

University of Washington Facilities

Public Body Recertification for Design-Build



Presented by:
UWF Project Delivery Group

July 27, 2023

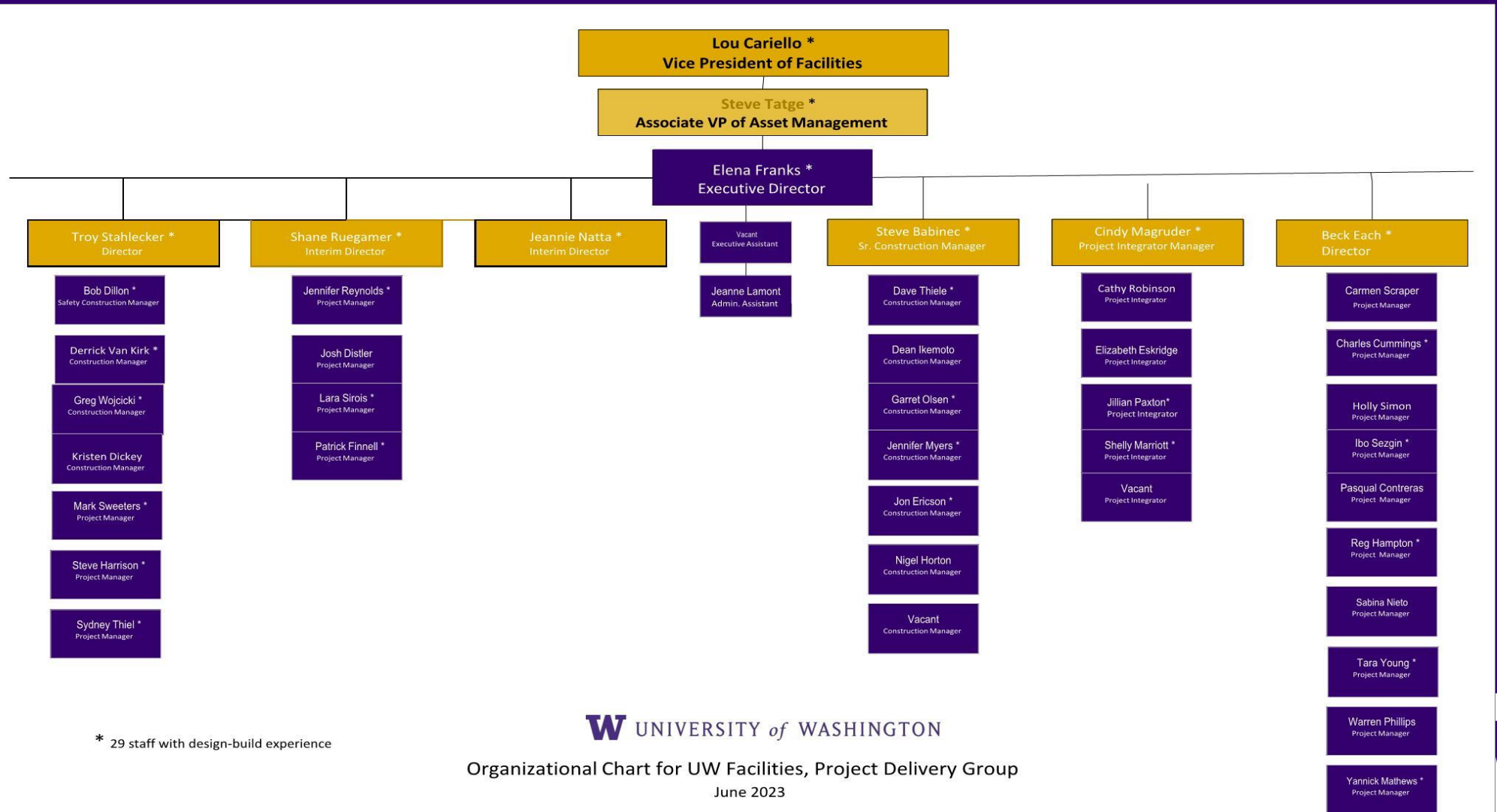
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PRESENTERS

- *Steve Tatge*– Associate Vice President, Asset Management
- *Elena Franks*– Executive Director, Project Delivery Group
- *Beck Eatch*– Director, Project Delivery Group
- *Cindy Magruder* – Project Integrator Manager, Project Delivery Group
- *Monica Acevedo-Soto*– Director, UWF Procurement, & Business Diversity & Equity
- *Troy Stahlecker*- Director, Project Delivery Group

