

# **Synthetic Field, Track and Tennis Court Bundle**

**Lincoln HS, Mt. Tahoma HS, Stadium HS, Giaudrone MS,  
Mason MS & Browns Point ES**



**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**

**1. Brief Description of Proposed Project**

- a) Name of Project: **Synthetic Fields, Track and Tennis Courts Bundle**
- b) County of Project Location: **Pierce**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

This project will be to construct new and/or replace existing athletic fields, tennis courts and track and field facilities at multiple school sites. The schools/sites and anticipated facilities included in this contract will include, but may not be limited to:

Lincoln High School: Synthetic Baseball Field, Synthetic Softball Field & Tennis Courts

Mt. Tahoma High School: Stadium Structural Repairs

Stadium High School: Synthetic Baseball Field & Synthetic Softball Field

Giaudrone Middle School: Track and Field Improvements

Mason Middle School: Track and Field Replacement

Browns Point ES: Tennis Courts and Pickleball Courts

The scope of work will include, but not be limited to, athletic facility design, permitting, demolition of existing facilities, site preparation and construction of new facilities, related infrastructure and appurtenances. Tacoma Public Schools may at any time increase the scope of work to include other school sites for similar improvements, as funding is available.

Each of the identified sites will present the Design/Builder with its own, unique set of challenges and opportunities. While each site will differ in the challenges/opportunities, the District wishes to standardize the facility design and materials as much as possible, as well as improve "Equity" between the schools and across the District. The District has standardized on synthetic surfacing for their sports fields and tracks and that will be the desired basis of design for work under this contract. Scheduling and phasing of the work

to minimize impact on school sports programs and public use will be critical to the success of the project.

The intent is to deliver the project by utilizing the Progressive Design/Build delivery method. It is the Owners intent to hire a highly qualified Design/Build Contractor partner who would then work with the District, to workload plan and forecast the work followed by Phase 1 Design Services to forward the Work followed by Phase 2 Final Design, Permitting and Construction of the Work. Once selected, the D/B Team (Contractor and Designer) will work collaboratively with District staff and consultants.

The preliminary budgeted design and construction cost for the bundle of projects is approximately \$20,000,000, with a total project budget of approximately \$26,313,900. It is anticipated that planning and design will begin in the latter part of Q1 of 2021 with some minimal construction in the Fall of 2021 and the remainder of the program phased/scheduled over a two year period of time as required to coordinate construction to minimize impact on sports seasons At their sole discretion, Tacoma Public Schools reserves the right to increase/decrease the project budget and scope and/or revise the duration/schedule for the contract work.

## 2. Projected Total Cost for the Project:

### A. Project Budget

Estimated project GMP (including Design and D/B contingency @ 3%):	\$20,000,000
Equipment and furnishing costs	\$ NA
Off-site costs	\$ NA
Contract administration costs (Owner, CM etc.@ 3.75%	\$ 750,000
Contingencies (Owner Project Contingency @ 12.5%)	\$ 2,500,000
Other soft costs (Owner's consultants, permits/fees, etc. @ 3.25%)	\$ 650,000
Sales Tax (@ 10.1% of Design + Construction Cost)	\$ 2,413,900
Total	\$26,313,900

Notes: The above budget information is preliminary and subject to change. The Owner Contingency high due to the high potential of poor soil and unforeseen underground conditions as well as weather impact and is based on our prior experience with this same scope of work within the same geography.

