



# Public Agency Design-Build Recertification

RCW 39.10 Alternative Public Works  
Contracting – Design-Build (DB)

**September 28, 2023**

**BUILDING FOR ACHIEVEMENT**

# Agenda

- Introductions
- The District
- Delivery Method Determination
- Diversity, Equity and Inclusion
- TPS PDB Projects
- Lessons Learned
- In Conclusion

# Presenting Team Members

## Tacoma Public Schools

- Morris Aldridge – Executive Director of Planning and Construction
- Alicia Lawver – Director of Strategic Planning

# Additional Team Members

## Tacoma Public Schools

- Joshua Garcia - Superintendent
- Chris Williams – Chief Operating Officer
- Nichole Colby – Senior Financial Analyst
- Cheri Estrada – Director of Purchasing

## Parametrix

- Jim Dugan – DB Advisor
- Dan Cody – DB Procurement

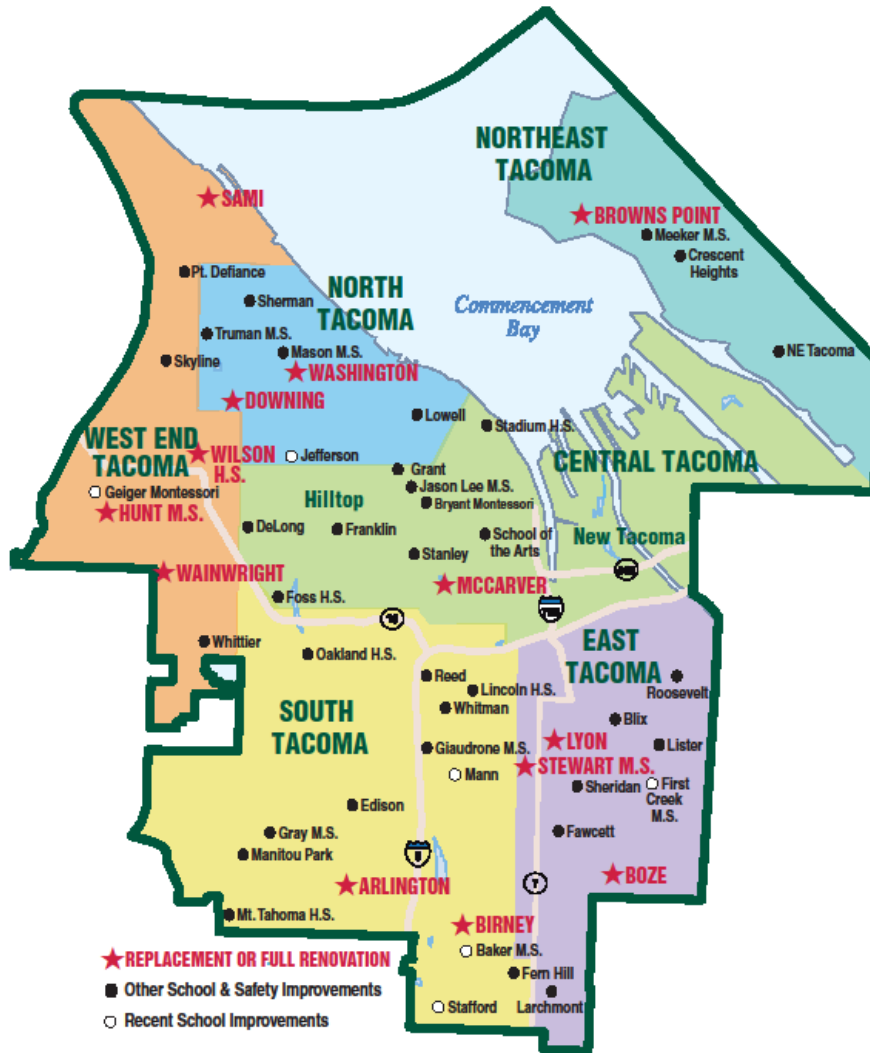
## Perkins Coie

- Graehm Wallace – External DB Legal Counsel
- Mica Klein – External DB Legal Counsel

