



Washington State  
DEPARTMENT OF  
ENTERPRISE SERVICES

# PRC Public Body Recertification

## GC/CM and DESIGN BUILD

Facility Professional Services

*SEPTEMBER 25, 2025*

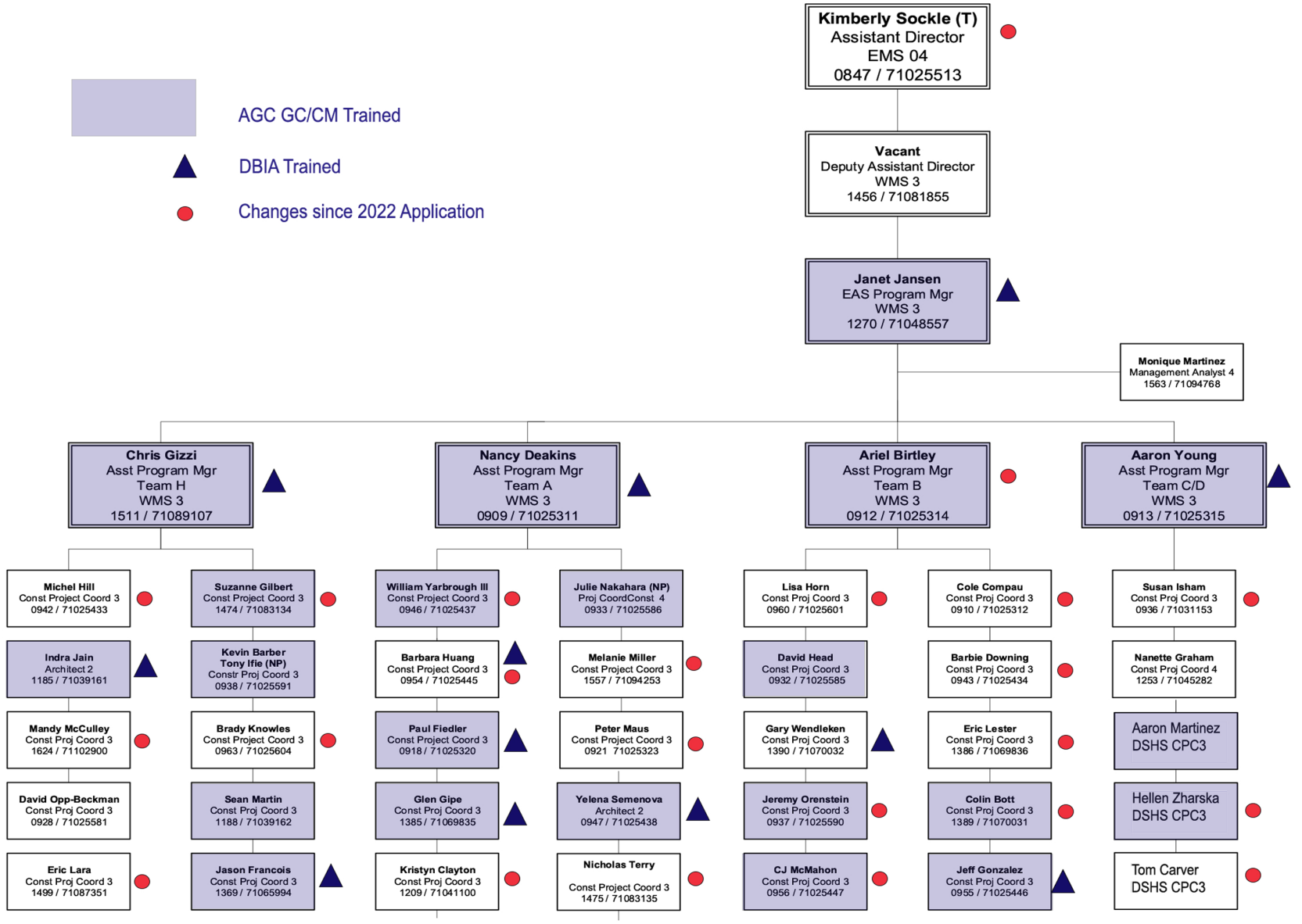
**Presenters:**

- Janet Jansen, AIA, LEED AP, EAS Program Manager
- Aaron Young, PE, Interim FPS Deputy Assistant Director
- Oliver Wu, Planning & Project Delivery Manager
- Chris Gizzi, RA, EAS Assistant Program Manager
- Sarah Erdmann, Public Works Business Diversity Manager

