

University of Washington Facilities

Public Body Recertification for General Contractor/Construction Manager

Presented by:
UWF Project Delivery Group

July 24, 2025

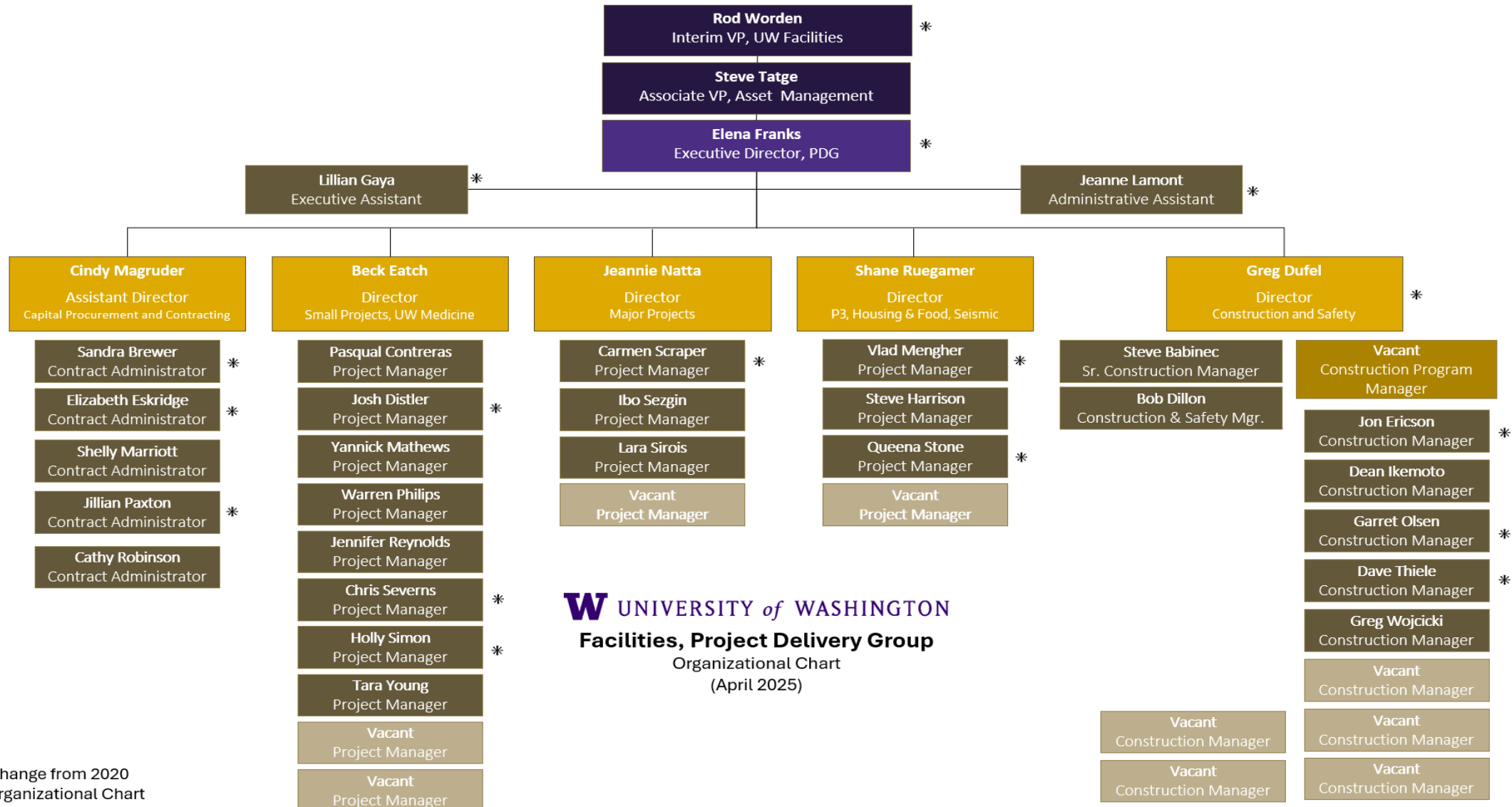
UNIVERSITY *of* WASHINGTON



PRESENTERS

- *Steve Tatge* – Associate Vice President, Asset Management
- *Elena Franks* – Executive Director, Project Delivery Group
- *Cindy Magruder* – Asst. Director Contract and Procurement, Project Delivery Group
- *Monica Acevedo-Soto* – Director, UWF Procurement, & Business Diversity & Equity
- *Jeannie Natta* – Director, Project Delivery Group
- *Greg Dufel* – Director, Construction and Safety, Project Delivery Group