### 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 Replacement Synthetic Fields Bundle project will be funded from the proceeds of a \$535 million capital bond issue that was approved by the 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:

- Procurement;
- Hiring consultants if not already hired; and
- 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 21, 2020
Statement of Qualifications Due		Jan 6, 2021
Score SOQs/Shortlist Finalists	Jan 7, 2021	Jan 8, 2021
Notify Submitters/Release RFP		Jan 11, 2021
Proprietary Meeting w/ Finalists		Jan 18, 2021
Proposals Due – Cost Factors and Approach		Jan 25, 2021
Interviews		Jan 27, 2021
Score/Identify Most Qualified D/B	Jan 28, 2021	Jan 29, 2021
Notify Submitters		Feb 2, 2021
Contract Negotiations (2 weeks)	Feb 8, 2021	Feb 22, 2021
NTP/Board Approval of D/B Contract		Mar 2021
Preconstruction & Design (60%)	Mar 2021	May 2021
Negotiate GMP (2 weeks)	May 2021	May 2021
Baseball/Softball Field & Tennis Court Permit & Construction Documents	June 2021	July 2021
Baseball/Softball Field & Tennis Court Permitting	July 2021	Aug 2021
Baseball/Softball Field & Tennis Court Construction	Aug 2021	February 2022
Track & Field Permit & Construction Documents	Sept 2021	Oct 2021
Track & Field Permitting	Nov 2021	Jan 2022
Track & Field Construction	Feb 2022	July 2022

**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:

The District has recently, successfully completed construction of Boze Elementary School utilizing Progressive Design Build (PD/B) delivery. Boze ES was a huge success for the District, resulting in a project that was delivered well under budget and was completed three months earlier than planned, eclipsing anything that they have been able to achieve utilizing either D/B/B or GC/CM delivery methods. That experience was such a success, that the

District made the intentional decision to pursue the D/B delivery method for a large portion of the Work in the recently passed \$533M bond program.

- 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 directly with the designer during the design process to increase the efficiency and constructability of the project. In this project, the D/B delivery approach will benefit the project by allowing the constructor to work closely with the designer and the District to optimize the design, material selection, scheduling and phasing of the athletic facilities in a manner that will allow the existing, schools to continue operations and minimize impact on educational programs and sports seasons. In addition, it will allow the District and the D/B team to work together to standardize athletic facility design and materials.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

Not Applicable.

## 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

Fiscal benefits of the PD/B delivery method far outweigh those available through either GC/CM and D/B/B.

- PD/B allows the District to set a construction budget and program requirements for the project and then require the D/B team to provide a design solution that aligns with the available budget.
- PD/B allows the District and the D/B to come to certainty on cost of construction much earlier than either GC/CM or D/B/B delivery.
- PD/B reduces the District's risk of added cost from change orders.
  - The D/B hires and contracts with the Designer and is therefore responsible for the accuracy and completeness of the bid documents. Errors and Omissions in the bid documents are one of the leading causes for added cost and change orders in both GC/CM and D/B/B delivery.
  - In PD/B the Owners risk of added costs from change orders lies primarily in either unknown/latent conditions and/or Owner directed changes in scope after the GMP has been set.

- PD/B allows the District and the Designer to work with the Contractor to make educated/informed decisions on materials and systems based on cost effectiveness, durability and availability.
- How the use of the traditional method of awarding contracts in a lump sum (*the “design-bid-build method”*) is not practical for meeting desired quality standards or delivery schedules.

In addition to those reasons stated above, the PD/B delivery method allows the District to hire both the General Contractor and Designer under one contract and use that one team to design and construct multiple projects at multiple sites under one contract. If the D/B/B model were used, the District would likely have multiple Designers and multiple General Contractors to perform the same number of projects, increasing the administrative complexity of the work. In addition, D/B/B delivery would likely increase the District’s risk of projects that may not meet the available budget and/or desired schedule.

The District and the taxpayers simply cannot afford the uncertainty of a D/B/B project when there is a more certain and reliable delivery method available. Previous experience has proved to the District that PD/B delivery can provide for greater certainty of cost, lower risk and greater certainty of schedule than D/B/B delivery.

## 6. Public Body Qualifications

Please provide:

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

In summary – The District has and their consultant (Parametrix) have prior, successful D/B experience together. This prior experience will allow them to implement lessons learned and successfully procure, implement and manage this project. (Parametrix, is currently under contract with a Master PM/CM Agreement to provide D/B Advisory services and augment District staff, as required.)

