

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

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

The CPARB PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process. **Incomplete applications may delay action on your application.**

Identification of Applicant

- a) Legal name of Public Body (your organization): **University of Washington: Facilities**
- b) Address: **Box 352205 University of Washington, Seattle, WA 98195**
- c) Contact Person Name: **Steve Tatge** Title: **Executive Director, Project Delivery Group**
- d) Phone Number: **206.221.4231** E-mail: **statge@uw.edu**
- e) Effective Dates of current Certification _____ GC/CM **9/14/2017** DB (*see letter from PRC*)
- f) Type of Certification Being Sought _____ GC/CM **XXX** DB

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10

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

Provide your agency's processes. If there have been any changes to your agency's processes since certification/re-certification addressing items (a) and (b) below, please submit the revised process chart or list with the reasoning for the changes.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

Please see Attachment 1.A and 1.B

2. Project Delivery Knowledge and Experience

(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

- (a) Include the status of each alternative delivery project [*planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost*]. Describe cost overruns or schedule delay, and any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification/re-certification.

Please see Attachment 2

3. Personnel with Construction Experience Using the Contracting Procedure

(RCW 39.10.270 (3)(b)(ii)) Limit response to two pages or less.

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous certification. Provide a current organizational chart and highlight changes since previous certification/re-certification. Do not include outside consultants.

Please see Attachment 3 and associated Project Delivery Group organization chart.

4. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (3)(c)) Limit response to one page or less.

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification/re-certification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

There have been no audit findings.

5. Project Data Collection

Please provide a matrix listing all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body's capital plan projected to start within the next three (3) years.

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method *[DB, or GC/CM - either actual or as-planned]*
- Whether or not project data has been entered into the CPARB Data Collection System? *(RCW 39.10.,320 and .350) [Yes or No; if No, why not?] **No data collection system to submit to.***
- Is the project complete *[Yes or No]*

Please see Attachment 4

6. GC/CM Self Performance (complete only if requesting GC/CM re-certification)

Responding to the 2013 Joint Legislative Audit and Review Committee (JLARC) Recommendations is a priority and focus of CPARB.

Please provide GC/CM project information on subcontract awards and payments, and if completed, a final project report. As prepared for each GC/CM project, please provide documentation supporting compliance with the limitations on the GC/CM self-performed work. This information may include, but is not limited to: a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

Not Applicable.

7. Subcontractor Outreach

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

Please see Attachment 5

SIGNATURE OF AUTHORIZED REPRESENTATIVE

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

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB, and attend any relevant applicable training. If the PRC approves your request for recertification, you agree to continue to provide data on such projects in accordance with RCW 39.10 data collection criteria covering the complete history of each of these construction projects. You understand that this information is being used in a study by the State to evaluate the effectiveness of the alternative contracting procedure(s). Public Bodies may renew their certification or re-certifications for additional three-year periods provided the current certification has not expired.

Signature: _____

Name: *(please print)* Steve Tatge

Title: Executive Director, Project Delivery Group, UW Facilities

Date: August 3, 2020

ATTACHMENT 1.A

Public Works Contract Type Assessment

The UW Facilities contract type assessment matrix should be consulted when developing the delivery and procurement strategy for *public works* projects during the “Needs Assessment” phase or Planning Phase of any project. A UW Facilities Procurement & Sourcing representative along with a Project Delivery Group representative should use the matrix to select the delivery strategy most aligned with the project characteristics, delivery method requirements, and overall goals of the project. The contracting type selected should be documented in the *Project Work Plan*.

