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 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
b) Mailing Address: University of Washington, University District Building, Box 352205, Seattle, WA 98195
c) Contact Person Name: Elena Franks Title: Executive Director, Project Delivery Group
d) Phone Number: 206-465-2791 E-mail: elfranks@uw.edu
e) Expiration Date of current Certification: _____ GC/CM **9/25/2023** DB
f) Type of Certification Being Sought: _____ GC/CM **XX** 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/recertification 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.

There have been no changes to UW's processes since 2020 certification. Please see Attachment No. 1 for contract type assessment and process.

**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/recertification.
(b) List lessons learned from your experience.

Please see Attachment No. 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/recertification. Do not include outside consultants.

Please see attachment No. 3.

**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/recertification 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]*
- Is the project complete *[Yes or No]*

Please see Attachment No. 4

6. **GC/CM Self Performance** *(complete only if requesting GC/CM recertification)*

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 No. 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 information in a timely manner and understand that failure to do so may delay action on your application.

The 2021 Legislature updated RCW 39.10.330(8) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises

(OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

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 also agree to provide additional information if requested. Public Bodies may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

Signature: Elena Franks Digitally signed by Elena Franks DN: C=US, E=elfranks@uw.edu, O=University of Washington, OU=Project Delivery Group, CN=Elena Franks Reason: I am approving this document Date: 2023.06.15 17:00:44-07'00'

Name: *(please print)* Elena Franks

Title: Executive Director, Project Delivery Group

Date: June 15, 2023

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ATTACHMENT 1 *RCW 39.10.270(2)(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. Representatives from Capital Architecture and Planning and the Project Delivery Group 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".

**1.A Contract Type Assessment:**

| 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) | • Competitive Bidding,<br>• Suited for a wide range of work,<br>• Ideal with a complete design,<br>• Can be used with some "performance specifications,"<br>• Bid documents can be as long or as short as the work and risk require. | • No GC input into design, no constructability review,<br>• Often longer process: requires linear design, bid, build timeline,<br>• Require completed construction documents to bid,<br>• 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) | • Small projects do not have to be individually bid,<br>• Contractor, subcontractors, and designers work together to streamline design and construction and is often faster. | • Price of work calculated by RS Means often does not reflect internal cost estimates or budgets and hard to reconcile,<br>• 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) | • Pre-established roster limits bid pool to those firms that are more experienced in certain scopes,<br>• Similar benefits of DBB. | • Dollar limitation,<br>• Still requires lowest responsive and responsible and competitive process,<br>• Maintenance of a roster, |
| **<$110,000** | For public works construction work less than an estimated $110,000 (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) | • Direct access to those that operate and maintain our buildings and infrastructure,<br>• Does not need to be bid on the open market,<br>• Shorter project durations possible. | • 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) | • Pre-established roster limits bid pools to those firms that are more experienced working in the highly sensitive environments and while occupied, | • Design and construction documents still required,<br>• Still competitively bid to those on the roster.<br>• Roster needs to be maintained.<br>• Limited to projects <$5M. |
| **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 includes weighted criteria including a "fee" for general "administration" of the contract. Provisions for "heavy civil" projects and large MEP scopes. (RCW 39.10) | • GC is part of the design of the project and can provide input on constructability and cost considerations for various engineering solutions,<br>• Established Maximum Allowable Construction Costs, | • Statutory required project types and prescriptive processes, less flexible for project owners,<br>• Extra construction management layer, |

ATTACHMENT 1 *RCW 39.10.270(2)(a)*

| | | | |
|---|---|---|---|
| | | • Qualifications/partnership and experienced based selection to enhance a team approach. | • Added administrative layers on all parties,<br>• Smaller pool of qualified and experienced general contractor teams<br>• 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). | • Single contact point for both designer and building/contractor team,<br>• Work can be constructed as design completes,<br>• Multiple ways of securing subcontractors to partner or bid to the project,<br>• More flexible in statutory requirements, gives the University flexibility in deciding which version of DB best fits the project. | • Requires willingness to be flexible on project scope in exchange for price certainty. Favors "performance-based requirements" over prescriptive requirements,<br>• UW pays a modest "honorarium" for all participants that are not successful in recognition of the additional work we require in procurement. |

**1.B UW process in selecting and approving alternative public works:**

**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 Capital Architecture & Planning representative) will review the project needs and recommend a delivery strategy, including written justification linked to the Matrix. 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 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.