Jim Dugan of Parametrix has more than 20 years of D/B project experience. He has acted as the District’s Capital Bond Program Manager for their previous \$500M, 2013 Bond Program and continues in that role for the current \$535M 2020 Bond Program. 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 capital projects of varying 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 A for a summary of the TPS historical construction experience.

To date, TPS has utilized the Progressive Design-Build (PD/B) delivery method on four previous projects; (1) Boze Elementary School (BES), (2) Skyline Elementary School (SES), (3) Downing Elementary School (DES) and Hunt Middle School (HMS). The Boze Elementary School Replacement project recently completed construction and is in currently in use by the District.

The DES and SES replacement projects are currently in Phase 1 Design Services, are anticipated to begin construction in the Spring/Summer of 2021 and be completed for school in the Fall of 2022. HMS is now in construction and scheduled to be complete in September of 2021. 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. The current 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 earlier certainty of cost. 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.

The District has successfully implemented PD/B on school replacement projects and is ready to diversify and try this delivery method on some other project types. Based on the favorable experiences at our BES, SES and DES replacement projects, Tacoma Public Schools is confident and excited about utilizing this alternate delivery method for this bundle of athletic facility replacement/improvement projects. By bundling multiple projects under one contract with a D/B team, it is anticipated that this delivery method will allow the District to standardize facilities, shorten design/construction schedules and minimize impacts to the schools and the athletic programs.

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 individual team members identified herein, the District's large pool of successful, current and past projects has nurtured a culture that strives to meet or exceed the complex programmatic, fiscal and schedule needs of projects in today's construction market. The District's construction history is further detailed in Exhibit A 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 B 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 32 years of K-12 education experience and, prior to coming to TPS in 2017, has 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 become 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, Skyline Elementary School and Downing Elementary School. In February of 2020 the voters of Tacoma passed a \$523M Bond issue that will allow the continued replacement and revitalization of educational facilities throughout the District.

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

Jim has more than 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 Project Review Committee (PRC). Recently Jim fulfilled the role of PRC Vice Chair followed by PRC Chair, between 2018 and 2020. Jim has served the Tacoma Public Schools team as their Program Manager and APD (GC/CM & D/B) Advisor since 2013, and was a prior 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.

**Dale Stafford – PM/CM (Parametrix)**

Dale is a Project Manager/Construction Manager with Parametrix who has specialized in small and medium sized capital projects for our School District clients. Projects of the type that Dale specializes in tend to move very quickly and it takes a person with impeccable management skills, great communication ability and a knack for collaboration to be successful. Dale often finds himself acting as the primary liaison between the local jurisdictions, District Planning & Construction and O&M Staff, the Contractor, the Designer and School Staff during Programming, Design and Construction. Dale recently completed a challenging project that provided a new Softball Field at Foss High School in Tacoma on a site that presented some exceptional challenges. That experience, and knowledge gained in the process, will undoubtedly come into play on this project.

**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 C.

- 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 C.

- 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.

- 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 capital projects inclusive of new construction, modernization & additions, in addition to an annual run rate of \$8M to \$10M in small capital projects spanning more than 70 facilities and buildings across the City of Tacoma. Exhibit A to this application summarizes all this work, as well as what is currently in progress now thru 2021.

The project team's D/B experience is summarized in Exhibit C 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 A and Exhibit C of this application. The third largest school district in the State of Washington, Tacoma public Schools is also one of the largest developers 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.

The project management and construction experience described in this application, clearly demonstrates that the District and the proposed project team have the relevant construction experience necessary to plan and implement this project.