| Delivery Strategy | Overview | Pros | Cons |
|--|---|---|---|
| Design-Bid-Build (most common) | A “traditional” delivery method for construction work. Selection of a contractor is through a lowest responsive and responsible bid. Design/construction documents complete and posted publically for open competition. (RCW 39.04) | <ul style="list-style-type: none"> Competitive Bidding, Suited for a wide range of work, Ideal with a complete design, Can be used with some “performance specifications,” Bid documents can be as long or as short as the work and risk require. | <ul style="list-style-type: none"> No GC input into design, no constructability review, Often longer process: requires linear design, bid, build timeline, Require completed construction documents to bid, Experienced delivery staff required. |
| Job Order Contracting | Job Order Contracting (JOC) can be used when the expected job cost is less than \$500,000 using a pre-determined price book such as RS Means. A general contractor is selected based on qualifications and their approach to managing subcontractors, along with a coefficient (fee). Work Orders are issued for small projects that are less than the threshold for a maximum of \$4M per year. Design is completed as needed by work order. (RCW 39.10) | <ul style="list-style-type: none"> Small projects do not have to be individually bid, Contractor, subcontractors, and designers work together to streamline design and construction and is often faster. | <ul style="list-style-type: none"> Price of work calculated by RS Means often does not reflect internal cost estimates or budgets and hard to reconcile, Limited in \$ for each projects, Limitation on percentage of work that can be self-performed by JOC (10%) and how much work does not have to be “pre-priced” (20%). |
| Small Works Roster | A small projects delivery method for projects less than \$300,000. UW Facilities may use a pre-established roster of firms to bid on small projects. (RCW 39.04.350) | <ul style="list-style-type: none"> Pre-established roster limits bid pool to those firms that are more experienced in certain scopes, Similar benefits of DBB. | <ul style="list-style-type: none"> Dollar limitation, Still requires lowest responsive and responsible and competitive process, Maintenance of a roster, |
| <\$90,000 | For public works construction work less than an estimated \$90,000 (labor, materials, and equipment), first right of refusal shall be given UW Facilities Maintenance and Construction to be consider for performance by our own forces. Single trade, repetitive, bargained, or operational sensitive work are ideal for this method. (RCW 28B) | <ul style="list-style-type: none"> Direct access to those that operate and maintain our buildings and infrastructure, Does not need to be bid on the open market, Shorter project durations possible. | <ul style="list-style-type: none"> Limited dollar value and complexity. |
| Critical Patient Care Roster | Specific to UW Medicine or public works projects in critical patient care facilities. A roster established through a qualifications-based application process. Levels of work and size of contractors are captured on “A” and “B” options for work. (RCW 28B) | <ul style="list-style-type: none"> Pre-established roster limits bid pools to those firms that are more experienced working in the highly sensitive environments and while occupied, No dollar limit. | <ul style="list-style-type: none"> Design and construction documents still required, Still competitively bid to those on the roster. Roster needs to be maintained. |
| General Contractor/Construction Manager (GC/CM) | A GC/CM partner is selected based on qualifications and proposed approach early in the design phase of a project. Selection include weighted criteria including a “fee” for general “administration” of the contract. Provisions for “heavy civil” projects and large MEP scopes. (RCW 39.10) | <ul style="list-style-type: none"> GC is part of the design of the project and can provide input on constructability and cost considerations for various engineering solutions, Established Maximum Allowable Construction Costs, Qualifications/partnership and experienced based selection to enhance a team approach. | <ul style="list-style-type: none"> Statutory required project types and prescriptive processes, less flexible for project owners, Extra construction management layer, Added administrative layers on all parties, Smaller pool of qualified and experienced general contractor teams Limited access to trade partners other than MEP. |
| Design-Build (Progressive, Integrated) | A designer and builder/contractor team selected based on qualifications and proposed approach. Several modifications to a design-build method, similar applications still exist. Select between 2-part, GMP-based contract and “Integrated Design-Build” contract, which features the business terms of an Integrated Project Delivery contract (shared risk/reward, incentives). | <ul style="list-style-type: none"> Single contract point for both designer and building/contractor team, Work can be constructed as design completes, Multiple ways of securing subcontractors to partner or bid to the project, More flexible in statutory requirements, gives the University flexibility in deciding which version of DB best fits the project. | <ul style="list-style-type: none"> Requires willingness to be flexible on project scope in exchange for price certainty. Favors “performance-based requirements” over prescriptive requirements, Requires “honorarium” for all participants that are not successful. |

3. Experience and Qualifications for Determining Whether Projects are Appropriate for the Alternative Contracting Procedure (House Bill 1506, section 102(2)(a))



ATTACHMENT 1.B

Preface

Project delivery strategy shapes the entire project from conception to transition to occupancy and closeout. Selection of the project delivery method should be driven by the needs and goals of the project, industry capabilities, and best practices. Delivery options vary based on the characteristics and budget of each individual project. All delivery strategies and procurements must comply with the applicable Revised Codes of Washington (RCWs).

Delivery Methods

Traditional design-bid-build project delivery is a strategy used by UW Facilities on the majority of our smaller (under \$2M) public works projects; other available strategies include Job Order Contracting, General Contractor/Construction Manager (GC/CM) and Design-Build (DB), and Small Works Roster, >\$90,000 public work and the Critical Care Patient Facilities Roster (CCPF) for smaller projects. GC/CM and DB are considered Alternative Public Works strategies and require compliance with applicable RCW.

2. Experience and Qualifications for Determining Whether Projects Are Appropriate for GCCM and/or DB under Alternative Contracting Procedure(s) in RCW 39.10 (RCW 39.10.270 (3)(a)) Limit response to two pages or less.

OVERVIEW

As the project planning work proceeds from Needs Assessment to Options Analysis to Project Formation, the UW Facilities team is responsible for reviewing the Contract Type Assessment Matrix (Matrix) to recommend the most appropriate procurement strategy for the project no later than during Project Formation. In addition to the recommendation of the overall strategy, consideration of any additional strategic ideas should be considered, including the phasing of work, or fast-tracking certain work packages to meet deadlines or capitalize on efficiencies; these should also be documented with the overall strategy. The Contracting Type Assessment documentation should contain clear explanation of why the strategy was selected based upon the Matrix, including pros and cons of the selected strategy.

STEP 1

The UW Facilities team (including Project Manager, Director, and Procurement and Sourcing Director) will review the project needs and recommend a delivery strategy in writing, including justification linked to the Matrix. Generally speaking, the project should be reviewed for potential benefits of collaborative delivery vs. a prescriptive design approach and more of a commodity-based procurement. For example, if the University has specific requirements for a given system, there may be relatively little opportunity to explore other ideas and the desired system should be designed and procured in the manner that leads to the best pricing. In other cases, assembling a high-performing and integrated team of designers and trade partners should deliver an optimum solution within the budget and delivery methods which allow that should be prioritized.

STEP 2

The PM should schedule a meeting with the Client (if applicable) to explain the proposed delivery strategy along with the key steps and milestones of the procurement process.