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**ATTACHMENT 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. List lessons learned from your experience.

**NARRATIVE:**

Over the past seven years, the University of Washington has embraced the value of 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. 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 an extensive "Project Definition" phase, setting 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. We believe in the value of this collaborative delivery method, and we will continue to be leaders in driving change, innovation and collaboration in the design-build industry.

| No. | Project Name | Status | Construction Start | Substantial Completion | Budget | Cost Overruns or Schedule Delays | Delivery Method |
|---|---|---|---|---|---|---|---|
| 1 | Seismic Improvements Phase 2 | Closeout | Sep-20 | Dec-21 | $15.5M | No significant issues | DB |
| 2 | Kincaid Hall Renovation | Closeout | Jun-19 | Apr-21 | $46M | See Note #1 below | DB |
| 3 | UW Medical Center Northwest Campus Childbirth Center Renovation | Closeout | Dec-19 | Nov-21 | $30.6M | See Note #2 below | DB |
| 4 | Softball Performance Center | Closeout | Jan-21 | Sep-21 | $4M | Siting issues, changed location | DB |
| 5 | Libraries Offsite Shelving + iSchool Retrofit | Construction | TBD | May-23 | $8M | No significant issues | DB |
| 6 | Behavioral Health Teaching Facility | Construction | Oct-21 | Nov-23 | $224.5M | See Note #3 below | DB |
| 7 | Founders Hall | Closeout | Jun-20 | Dec-21 | $73.1M | See Note #4 below | DB |
| 8 | Health Sciences Education Building | Construction | Jul-20 | Oct-22 | $100.6M | No significant issues | DB |
| 9 | UW Bothell/ Cascadia College Phase 4 | Construction | Aug-21 | Sep-23 | $80.6M* | See Note #5 below | DB |
| 10 | UW Tacoma Milgard Hall | Closeout | Jul-21 | Sep-22 | $57.3M* | No significant issues | DB |
| 11 | UW Tacoma Learning Commons and | Closeout | Jan-21 | Sep-21 | $8.3M* | No significant issues | DB |
| 12 | COE Interdisciplinary Engineering Building | Construction | TBD | TBD | $96.0M | See Note #6 below | DB |
| 13 | UW Autism Center Remodel | Closeout | Jan-21 | May-21 | $2.6M | No significant issues | DB |
| 14 | ICA Basketball Training/Operations Center | Design | Mar-24 | Aug-25 | $59.67M | No significant issues | DB |
| 15 | Haring Center Renovation | Construction | May-22 | Dec-23 | $37.5M | No significant issues | DB |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 16 | Seismic Improvements Phase 3 | Closeout | Aug-21 | Jan-22 | $10M | No significant issues | DB |
| 17 | UWMC Montlake Membrane & Landscape Renovation | Construction | Oct-22 | Aug-25 | $51M | No significant issues | DB |
| 18 | UWMC OPMC Rheumatology Clinic | Construction | Apr-22 | Jan-23 | $7M | No significant issues | DB |
| 19 | 7N, 6N New Medical Surgical Unit Upgrade | Construction | Apr-22 | Jun-23 | $23.5M | No significant issues | DB |
| 20 | Art & Music Renovation PH 1: Art | Closeout | May-22 | Mar-23 | $8.7M | No significant issues | DB |
| 21 | MHSC T-Wing Renovation | Design | Sep-23 | Dec-25 | $64M | No significant issues | DB |
| 22 | IMA Locker Rooms & Pool Upgrades | Construction | Apr-22 | Oct-23 | $28.5M | Delay in permit, but no significant issues | DB |
| 23 | Power Plant Infrastructure Renewal | Construction | Dec-21 | Oct-23 | $27.5M | No significant issues | DB |
| 24 | UWMC NW Behavioral Health Renovation | Design | TBD | TBD | $15M | No significant issues | DB |
| 25 | UWMC ML 9NE/SE 3NE/SE | Design | TBD | TBD | $11M | No significant issues | DB |
| 26 | UWML ML Surgery Pavilion OR Upgrades | Design | TBD | TBD | $11M | No significant issues | DB |
| 27 | Anderson Hall Renovation | Project Definition | Jun-24 | Dec-25 | $40.8M | No significant issues | DB |
| 28 | Haggett Hall Replacement | Project Definition | TBD | TBD | $22.5M | No significant issues | DB |

