

# Community Inclusion Update

2020-21 ANNUAL REPORT

Tacoma Public Schools | JANUARY 2022

# About Our Commitment

The Tacoma Public Schools Community Inclusion Commitment is the first of its kind in the state for public K-12 institutions and is designed to:

- Support local firms
- Expand opportunities for women- and minority-owned businesses and small businesses
- Create career pathway opportunities for young adults

## COMMUNITY INCLUSION TASK FORCE

The Tacoma Public Schools Community Inclusion Commitment is a partnership between Tacoma Public Schools and our community partners and was signed by partner leadership and approved by the TPS Board of Directors in March 2016.

Members of the task force include representatives from Tacoma Public Schools, Pierce County Building & Construction Trades Council AFL-CIO, Black Collective, Tacoma Ministerial Alliance, City of Tacoma, A. Philip Randolph Institute, and NAACP 253 Tacoma Branch.

## OUR COMMITMENT

This commitment outlines a number of activities and provides the following inclusion goals for new and maintenance-related construction projects:

- 30% local (Pierce County) businesses
- 10% minority-owned businesses
- 6% women-owned businesses
- 5% small businesses
- 15% apprenticeship utilization

Other parts of this agreement included commitments to:

- Modify procurement documents to require prime contractors to include Voluntary Inclusion Plans with goals for apprenticeship utilization and for helping meet the District's MWBE and SBE goals in all bid packages greater than \$300,000.
- Modify procurement documents to require prime contractors to report and make available to the District and Community partners monthly MWBE percentages, prevailing wage intents and affidavits, monthly certified payrolls with quarterly compliance review, monthly invoices paid to subcontractors with quarterly compliance review, and monthly apprenticeship utilization percentages.
- Promote and enforce apprenticeship utilization on all projects consistent with Washington law.

## REPORTING PERIODS

Spending by the District is reported by fiscal year, which runs from Sept. 1 through Aug. 31. Spending by large contractors is tracked by contract, which can run multiple years.

## SUMMARY

All major capital projects are meeting MBE, SBE, local and apprenticeship contracting goals. WBE continues to be an area for growth. TPS continues to monitor progress on spending to ensure fulfillment of goals.

	Downing ES Korsmo	Skyline ES Turner	Hunt MS Absher
MBE 10% Goal	18.8%	10.4%	15%
WBE 6% Goal	3.4%	1.9%	3%
SBE 5% Goal	9.4%	5.3%	21%
Local 30% Goal	55.2%	41.2%	71%
Apprenticeship utilization 15% Goal	20.6%	16.7%	17.2%

### Investing in local, diverse businesses

Out of \$114.5 million in capital construction spending on these three projects:

- Nearly \$70 million will be invested in local Pierce County
- \$37.4 million is contracted to small businesses
- \$20.8 million of that goes to disadvantaged small businesses (MBE, WBE)

**The 2020-21 fiscal year marked the largest local investment in Pierce County by Tacoma Public Schools.** Out of \$87.5 million spent on construction and maintenance projects, nearly \$63 million (71.8%) was invested in local Pierce County businesses.

During the 2020-21 fiscal year, **10.4% of TPS maintenance contracts under \$500,000 are with minority or women-owned businesses.**

### Looking forward

Many projects identified in the 2020 Capital Bond are breaking ground in the 2021-22 fiscal year. We expect to see continued and increased local and diverse spending over this next year with projects like the Fawcett Elementary Replacement Project and several bundled small works projects addressing needs such as pool repairs, athletic fields improvements, and safety and security systems.

# Capital Construction Spending Summary – 2020-21

Below reflects construction contracting commitments through December 2021 on active capital projects.