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

Consistent with all previous 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 the District's School Board. From there, it proceeds to the Superintendent (Carla Santorno), then to the Chief Operations Officer (Chris Williams) and then to the Executive Director of Planning and Construction (Morris Aldridge). The District's project specific staffing will include a dedicated APD advisor and project manager from start of design through completion of construction. The District's Planning and Construction and Maintenance & Operations staff will be routinely consulted throughout the project and will be invited to participate in design phase reviews, value analysis, constructability reviews and weekly progress meetings during construction.

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 renovations, replacement/modernization of occupied facilities 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 and 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 project 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 Districts 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 A.

#### **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.

#### **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%

**Caution to Applicants**

The definition of the project is at the applicant’s discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.



**Signature of Authorized Representative**

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit 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](#)

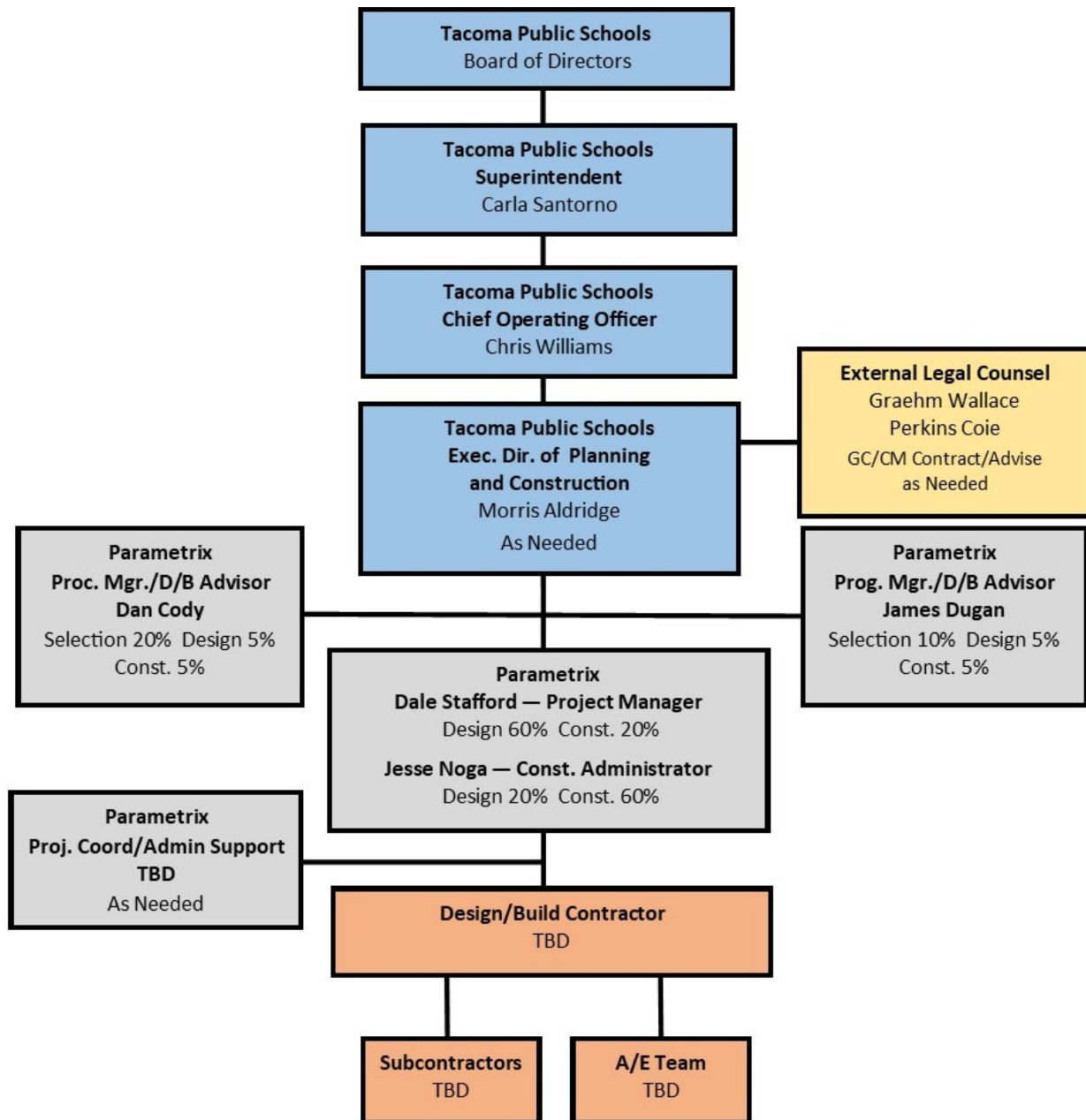
Date: [October 20, 2020](#)