UW FACILITIES



UW: A LEADER IN DESIGN & CONSTRUCTION

- Public Owner Roundtable
- CPARB Sub Committees
- Project Review Committee
- Training & Education- AGC, DBIA
- Seen as a resource for other public owners, including Sound Transit, King County, and Port of Seattle

INDUSTRY & PROFESSIONAL PARTICIPATION

- Architects, Engineers & Agencies Committee,
Department of Enterprise Services
- American Institute of Architects
- Design-Build Institute of America
- Construction Management Association of America
- AGC Education Foundation

GC/CM Procurement and Contracting Responsibilities

Compliance with 39.10 RCW

- Confirm the project meets the requirements of the statute for GC/CM delivery
- Ensure contract documents include statutory requirements
- Manage the GC/CM solicitation for compliance with statute and UW policy
- Award and execute the GC/CM Contract
- Review the subcontractor procurement plan to ensure:
 - Bid packages maximize competition and provide opportunities for DBE participation
 - Appropriateness of Self-Performance of Work by GC/CM
- Review GC/CM boilerplate solicitation documents for compliance with Statute and industry best practices

GC/CM Procurement and Contracting Responsibilities

- Receive and open bids when GC/CM is submitting a bid on a package
- Review bids received on all bid packages for responsiveness and responsibility requirements. Determine the selection of the lowest responsible and responsive bidder
- Review the appropriateness of use of the Alternative Subcontractor Selection Process
- Advise Owner and GC/CM on procurement and contract requirements

UW GC/CM PROGRAM

- Engaged Owner
- Strong project governance- "Do what's best for the project"
- Effective and timely Decision-Making
 - Collaborative environment between Owner, Designer, GC/CM
 - GC/CM brought on early in design to help decision-making
 - Encourage Use of Lean tools
- GC/CM Culture
 - Transparent and fair procurement
 - Equity and inclusion goals
 - Encourage collaboration among team members
 - Appropriate risk allocation
 - Psychological and Physical Safety
 - Prompt payments

UW GC/CM PROGRAM

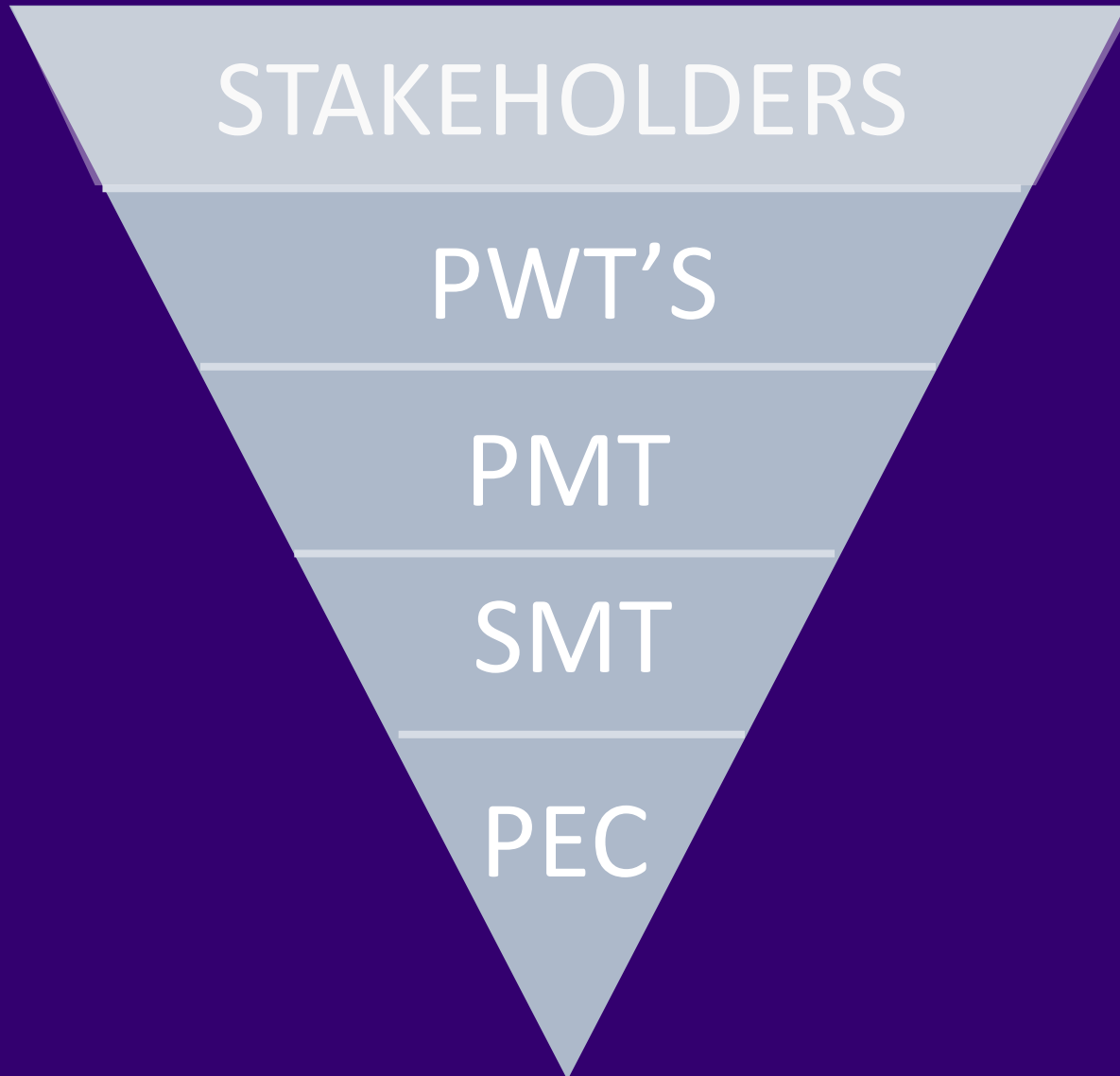
Benefits:

- Better budget control with GC/CM input and estimating.
- Input from Contractor for constructability and innovation-especially when early selection of subcontractors is allowed.
- Value engineering to optimize cost and performance of the project .
- More realistic schedules, including sequencing and phasing.
- Balances and mitigates risk between Owner, Designer, and Contractor.
- Can increase diverse business participation due to subcontract bidding procedures in 39.10.380 and breaking down bid packages .
- Bid packages reassure the institution that we are getting competitive market value.

UW GC/CM PROGRAM – MANAGING RISK

- It is critical to have GC/CM and owner staff that fully understands the requirement to bid out all subcontract work, equipment and material purchases.
- GC/CM and Owner must understand how to manage risk contingency, negotiated support services, and specified general conditions.
- Have early conversations about 'mini-MACC's' and phasing the work.
- Ensure self-performed work is genuinely competitively bid.
- Culture of recognition motivates quality and performance.
- Senior Management Team must stay engaged for the duration
- Cost Allocation/Responsibility requires resources to manage.

OUR GOVERNANCE STRUCTURE



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.



Psychological Safety



"Hard on the problems,
easy on the people"

"It's OK to say the difficult
thing"

Must be modeled by the Owner

Physical/Public Safety

Early Safety Integration

Owner, GC, and A/E collaborating during preconstruction to embed safety in logistics and site planning

Site Access

Team sequences work to maintain safe public access and operational effectiveness

Logistics Complexity Requires Owner Involvement

The owner has a different perspective outside the fence that can be incorporated into the safety planning

Shared Safety Culture

Team development creates a culture of team accountability

Key Points:

- GC/CM safety planning starts in design, not when the GC arrives on site.
- Protecting the public, employees, and workers means planning around them.

Must be modeled, enforced, and budgeted by the Owner for complex projects.