# The District



# Tacoma Public Schools



Tacoma Schools



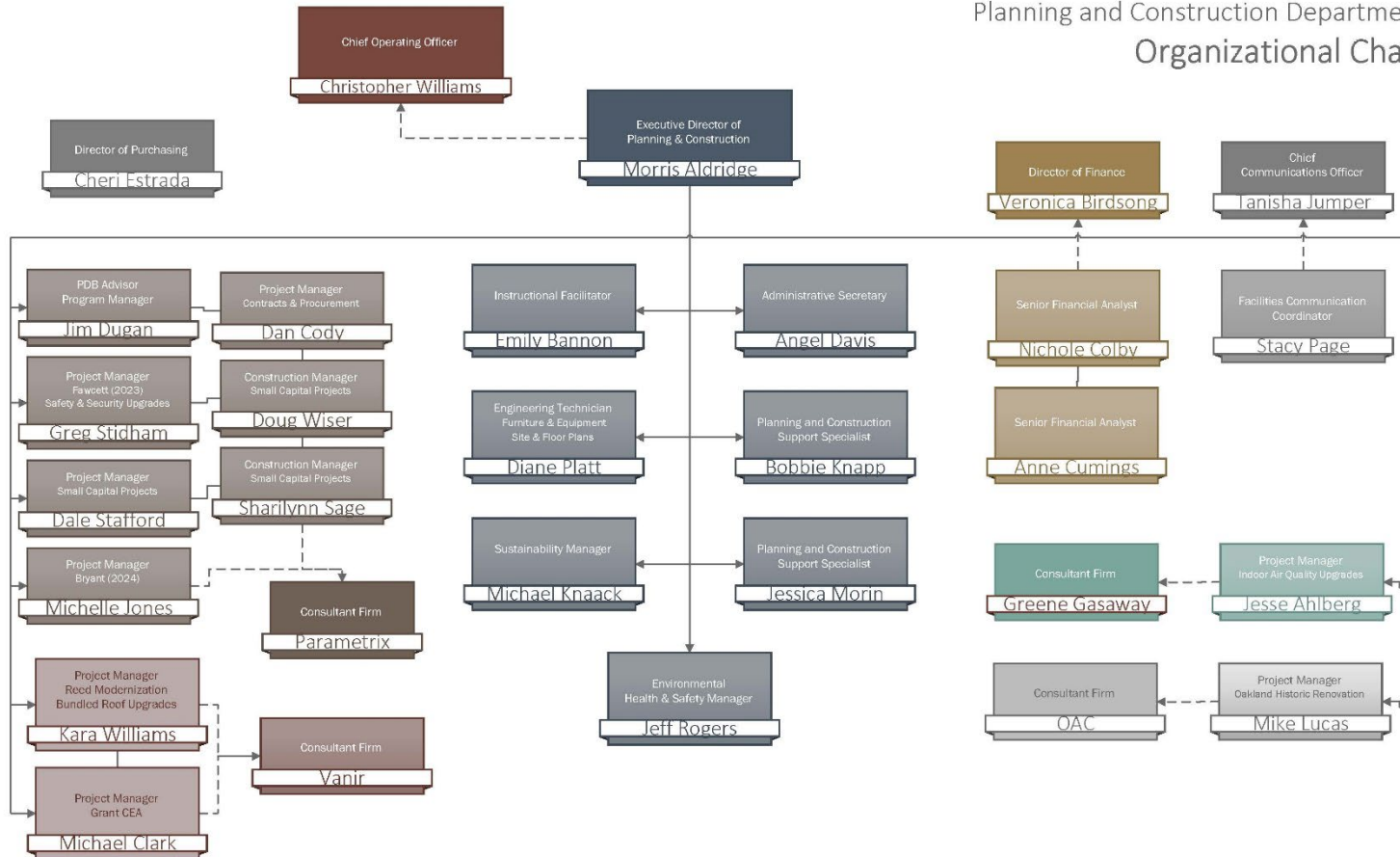
TACOMA  
PUBLIC SCHOOLS

# Tacoma Public Schools

- Founded in 1869
- Comprised of:
  - ❑ 36 Elementary Schools
  - ❑ 11 Middle Schools
  - ❑ 10 High Schools
  - ❑ Numerous Special Programs
- 4<sup>th</sup> largest school district in the State of Washington
- Approximately 30,000 students
- Over 5,000 employees
- Serving Pre-K thru 12<sup>th</sup> grade
- One of the largest employers in the City of Tacoma

# TPS Planning & Const Org Chart

Planning and Construction Department  
Organizational Chart



Sept 2023



# TPS Planning & Const Team

## Executive Director of Planning & Construction

- Morris Aldridge – 17 PDB projects

## DB Advisor

- Jim Dugan – 30+ DB projects

## Capital Project Supervisors

- Michelle Jones – 3 PDB projects
- Greg Stidham – 3 PDB projects
- Dale Stafford – 3 PDB project
- Doug Wiser – 1 PDB project
- Kara Williams – 2 PDB projects
- Mike Lucas – 1 PDB project
- Jesse Ahlberg – 1 PDB project

Note that the PDB projects listed are a combination of completed and/or in-progress.