# Exhibit A

## 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 Capital Improvements Bond Program</b>											
Jason Lee Middle School	Historic modernization & additions	DBB	Merritt/Parani/Alshier	2000	2001	2000	2001	\$ 58,000,000	\$ 57,834,536	0.3%	
Wesley Middle School	Modernization & additions	DBB	DLR/Alshier	2001	2002	2001	2002	\$ 5,500,000	\$ 5,566,854	1.2%	
Larumont Elementary School	Modernization & additions	DBB	HCA/Porter Bros	2001	2002	2001	2002	\$ 3,000,000	\$ 2,929,915	-2.9%	
Birk Elementary School	Modernization & additions	DBB	BECA	2001	2002	2001	2002	\$ 18,000,000	\$ 18,056,679	0.3%	
Gladsstone Middle School	Replacement school	DBB	NAC/Garco	2002	2003	2002	2003	\$ 26,000,000	\$ 25,466,726	-2.1%	
Minn Elementary School	Modernization & additions	DBB	TCF	2002	2003	2002	2003	\$ 8,000,000	\$ 7,862,287	-1.7%	
Jefferson ES	Replacement school	DBB	McGranehan/Porter Bros	2002	2003	2002	2003	\$ 17,000,000	\$ 16,542,783	-2.7%	
Whitman Elementary School	Replacement school	DBB	McGranehan	2003	2004	2003	2004	\$ 7,000,000	\$ 6,925,144	-1.1%	
Mount Thomas High School	Replacement school	DBB	BLR/L/Lease-Crutchler/Lewis	2003	2004	2003	2004	\$ 80,000,000	\$ 77,025,223	-3.7%	Favorable site conditions
Foss High School	Modernization & additions	DBB	DLR/Garco	2004	2005	2004	2005	\$ 32,000,000	\$ 31,727,700	-0.9%	Unforeseen ROW conditions
Stafford Elementary School	Modernization & additions	DBB	HCA/Bailey	2004	2005	2004	2005	\$ 17,000,000	\$ 17,090,930	0.5%	
								\$ 287,037,797	\$		
<b>2006 - 2016: 10 Year History of Completed Capital Improvements Projects (13)</b>											
Fern Hill Elementary School	Modernization & additions	DBB	BLR/BLVCC	2005	2006	2005	2006	\$ 18,000,000	\$ 18,082,753	0.5%	
Stadium High School	Historic modernization & additions	GCCM	Bessett & Kesi/Svenska	2004	2006	2004	2006	\$ 108,000,000	\$ 107,867,536	0.0%	
Wilson High School - Phase 2	Occupied site, modernization & additions	DBB	NAC/Alshier	2005	2006	2005	2006	\$ 29,000,000	\$ 28,819,765	-0.3%	
Lincob High School	Historic modernization & additions	GCCM	DLR/Lease Crutchler/Lewis	2006	2008	2006	2007	\$ 75,000,000	\$ 75,170,798	0.2%	
Gray Middle School	Modernization & additions	DBB	Mehrun/Porter Bros	2008	2009	2008	2009	\$ 42,000,000	\$ 41,788,413	-0.5%	
First Creek Middle School	Replacement school	DBB	NAC/Garco	2008	2009	2008	2009	\$ 45,000,000	\$ 42,089,441	-6.5%	Used Glauzone design and site adapted
Baker Middle School	Replacement school	DBB	BLR/Parma	2011	2012	2011	2012	\$ 48,000,000	\$ 47,521,000	-1.0%	
Geiger Montessori	Replacement school	DBB	HCA/Parma	2011	2012	2011	2012	\$ 27,000,000	\$ 26,862,105	-0.7%	