STEP 3

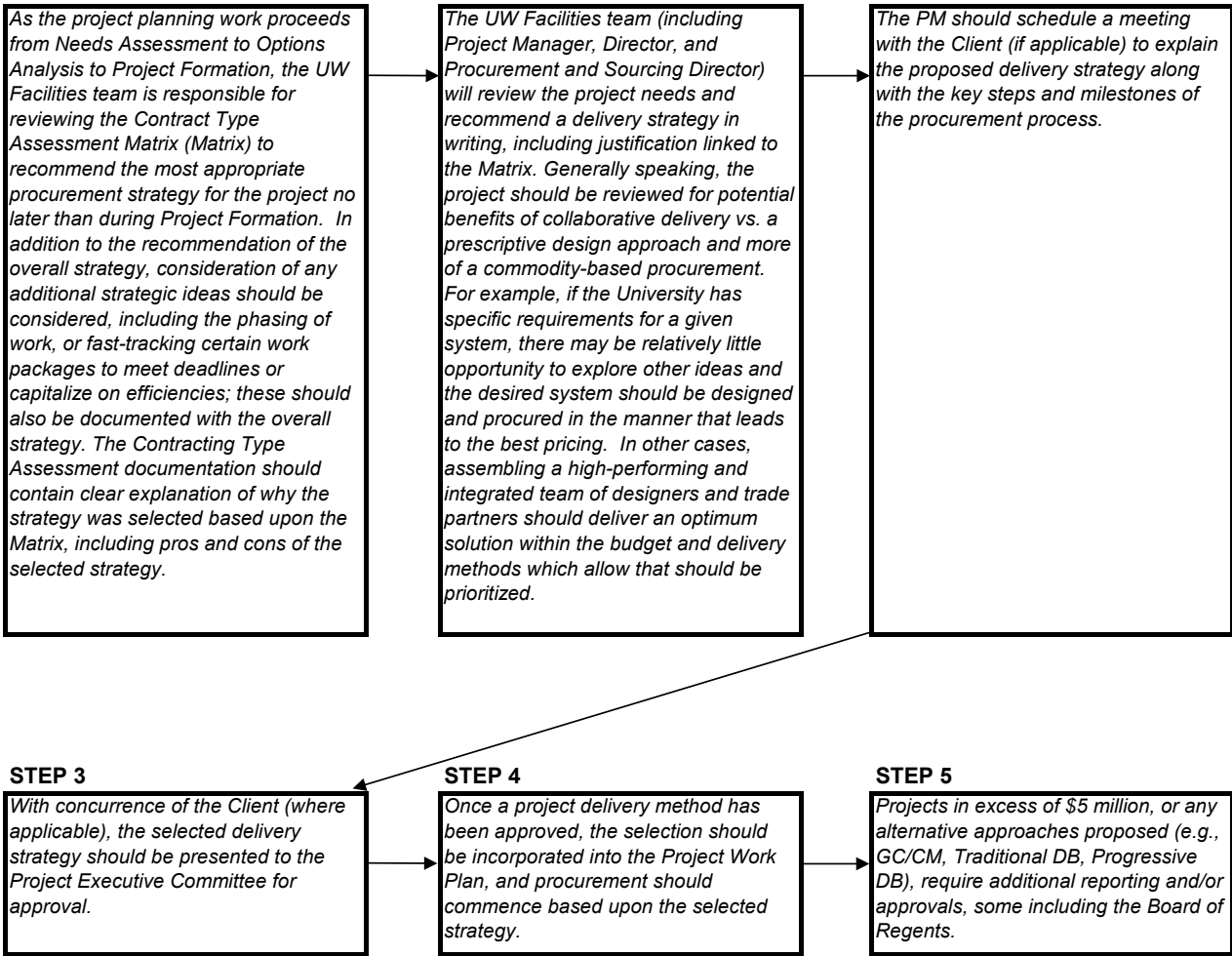
With concurrence of the Client (where applicable), the selected delivery strategy should be presented to the Project Executive Committee for approval.

STEP 4

Once a project delivery method has been approved, the selection should be incorporated into the Project Work Plan, and procurement should commence based upon the selected strategy.

STEP 5

Projects in excess of \$5 million, or any alternative approaches proposed (e.g., GC/CM, Traditional DB, Progressive DB), require additional reporting and/or approvals, some including the Board of Regents.



ATTACHMENT 2

2. Project Delivery Knowledge and Experience (RCW 39.10.270 (3)(b)(i))

Please describe your organization's experience in delivery projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10. a) Include the status of each alternative delivery project [planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost]. Describe cost overruns or schedule delay, and any Litigation or Significant Disputes on any Alternative Delivery Project since Previous certification/re-certification.