**PROJECT NOTES:**

#1 The budget was increased to include scope initially planned as a future phase because analysis showed that the lowest cost on a long-term cost of ownership basis was to do the work as part of the current phase.

#2 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.

#3 Extreme and unprecedented construction cost escalation overran the team's ability to reduce scope and the project budget was increased to meet minimum program and operational requirements. Seattle concrete delivery drivers strike also impacted the project schedule and budget, as did supply chain issues, particularly for electrical switchgear.

#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. Bankruptcy of the CLT supplier and installer impacted the project schedule and budget.

#5 Extreme and unprecedented construction cost escalation overran the team's ability to reduce scope and the project budget was increased slightly to meet minimum

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3.A **Personnel with Construction Experience Using the Alternative Contracting Procedure(s)** [RCW 39.10.270 (3)(b)(ii)]

| DB projects from previous re-certification with staff reassignments indicated with an * | Project Size | Project Type | Director | Project Manager | Construction Manager | Project Integrator | Project Start | Project End |
|---|---|---|---|---|---|---|---|---|
| Founders Hall | $73.1M | DB | Tatge | Pouley | Wojcicki* | Magruder* | Feb-18 | Aug-22 |
| Bothell Phase 4 STEM Building | $79.5M | DB | Tatge | Thompson | Sweeters* | Magruder | Dec-18 | Jan-24 |
| Health Sciences Education Building | $100.6M | DB | Eatch* | Natta* | Babinec | Paxton* | Feb-18 | Dec-22 |
| Interdisciplinary Engineering Building | $75M | DB | Tatge | Reynolds | Babinec* | Magruder* | Jan-19 | Aug-24 |
| Behavioral Health Teaching Facility | $224.5M | DB | Tatge | Natta | Ericson* | Magruder* | May-19 | Jun-24 |
| **DB projects since previous re-certification** | **Project Size** | **Project Type** | **Director** | **Project Manager** | **Construction Manager** | **Project Integrator** | **Project Start** | **Project End** |
| ICA Basketball Training/Operations Center | $53.7M | DB | Stahlecker | Thiel | Dillon | Magruder | TBD | TBD |
| UWMC Montlake Membrane & Landscape Renovation | $51M | DB | Natta | Sezgin | Ikemoto | Paxton | Oct-22 | Aug-25 |
| Seismic Improvements Phase 3 | $14.3M | DB | Ruegamer | Finnell | Wojcicki | Marriott | Jun-23 | Apr-24 |
| UWMC OPMC Rheumatology Clinic | $7M | DB | Eatch | Pouley | Horton | Paxton | Apr-22 | Jan-23 |
| 7N, 6N New Medical Surgical Unit Upgrade | $11M | DB | Eatch | Natta | Thiele | Magruder | Apr-22 | Jun-23 |
| Art & Music Renovation PH 1: Art Bldg | $8.7M | DB | Eatch | Sirois | Dillon | Marriott | May-22 | Mar-23 |
| MHSC T-Wing Renovation | $64M | DB | Stahlecker | Sirois | Van Kirk | Magruder | TBD | TBD |
| IMA Locker Rooms & Pool Upgrades | $28.5M | DB | Stahlecker | Thiel | Dillon | Marriott | Apr-22 | Aug-23 |
| Power Plant Infrastructure Renewal | $27.5M | DB | Stahlecker | Harrison | Wojcicki | Magruder | Dec-21 | Oct-23 |
| UWMC NW Behavioral Health Renovation | $15M | DB | Natta | Young | Ericson | Magruder | TBD | TBD |
| UWMC ML 9NE/SE 3NE/SE | $11M | DB | Natta | Mathews | Thiele | Paxton | TBD | TBD |
| UWMC ML Surgery Pavilion OR Upgrades | $11M | DB | Natta | Cummings | Thiele | Magruder | TBD | TBD |
| Anderson Hall Renovation | $40.8M | DB | Stahlecker | Sirois | Olsen | Marriott | TBD | TBD |
| Haggett Hall Replacement | $165M | DB | Ruegamer | Finnell | Wojcicki | Magruder | TBD | TBD |