## Hunt Middle School – Absher

**Current contract value: \$54,703,360.69**

**Paid to date: \$47,531,645.57**

	MBE	WBE	SBE	Local	Apprentice utilization
Goal	10%	6%	5%	30%	15%
Contracted	15% \$8,424,080.70	3% \$1,926,358.15	21% \$12,211,751.87	71% \$40,974,223.94	17.26% 30,857 apprentice hours
Confirmed paid to date (B2G audits)	16.54% \$7,859,889	3.24% \$1,538,319.20	11.52% \$5,477,338.03	81% \$38,604,266.92	178,816.85 total hours

## Skyline – Turner

**Current contract value: \$28,826,964**

**Paid to date: \$9,649,358.14**

	MBE	WBE	SBE	Local	Apprentice utilization
Goal	10%	6%	5%	30%	15%
Contracted	10.39% \$2,995,516	1.86% \$535,612	5.32% \$1,534,582	41.19% \$11,874,876	16.67% 4,052.25 apprentice hours
Confirmed paid to date (B2G audits)	4.76% \$459,113	0.59% \$57,214.28	0.10% \$9,489.18	30% \$2,870,192.85	24,304.75 total hours

## Downing – Korsmo

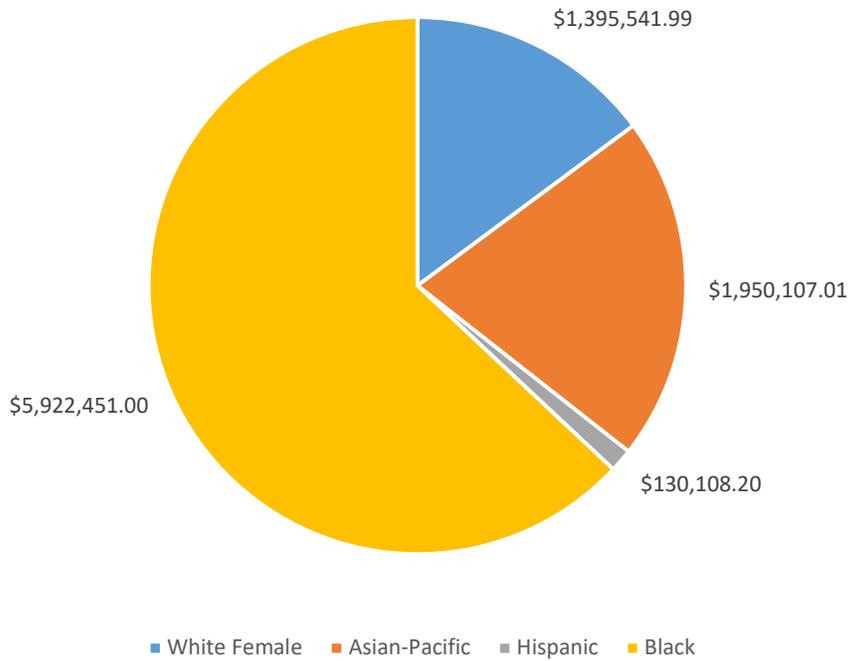
**Current contract value: \$31,000,000**

**Paid to date: \$8,461,066.58**

	MBE	WBE	SBE	Local	Apprentice utilization
Goal	10%	6%	5%	30%	15%
Contracted	18.77% \$5,819,227	3.41% \$1,056,737	9.35% \$2,898,596	55.24% \$17,125,722	20.55% 5,168.50 apprentice hours
Confirmed paid to date (B2G audits)*	15.81% \$1,337,388.68	0.22% \$18,797.70	0% \$0	86% \$7,237,202.21	25,150.81 total hours