NARRATIVE:

Over the past three years, the University of Washington has transitioned from an emphasis on GC/CM to using qualifications-based, or "progressive," design-build for most of our projects where the statute allows this Alternative Public Works delivery method. Our selection method carefully follows 39.10.330, though we have adjusted the wording and format of our selection criteria to refer to the statutory language rather than follow it verbatim. On renovation and/or smaller projects, we typically select the builder and architect, rather than the full team, and subsequently build out the rest of the team collaboratively with the builder and architect. For new buildings or other projects with architectural significance, we select the builder first and then collaborate on selection of the architect and the rest of the consultants and trade partners. We have used several forms of contract, including lump sum, guaranteed maximum price, and a contract we call "integrated design-build" which features business terms around shared risk, reward, and incentives. Each contract starts with defining the project parameters and ensuring they are aligned to budget and project goals, and then we issue amendments to further execute the design and construction work. Projects are governed by an Executive Committee charged with ensuring all project parameters are met, and the projects are executed by a Project Management Team (PMT) headed by the project managers from the UW, the design-builder, and the architect. Executive leaders from those same three entities form a Senior Management Team which addresses the performance of the DB team as a whole, contractual issues, and personnel issues. Project Working Teams, managed by the PMT, advance the detailed design and are multidisciplinary teams with trade partners and consultants working together. Projects managed with this approach have been highly-successful, with an emphasis on treating the budget as fixed and the scope as variable where necessary. Contingency is managed collaboratively, as are risks, and risk avoidance allows contingency funds to be deployed for scope. We have learned that highly collaborative teams, which work across the traditional boundaries between design and construction, are able to achieve higher-value projects with greater certainty and reduced risk, and we intend to continue to explore opportunities to work in this manner.

| No. | Project Name | Status | Construction Start | Substantial Completion | Budget | Cost Overruns or Schedule Delays | Delivery Method |
|-----|--|-------------------|--------------------|------------------------|----------|------------------------------------|-----------------|
| 1 | North Campus Student Housing Ph. IV (b) | Construction | May-19 | Aug-20 | \$65.5M | No significant issues | DB |
| 2 | UW Bothell Corporation Yard | Closeout | Oct-19 | Jun-20 | \$5.4M | No significant issues | DB |
| 3 | Hans Rosling Center for Population Health | Closeout | May-17 | Jul-20 | \$230M | No significant issues | DB |
| 4 | Parrington Hall Renovation | Construction | Nov-18 | Aug-20 | \$24.1M | See Note #1 below | DB |
| 5 | Seismic Improvements Phase 1 | Closeout | Jan-19 | Oct-19 | \$17.6M | No significant issues | DB |
| 6 | Seismic Improvements Phase 2 | Design | Sep-20 | Dec-21 | \$15.5M | No significant issues | DB |
| 7 | Kincaid Hall Renovation | Construction | Jun-19 | Apr-21 | \$46M | See Note #2 below | DB |
| 8 | UW Medical Center Northwest Campus Childbirth Center Renovation | Construction | Dec-19 | Nov-21 | \$30.6M | See Note #3 below | DB |
| 9 | Softball Performance Center | Preliminary | TBD | TBD | \$4M | Siting issues, changed location | DB |
| 10 | Schmitz and Mary Gates Hall (iSchool) | Preliminary | TBD | TBD | \$8M | No significant issues | DB |
| 11 | Behavioral Health Teaching Facility | Project Formation | Oct-21 | Nov-23 | \$224.5M | No significant issues | DB |
| 12 | Founders Hall | Construction | Jun-20 | Dec-21 | \$73.1M | See Note #4 below | DB |
| 13 | Health Sciences Education Building | Design | Jul-20 | Oct-22 | \$100.6M | No significant issues | DB |
| 14 | UW Bothell/ Cascadia College Phase 4 | Project Formation | TBD | TBD | \$79.5M | No significant issues | DB |
| 15 | UW Tacoma Milgard Hall | Project Formation | TBD | TBD | \$50.5M | No significant issues | DB |

| | | | | | | | |
|-----------|--|--------------------------|-----|-----|---------|-----------------------|----|
| 16 | UW Tacoma Learning Commons and Engineering Renovation | Preliminary | TBD | TBD | \$6.6M | No significant issues | DB |
| 17 | College of Engineering Interdisciplinary Engineering Building | DB Selection | TBD | TBD | \$75.0M | No significant issues | DB |
| 18 | Health Sciences Potable Mainline Replacement | DB Selection | TBD | TBD | \$2M | No significant issues | DB |
| 19 | UW Autism Center Remodel | DB Selection | TBD | TBD | \$2.6M | No significant issues | DB |
| 20 | ICA Basketball Training/Operations Facility and Health and High Performance Center | DB Selection (paused) | TBD | TBD | \$60.7M | No significant issues | DB |