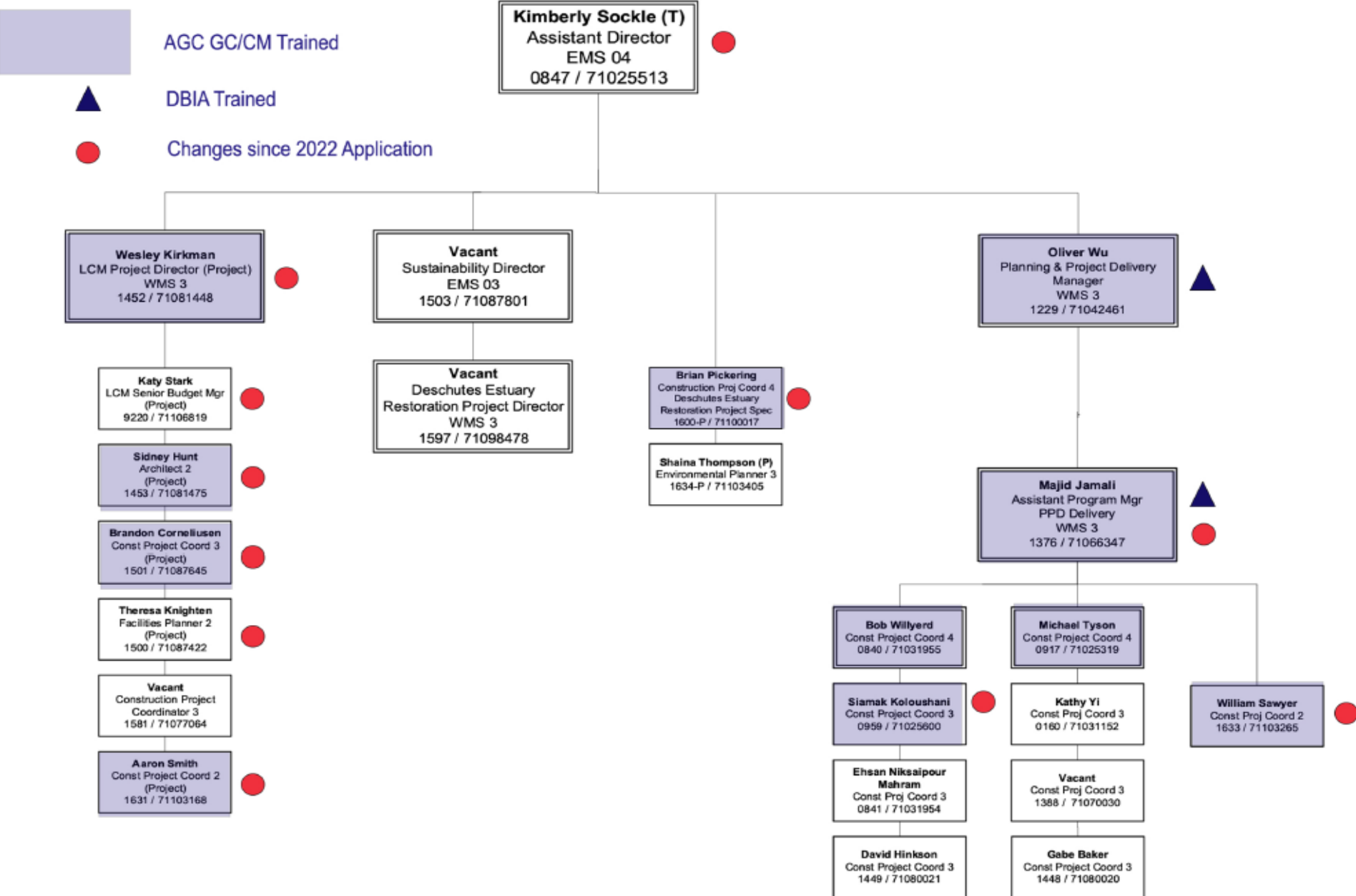
**Staff available for questions:**

- Kimberly Sockle, Interim FPS Assistant Director
- Alissa North, Public Works Contracts Manager
- Ariel Birtley, EAS Assistant Program Manager
- Wesley Kirkman, LCM Project Director
- Brian Pickering, Deschutes Estuary Restoration Project Manager

# FACILITY PROFESSIONAL SERVICES



# FACILITY PROFESSIONAL SERVICES



# DES GOVERNANCE

## Project Managers

Day-to-day collaboration among stakeholders, focused on consensus-based decision-making for the benefit of the project. Provide regular updates to the DES Project Teams.



## DES Project Teams

Oversees project execution, monitors progress and elevates key issues.



## DB & GCCM Groups

Provides executive-level oversight and ensures alignment with DES policy and goals.