## PDG Staff Experience

**Steve Tatge.** AVP of Asset Management. 35 years of design and construction experience. 19 years at UW. Extensive background with public works facilities and Alternative Public Works. Licensed architect. DBIA Western Washington Chapter President 2017-2020.

**Elena Franks -** Executive Director, Project Delivery Group. 23 years of experience in design and construction, as licensed architect (Italy/EU), project and program manager, owner's rep. Total of 6 years experience with DB, 4.5 of which in Italy. 2.5 years of experience at UW**.**

**Monica Acevedo-Soto -** Director, Facilities Procurement & Business Diversity. 3 years at UW. 20+ years experience in facilities & construction contracting support. Lead contact for UW-wide small, veteran, diverse business utilization and outreach.

**Troy Stahlecker -** Director. 33 years of design and construction experience at the UW. 18 years with PDG. Extensive background with public works facilities and Alternative Public Works. Licensed Engineer. DBIA Associate.

**Beck Eatch -** Director. 19 years of design and construction experience, including Alternative Public Works projects.

**Jeanne Natta -** Interim Director. 13 years of experience as an Owner Representative in construction project management. PM or Director4 on 9 DB project. Master's degree in construction management. Licensed commercial electrician. DBIA Associate. PRC High-ed representative.

**Shane Ruegamer -** Interim Director. 26 years of design and construction experience. 8 years at UW. Licensed architect. DBIA Associate.

**Cindy Magruder -** Project Integrator Manager. 35 years experience as a Contract Specialist/Project Integrator/Project Manager in Public Works Projects, including Alternative Public Works. Extensive experience in D-B project procurement and contract administration. DBIA training.

**Shelly Marriott -** Project Integrator. 32 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.

**Jill Paxton -** Project Integrator. 3 years experience in Pubic Works Projects, including Alternative Public Works procurement and contract administration.

**Steve Babinec -** Senior Construction Manager. 26+ years with UW as Electrician, Electrician Lead, Maintenance Zone Coordinator and Maintenance Supervisor. 9 years with PDG as a Construction Manager for Alternative Public Works projects.

**Regi Hampton -** Project Manager. 33 years of design and construction experience. 13 years at the UW.

**Jennifer Myers -** Construction Manager. 20 years of construction experience. 6 years at UW including DB projects. DBIA Associate.

**Mark Sweeters -** Sr. Construction Manager.  53 years in construction - 35 at UW.  Extensive experience with Alternative Public Works projects. DBIA training.

**Steve Harrison -** Project Manager. 38 years of design and construction experience. Licensed Engineer. DBIA training.

**Greg Wojcicki -** Construction Manager. 33 years in construction industry. 8 years at UW. Experienced in Alternative Public Works projects.