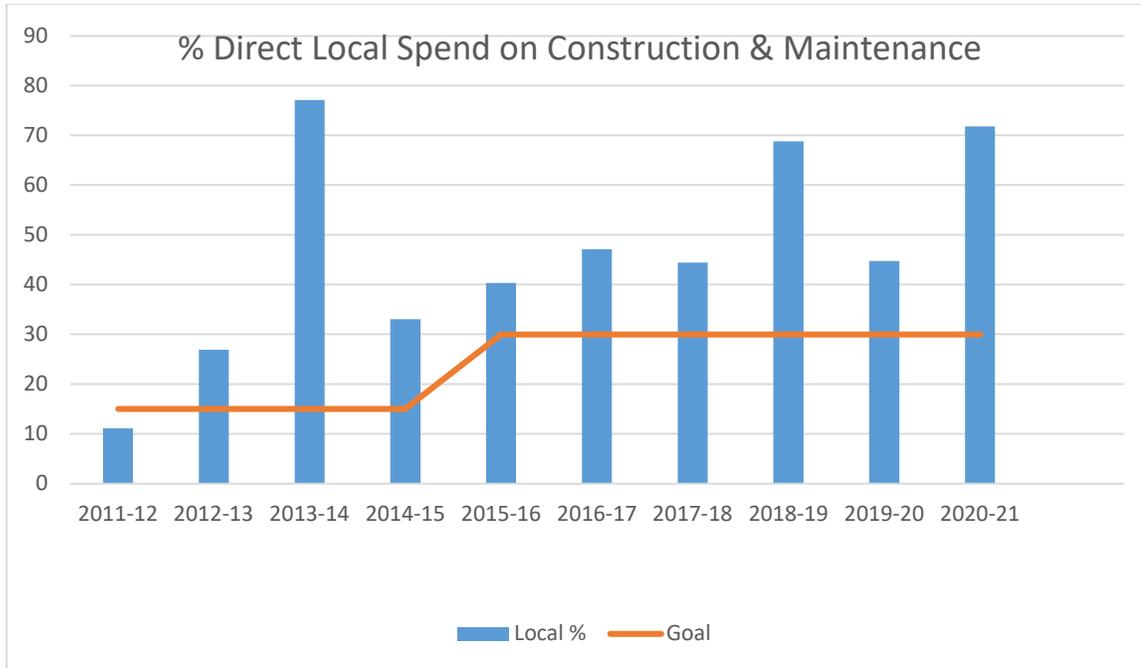
\*Data entry in progress

**Hunt Middle School Replacement Project**  
Demographic Breakdown of \$9,398,208 MWBE spending  
as of December 2021



# TPS Local Spending Data

This data shows Tacoma Public Schools spending on local businesses as part of District-managed contracts for new or maintenance-related construction projects. Local is defined as headquartered in Pierce County. This only measures the contracts that are between TPS and a contractor, and does not take into account subcontracting data.



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Total spend	\$40,586,477	\$14,365,973	\$36,263,513	\$28,008,025	\$146,433,097	\$107,805,501	\$69,470,868	\$74,580,025	\$71,669,660	\$87,573,295
Local spend	\$4,498,144	\$3,857,507	\$27,950,648	\$9,249,312	\$58,993,559	\$50,736,020	\$30,857,135	\$51,306,306	\$32,029,126	\$62,847,127
%	11.1%	26.9%	77.1%	33%	40.3%	47.1%	44.4%	68.8%	44.7%	71.8%

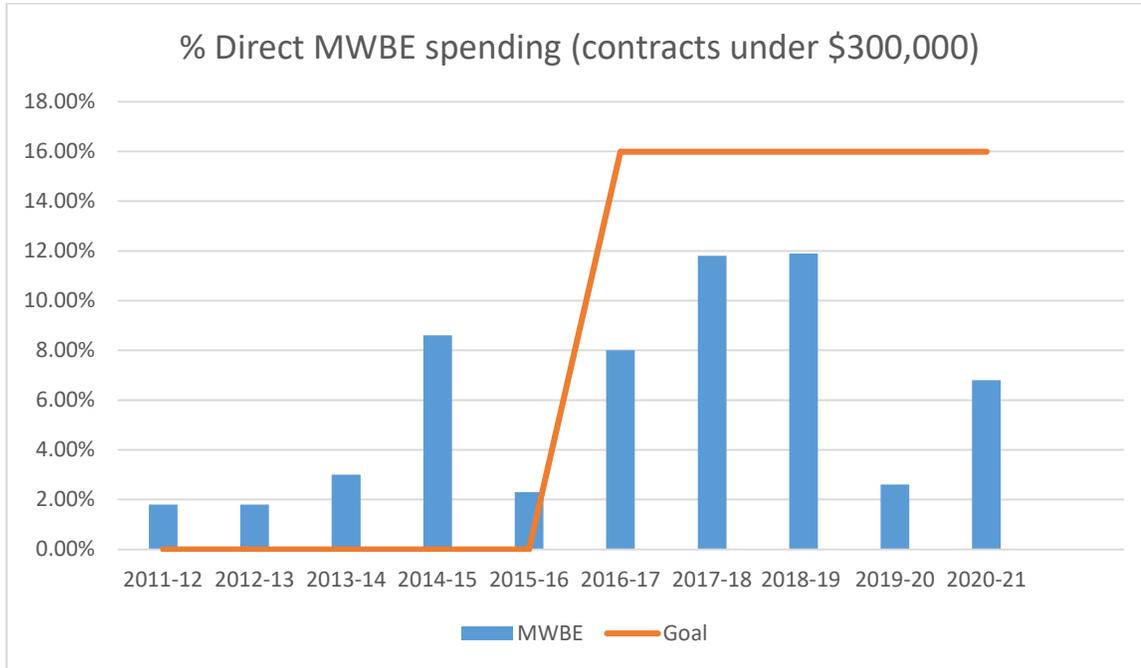
**Narrative:** Tacoma Public Schools local contracting has been able to consistently exceed the 30% inclusion goal, with significant increases showing where contractors and architects on capital projects are headquartered in Pierce County.

