

**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	New Burke Museum	Completed	Jun-16	Oct-19	\$82.8M	See Note #1 below	GCCM
2	Life Sciences Building	Completed	Jul-16	Jul-18	\$171.9M	No significant issues	GCCM
3	North Campus Student Housing Ph. IV(a)	Completed	Feb-16	Aug-18	\$253M	See Note #2 below	GCCM
4	UWMC Emergency Dept. East Extension	Completed	Jul-17	Dec-18	\$14.9M	See Note #3 below	GCCM
5	Bill and Melinda Gates Center for Computer Science & Engineering	Completed	Jun-16	Dec-18	\$105.5M	No significant issues	GCCM
6	North Campus Student Housing Ph. IV (b)	Construction	May-19	Aug-20	\$65.5M	No significant issues	DB
7	Stevens Court Rehabilitation Phase 2	Construction	Mar-20	Sep-20	\$13.2M	No significant issues	GCCM
8	UW Bothell Corporation Yard	Closeout	Oct-19	Jun-20	\$5.4M	No significant issues	DB
9	Hans Rosling Center for Population Health	Closeout	May-17	Jul-20	\$230M	No significant issues	DB
10	Parrington Hall Renovation	Construction	Nov-18	Aug-20	\$24.1M	See Note #4 below	DB
11	Seismic Improvements Phase 1	Closeout	Jan-19	Oct-19	\$17.6M	No significant issues	DB
12	Seismic Improvements Phase 2	Design	Sep-20	Dec-21	\$15.5M	No significant issues	DB
13	Kincaid Hall Renovation	Construction	Jun-19	Apr-21	\$46M	See Note #5 below	DB
14	UW Medical Center Northwest Campus Childbirth Center Renovation	Construction	Dec-19	Nov-21	\$30.6M	See Note #6 below	DB
15	Softball Performance Center	Preliminary	TBD	TBD	\$4M	iting issues, changed locatic	DB
16	Schmitz and Mary Gates Hall (iSchool)	Preliminary	TBD	TBD	\$8M	No significant issues	DB
17	Behavioral Health Teaching Facility	Project Formation	Oct-21	Nov-23	\$224.5M	No significant issues	DB
18	Founders Hall	Construction	Jun-20	Dec-21	\$73.1M	See Note #7 below	DB
19	Health Sciences Education Building	Design	Jul-20	Oct-22	\$100.6M	No significant issues	DB
20	UW Bothell/ Cascadia College Phase 4	Project Formation	TBD	TBD	\$79.5M	No significant issues	DB
21	UW Tacoma Milgard Hall	Project Formation	TBD	TBD	\$50.5M	No significant issues	DB
22	UW Tacoma Learning Commons and Engineering Renovation	Preliminary	TBD	TBD	\$6.6M	No significant issues	DB
23	College of Engineering Interdisciplinary Engineering Building	DB Selection	TBD	TBD	\$75.0M	No significant issues	DB
24	Health Sciences Potable Mainline Replacement	DB Selection	TBD	TBD	\$2M	No significant issues	DB
25	UW Autism Center Remodel	DB Selection	TBD	TBD	\$2.6M	No significant issues	DB
26	ICA Basketball Training/Operations Facility and Health and High Performance Center	DB Selection (paused)	TBD	TBD	\$60.7M	No significant issues	DB

**PROJECT NOTES:**

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- #1 Interruption in funding due to the State Legislature's failure to pass a capital budget required modification of the construction schedule to suit cash flow and led to a
- #2 Market conditions required a budget increase when options for reducing scope to maintain budget were determined to not be acceptable. The project finished on the
- #3 Scope was added by the client and discovery of hazardous materials requiring abatement required a budget increase and schedule extension. The project finished under the revised budget and on schedule.
- #4 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 Alteration**.
- #5 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.
- #6 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.
- #7 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.