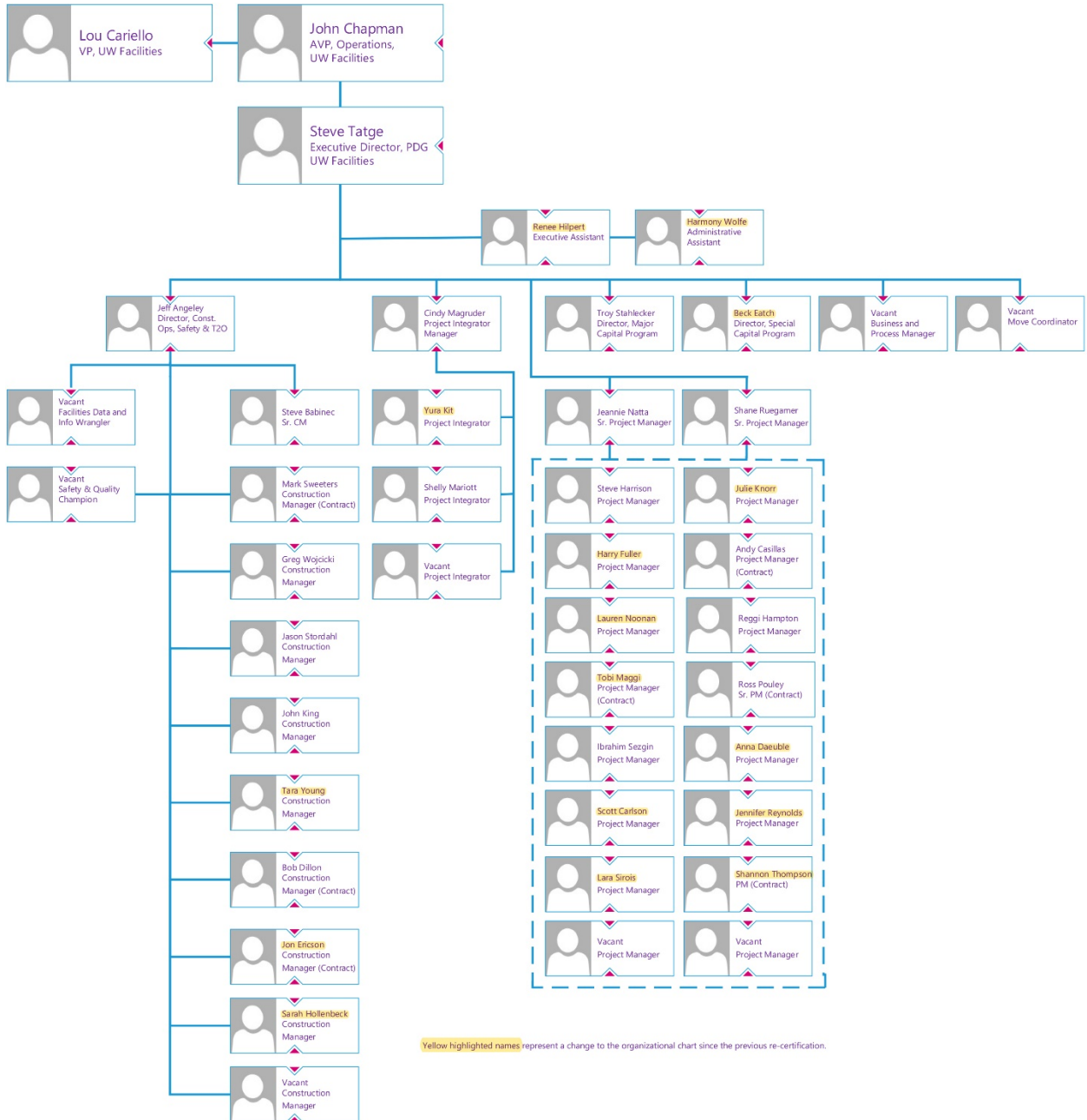
PROJECT NOTES:

- #1 The budget was increased modestly to address additional upgrades required by the City of Seattle's determination that the project should be classified as a Substantial A
- #2 The budget was increased to include scope initially planned as a future phase because analysis showed that the lowestcost on a long-term cost of ownership basis was to do the work as part of the current phase.
- #3 Two discoveries during construction required a budget increase to address, as did a decision to include a portion of the scope of an adjacent electrical project to eliminate future disruption. Construction discoveries included that the existing slab on grade had substantial void space below, and that materials which previously had tested non-detect for hazardous materials did in fact contain unsuitable levels.
- #4 Increased fundraising and a desire to utilize a cross-laminated timber structure in lieu of the planned concrete structure led to a decision to increase the budget.