# TPS MWBE Spending Data

Since state-certified MWBE businesses are by definition small businesses, larger contracts (such as for prime contractors on large capital projects) are generally beyond the scope of certified MWBE businesses. Larger contracts are required to have inclusion plans; that data summary is included earlier in this report.

## MWBE Breakout: TPS spending on vendor contracts totaling under \$300,000

This data shows Tacoma Public Schools spending on MWBE businesses as part of District-managed contracts for new and maintenance-related construction projects \$300,000 in comparison to the District’s goals. Total spend in this category also includes ongoing service contracts, equipment and supply purchase, permits, etc.



	2011-12	2012-13	2013-14	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21
Total construction spend under \$300,000	\$2,620,700	\$5,286,376	\$5,845,308	\$5,837,522	\$8,029,526	\$8,060,415	\$8,059,796	\$7,398,142	\$4,786,352	\$6,255,880
Total MWBE construction spend under \$300,000	\$45,842	\$95,120	\$178,119	\$504,788	\$181,224	\$645,880	\$954,470	\$883,360.05	\$122,927.26	\$426,639.05
%	1.8%	1.8%	3%	8.6%	2.3%	8%	11.8%	11.9%	2.6%	6.8%

**Narrative:** Funds from the 2020 Capital Bond began to make an impact in district small works projects at the end of 2020-21, but with COVID impacts and the lull between bond-funded small works projects the spend in this category continued to be lower. However, a deeper look at the spending breakouts showed the total direct investment with MWBE businesses is more than \$900,000 (see breakouts), which comes close to the highest spend so far in this category.

## MWBE Small Works Vendor Utilization Breakout Analysis

As the district continues to work to involve more diverse businesses in its small works contracting, this year we observed:

- The need to re-evaluate what contracting thresholds we are looking at. One MBE contractor exceeded the \$300,000 threshold for the year; to capture that success, below offers the breakdown of MBE and WBE businesses at both the under \$300K and under \$500K levels.
- Funds from the 2020 Capital Bond started to become available for small works projects toward the end of this fiscal year, though some of what used to be contracted at this level has been bundled into Design Build projects in part due to that delivery model's ability to increase inclusion opportunities.
- The need to revisit how we analyze our internal data.
  - Starting in 2019-20, the district began direct charging maintenance contracts related to other department needs and requests. These amounts no longer show up in the annual spend analysis.
  - TPS recently transitioned accounting systems, from Lawson to Focus. Implementation is still in progress, and we will be working with the Finance and IT departments to better capture data in the new system.