UW FACILITIES



* 29 staff with design-build experience

W UNIVERSITY of WASHINGTON

Organizational Chart for UW Facilities, Project Delivery Group
June 2023



UW: A LEADER IN DESIGN & CONSTRUCTION

- Public Owner Roundtable
- CPARB Sub Committees
- Project Review Committee
- Training & Education- AGC, DBIA, Sharing with other Public Owners
- Design-Build Forum at WSU
- DBIA NW Regional Conference

INDUSTRY & PROFESSIONAL PARTICIPATION

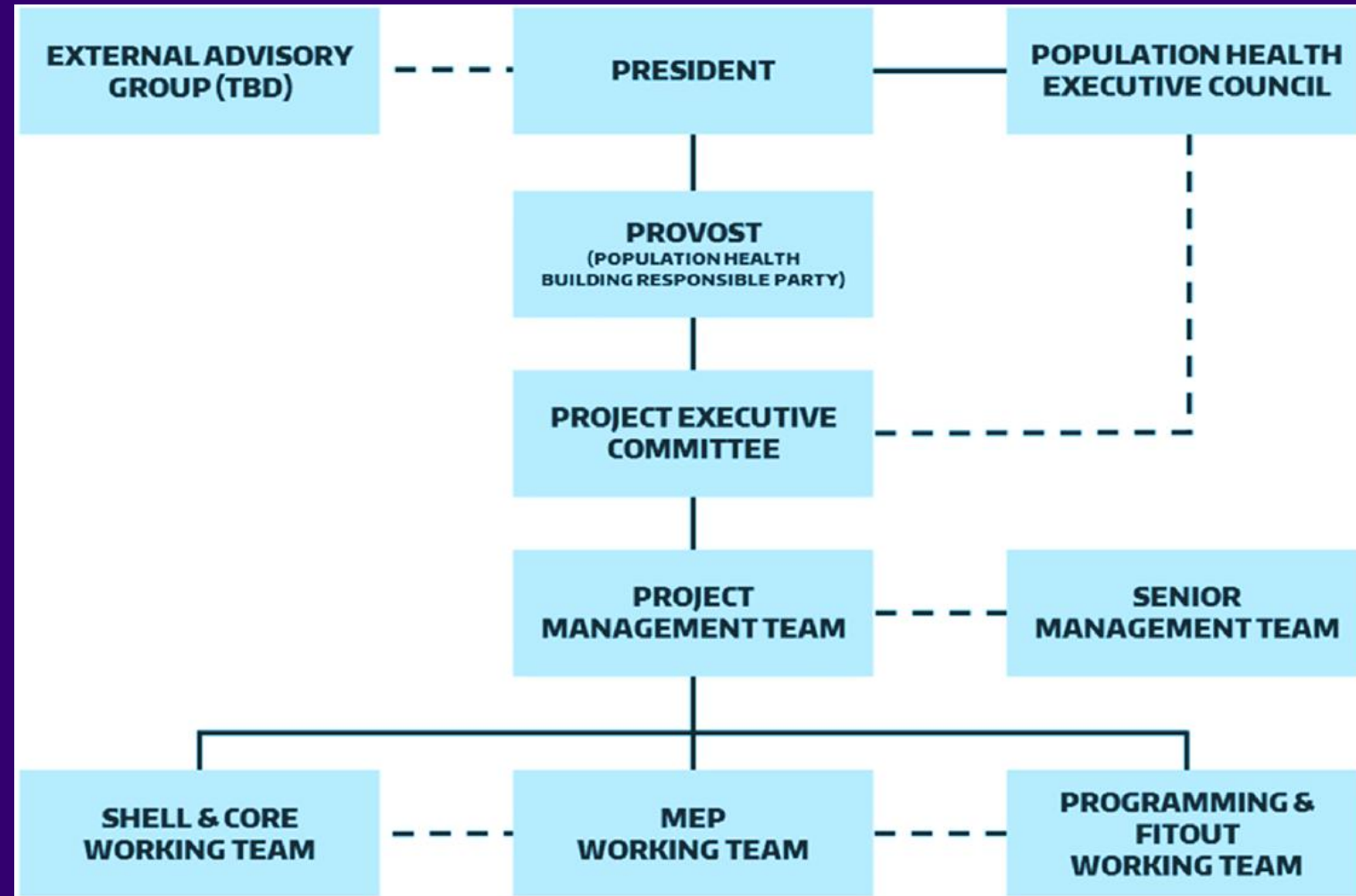
- Architects, Engineers & Agencies Committee, Department of Enterprise Services
- Construction Owners Association of America
- American Institute of Architects
- Design-Build Institute of America NW Region
- Construction Management Association of America
- Northwest Construction Consumer Council
- Construction Financial Management Association
- UW Center for Education and Research in Construction
- AGC Education Foundation
- ACEC