# Delivery Method Determination



# Delivery Method Options

## Public Agency Alternative Project Delivery Options

**TRADITIONAL: DESIGN-BID-BUILD**

**Structure**

```

graph TD
    Owner[Owner] --- GC[General Contractor]
    Owner --- AEA[A/E]
    GC --- SS1[Subs/Suppliers]
    GC --- SS2[Subs/Suppliers]
    GC --- SS3[Subs/Suppliers]
    GC --- SS4[Subs/Suppliers]
    GC --- SS5[Subs/Suppliers]
    GC --- SS6[Subs/Suppliers]
    
```

**Schedule**

```

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

**Pros/Cons - Owner/Agency**

	Less	More
Time	█	█
Cost	█	█
Risk	█	█
Flexibility	█	█

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

**APD: GCCM**

**Structure**

```

graph TD
    Owner[Owner] --- AEA[A/E]
    Owner --- GC[General Contractor]
    GC --- SS1[Subs/Suppliers]
    GC --- SS2[Subs/Suppliers]
    GC --- SS3[Subs/Suppliers]
    GC --- SS4[Subs/Suppliers]
    GC --- SS5[Subs/Suppliers]
    GC --- SS6[Subs/Suppliers]
    
```

**Schedule**

```

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

**Pros/Cons - Owner/Agency**

	Less	More
Time	█	█
Cost	█	█
Risk	█	█
Flexibility	█	█

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

**DESIGN-BUILD**

**Structure**

```

graph TD
    Owner[Owner] --- DBC[D/B Contractor]
    DBC --- AEA[A/E]
    DBC --- SS1[Subs/Suppliers]
    DBC --- SS2[Subs/Suppliers]
    DBC --- SS3[Subs/Suppliers]
    DBC --- SS4[Subs/Suppliers]
    DBC --- SS5[Subs/Suppliers]
    DBC --- SS6[Subs/Suppliers]
    
```

**Schedule**

```

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

Best Value Selection  
 Selection process includes;  
 RFP: list of qualified D/B Contractors  
 RFP: Provides detailed design criteria  
 Selection based on weighted evaluator factors (Design and Cost)

**Pros/Cons - Owner/Agency**

	Less	More
Time	█	█
Cost	█	█
Risk	█	█
Flexibility	█	█

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

**PROGRESSIVE DESIGN-BUILD**

**Structure**

```

graph TD
    Owner[Owner] --- DBC[D/B Contractor]
    DBC --- AEA[A/E]
    DBC --- SS1[Subs/Suppliers]
    DBC --- SS2[Subs/Suppliers]
    DBC --- SS3[Subs/Suppliers]
    DBC --- SS4[Subs/Suppliers]
    DBC --- SS5[Subs/Suppliers]
    DBC --- SS6[Subs/Suppliers]
    
```

**Schedule**

```

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

Cost and scope negotiated after selection

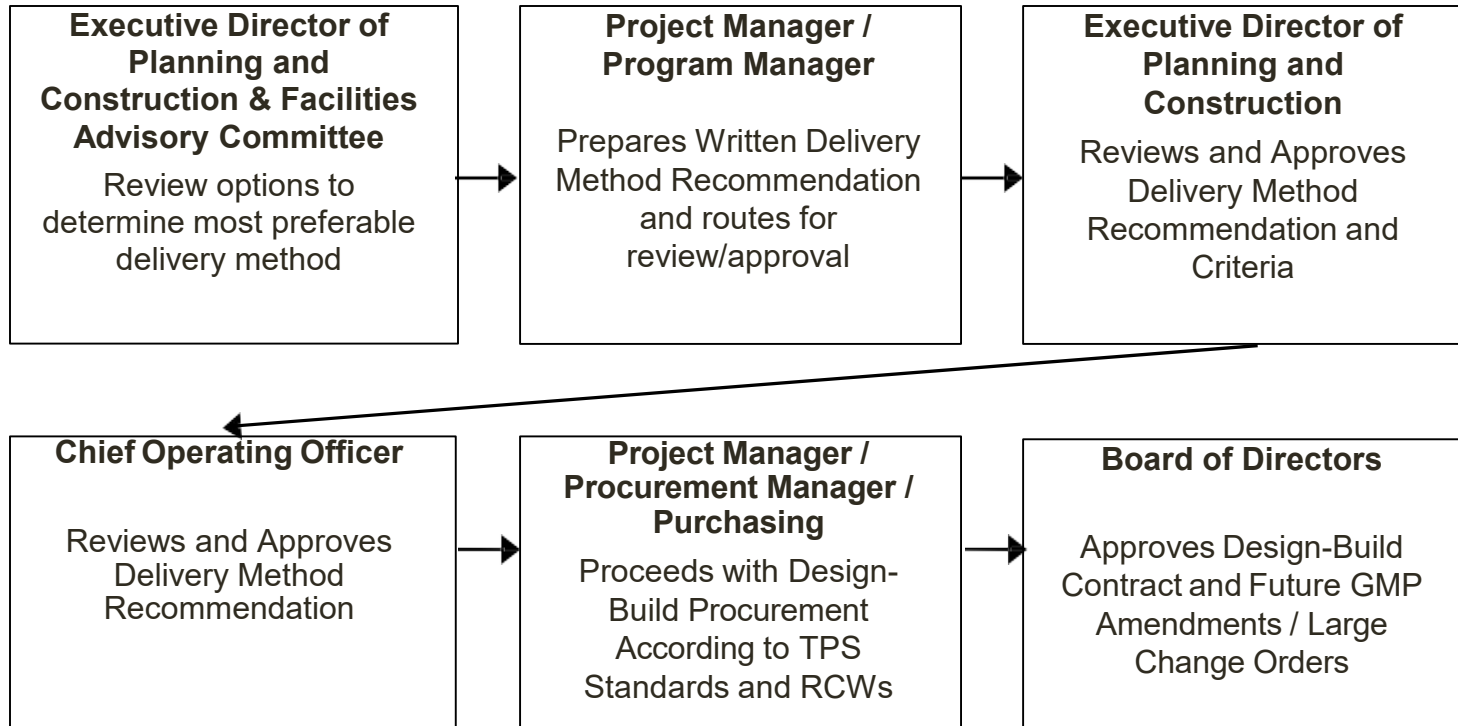
Qualification Based Selection  
 RFP does not provide detailed design criteria