### 2020-21 MWBE Utilization for Tacoma Public Schools Small Works Projects

Total TPS construction contracts under <b>\$300,000</b> - \$6,255,880			
<i>Business name</i>	<i>2020-21</i>	<i>MBE</i>	<i>WBE</i>
Excel Electric of Tacoma	\$111,976.83	x	
Greater Seattle Floors	\$107,007.52	x	
Orca Pacific	\$73,569.70	x	
Weddermann Architecture PLLC	\$47,647		x
Image 360	\$43,282	x	x
OES Inc	\$24,396		x
Apex Engineering	\$16,800		x
Tres West Engineers Inc.	\$1,960	x	x
<b>Total MWBE spending on contracts under \$300,000</b>		\$426,639.05 (6.8%)	

### 2020-21 MWBE Utilization for Tacoma Public Schools Small Works Projects

Total TPS construction contracts under <b>\$500,000</b> - \$8,716,237			
<i>Business name</i>	<i>2020-21</i>	<i>MBE</i>	<i>WBE</i>
Aamex	\$482,925.26	x	
Excel Electric of Tacoma	\$111,976.83	x	
Greater Seattle Floors	\$107,007.52	x	
Orca Pacific	\$73,569.70	x	
Weddermann Architecture PLLC	\$47,647		x
Image 360	\$43,282	x	x
OES Inc	\$24,396		x
Apex Engineering	\$16,800		x
Tres West Engineers Inc.	\$1,960	x	x
<b>Total MWBE spending on contracts under \$500,000</b>		\$909,564.31 (10.4%)	

# Construction Management Spending Summary

As part of our work to open the door to smaller businesses, we are working with contractors over \$300,000 to thoughtfully involve diverse subcontractors. This includes making inclusion commitments part of our construction management contracts.

**Vanir** is a woman-owned construction management firm based out of Seattle. While they were once certified, they are no longer small enough for state certification. They are working on the Skyline Elementary Replacement Projects.

<b>Project: Skyline Elementary Schools</b>		<b>Vanir total contract amount: \$1,100,000</b>		
<b>As of 12/01/2021</b>		<b>MWBE contract amount: \$207,940</b>		
		<b>Commitment</b>		<b>Paid to-date</b>
<b>Subcontractor</b>	<b>Role</b>	<b>MBE</b>	<b>WBE</b>	
Platinum	Estimating Review	\$37,530		\$32,535
Platinum	Change Order Estimating	\$33,750		
Jimale Technical Services	Document Services		\$127,312*	\$11,090.75
Jimale Technical Services	Set up TPS Sharepoint		\$9,348*	
Total		\$71,280	\$136,660	<b>43,625.75</b>
Percent of contract amount		<b>6.5%</b> <i>Goal: 10%</i>	<b>12.4%</b> <i>Goal: 6%</i>	

\* Jimale Technical Services is a certified MWBE business.

**Parametrix** is a locally owned business that provides engineering, planning, environmental services, land surveying and construction services. Parametrix is providing construction management on the Boze, Birney, Downing, and Fawcett projects.

		<b>Parametrix total contract amount: \$2,639,340</b>		
		<b>MWBE contract amount: \$520,376</b>		
		<b>Commitment</b>		<b>Paid to-date</b>
<b>Subcontractor</b>	<b>Role</b>	<b>MBE</b>	<b>WBE</b>	
Jimale Technical Services	Document services		\$224,116	\$159,878.50
Urban Tech	Construction management	\$296,260		\$13,480
Total		\$296,260	\$224,116	<b>\$173,358.50</b>
Percent of contract amount		<b>11.2%</b> <i>Goal: 10%</i>	<b>8.5%</b> <i>Goal: 6%</i>	

\* Jimale Technical Services is a certified MWBE business.

# 2022 Work Plan

## Strategies

- Use contracting methods and language to increase inclusion of diverse, small and local businesses.
- Improve documentation and review process to increase accountability and improve goal progress.
- Connect with qualified businesses; connect businesses.
- Require certification.

## Planning and Construction

Planning and Construction projects are a major driver of the district's inclusion efforts, honoring the community's investment in our students and our schools by passing the bonds that fund these projects. There are several major capital projects and facilities improvement packages funded through the most recent 2020 Capital Bond that are now coming into play. Capital projects currently under construction or coming soon include:

- Downing Elementary Replacement Project (under construction)
- Skyline Elementary Replacement Project (under construction)
- Fawcett Elementary Replacement Project (in design)
- Bryant Montessori Replacement Project (soliciting Design Build teams)
- Synthetic Field, Track & Tennis Court Bundle (ongoing)
- Indoor Air Quality Upgrades (ongoing)
- Pool Improvements (ongoing)
- Safety & Security Upgrades (ongoing)
- Tacoma Online Learning tenant upgrades (in contracting)

### Action items:

- Use Design Build contracting whenever possible; this contracting method allows TPS to work closely with prime contractors on subcontractor outreach and creating strategic bid packages that have resulted in a substantial increase in local, MWBE and SBE utilization on TPS projects. This contracting method has also been successful in controlling projects costs.
- Require inclusion plans as part of the RFQ/RFP process; scoring of RFQ/RFPs reflect local and inclusive hiring efforts as a priority.