**Ibo Sezgin -** Project Manager.  28 years of design and construction experience.  21 years at UW.  Engineer. Master's degree in construction management.

**Jennifer Reynolds** - Project Manager.  12 years design and construction experience including Alternative Public Works projects. DBIA Associate.

**David Thiele -** Construction Manager. 33 years of construction experience. 18 years at UW. BS in Construction Management.

**Bob Dillon -** Construction Manager. 30+ years construction experience. Completed 3 DB projects for the UW. DBIA training.

**Dean Ikemoto -** Construction Manager. 28 years of design and construction experience. 1 year at UW. BS in Electrical Engineering. DBIA training

**Nigel Horton -** Project/Construction Manager. 8 years of design and construction experience. DBIA Certified.

**Tara Young -** Project Manager. 7 years of design and construction experience. 3.5 years at UW. Master's degree in engineering. DBIA Associate

**Yannick Mathews -** Project Manager. 10 years of design and construction experience. 2 years at UW. Licensed Architect.

**Jon Ericson -** Construction Manager. 4 years at UW. 15 years of experience with DB projects. 20 years experience in construction management.

**Charles Cummings -** Project Manager. 31 years of design and construction experience. Registered Architect. DBIA training. DB experience at University of Colorado and for the federal government.

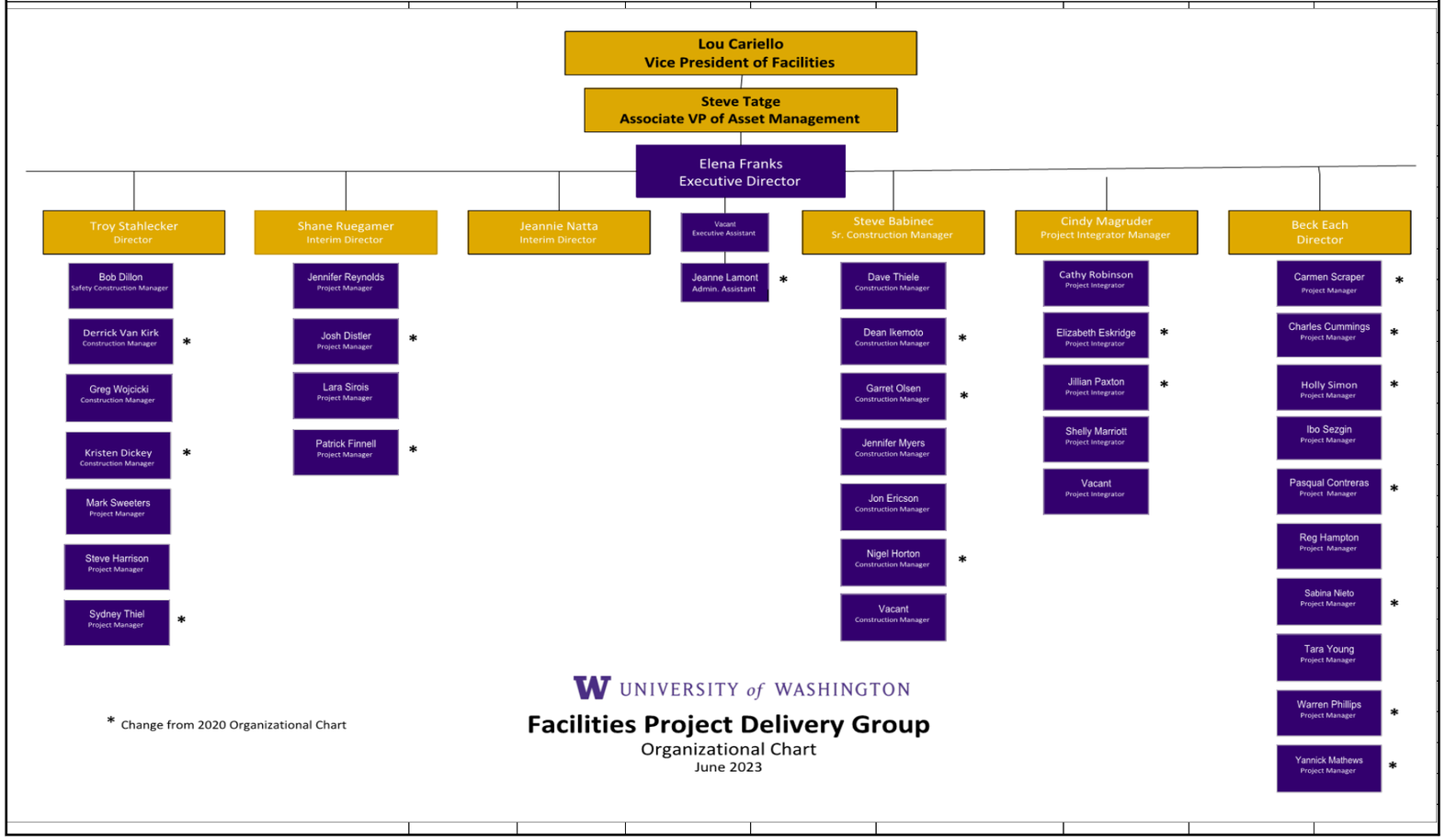
**Garret Olsen -** Construction Manager. 10 years in private development. 1 year at UW. BS in Construction Management.