**Pros/Cons - Owner/Agency**

	Less	More
Time	█	█
Cost	█	█
Risk	█	█
Flexibility	█	█

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

# Delivery Method Flow Chart



Note that, for the sake of consistency in our procurement process, we have designated a Design-Build Procurement Manager who is involved in every procurement and works closely with the assigned Project Manager and/or the TPS Purchasing Department during the procurement effort. This is a slight change to our process.

# Delivery Method Recommendation



**RECOMMENDATION FOR PROJECT APPROVAL  
TO UTILIZE THE DESIGN BUILD (D/B) CONTRACTING PROCEDURE**  
Internal Review and Approval Form

Project Name: \_\_\_\_\_  
Total Project Budget: \_\_\_\_\_  
Design and Construction Budget: \_\_\_\_\_  
Anticipated Construction Start Date: \_\_\_\_\_  
Anticipated Occupancy Date: \_\_\_\_\_

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

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

# Why PDB?

TPS has utilized Progressive Design-Build on a majority of our large capital projects, and some bundled small capital projects, over the past 5 ½ years. The benefits of PDB include:

- Only one contract to manage.
- Non-confrontational relationship.
- Collaboration and innovation between TPS, the contractor and A&E team during design and construction.
- Project delivery time is shorter than other delivery methods, resulting in significant savings in time and cost.
- Earlier and greater cost certainty than most other delivery methods.
- Early procurement and/or construction packages to avoid cost impacts and schedule delays.
- Reduced risk of change orders because TPS is not responsible for errors and omissions in the design team's construction documents.

# Diversity, Equity & Inclusion



# TPS Equity & Inclusion Plan

Tacoma Public Schools is committed to supporting the local community and economy by increasing the participation of small business enterprises and socially and economically disadvantaged business enterprises, as well as local businesses headquartered in Pierce County.

In 2016, Tacoma Public Schools committed to the following inclusion goals:

- 10% Minority-Owned Business Enterprises (MBE),
- 6% Woman-Owner Business Enterprises (WBE),
- 5% Small Business Enterprises (SBE), and
- 30% Locally-Owned Business



# TPS Equity & Inclusion Results

## Local

- TPS has **exceeded** 30% local inclusion goal on all PDB capital construction projects completed.
  - Completed PDB projects ranged from 48%-98% local inclusion.
- Most PDB capital projects that are under construction are tracking to **exceed** 30% local inclusion.

## MBE

- TPS has **exceeded** 10% MBE inclusion goal on all but one (9%) PDB capital construction projects completed.
- Most PDB capital projects that are under construction are tracking to **exceed** 10% MBE inclusion.
  
- We've been successful in meeting or exceeding our Local and MBE inclusion goals on most all of our capital projects.

# TPS Equity & Inclusion Results

## WBE

- Completed PDB capital construction projects ranged from 2%-17% against a 6% WBE inclusion goal.
  - Most are achieving a 3%-4% WBE inclusion.
- Most PDB capital projects that are under construction are tracking in the 2%-7% range of WBE inclusion.