ATTACHMENT 3

|  | | | | | | | | |
|---|--|--------------|------------|-----------------|----------------------|--------------------|---------------|-------------|
| 3. Personnel with Construction Experience Using the Alternative Contracting Procedure(s) [RCW 39.10.270 (3)(b)(ii)] | | | | | | | | |
| DB projects since previous re-certification | Project Size | Project Type | Director | Project Manager | Construction Manager | Project Integrator | Project Start | Project End |
| UW Bothell Corp Yard | \$5.4M | DB | Tatge | Hampton | Sweeters | Marriott | Jan-18 | Apr-21 |
| HMC BiPlane OR | \$4m | DB | Tatge | Sezgin | Thiele | Marriott | Jan-18 | Nov-20 |
| UW Tower Renovations | \$7.5M | DB | Stahlecker | Eatch | Swanson | Magruder | Mar-18 | Oct-19 |
| Founders Hall | \$75.1M | DB | Tatge | Pouley | King | Kit | Feb-18 | Aug-22 |
| Bothell Phase 4 STEM Building | \$79.4M | DB | Tatge | Fuller | TBD | Magruder | Dec-18 | Jan-24 |
| Health Sciences Education Building | \$100.6M | DB | Natta | Knorr | Babinec | Kit | Feb-18 | Dec-22 |
| Hans Rosling Center for Population Health | \$230.8M | DB | Tatge | Natta | Sweeters | Magruder | Apr-16 | May-21 |
| Parrington Hall Renovation | \$24.1M | DB | Stahlecker | Ruegamer | Dillon | Kit | Dec-17 | Mar-21 |
| No. Campus Student Housing PH Ivb | \$65.5M | DB | Tatge | Ruegamer | Wojcicki | Kit | May-16 | Dec-20 |
| Softball Performance Center | \$4M | DB | Tatge | Daeuble | King | Marriott | Jan-19 | Dec-21 |
| UW Seismic Improvements Phase 1 | \$17.5M | DB | Tatge | Casillas | King | Marriott | Jun-18 | Aug-20 |
| UWMC Family Waiting & Admitting Space | \$3.8M | DB | Tatge | Noonan | Stordahl | Marriott | Mar-17 | Oct-19 |
| Schmitz & Mary Gates Hall iSchool | \$9M | DB | Eatch | Hampton | Hampton | Marriott | Jun-17 | Apr-19 |
| Interdisciplinary Engineering Building | \$75M | DB | Tatge | Reynolds | TBD | Kit | Jan-19 | Aug-24 |
| UW Tacoma Milgard Hall | \$50.5M | DB | Tatge | Thompson | Myers | Magruder | Sep-19 | Sep-23 |
| HMC X-Ray MRI & CT Scan Upgrades | \$4.4M | DB | Eatch | Sezgin | Thiele | Marriott | Dec-16 | Sep-20 |
| HMC 2MB Cart Washers & Sterilizers | \$3.2M | DB | Eatch | Sezgin | Thiele | Marriott | May-17 | Sep-20 |
| Kincaid Hall Renovation | \$45.9M | DB | Stahlecker | Harrison | Babinec | Magruder | Dec-18 | Oct-22 |
| UWMC Northwest Childbirth Center | \$30.5M | DB | Tatge | Pouley | Stordahl | Magruder | Jan-18 | Oct-22 |
| UWT Learning Commons & Eng. Reno. | \$6.6M | DB | Tatge | Thompson | Myers | Magruder | Nov-19 | Sep-23 |
| Behavioral Health Teaching Facility | \$224.5M | DB | Tatge | Natta | Stordahl | Kit | May-19 | Jun-24 |
| Seismic Improvements Phase 2 | \$15M | DB | Tatge | Ruegamer | Young | Marriott | Apr-19 | Jul-22 |
| UW Autism Center Remodel | \$2.6M | DB | Eatch | Sirois | Hollenbeck | Marriott | Feb-20 | Jan-22 |
| MHSC Potable Water Mainline Replacement | \$2M | DB | Eatch | Reynolds | Babinec | Marriott | Dec-19 | Apr-22 |
| John Chapman | Associate Vice President. Represents UW Facilities Operations Group. Over 30 years at the University of Washington. | | | | | | | |
| Mike McCormick | Associate Vice President for Asset Management & University Architect. 15 years at Brown University as AVP for Planning Design and Construction. 5 years at the UW. Responsible for the planning and execution of capital plans. Frequent speaker at SCUP, DBIA, and ULI conferences. Project Executive Committee member or chair on numerous projects, including Hans Rosling Center for Population Health, Founders Hall, and UW Tacoma Milgard Hall. | | | | | | | |
| Steve Tatge | Executive Director. 32 years of design and construction experience. 16 years at UW. Extensive background with public works facilities and Alternative Public Works. Licensed architect. DBIA Western Washington Chapter President 2017-2020. | | | | | | | |
| Aleanna Kondelis | Director, Procurement and Sourcing. Supporting UW Facilities and Project Delivery with contracting types, methods, procurement process internal control. Also, leading UW Business Diversity and Equity which administers our social equity program in contracting. Prior to UW worked for the City of Seattle for 10 years as public works contracts manager. Over 20 years experience in capital construction. | | | | | | | |
| Jeff Angeley | Director. 28 years of design and construction experience. 19 years at UW. Extensive background with public works healthcare, laboratory and complex facility construction. DBIA Associate. | | | | | | | |
| Troy Stahlecker | Director. 30 years of design and construction experience at the UW. 15 years with PDG. Extensive background with public works facilities and Alternative Public Works. Licensed Engineer. DBIA Associate. | | | | | | | |
| Beck Eatch | Director. 16 years of design and construction experience, including Alternative Public Works projects. | | | | | | | |
| Jeanne Natta | Sr. Project Manager. 9 years of experience as a Construction Project Manager, including Alternative Public Works projects. Master's degree in construction management. Licensed commercial electrician. DBIA Associate. | | | | | | | |
| Shane Ruegamer | Sr. Project Manager. 23 years of design and construction experience. 5 years at UW, including Alternative Public Works projects. Licensed architect. DBIA Associate. | | | | | | | |
| Cindy Magruder | Project Integrator Manager. 33 years experience as a Contract Specialist/Project Integrator/Project Manager in Public Works Projects, including Alternative Public Works. Extensive experience in D-B project and contract administration. DBIA training. | | | | | | | |
| Shelly Marriott | Project Integrator. 29 years experience as a Contract Specialist/Project Integrator in Public Works Projects, including Alternative Public Works. Extensive experience managing consultant contracts. Experienced in D-B and JOC project and contract administration. DBIA training. | | | | | | | |
| Yura Kit | Project Integrator. 3 years experience as a Project Integrator in Public Works Projects, with a focus on Alternative Public Works. Experienced in D-B contract and project administration. DBIA training. | | | | | | | |
| Steve Babinec | Senior Construction Manager. 23+ years with UW as Electrician, Electrician Lead, Maintenance Zone Coordinator and Maintenance Supervisor. 6 years with PDG as a Construction Manager for Alternative Public Works projects. | | | | | | | |
| Regi Hampton | Project Manager. 30 years of design and construction experience. 10 years at the UW. | | | | | | | |
| Mark Sweeters | Senior Construction Manager. 50 years in construction including 32 at UW. Extensive experience managing Alternative Public Works projects. | | | | | | | |
| Steve Harrison | Project Manager. 35 years of design and construction experience. Licensed Engineer. DBIA training. | | | | | | | |
| John King | Construction Manager. 18 years of design and construction experience. 5 years at UW. Licensed engineer. DBIA Associate. | | | | | | | |
| Jason Stordahl | Construction Manager. 14 years of commercial construction experience. 5 years at UW. DBIA Associate. | | | | | | | |
| Greg Wojcicki | Construction Manager. 30 years in construction industry. 5 years at UW. Experienced in Alternative Public Works projects. | | | | | | | |
| Ibo Sezgin | Project Manager. 25 years of design and construction experience. 18 years at UW. Engineer. Master's degree in construction management. | | | | | | | |
| Jennifer Reynolds | Project Manager. 9 years design and construction experience including Alternative Public Works projects. DBIA Associate. | | | | | | | |