Washington Elementary School	Historic modernization & additions	DBB	BLR/BL/abbitt Neumann	2013	2014	2013	2014	\$ 31,000,000	\$ 34,776,609	12.2%	Board approved add'l scope & alternates located within Point Defense Park
Science and Math Institute High School - Camp 6	Modular portables campus	DBB	McGranehan/Parma	2014	2015	2014	2015	\$ 6,000,000	\$ 5,946,288	-0.9%	
Industrial Design, Engineering & Art High School	Modernization & additions	DBB	Inegrup/TPS	2015	2016	2015	2016	\$ 21,000,000	\$ 19,976,344	-4.2%	
McCleaver Elementary School	Historic modernization	GCCM	DLR/Svenska	2015	2016	2015	2016	\$ 39,000,000	\$ 39,705,560	1.8%	Early beneficial occupancy achieved
Wainwright Intermediate School	Replacement school	DBB	DLR/Neelley	2015	2016	2015	2016	\$ 35,000,000	\$ 35,457,908	1.2%	Winter weather impacts
								\$ 506,161,920	\$		
<b>2017 - 2021: 5 Year In Progress Capital Improvements Projects (12)</b>											
Sciences and Math Institute High School - ELC	Replacement school	DBB	McGranehan/Parma	2016	2017	2016	2017	\$ 20,000,000	\$ 22,146,725	10.7%	Weather impacts; Owner Added Scope
Wilson High School - Phase 3	Modernization & additions	DBB	NAC/Alshier	2015	2017	2015	2017	\$ 60,000,000	\$ 59,886,342	-0.2%	Owner Added Scope: Roof and Turf Field
Stewart Middle School	Historic modernization & additions	GCCM	Bessett/Svenska	2015	2017	2015	2017	\$ 66,000,000	\$ 68,980,439	4.5%	
Arlington Elementary School	Replacement school	DBB	Mahlum/Neelley	2016	2017	2016	2017	\$ 28,000,000	\$ 27,456,013	-1.9%	
Mary Lyon Elementary School	Replacement school	DBB	DOWA-Erickson McGovern/Pease	2017	2018	2017	Q2 2019	\$ 34,000,000	\$ 36,743,815	8.1%	Contractor Delay Achieving Occupancy
Browns Point Elementary School	Replacement school	DBB	TCF/Svenska	2017	2018	2017	2018	\$ 36,800,000	\$ 35,278,456	-4.1%	
Grant Elementary School	Replacement school	GCCM	McGranehan/Koromo	2018	2019	2018	2019	\$ 34,800,000	\$ 35,216,554	1.2%	
Birney Elementary School	Replacement school	GCCM	McGranehan/Turner	2018	2019	2018	2020	\$ 34,800,000	\$ 35,662,814	2.5%	
Boye Elementary School	Replacement school	DBB	Koromo/BECA	2017	2020	2019	2020	\$ 32,500,000	\$ 32,456,231	-0.1%	
Hunt Middle School	Replacement school	DBB	Alshier/TCF	2020	2021	2020	TBD	\$ 48,500,000	Construction Design	TBD	Construction to begin Summer 2021
Dowling Elementary School	Replacement school	DBB	Koromo/TCF	2021	2022	TBD	TBD	\$ 31,576,355	Design	TBD	Construction to begin Summer 2021
Skyline Elementary School	Replacement school	DBB	Turner/SBC	2021	2022	TBD	TBD	\$ 45,832,710	Design	TBD	

