



STATE of WASHINGTON
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION for CERTIFICATION of PUBLIC
BODY

TO USE THE GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
AND/OR DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURES

June 29, 2007

1. Identification of Applicant

University of Washington
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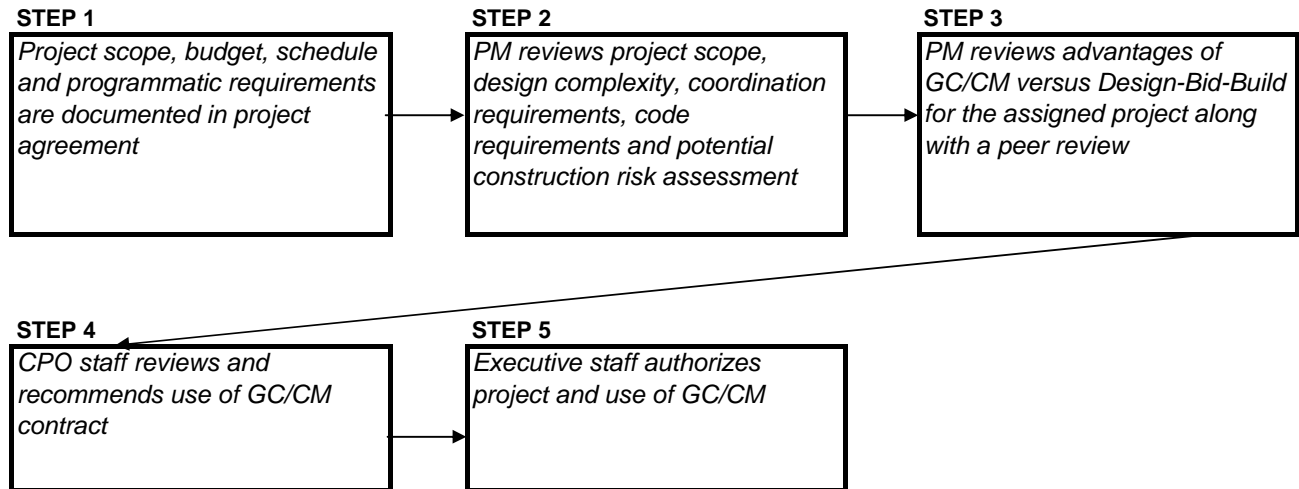
2. Type of Certification Being Sought

X GC/CM

D/B

Both

3. Experience and Qualifications for Determining Whether Projects are Appropriate for the Alternative Contracting Procedure *(House Bill 1506, section 102(2)(a))*



This process follows our existing procedures. Issues or problems have not been discovered so we will continue to operate under these same guidelines.

Key:

PM Project Manager

CPO Capital Projects Office

4. Project Delivery Knowledge and Experience (2SHB 1506, Section 107(2)(b)(i))

Knowledge and Experience

The University of Washington is one of the public bodies originally authorized to use alternative procurement methods in the State of Washington. As such, the University has been responsible for a significant portion of GC/CM projects completed in the state of Washington under RCW 39.10. The Goldblatt/Septelka survey, completed for JLARC in June 2005, shows that of the 53 GC/CM projects completed by state agencies in the period 1993 to 2005, 19 of those projects, or 36%, were completed by the UW. Of twenty-four projects valued at over \$5 million that have been completed in the past 10 years (see Item 7), thirteen of those projects were completed using the GC/CM delivery method at a total delivery-year cost of \$725 million. In addition, the University has seven active projects valued at approximately \$640 million, of which the GC/CM method is or is intended to be used.

The Capital Projects Office (CPO) is responsible for capital project delivery at the University of Washington. CPO consists of approximately 120 full-time professionals and support staff with broad experience in all aspects of capital project delivery, including project managers, construction managers, design professionals, estimators, schedulers, project control engineers and supervisory and executive staff. Item 6 of this application shows the key operational components of the CPO organization engaged in CG/CM project delivery. Item 5 of this application lists some of the CPO professionals with relevant GC/CM experience. UW CPO is fortunate in that it experiences low turnover in its professional ranks. As a result, it has been able to retain key staff with significant GC/CM experience. In fact, nearly all of the key professionals involved in the University's GC/CM project portfolio remain on the CPO staff today.