PROJECT DELIVERY GROUP ORGANIZATIONAL CHART



ATTACHMENT 4

5. Project Data Collection

Please provide a matrix of all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body's capital plan projected to start within the next three years.

| Ref. | Project Title/Description | Project Number | Project Value | Delivery Method | Data entered into the CPARB Data Collection System [Yes or No; if No, why not?] | Project Complete [Yes or No] |
|------|--|----------------|---------------|---------------------------------|---|------------------------------|
| 1 | New Burke Museum - Construct new Burke Museum west of existing museum providing new space to address limitations and shortcomings of the existing building. | 203007 | \$82.8M | GCCM | No, no database available | No |
| 2 | Life Sciences Building - Construct new bldg. of approx. 185,700 gsf accommodating new lab and office space for the College of Arts and Sciences. | 204746 | \$171.9M | GCCM | No, no database available | Yes |
| 3 | North Campus Student Housing Phase IV(a) - Construct 3 student residential buildings with 1,800 beds. Also included, residential dining, regional service desk, and learning resource center. | 204350 | \$253M | GCCM | No, no database available | Yes |
| 4 | UWMC ED East Extension - Expansion and reconfiguration of ED Program Space on Level 2 of the Medical Center. | 205394 | \$14.9M | GCCM | No, no database available | Yes |
| 5 | Computer Sciences & Engineering - Construct approx. 135,000 sf of research, undergraduate education and related support space for the Computer Science & Engineering department. | 204952 | \$105.5M | GCCM | No, no database available | Yes |
| 6 | Stevens Court Rehabilitation Phase 2 - Strip existing stucco siding and reclad; replace windows. | 206686 | \$13.2M | GCCM | No, no database available | No |
| 7 | UW Bothell Corp Yard - The Bothell Campus Corp Yard Bldg. & outdoor area will be a new facility that serves as central shipping, receiving and maintenance facility for both UWB and Cascadia. | 204199 | \$5.4M | DB | No, no database available | No |
| 8 | Hans Rosling Center for Population Health - New facility for the Institute of Health Metrics and Evaluation, and selected portions of the Department of Global Health and the School of Public Health. | 205430 | \$230M | DB | No, no database available | No |
| 9 | Parrington Hall Renovation - Improved instructional space, areas for student, faculty, and staff collaboration. Renovated faculty and staff work space, dedicated study areas for PhD students, international fellows, teaching and research assistants. | 205475 | \$24.1M | DB | No, no database available | No |
| 10 | Seismic Improvements Phase 1 - Seven buildings received parapet bracing, façade pinning, and other improvements to unreinforced masonry. | 205729 | \$7.5M | DB | No, no database available | No |
| 11 | Seismic Improvements Phase 2 - Seven buildings received parapet bracing, façade pinning, and other improvements to unreinforced masonry. | 205729 | \$10.5M | DB | No, no database available | No |
| 12 | Kincaid Hall Psychology Renovation - Full building renovation of Kincaid Hall for use by Psychology faculty, staff and students. | 206473 | \$43M | DB | No, no database available | No |
| 13 | UW Medical Center Northwest Campus Childbirth Center Renovation - Phased renovation of 3 wings and expansion while existing Childbirth Center remains operational. | 206561 | \$30.6M | DB | No, no database available | No |
| 14 | Founders Hall - Replacement of the existing Mackenzie Hall with a new building containing offices, classrooms, collaborative space, and an event space. | 205037 | \$73.1M | DB | No, no database available | No |
| 15 | Health Sciences Education Building - Active learning facilities to support core active, didactic and hands-on skills-based learning environments for Health Sciences. Building will be located on Site S-40 adjacent to T-Wing. Estimated GSF is 110,000. | 205296 | \$100.6M | DB | No, no database available | No |
| 16 | W27 West Campus - Developer-led project to house The Center for Advance Materials and Clean Energy Technologies and other tenants will create a place where experts across multiple fields can come together in one building to develop solutions to solve critical challenges in our world today. | 206865 | \$200M | 3rd party development agreement | No, no database available | No |
| 17 | UWMC Surgery Pavilion Data Center Infrastructure Upgrade - UWMC Surgery Pavilion Data Center Infrastructure Upgrade - Design and install new cooling system including removal of old cooling equipment. The placement of chilled water In-Row cooling units and Smart-Row cooling control system in Rows 1 through 4. | 206024 | \$5.2M | Critical Patient Care Roster | No, no database available | No |
| 18 | UW Bothell/Cascadia College Phase 4 - The Phase 4 project scope is for a new 80,000 square foot Academic STEM building to further the degree development in the campus' growing science, technology, engineering, and math. | 205294 | \$79.5M | DB | No, no database available | No |
| 19 | University District Station Building - consolidate UW Tenants currently in leased space who could relocate to UDSB and fill 170,000 rentable sf out of 240,000 gsf. | 206568 | \$125M | 3rd party devt agreement | No, no database available | No |
| 20 | North Campus Housing Phase IV(b) - Residence Hall with up to 360 beds and refurbishment of historic Denny Field. | 205601 | \$65.5M | DB | No, no database available | No |
| 21 | Behavioral Health Teaching Facility - Innovative facility to provide a variety of behavioral health and medical services with a teaching focus | 206927 | \$224.5M | DB | No, no database available | No |
| 22 | UW Tacoma, Milgard Hall - A new building constructed with cross-laminated timber to house Engineering, Business, and Design programs at the Tacoma campus. | 205854 | \$50.5M | DB | No, no database available | No |
| 23 | College of Engineering Interdisciplinary Engineering Building - provide a student-focused, interdisciplinary center to promote project-based learning and research, collaboration, and innovation for faculty and students. | 205852 | \$75M | DB | No, no database available | No |
| 24 | UW Bothell Housing Replacement - 300,000GSF student-oriented housing development with dining and office components. | TBD | \$170M | 3rd party devt agreement | No, no database available | No |
| 25 | ICA Basketball Training/Operations Facility and Health and High Performance Center - A new home for Husky basketball, and health and training facilities for other Olympic sports athletes. | 206829 | \$60.7M | DB | No, no database available | No |
| 26 | Magnuson Health Sciences Building Renovation Phase 2 - Partial Renovation of the T Wing portion of the Health Sciences Complex. | TBD | \$64M | DB | No, no database available | No |
| 27 | Anderson Hall Renovation - Renovation of the home for the School of Environmental and Forest Sciences. | TBD | \$30.0M | DB | No, no database available | No |
| 28 | UW Library Storage Renovation and School Relocation - Relocate stacks to Sandpoint to increase space in the ISchool and student collaboration spaces. | 206472 | \$9.0M | DB | No, no database available | No |
| 29 | IMA Locker Rooms and Pool Replacement - Renovate and expand the existing pool and create a gender neutral locker room for student, faculty, and staff. | 205781 | \$28.2M | DB | No, no database available | No |
| 30 | ASUW Shell House Restoration - Restoration effort to convert the existing shellhouse into a conference and meeting space. | TBD | \$13.0M | DB | No, no database available | No |
| 31 | UWMC Montlake Campus plaza café remodel - Planned remodel and expansion of existing primary food service facility at UWMC Montlake. | TBD | \$40.0M | DB | No, no database available | No |
| 32 | UW Tacoma Learning Commons and Engineering Renovation - Renovations of two spaces for two different UWT programs. | 206734 | \$6.4M | DB | No, no database available | No |
| 33 | Haring Center - Health and safety upgrades and renovations to classrooms. | 206962 | \$12-24M | DB | No, no database available | No |
| 34 | Art and Music Buildings Renovation - Mechanical, electrical, structural, and seismic upgrades. | 207276 | \$8-12M | DB | No, no database available | No |