## FPS Executive Management

Steering role; resolves major issues that cannot be settled at the Project Management level and provides guidance on strategic decisions.

# OUR DRIVERS FOR USING GC/CM & DESIGN-BUILD

## **RCW Minimum Project Qualifiers – DES frequently encounters projects with these factors:**

- Complex scheduling, phasing, or coordination requirements
- Construction at occupied facilities that must remain operational during construction
- Early involvement with the contractor during design - critical for project success
- Complex or technical work environments
- Specialized work on historically significant buildings

## **Additional DES considerations:**

- Availability of the right staff and expertise for the project
- Partially defined project elements that benefit from contractor input during design
- Existing conditions requiring robust investigation and planning



# FPS CLIENT AGENCIES

- State Board of Community & Technical Colleges (SBCTC) - 34 campuses
- State Capitol Campus
- Department of Corrections
- Department of Social & Health Services
- Washington State Patrol
- Department of Veteran Affairs
- 20 other small state agencies



# CURRENT DESIGN-BUILD & GC/CM PROJECTS

Agency	DES project number	Project name	Project status	Completion/ Anticipated completion	Planned budget C-100 Contract	Reason for budget or schedule overrun	Delivery method
Bates Technical College	2023-166	Fire Services Training Center	Underway	12/18/2026	\$40 M	N/A	DB
Military Department	2024-785A	Joint Force Headquarters	Underway	9/1/2027	\$47 M	Design competition on progress. Contract planned for 9/20/2025	DB
Shoreline Community College	2018-102	Greenhouse & Pond	Underway	3/3/2026	\$1.8 M	N/A	GC/CM
Intercity Transit	2018-230	Pattison South Parcel expansion	Underway	8/1/2026	\$38.6 M	Client agency changes for pending incorporation of hydrogen fueling capabilities. Infrastructure required during this remodel project.	GC/CM
Department of Social & Health Services	2020-403	Western State Hospital – New Forensic Hospital	Underway	4/26/2028	\$705 M	Subcontractor bid packages were advertised in early 2025 and came in higher than estimated. The team believes this was due to uncertainty in market conditions. The project team is working together with the subcontractors to find additional value engineer solutions.	GC/CM



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Department of Social & Health Services	2020-473	48-Bed Community RTF-Clark County	Underway	8/15/2025	\$52.6 M	The Conditional Use Permit from Clark County delayed the project for over one year. Clark Co. identified additional fire safety requirements during construction, after they approved the permits. The "new" requirements added almost \$800K to the project. Clark Co. "failed" a section of asphalt pavement based on observations despite compaction test results.	GC/CM
Tacoma Community College	2021-260	Center for Innovative Learning & Engagement	Underway	8/1/2025	\$34.2 M	N/A	GC/CM
Department of Enterprise Services	2023-290	Deschutes Estuary Restoration	Underway	6/30/2035	\$300 M+	N/A	GC/CM
Department of Enterprise Services	2026-006	DES/LCM-John L. O'Brien HVAC controls replacement	Underway	12/31/2026	\$2.5 M	N/A	GC/CM

# LESSONS LEARNED

## **Team formation & procurement**

- Owner preparation and client education

## **Project risk & contingency management**

- Identifying risks and challenges unique to each client and project

## **Stakeholder engagement & project scheduling**

- Identify Key Stakeholders and bring them to the table early and at key milestones
- Plan for project communications and schedule time for owner and stakeholder buy in

## **IT technology integration**

- Multi- Client projects may have conflicting IT and Security requirements

## **Process improvements**

- GC/CM and DB documents are complex making project specific edits challenging
- Early engagement with Scheduling and Auditing consultants
- Overlapping concurrent construction contracts (early bid packages)

# DES: INDUSTRY & PROFESSIONAL PARTICIPATION



American  
Institute of  
Architects



Design-Build  
Institute of  
America



Construction  
Management  
Association of  
America



AGC Education  
Foundation

# DES: A LEADER IN ALTERNATIVE PUBLIC WORKS



Active participant in Public  
Owner Roundtables



Representation on CPARB  
& the Project Review  
Committee



Ongoing training &  
education through the AGC,  
DBIA & other industry  
partners



Recognized as a resource  
for other public owners  
across Washington State



# **ALTERNATIVE DELIVERY PROCUREMENT & CONTRACTING RESPONSIBILITIES**

- Meet RCW 39.10 & follow DES procedures for successful project delivery
- Align solicitation process with statute & industry best practices
- Award & execute alternative delivery contacts
- Evaluate use of Alternative Subcontractor selection process GC/CM
- Oversee GC/CM subcontracting procurement process
- Receive & open bids for self-performed bid packages on GC/CM projects.