**Patrick Finnell -** Project Manager. 9 years of design and construction experience. 14 months at UW; 2 DB projects. Masters in Civil Engineering; Licensed Engineer; DBIA training, certification pending.

**Lara Sirois -** Project Manager. 4 years experience at UW. 3 years experience on DB projects. 20 years experience as a practicing architect. DBIA Associate.

**Sydney Thiel -** Project Manager. 19 years of design and construction experience. 10 years with public agencies. 1 year at UW; 2 DB projects. DBIA Associate.

3.B Current Organizational Chart with changes highlighted from previous recertification



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## 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 FY 23-27 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 | **Seismic Improvements Phase 3**- seismic upgrades to Mary Gates, Johnson Hall, and Portage Bay. | 206992 | $8M | DB | No, no database available | No |
| 2 | **UWMC Montlake Membrane & Landscape Replacement**- Replacement of failed membrane | 207507 | $51M | DB | No, no database available | No |
| 3 | **UWMC OPMC Rheumatology Clinic**- Renovate ambulatory clinic to bring it into compliance with a licensed acute care hospital. | 207529 | $7M | DB | No, no database available | No |
| 4 | **Power Plant PH 1 Infrastructure Upgrades**- Shore up existing plant by addressing cold start capabilities, steam simplification, and power generation. | 205868 | $27.5M | DB | No, no database available | No |
| 5 | **6N 7N New Medical Surgical Unit Upgrade**- Full renovation of 1959 Psych unit to a new Medical/Surgical Center. | 206710 | $23.5M | DB | No, no database available | No |
| 6 | **Haring Center**- Remove regulated materials, replace building mechanical and electrical systems, replace exterior envelope. | 206962 | $37.2M | DB | No, no database available | No |
| 7 | **UWMC NW Behavioral Health Renovation**- Renovation of existing geriatric psychiatric beds. | 207653 | $15M | DB | No, no database available | No |
| 8 | **UWMC ML 9NE/SE/Chill/Atrium/3NE/SE**- Roof replacement, Chiller replacement, repair leaking curtain wall, correct weather barriers, fall protection. | 208120 | $11M | DB | No, no database available | No |
| 9 | **UWMC ML Surgery Pavilion OR Upgrades**- Demo current space to accommodate 2 new additional OR's, and renovate 3 OR's and support space. | 208003 | $11M | DB | No, no database available | No |
| 10 | **Haggett Hall Replacement**- Demolition of existing Haggett Hall and replacement with a new facility. | 207313 | $200M | DB | No, no database available | No |
| 11 | **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 | $96M | DB | No, no database available | No |
| 12 | **Magnuson Health Sciences Building Renovation Phase 2**- Partial Renovation of the T Wing portion of the Health Sciences Complex. | 205611 | $64M | DB | No, no database available | No |
| 13 | **Anderson Hall Renovation**- Renovation of the home for the School of Environmental and Forest Sciences. | 203203 | $40.8M | DB | No, no database available | No |
| 14 | **Libraries Offsite Shelving + iSchool Retrofit -** Relocate stacks to Sandpoint, repurpose Allen South 1st Floor to increase space in the iSchool and student collaboration spaces. | 206472 | $9.7M | DB | No, no database available | No |