ATTACHMENT NO. 5

Subcontractor Outreach

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

**PROJECT DELIVERY
GROUP**

University Facilities Building
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The University's equity program is called UW Business Diversity & Equity. The UW Business Diversity & Equity (BD&E) team has a Community Engagement target. The BD&E team members across the University work to identify local, diverse, small, women, and minority-owned businesses to participate in University work. Our outreach generally leads to match making exercises between large first tier companies and second tier and specialty firms. Under UW Facilities, our public works program focuses on Business Equity Inclusion in our procurements through bidding and proposal submission responses. Under the Business Equity Inclusion portion of the BDE program, each bidder or proposer team, outlines their approach to including Business Equity Enterprises. Acceptable Inclusion Plans are those that state an attainable inclusion goal, list specific scopes-of-work available on a project, discuss those opportunities that match available BEEs, discuss a bidding and packaging strategy that reflects BEE availability, and demonstrates the use of helpful business strategies that welcome and support subcontractors.

For Design-Build projects, the Design-Build team works closely with the Director of Procurement and Sourcing to establish an overall project goal for inclusion and to develop a detailed plan for how to achieve it through inclusion of diverse consultants and trade partners. The plan specifically focuses on inclusion of small, women, and minority-owned businesses, with additional disadvantaged business categories considered but not explicitly tracked. Plans have included project teams being incentivize for bringing S/M/WBE firms to work at the University for the first time, and the design-builder provides mentorship to ready these firms for their next projects at the University or with other public owners. As the team is filled out, the business equity status and overall performance is tracked against the plan and, if necessary, adjustments are made to targets for scopes of work that have yet to be procured. The plan status is reviewed regularly at the project management level, and monthly at both the Project Executive Committee level and with the Director of Procurement and Sourcing. Further, the inclusion status on major projects (above \$15M) is reported monthly to the University's Board of Regents. This approach has been very successful and has substantially improved the level of inclusion on the University's capital projects.