# Exhibit F

## Project Team D/B & Alternative Project Delivery Experience Summary

Name	Role	Summary of Experience	Projects	Construction Budget	Project Budget	Delivery Method	Year Completed	Role During Project Phases		
								Planning	Design	Construction
Jim Dugan	Program Manager	TPS Capital Projects Program Manager 39 Years Development Experience - Comprised Of: 20 Years: DB Experience 16 Years: GC/CM Experience 2005-2011 TPS Board of Director 2016-2019 PRC Member	Building 13-03 Inning-AWACS Command Center Philadelphia Newspapers Inc., Newspaper Printing Plant Columbus Dispatch, Newspaper Printing Facility General Motors Car & Engine Assembly Plants/Mexico Rapid Deployment Joint Task Force Headquarters/Florida Malaysian Air, Aircraft Maintenance Facility/Malaysia Kent Space Center Building 16-23 Research Facility Coca Cola Bottling Plant/Belleuve	\$ 22,100,000	\$ 34,000,000	D/B	2003	Design PM	Design PM	PM
				\$ 256,750,000	\$ 395,000,000	D/B	1997	Design PM	Design PM	PM
				\$ 113,750,000	\$ 175,000,000	D/B	1993	Design PM	Design PM	PM
				\$ 162,500,000	\$ 250,000,000	D/B	1991	NA	PM Support	CM
				\$ 36,400,000	\$ 56,000,000	D/B	1989	NA	PM Support	CM
				\$ 48,750,000	\$ 75,000,000	D/B	1985	NA	PM Support	CM
				\$ 81,250,000	\$ 125,000,000	D/B	1983	NA	NA	Superintendent
				\$ 15,600,000	\$ 24,000,000	D/B	1980	NA	NA	Superintendent
				\$ 12,500,000	\$ 18,000,000	D/B	2015	Design PM	Design PM	Design PM/CM
				\$ 20,600,000	\$ 20,600,000	D/B/B	2017	Owner's PM	Owner's PM	Owner's PM/CM
Dan Cody	D/B Procure D/B Advisor	30+ Years Experience in Design and Construction 15+ Years Experience in K-12 & Educational Market Last 5 years focused on APD PM/CM Six previous D/B Projects, some still in process Licensed Architect, State of WA, 2005 Design/Build Training: AGC-2016, DBIA 2018 GC/CM Training: AGC-2016	Turnwater SD, Turnwater Middle School Add/Mod Tacoma Metro Parks, Eastside Community Center Willapa Elementary New Gym Vancouver SD, MacArthur Middle School Vancouver SD, Marshall Elementary School Tacoma SD, Boze Elementary School Replacement	\$ 14,600,000	\$ 21,000,000	D/B/B	2017	Owner's PM	Owner's PM	Owner's PM/CM
				\$ 20,500,000	\$ 30,800,000	GC/CM	2018	PM Support	PM Support	CM Support
				\$ 1,500,000	\$ 2,000,000	D/B	2018	Owner's PM	Owner's PM	Owner's PM/CM
				\$ 54,000,000	\$ 74,300,000	GC/CM	2020	Owner's PM	Owner's PM	Owner's PM
				\$ 26,625,000	\$ 35,150,000	GC/CM	2019	Owner's PM	Owner's PM	Owner's PM
				\$ 27,125,000	\$ 35,500,000	D/B	2020	Owner's PM	Owner's PM	Owner's PM
				\$ 4,300,000	\$ 4,300,000	CMAR/GC/CM	2017	Proj. Director	Proj. Director	Proj. Director
				\$ 2,400,000	\$ 2,400,000	CMAR/GC/CM	2017	Proj. Director	Proj. Director	Proj. Director
				\$ 21,200,000	\$ 21,200,000	CMAR/GC/CM	2016-2017	Proj. Director	Proj. Director	Proj. Director
				\$ 6,000,000	\$ 6,000,000	CMAR/GC/CM	2016-2017	Proj. Director	Proj. Director	Proj. Director
Morris Aldridge	Project Director	TPS Executive Director of Planning and Construction 31 Years of K-12 Experience 3 Years: DB Experience 4 Years: CMAR/GC/CM Experience	Montana Vista Elementary School; Clint ISD, Clint, TX W.D. Surratt Elementary School; Clint ISD, Clint, TX Mountain View High School; Clint ISD, Clint, TX Carol T. Welch Elementary School; Clint ISD, Clint, TX New Clint High School; Clint ISD, Clint, TX Ricardo Estrada Middle School; Clint ISD, Clint, TX Horizon High School; Clint ISD, Clint, TX Three Elementary Schools; Auxiliary Gymnasiums; Clint, TX Boze Elementary School; Tacoma Public Schools Hunt Middle School; Tacoma Public Schools	\$ 37,000,000	\$ 37,000,000	CMAR/GC/CM	2013-2014	Proj. Director	Proj. Director	Proj. Director
				\$ 3,500,000	\$ 3,500,000	D/B	2011	Proj. Director	Proj. Director	Proj. Director
				\$ 27,125,000	\$ 35,500,000	D/B	2020	Proj. Director	Proj. Director	Proj. Director
				\$ 37,369,000	\$ 48,000,000	D/B	2021	Proj. Director	Proj. Director	Proj. Director
				\$ 30,000,000	\$ 40,000,000	GCCM	2019-2020	N/A	Owner's PM	Owner's PM
				\$ 28,000,000	\$ 36,000,000	GCCM	2017-2019	N/A	Owner's PM	Owner's PM
				\$ 5,000,000	\$ 5,000,000	D/B/B	2016-2017	Owner's PM	Owner's PM	Owner's PM
				\$ 750,000	\$ 750,000	D/B/B	2016	Owner's PM	Owner's PM	Owner's PM
				\$ 650,000	\$ 750,000	D/B/B	2016	Owner's PM	Owner's PM	Owner's PM
				\$ 2,000,000	\$ 2,200,000	D/B/B	2016-2017	Owner's PM	Owner's PM	Owner's PM
Greg Stidham	Sr. Project Manager	31 years Project and Construction Management experience TPS Capital Project Manager- 4 years experience 3 years GC/CM experience DBIA Training (test pending)	Bimey Elementary Browns Point Elementary Various large and small capital projects: Stadium High School SPED Suite Larchmont Elementary Roof Replacement Meeker Middle School Turf Field and Track Point Defence & Fawcett Elementary Unit Heater Replacements Delong Elementary Office Remodel Foss High School Field Lighting	\$ 1,000,000	\$ 1,300,000	D/B	2016	Owner's PM	Owner's PM	Owner's PM
				\$ 250,000	\$ 300,000	D/B/B	2016-2017	Owner's PM	Owner's PM	Owner's PM
				\$ 1,200,000	\$ 1,500,000	D/B/B	2016	Owner's PM	Owner's PM	Owner's PM



# Exhibit G

## Tacoma Public Schools - Planning & Construction Organizational Chart

### Planning and Construction Department Organizational Chart