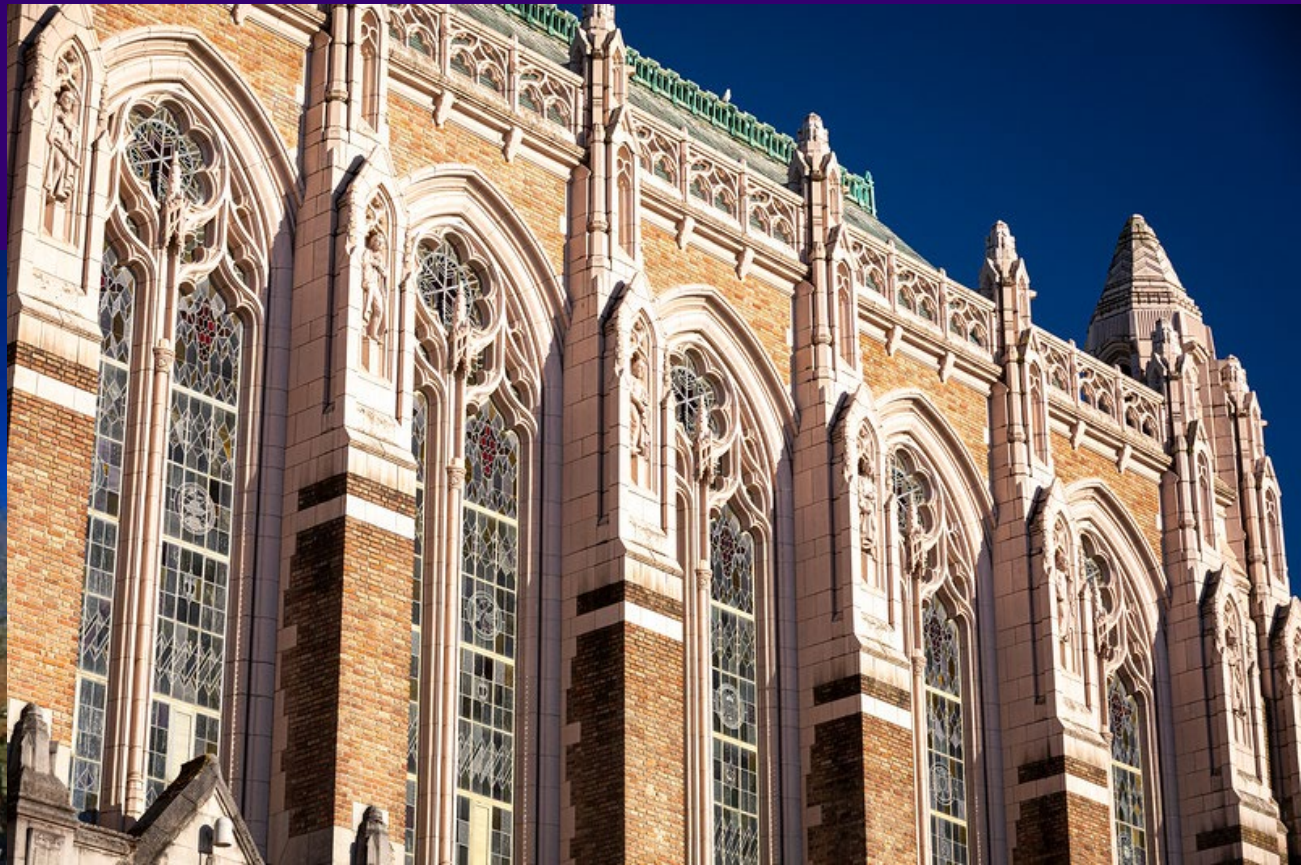
A History of Successful GC/CM Delivery

- The UW has a significant body of projects that were successfully completed by GC/CM delivery method
- We recognize that GC/CM is well suited for projects involving complex, technical work in occupied facilities and requiring planning for construction logistics.
- The entire PDG team recently attended a three-day training session on GC/CM delivery provided by John Palewicz, a respected leader in GC/CM delivery



ACTIVE GC/CM PROJECTS

- *Seismic Improvements Phase 5:* \$21.5M
- *Art & Music Building Phase 2:* \$8.0M