# DES ALTERNATIVE DELIVERY PROGRAM

## GC/CM & DESIGN-BUILD

### Managing risk

- Effective and timely decision-making with key stakeholders
- Actively manage GC/CM risk contingency, NSS, & SGCs
- Hold early discussions on phased delivery strategies, including mini-MACCs for GC/CM or phased GMPs for Design-Build
- Confirm GC/CM self-performed work is competitively bid and transparent
- Foster a culture of collaboration to drive quality and performance
- Maintain senior leadership engagement throughout the project lifecycle
- Dedicate resources for cost allocation, responsibility tracking, and risk management
- Prompt payments to maintain trust and cash flow

# DES ALTERNATIVE DELIVERY PROGRAM

## GC/CM & DESIGN-BUILD

### Benefits

- Improved budget control through early contractor input and cost estimating
- Constructability and innovation integrated into design through builder collaboration
- Value engineering to optimize project cost, performance, and sustainability
- More realistic schedules with informed sequencing and phasing strategies
- Balanced and transparent risk allocation between owner, designer, and builder
- Increased opportunities for diverse business participation through bid package strategies and statutory requirements (RCW 39.10)
- Competitive procurement processes that ensure market value and accountability

# A HISTORY OF SUCCESSFUL ALTERNATIVE DELIVERY

DES has a strong record of delivering projects using GC/CM and Design-Build methods.

These approaches are well suited for complex, technical projects, especially those in occupied facilities that require careful planning and construction logistics.





# COMPLETED PROGRESSIVE DESIGN-BUILD PROJECT

## Center for Deaf and Hard of Hearing Youth Vancouver WA

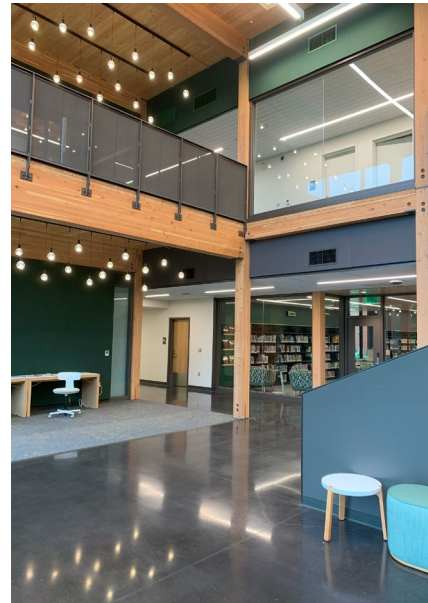
Glen Gipe, DES Project Manager

\$67.5M Budget

Completed March 2025

### Awards:

- ENR West's Northwest subregion, Award of Merit
- DBIA Northwest Region, Oregon Project Excellence Awards, Award of Excellence, Educational Facilities
- Design Build Institute of America (DBIA), National Award of Merit, Educational Facilities
- Society for Experiential Graphic Design (SEGD) Global Design Awards, Merit Award, Public Installation category (Way Finding) for the Art Gate
- DJC Oregon Top Project Awards
- Architizer A+ Awards, Finalist, Primary & High Schools
- WoodWorks Wood in Architecture Award



# BUSINESS DIVERSITY TEAM

## Our mission

Create a culture of inclusion so small, minority, women, and veteran-owned businesses have equitable opportunities in public works projects, guided by state policy and best practices.