UW DESIGN-BUILD PROGRAM

- Engaged Owner
- Strong project governance
- Effective Decision-Making
 - Process to engage stakeholders
 - Project Working Teams
 - Lean tools including Choosing by Advantage
- Design-Build Culture
 - Shared goals
 - On-boarding process for new partners
 - Psychological Safety
- Big Room Collaboration
 - In-person and virtual
- Target Value Design

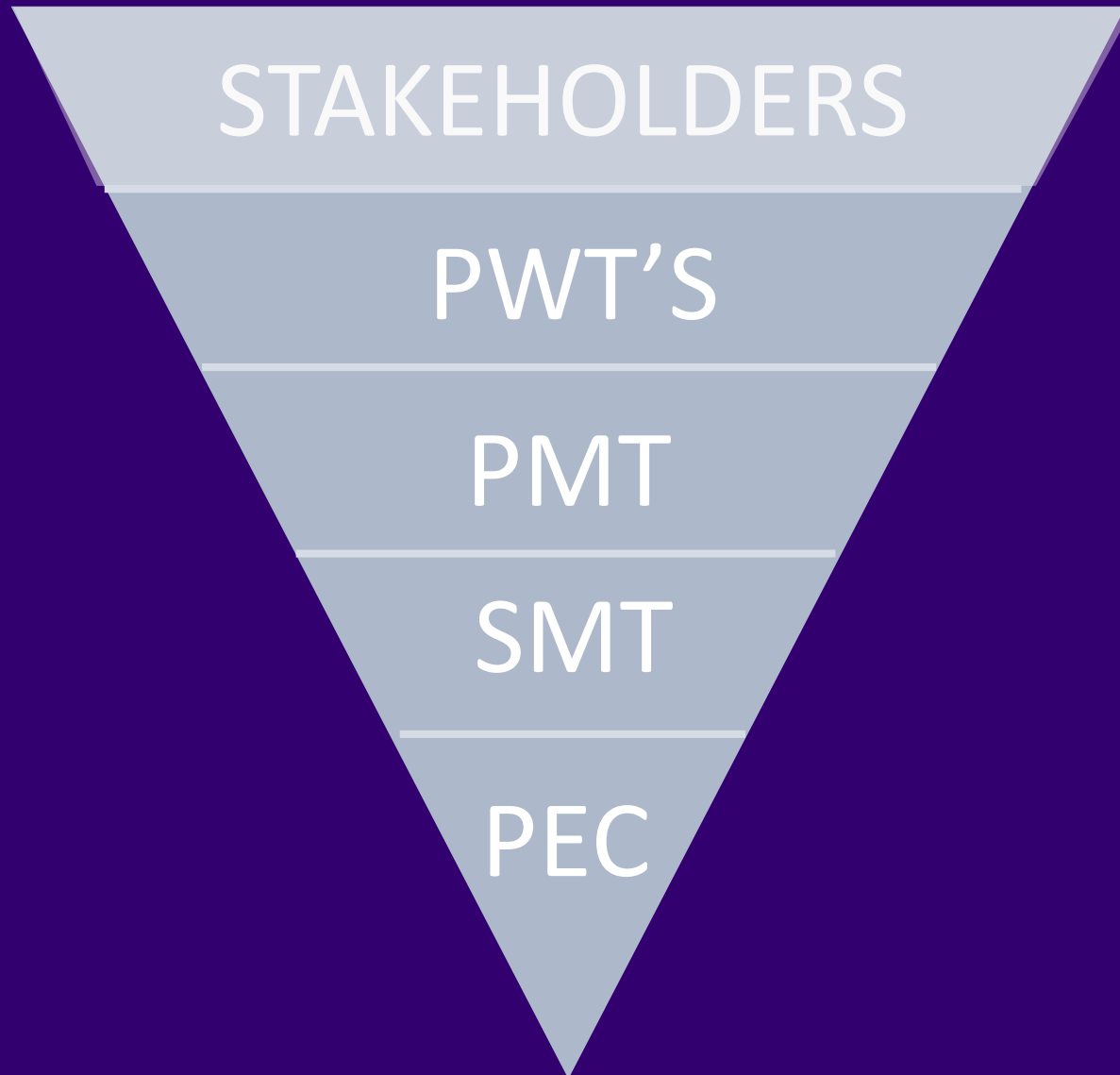
First Step after award – Nail down Path to Decisions