## SBE

- TPS has **exceeded** 5% SBE inclusion on approximately half of the PDB construction projects completed.
  - Those that have exceeded have ranged from 7%-12% SBE inclusion and those the other half have been 2% or less SBE inclusion.
- Most PDB capital projects that are under construction are tracking in the 2%-7% range of SBE inclusion.
- Meeting our WBE and SBE inclusion goals has been more challenging on our capital projects.

# TPS PDB Projects



# PDB Capital Projects

## Completed

- **Boze Elementary School Replacement – 2021**
- **Hunt Middle School Replacement – 2022**
- **Downing Elementary School Replacement – 2022**
- **Skyline Elementary School Replacement – 2022**
- **Tacoma Online Learning Center Tenant Improvement – 2022**
- **Fawcett Elementary School Replacement – 2023**
- **Safety and Security Upgrades Bundle Ph. 1 – 2023**

## In Progress

- **Synthetic Fields, Tracks & Tennis Court Bundle – In Construction**
- **Safety and Security Upgrades Bundle Ph. 2 – In Construction**
- **Swimming Pool Upgrades Bundle – In Construction**
- **Indoor Air Quality Upgrades Bundle – In Construction**
- **Willie Stewart Academy Tenant Improvement – In Construction**
- **Bryant Montessori School Replacement – In Construction**
- **Oakland High School Historic Modernization – In Design**
- **TPS & Port of Tacoma Maritime Center – In Procurement**
- **Roofs Upgrade /Replacement Bundle – In Procurement**
- **Jennie Reed Elementary School Modernization – In Procurement**

## Being Planned

- **Lowell Elementary School Replacement**
- **Whittier Elementary School Replacement**

# Downing Elementary School

- PRC Approval – April 2019
- Completion – Fall 2022
- PDB Team – Korsmo/TCF
- Budget = \$31.58M/Final = \$31M
- Delivered on-time and under budget

<u>MBE</u>	<u>WBE</u>	<u>SBE</u>	<u>Local</u>
21%	3%	12%	80%



# Skyline Elementary School

- PRC Approval – October 2019
- Completion – Fall 2022
- PDB Team – Turner/SRG
- Budget = \$31.58M/Final = \$29.8M
- Delivered on-time and under budget

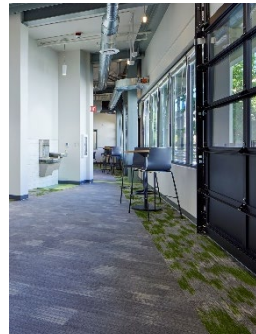
<u>MBE</u>	<u>WBE</u>	<u>SBE</u>	<u>Local</u>
9%	2%	2%	48%



# Tacoma Online Learning

- TPS Self-Determine – September 2021
- Completion – Fall 2022
- PDB Team – Neeley/BCRA
- Budget = \$5M/Final = \$3.64M
- Delivered on-time and under budget

<u>MBE</u>	<u>WBE</u>	<u>SBE</u>	<u>Local</u>
37%	3%	0%	79%



# Fawcett Elementary School

- PRC Approval– December 2020
- Completion – Fall 2023
- PDB Team – Hensel Phelps/BLRB
- Budget = \$33.8M/GMP = \$32.4M
- Delivered on-time and under adjusted GMP budget

<u>MBE</u>	<u>WBE</u>	<u>SBE</u>	<u>Local</u>
16%	5%	1%	59%





# Lessons Learned

- Choose your design-build team carefully.
- Trust and empower the design-build team that you choose.
- A good general contractor or GC/CM contractor doesn't always make for a good design-build contractor. The latter must have more of a "developer" approach to scope within budget.
- The design-build project manager is a crucial role.
- Not every design team understands or is comfortable with the subordinate role they play to the design-build contractor.
- "Fast-tracking" of a project saves significant time and money and offers better accountability for the "public dollar".
- Bundling of projects keeps the design-build contractor pool engaged and interested.
- The design-build delivery method offers a better opportunity to meet or exceed the District's inclusion goals.

# In Conclusion



# Summary

- The TPS team has successfully completed multiple DB projects,
- TPS has multiple DB projects in varying stages of progress,
- TPS has multiple DB projects planned,
  
- We have a structured process for determining the appropriate delivery method for our projects.
- We have extensive experience delivering and managing projects delivered utilizing DB alternative delivery.
- We have not had any litigation or significant disputes on our DB projects since being certified to self-determine.
- We have not had any audit findings.



Thank You

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