## The team:

**Sarah Erdmann**

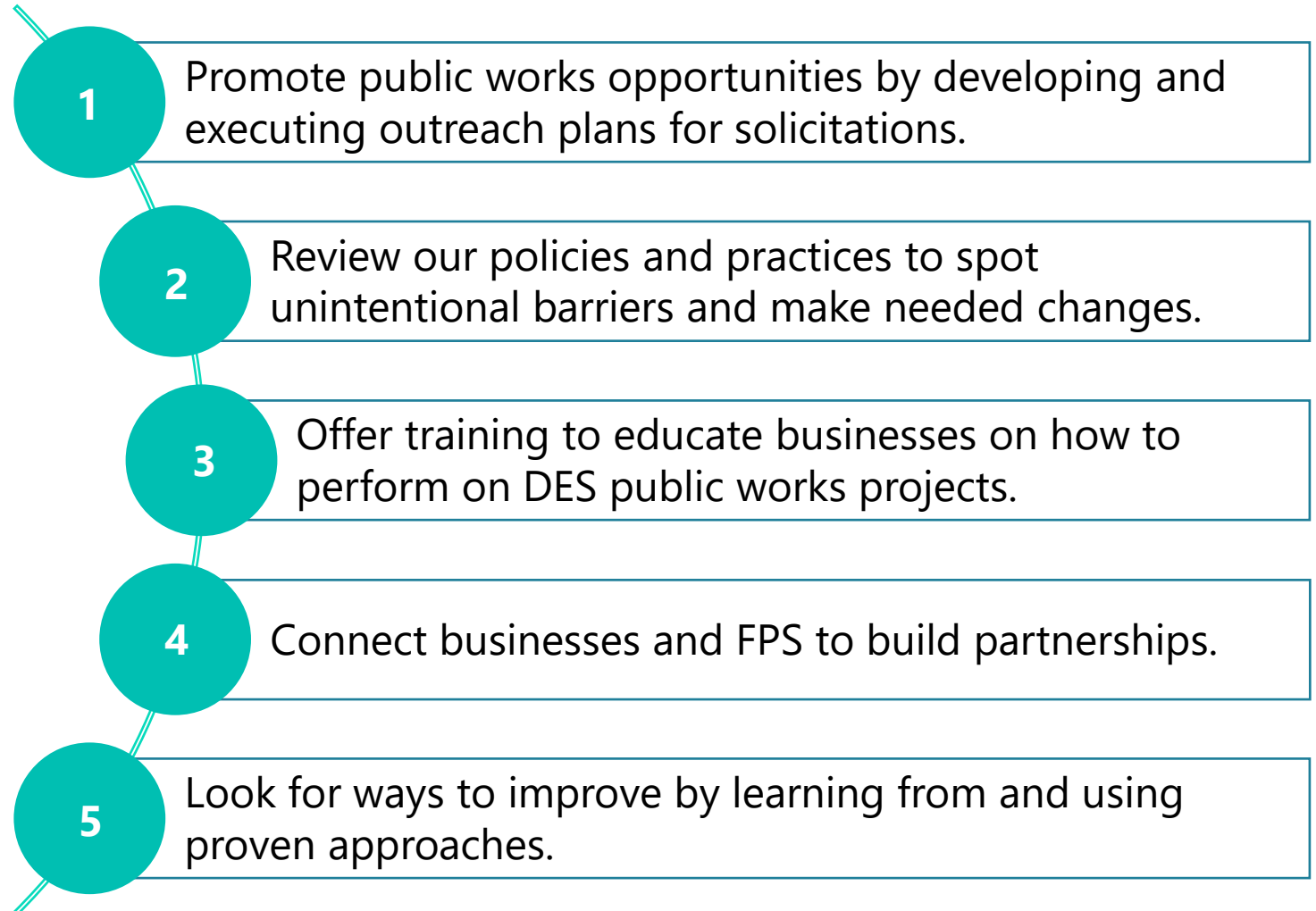
Business Diversity Manager

**Joshua Browne**

Program Analyst

**Vacant**

Business Development Specialist



# COMMITMENT TO INCLUSIVE CONTRACTING

## DES Objectives:

### ❖ **Build a pipeline:**

Recruit and train small, diverse, and veteran-owned businesses to competitively bid and complete projects statewide.

### ❖ **Drive competition and innovation:**

Increase responsive bids and tap into unique ideas and creative approaches from emerging contractors.

### ❖ **Increase access:**

Clear the obstacles and enable businesses to thrive and maximize their potential.

### ❖ **Economic development:**

Champion efforts that help grow Washington's economy and improve people's lives.

# BUSINESS DIVERSITY TEAM

## Our mindset:

Value relationships  
and encourage  
collaborative and  
creativity

Empower default  
inclusion  
approaches

Embrace and  
recognize value  
of small business

Be and lead  
the change



# BUSINESS DIVERSITY TEAM

## What we do:



### **Economic development roadmap:**

- Implement strategies to remove barriers and maximize meaningful opportunities for small and diverse businesses to work with DES.
- Participate in the Governor's Subcabinet on Business Diversity and CPARB BDI committee.



### **EO 22-01, 2019 Disparity Study and toolkit:**

- Implement requirements, recommendations, and tools.
- Track progress and report outcomes.

# BUSINESS DIVERSITY TEAM

## What we do:



### **Washington EDGE:**

- Reserved contract awards to boost opportunities for small businesses.



### **Inclusion plans:**

- Review and approve inclusion plans.
- Update inclusion plan templates.
- Provide practical guide of best practices outlining expectations for contractors.



### **Small and diverse reporting:**

- Use B2Gnow to collect data and track progress toward voluntary goals on public works projects.
- Set clear metrics and post a dashboard for transparency and accountability.

# THANK YOU



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[DES.wa.gov](https://DES.wa.gov)