PROJECT GOVERNANCE – Decision Matrix Owner/DB Team



PEC provides support for decisions made within team

Health Sciences Education Building, University of Washington



Everyone involved works towards making decisions using a consensus-based structure for the benefit of the project, providing updates to PEC.

Project Executive Committee plays a **Steering Role**, offering guidance on major decisions that can't be made at PWT + PMT levels.

Build a Team of Experts



SENIOR MANAGEMENT TEAM (SMT)

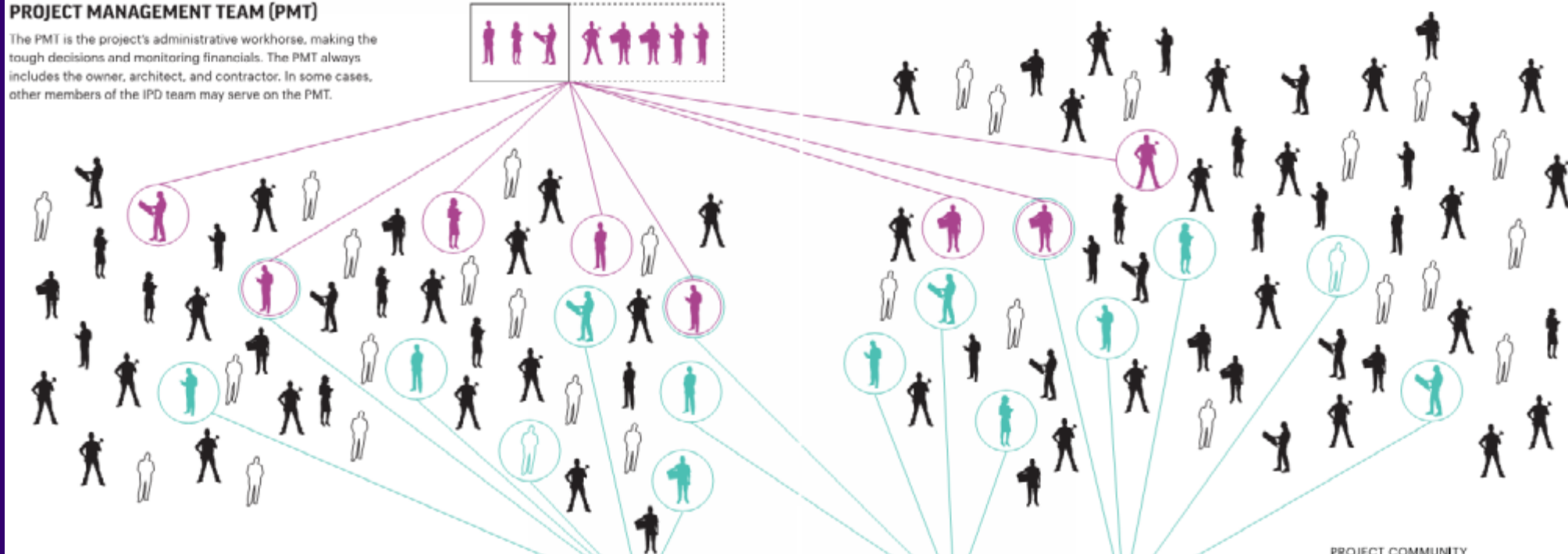
The SMT always handles dispute resolution and backup, as required. Often, they also conduct contract negotiations and resolve questions of scope change, but this can alternatively be done by the PMT. The SMT is composed of one C-level executive from every party that signs the IPD agreement.



EXAMPLE SMT FOR SIX PARTY AGREEMENT

PROJECT MANAGEMENT TEAM (PMT)

The PMT is the project's administrative workhorse, making the tough decisions and monitoring financials. The PMT always includes the owner, architect, and contractor. In some cases, other members of the IPD team may serve on the PMT.