| 15 | **IMA Locker Rooms and Pool Upgrades -** Renovate and expand the existing pool and create a gender neutral locker room for student, faculty, and staff. | 205781 | $28.6M | DB | No, no database available | No |
| 16 | **ASUW Shell House Improvement -** Restoration effort to convert the existing shellhouse into a conference and meeting space. | 206756 | $15.5M | DB | No, no database available | FY 23-27 Capital Plan |
| 17 | **UWMC Montlake Campus plaza cafe remodel-** Planned remodel and expansion of existing primary food service facility at UWMC Montlake. | 206017 | $40.0M | DB | No, no database available | On-hold |
| 18 | **Art and Music Buildings Renovation** - Mechanical, electrical, structural, and seismic upgrades. | 207276 | $8-12M | DB | No, no database available | No |
| 19 | **W27 - Center for Advanced Materials and Clean Energy Technologies** | TBD | $292.1M | Developer | No, no database available | FY 23-27 Capital Plan |
| 20 | **University District Station Building** | TBD | $225.6M | Developer | No, no database available | FY 23-27 Capital Plan |
| 21 | **UW School of Medicine - Spokane** | TBD | $30M | TBD | No, no database available | Yes |
| 22 | **Intellectual House PH 2** | TBD | $11.5M | TBD | No, no database available | FY 23-27 Capital Plan |
| 23 | **Chemical Sciences Building** | 206874 | $240M | TBD | No, no database available | FY 23-27 Capital Plan |
| 24 | **Early Childhood Learning Center** | TBD | $63M | TBD | No, no database available | FY 23-27 Capital Plan |
| 25 | **Welcome Center** | TBD | $71M | TBD | No, no database available | FY 23-27 Capital Plan |
| 26 | **Laboratory Medicine** | TBD | $50.9M | TBD | No, no database available | FY 23-27 Capital Plan |
| 27 | **UW Medicine Primary and Specialty Care Expansion** | TBD | $38.5M | TBD | No, no database available | FY 23-27 Capital Plan |
| 28 | **UWMC NW Procedural Space** | TBD | $13.7M | TBD | No, no database available | FY 23-27 Capital Plan |
| 29 | **UWMC Core Capital Construction** | TBD | $201.7M | TBD | No, no database available | FY 23-27 Capital Plan |
| 30 | **UWMC Strategic Service Line Expansion** | TBD | $13.7M | TBD | No, no database available | FY 23-27 Capital Plan |
| 31 | **UWMC Campus Reconfiguration/Backfill at NW** | TBD | $84.1M | TBD | No, no database available | FY 23-27 Capital Plan |
| 32 | **UWMC NW 1st Floor Renovation** | 207980 | $12M | TBD | No, no database available | FY 25 |
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FACILITIES
UNIVERSITY of WASHINGTON

## 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 District Building
Box 352205
Seattle, WA 98195-2205
tel 206.543.5200

The University's equity program guiding all procurement 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 (BEE). 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 UW 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. This project-specific goal often exceeds the University's institutional goal for all projects. 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 incentivized 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. In this way, we manage equity and inclusion as a metric, just as we manage budget and schedule. 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 UW Business Diversity & Equity. 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.