## Facilities

Tacoma Public Schools Facilities continues to invite local, small and disadvantaged businesses to participate in small works maintenance and repair contracts.

### Action items:

- Include minority-owned, woman-owned, small and local businesses in requests for quotes whenever possible.
- Work with Purchasing to identify common contracting opportunities by analyzing past work orders and targeting small works roster recruitment to meet those needs.
- Participate in sub outreach and training.

## **Procurement & Business Outreach**

Tacoma Public Schools works to proactively recruit local, small and diverse businesses to its small works roster, as well as connect our prime and subcontractors with opportunities to work together while following state and district processes and policies for public works procurement.

### Action items:

- Participate in the March 2022 (Virtual) Alliance Tradeshow to connect and recruit local, small and diverse businesses to our small works roster.
- Promote subcontracting opportunities to local, small and diverse businesses,
- Facilitate training to potential subcontractors, including “How to Do Business with TPS” and other trainings in partnership with PTAC, the City of Tacoma, MBDA-Tacoma, OMWBE and other partners.
- Continue to look for alternate virtual networking and outreach opportunities to continue efforts to recruit businesses to our small works roster and connect our prime and subcontractors despite COVID restrictions.
- Partner with City of Tacoma and MBDA-Tacoma to identify businesses that fit scopes of work.

## **Accountability Tracking & Reporting**

Tracking our efforts and connecting with project managers and contractors over the course of a project is key in keeping on the right track, and identifying opportunities. In 2022, planned tracking and reporting methods will include:

- Quarterly check-ins with the Community Inclusion Task Force (April, July, October, January)
- Quarterly conversations with contractors regarding progress (March, June, September, December)
- Annual school board update
- Monthly checks with project managers (TPS and contractor)

### Action items:

- Work with Purchasing to better track work managed by Facilities by billed to other departments.
- Regular review of data points with project managers and contractors to ensure compliance.
- Audit contractors’ utilization reports to confirm certification and/or local business status.
- Regular review of apprenticeship utilization.
- Regular review of progress payments.
- Use of LCP Tracker to ensure prevailing wage and apprenticeship utilization.

# Acknowledgements

Tacoma's Community Inclusion work is supported by multiple departments and partnerships, and at many levels. Our **taskforce and community partners** provide the feedback that guides our work and challenges us to always seek ways to improve. **District leadership** provides the support and leadership that directs the work and how we do business. Our **project managers and department staff** are the boots on the ground, working to find and support subcontractors and hold larger contractors accountable in being partners on our goals. The **City of Tacoma and Minority Business Development Agency** provides technical and partner support in advancing mutual goals, and we make each other better by sharing best practices, successes, and lessons learned. We are also excited that many of our **contractors** have stepped up and been true partners as well, going above and beyond minimum goals and showing they get the vision, the mission, and the reason to invest in our community.

## *Community Inclusion Task Force Partners*

Tacoma Public Schools  
A. Philip Randolph Institute  
Black Collective  
City of Tacoma  
NAACP 253 Tacoma Branch  
Pierce County Building & Trades Council AFL-CIO  
Tacoma Ministerial Alliance

## *Community Stakeholder Representatives*

Carol Wolfe  
Grover Johnson  
Linda Womack  
Lyle Quasim  
Mark Martinez

## *TPS Leadership*

Josh Garcia, Superintendent  
Carla Santorno, Superintendent on Special Assignment  
Chris Williams, Chief Operating Officer  
Morris Aldridge, Executive Director of Planning & Construction  
Tom Chalk, Director of Facilities  
Paul Harris, Assistant Director of Facilities Operations  
Alicia Lawver, Director of Strategic Planning

## *TPS Staff*

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