PROJECT IMPLEMENTATION TEAMS (PITs)

Made up of diverse stakeholders organized by areas, PITs drive innovation and value into (and waste out of) the project. PITs can include all members of the team—the PMT, signatories, non-signatories, owners, architects, contractors, trades, suppliers, resulting in small multidisciplinary teams. Common PITs include structure, mechanical, electrical, envelope. The specific number of types of PITs will be determined by the team.



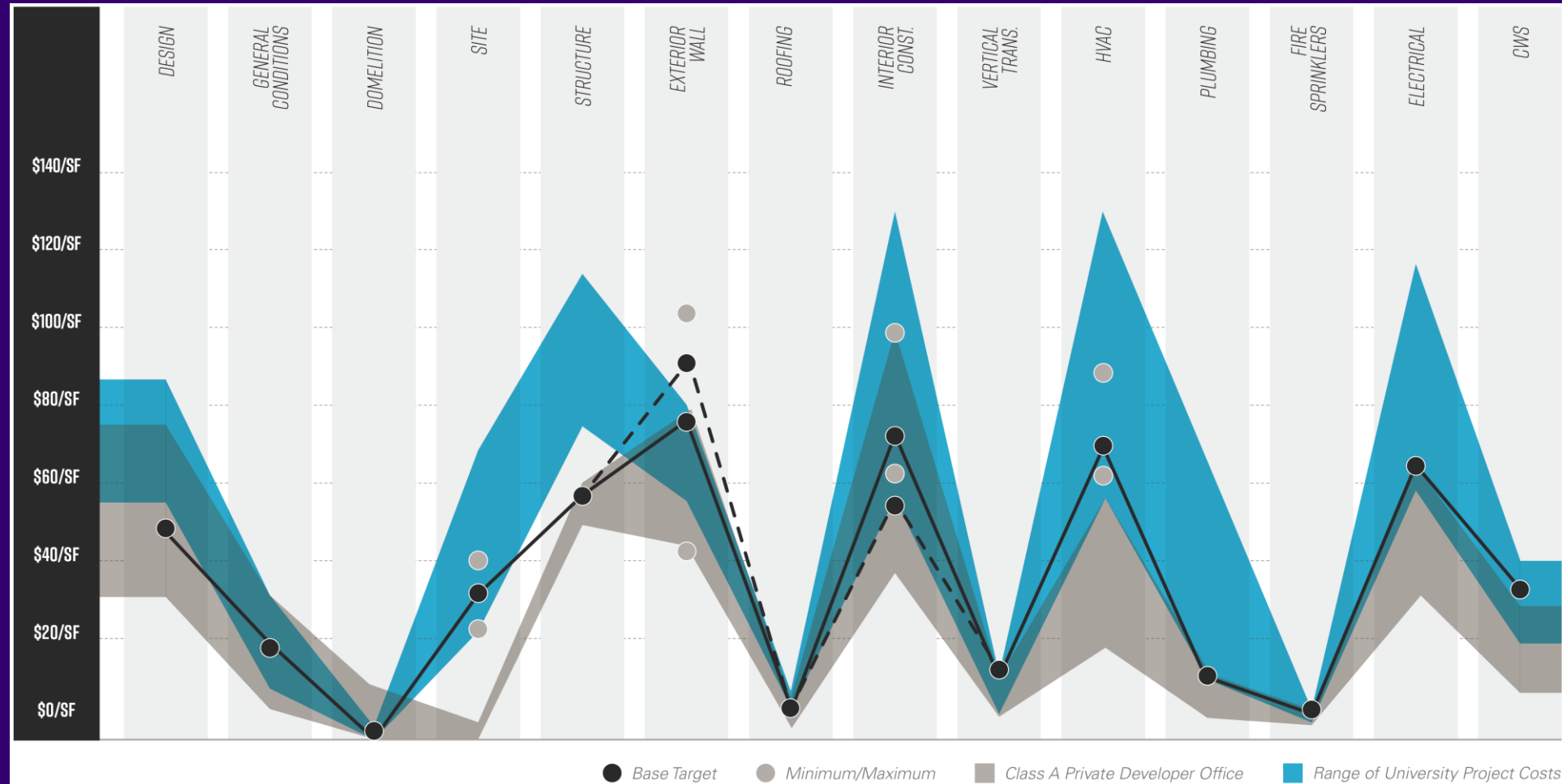
EXAMPLE PIT CONFIGURATIONS

PROJECT COMMUNITY

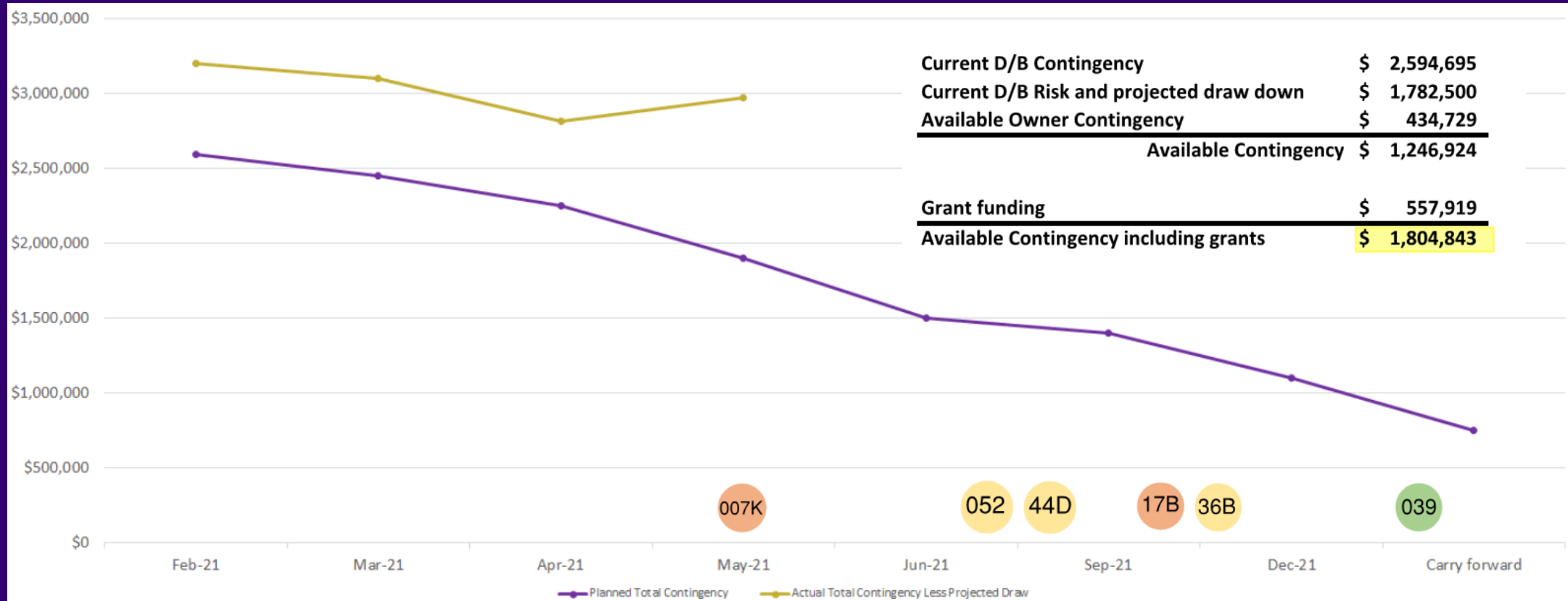


Building the Target Budget Together

- Designing to the Target Value
- Managing Risk and Contingency
- Earning Incentives
- Added Value Items
- Achieving Milestones
- Influencing behavior



Value Add Opportunities



Number	Description	ROM Cost/Range	Responsible date	Notes
007K	Anatomege table	\$85,000	May-21	Anatomege table in basement small classroom
052	T-wing metal screen wall	\$55,000	Jul-21	Small add at exposed morgue drive wall
044D	Upgrades to finishes/casework/storage/lockers/shelves in skills lab	\$30,000	Aug-21	Adds to support IPE curriculum
017B	Added investment in A/V	\$20,000-\$500,000	Oct-21	AV in learning spaces for remote/hyflex/virtual learning
36B	Acoustic wall treatment in other public areas	\$30,000	Oct-21	Sound absorption for public areas to enhance classroom experience
039	Site Bike Storage	\$125,000	Feb-22	Investment in parallel project (bike enclosure) near site

Total range \$345K - \$825K

Psychological Safety



shared belief held by members of a team that the team is safe for interpersonal risk taking

UW DESIGN-BUILD PROGRAM – LESSONS LEARNED

- Design-Build, assigns risk to those best able of managing / mitigating risk, does not eliminate the risk
- Managing project contingency transparently and together is critical
- Project Definition is difficult, worth the time, and critical for success
- Timing of GMP and early procurement is important to mitigate risks
- Partnership is a long-term commitment
- Culture of recognition motivates quality and performance
- Owner needs to be clear about what to incentivize
- Senior Management Team must stay engaged for the duration
- Chargeable Cost Contract requires resources to manage