# Exhibit B



## Synthetic Fields, Track & Tennis Courts Bundle

### Project Organization Chart

# Exhibit C

## 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	Internal DB Advisor PM/CM Support Project Controls Support	TFS Capital Projects Program Manager 39 Years Development Experience - Comprised Of: 20 Years: DB Experience 16 Years: GC/CM Experience 2005-2011 TFS Board of Director 2016-2019 PRC Member	Building 13-03 Boeing AWACS Command Center Philadelphia Newspapers Inc., Newspaper Printing Plant Columbus Dispatch, Newspaper Printing Facility General Motors Car & Engine Assembly Plant/Mexico Rapid Deployment Joint Task Force Headquarters/Florida Malaysian Air-Aircraft Maintenance Facility/Malaysia Kent Space Center, Building 36-23 Research Facility Coca Cola Bottling Plant/Bellevue	\$ 22,100,000	\$ 34,000,000	D/B	2003	Design PM	Design PM	PM
				\$ 256,750,000	\$ 395,000,000	D/B	1997	Design PM	Design PM	PM
Dan Cody		33+ Years Experience in Design and Construction 15+ Years Experience in K-12 & Educational Market Last 5 years focused on APD PM/CM Eight previous D/B Projects, some still in process Licensed Architect, State of WA, 1995 Design/Build Training: AGC 2016, DBIA 2018 GC/CM Training: AGC 2016, DBIA 2018 Associate DBIA Certification: 2019	South Puget Sound Community College, Lacey Blvd. 1 Tumwater SD, Tumwater Middle School Add/Mod Tacoma SD, Bush Middle School Add/Mod Tacoma Metro Parks, Eastside Community Center Willapa Elementary New Gym Vancouver SD, Marshall Middle School Vancouver SD, Marshall Elementary School Tacoma SD, Bose Elementary School Replacement Tacoma SD, Downing Elementary School Replacement Tacoma SD, Skyline Elementary School Replacement	\$ 12,500,000	\$ 18,000,000	D/B	2015	Design PM	Design PM	Design PM/CM
			\$ 12,000,000	\$ 20,500,000	D/B	2017	Owner's PM	Owner's PM	Owner's PM/CM	
			\$ 14,600,000	\$ 21,000,000	D/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	
			\$ 13,000,000	\$ 2,000,000	D/B	2018	Owner's PM	Owner's PM	Owner's PM/CM	
			\$ 54,000,000	\$ 74,300,000	GC/CM	TBD	Owner's PM	Owner's PM	Owner's PM	
			\$ 26,625,000	\$ 35,150,000	GC/CM	2020	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	
			\$ 31,576,355	\$ 42,670,736	D/B	TBD	D/B Advisor	D/B Advisor	D/B Advisor	
			\$ 31,576,355	\$ 42,670,736	D/B	TBD	D/B Advisor	D/B Advisor	D/B Advisor	
			\$ 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				
\$ 50,000,000	\$ 50,000,000	CMAR/GC/CM	2016-2017	Proj. Director	Proj. Director	Proj. Director				
\$ 37,000,000	\$ 37,000,000	CMAR/GC/CM	2013-2014	Proj. Director	Proj. Director	Proj. Director				
\$ 10,000,000	\$ 10,000,000	D/B	2013	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				
\$ 31,576,355	\$ 42,670,736	D/B	TBD	Proj. Director	Proj. Director	Proj. Director				
\$ 31,576,355	\$ 42,670,736	D/B	TBD	Proj. Director	Proj. Director	Proj. Director				
Morris Aldridge	Project Director	TFS 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 Bose Elementary School; Tacoma Public Schools Hunt Middle School; Tacoma Public Schools Tacoma SD, Downing Elementary School Replacement Tacoma SD, Skyline Elementary School Replacement	\$ 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	

# Exhibit D

## Tacoma Public Schools - Planning & Construction Organizational Chart

