

WASHINGTON STATE UNIVERSITY

- GC/CM & DESIGN-BUILD RECERTIFICATION

1. With respect to 2, Delivery knowledge and experience: It would be nice to know how many PMs are at WSU so it's simple to understand the percentage of PMs that are certified or fellows of DBIA or that have GCCM/DB experience to understand how much mentorship is generally happening.

WSU has 10 Project Managers, of which 3 are certified DBIA Professionals and 3 are DBIA Associates. The Assistant Vice President of Facilities Services also holds DBIA and CCM certifications. 6 of the 10 Project Managers have both DB and GCCM Project experience. Our two Lead Project Managers, Jason Baerlocher and Louise Sweeney, provide mentorship throughout all projects handled by our project management team.

2. How does WSU define 'high risk' with respect to *'...we have found the design-build alternative delivery as the most successful methodology to use on our high risk projects.'* This statement implies the following but a more direct description could be helpful *'...with inherent complexities and fast tracked schedules while seeking to benefit the University with innovative solutions to design challenges.'*

WSU defines high risk projects as those that have significant scope elements that cannot be fully defined, estimated, or managed in the typical Design-Bid-Build (DBB) process. Many of our projects involve highly technical laboratory requirements, difficult site conditions, or work within occupied facilities that have historically shown a high probability of leading to cost overruns and schedule delays using DBB. More recently, WSU has experienced the benefits of alternative delivery methods in dealing with the impacts of the pandemic on the worksite as well as using project scope as a 'variable' during the design phase to hedge against rising inflation and supply chain challenges.

3. The GC/CM selection has not changed since the last recertification which implies WSU's procedure for DB selection (*that is described before GC/CM selection*) has changed. It would be nice to know how this has generally changed and why since the last recertification. This answer could maybe just be more explicit in #1 when asked, or in #2 where the steps are more detailed.

WSU is committed to continuous process improvement in all of our procurement options. As such, we assess all of our projects with an eye toward procurement improvements, design phase goals, and construction phase goals. WSU takes feedback from our procurement phase debriefs, ongoing project meetings, and post construction debriefs to update our processes and contract documents. We also hold our annual Design-Build Forum where we actively seek industry feedback not specifically targeted at any one project, but designed to advance alternative public works for the stakeholders across the industry.

As an example, in our early years of Design-Build we procured via the traditional model of a design and price competition. Then we moved towards a slightly more progressive model of procurement which still retained some of the traditional design competition components, but allowed for more design refinement after selection. Since our last recertification, we have moved to a much more progressive model while still including a small design element in our selection process.

CAPITAL PROJECTS ADVISORY REVIEW BOARD
PROJECT REVIEW COMMITTEE
QUESTIONS RE: RECERTIFICATION APPLICATION
Meeting Date: January 27, 2022

Another example of the changes in our DB Selection process came with our authorization to procure Design-Build under 2 Million. We are taking a deliberate approach to refine, simplify and provide small and diverse business opportunities on projects within this subset. We have simplified our contracting, we walk through all processes with the teams, and are continually looking for ways to make the firms new to the Design-Build table successful.