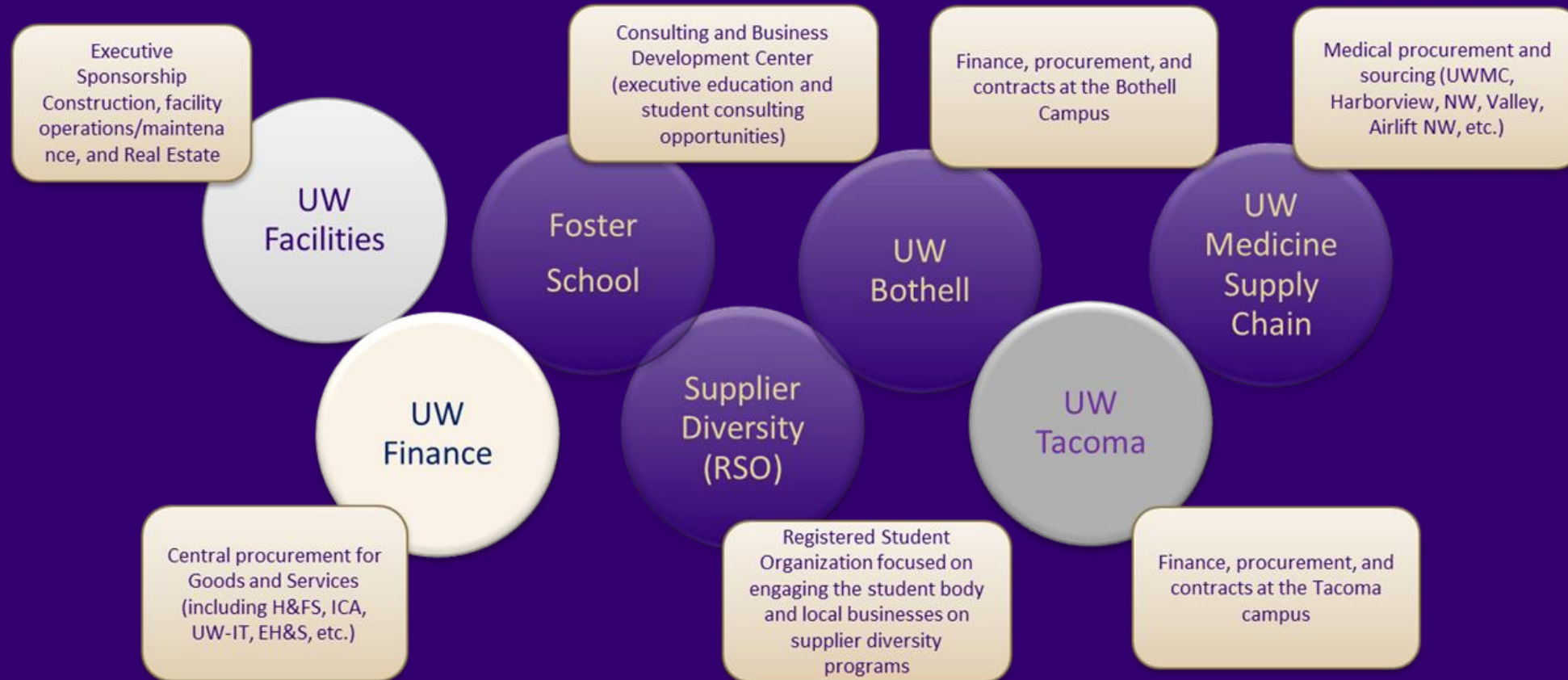
ACTIVE DESIGN-BUILD PROJECTS

- *ICA Basketball Training/Operations Center:* \$59.57M
- *UWMC ML Membrane & Landscape Renovation:* \$51.0M
- *Seismic Improvements Phase 3:* \$8.0M
- *UWMC OPMC Rheumatology Clinic:* \$7.0M
- *UWMC ML 7N, 6N New Medical Surgical Unit Upgrade:* \$23.5M
- *Art & Music Building Renovation PH 1:* \$8.7M
- *MHSC T-Wing Renovation:* \$64.0M
- *IMA Locker Rooms & Pool Upgrades:* \$28.6M
- *Power Plant Infrastructure Renewal:* \$27.5M
- *UWMC NW Behavioral Health Renovation:* \$15.0M
- *UWMC ML 9NE/SE 3NE/SE:* \$11.0M
- *UWMC ML Surgery Pavilion OR Upgrades:* \$11.0M
- *Anderson Hall Renovation:* \$40.8M
- *Haggett Hall Replacement:* \$200.0M
- *Behavioral Health Teaching Facility:* \$224.5M
- *Health Sciences Education Building:* \$100.6M
- *UW Bothell/ Cascadia College STEM 4:* \$80.6M
- *Interdisciplinary Engineering Building:* \$96.0M