OUR DRIVERS FOR GC/CM USE

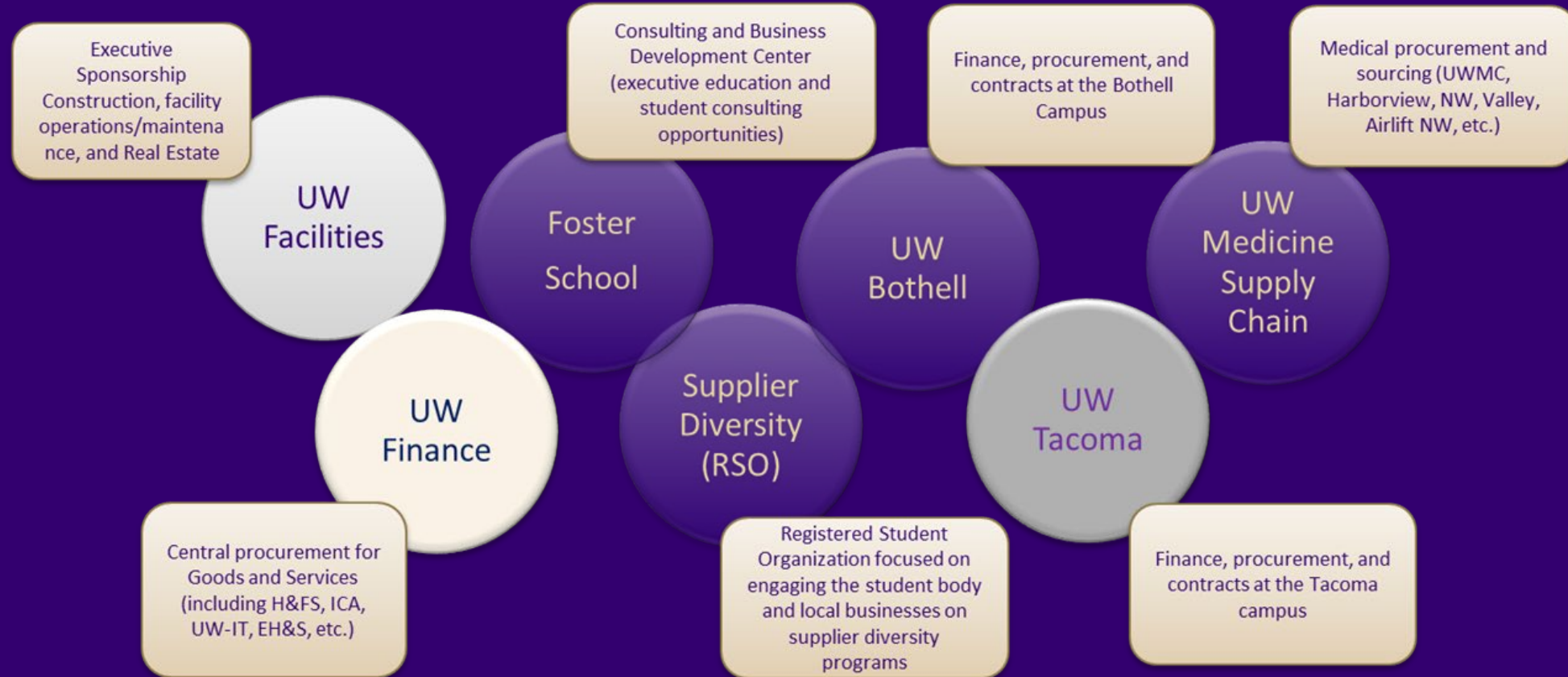
RCW minimum project qualifiers- *We often have all of these factors*

- Complex scheduling, phasing or coordination;
- Construction at an occupied facility; which must continue to operate during construction;
- Involvement of the GC/CM during the design stage is critical to the success of the project;
- A complex or technical work environment; or
- Specialized work on a building that has historic significance

Also:

- We have the right staff available
- Some project elements are not fully defined
- Existing conditions require robust investigation

UW BUSINESS DIVERSITY & EQUITY PROGRAM



BUSINESS EQUITY INCLUSION APPROACH / Project by Project

- I. RFP: Past performance and strategies for inclusion tied to evaluation criteria
- II. Preconstruction: Approve subcontracting/outreach plans and validate aspirational goals
- III. Procurement: structure packages for maximum WMBE/SBE participation
- IV. Construction: Payment Reporting & Compliance Monitoring in B2GNow, monthly reporting to UW Board of Regents
- V. Close-out: Reconcile final inclusion numbers as part of project documentation and reporting

Table 1: Capital Construction Spend
Spend with Woman and Minority-Owned Firms

		FY22	FY23	FY24
1	Available Construction Spend	\$261M	\$382M	\$281M
2	Direct Spend W/M	\$4M	\$2M	\$4M
3	Indirect Spend W/M	\$36M	\$41M	\$30M
4	Total W/M Spend (lines 2+3)	\$40M	\$43M	\$34M¹
5	% of Construction Spend	15%	11%	12%
6	Number of W/M firms paid	97	120	123

¹Indirect Spend across all diverse classifications for construction, including certified small and veteran-owned businesses, was \$43M.

**Table 2: UW Public Works, Contracting, and Procurement
Dollars Spent with OMWBE Certified Businesses**

		FY22	FY23	FY24
1	Number of certified firms paid	94	86	146
2	Total Spend	\$7,538,970	\$12,840,993	\$21,982,192
3	Percentage of Total Spend	.44%	.62%	1.03%

Source: [OMWBE Educational Institution Reports](#)

Questions?

Thank You!