DESIGN-BUILD PROJECTS COMPLETED WITHIN THE LAST 3 YEARS

- *Founders Hall:* \$73.1M
- *UW Tacoma Milgard Hall:* \$55.0M
- *Kincaid Hall Renovation:* \$46.0M
- *UWMC NW Campus Childbirth Center:* \$30.6M
- *Seismic Improvements Phase 2:* \$17.4M
- *UW Tacoma Learning Commons & Engineering Reno:* \$6.7M
- *UW Softball Performance Center:* \$4.0M
- *UW Autism Center:* \$2.6M
- *Magnuson Health Sciences Potable Mainline Replacement* \$2.0M

UW BUSINESS DIVERSITY & EQUITY PROGRAM



UW BUSINESS DIVERSITY & EQUITY PROGRAM

- Lead the UW business diversity vision, strategic direction, and annual objectives
- Diverse quarterly business participation reports for DEI subcommittee and annually to the UW Board of Regents
- Spend and Opportunity Analysis
- OMWBE Reporting and Contract Compliance
- Inclusion and Utilization for Construction/ Capital Projects
- Outreach and Advocacy
- Business Education (Foster School of Business Consulting and Business Development)

BUSINESS EQUITY INCLUSION APPROACH

Project-by-Project: Design-Build

1. RFQ = Past performance diverse business inclusion review on similar, relevant projects
2. RFP = Strategy and proposed approach, set initial voluntary goals with general “target buckets”
3. Award = agreed voluntary inclusion goals
 - Average on DB is 20% inclusion goal on available spend assigned to BEE, inclusive of 15% to minority and women- owned businesses
4. Monthly team review through project definition, design, work packaging, and buy-out
5. Forecasted diverse business inclusion of women/minorities reported to the Regents monthly (dashboard with schedule and budget)
6. At close-out, final inclusion numbers part of project documentation

Design-Build Project Spotlight

- Health Sciences Education Building
- UWMC ML 6N OB & 7N MS Renovation
- UWT Milgard Hall
- Art and Music Renovation PH 1 – Art Building

Health Scienced Education Building

Integrated Design Build - \$100M

- First Regional Green Stormwater system
- BEE participation = 25%
 - BEE Participation goal exceeded
- One of three UW mass timber buildings finished in 2022
- \$4M in value added scope

Art and Music Renovation PH 1 – Art Building

Progressive Design Build - \$8.7M

- First Regional Green Stormwater system
- BEE participation = 30%
 - BEE Participation goal exceeded
- New design highlights the Jacob Lawrence Gallery and provides visual connections to campus and the wider community
- Environmental controls allow for the gallery to display a wider variety of art exhibits from outside the UW
- New glazing and an industrial-grade dust collection system strongly connects the Wood Shop and Advanced Concepts Lab to the building
- \$200k in value added scope through risk mitigation

UWMC ML 6N OB & 7N MS Renovation

Progressive Design Build- \$23.5M

- 38,000+ labor hours with zero safety incidents to date
- BEE participation = tracking to 24.24%
 - 18.57% WMBE
 - 5.67% SBE
 - 14.94% WBE
 - 3.63% MBE
 - 18 of 23 major trades/suppliers are women and minority owned businesses
- Trending \$850k under budget

UWT Milgard Hall

Integrated Design Build - \$55M

- Instituted a Psychological Safety Program for craft labor on site
- BEE participation = 51% of which 31.5% are from women or minority owned firms
 - Mechanical contract is a women-owned business
 - Architect is a small business
 - Landscape architect, code consultant, LEED consultant and lab planner are all minority-owned businesses.
- Local business participation = 12 trade partners and consultants representing 19 % of work committed to businesses in the South Puget Sound to support the local economy
- Extensive bidders list with 40 divisions, outreach events, over 500+ calls in total
- One of three UW mass timber buildings finished in 2022
- \$1.3M in value added scope

Questions?

Thank You!