Complexity of Projects

As a premier research University in the state higher education system, the UW capital projects program supports leading edge research, medical and life sciences teaching and research programs. UW capital projects are frequently complex scientific and medical building types, involving the latest technologies and programs and almost always in or adjacent to occupied facilities involving students, faculty, staff and patients.

The UW capital assets portfolio includes some of the most beautiful and historic buildings in the state. The complexities of historic renovations are difficult to address with a design-bid-build procurement method because of the specialty trades involved, and the importance of integrating construction means and methods into the design of the renovation.

Finally, University capital projects are frequently geared to schedule milestones for which there is no "give" (the start of the academic calendar year) or for which there are real financial or programmatic impacts (loss of collegiate sports or patient revenues)

Recent examples of the University's successful use of GC/CM on complex projects include restoration and seismic stabilization projects of the historic Suzzallo library and Johnson Hall, which are complex occupied spaces; hospital work, including the Surgical Pavilion at the University of Washington's Medical Center; and construction of the Foegen Building, a state-of-the-art research center for bioengineering and genomic sciences.

Delivery Methods, Management Structures and Project Controls Utilized

Since Alternative Public Works delivery methods were first authorized by RCW 39.10, the University has utilized GC/CM as one of its delivery methods for major projects. As a result, the CPO management and organizational structure has been successfully modified to meet the challenges and complexities of the GC/CM method. Two of the three project delivery groups within CPO are focused on major projects utilizing GC/CM delivery, as well as Design-Bid-Build. One of those groups is focused on the central academic and research core and the athletic facilities of the Seattle campus. The other group focuses on the University and Harborview medical centers, the research and educational facilities in the health sciences, and on the University's campuses. Each group is staffed with professional project and construction managers with both GC/CM experience and specific expertise in the unique aspects of the facilities and user groups they support.

CPO has well-established procedures and tools for all aspects of project control. Project scopes are controlled by formal project agreements among all the project stakeholders. These agreements establish clear lines of communication and set specific levels of authority for decisions related to scope, schedule and budget. Good contracts are also important mechanisms for project control. The University has developed construction and architectural services contracts that are specifically designed for use on GC/CM projects. Several of the key provisions in the University's GC/CM contract, such as the requirement for use of a disputes resolution process, and the cost responsibility matrix for GCCM support services have been used as models for language now contained in the new law. CPO retains in-house professional estimating and scheduling professionals to support the project teams. Through the estimating staff, project teams can access historical parametric costs for use in the development of initial project cost models and budgets. Constant monitoring of local and regional cost data provide instant access to market conditions and escalation factors that influence estimates and contingencies. Cost estimates prepared by consultants and other outside parties are reviewed and validated by the CPO staff. Using P3 and other tools, in-house schedulers provide project scheduling support at the macro level for project planning and at the detailed level for analysis of planned versus actual progress during construction. Sophisticated risk analysis methods have been developed for establishing project contingencies and to monitor risks throughout the course of a project. Cost accounting, project communications, records management and other project controls are managed holistically using Prolog project management software. Beyond its effectiveness in project controls, Prolog supports CPO's client communication needs and its various reporting requirements.

5. Personnel with Construction Experience Using the Contracting Procedure (House Bill 1506, section 107(2)(b)(ii))

CPARB PRC		Role during Project Phase									
Name	Summary of Experience	Project	Project Size	Project Type	Planning	Design	Constr	Role Start	Role End		
Richard Chapman	Assoc. Vice President, CPO with 30+ years private industry experience in design and construction. 6 years UW experience.	Projects included in list below									
John Palewicz	Director with 30 years industry experience. 10 years at UW. Responsible for "Restore the Core". CPARB sub-committee member.	Hec Ed UW Law School CSE Allen Center Johnson Hall Conibear IMA Architecture Hall Guggenheim Hall Clark Savery Playhouse Executive Center	45M 82M 64M 53M 17M 42M 25M 28M 18M 61M 10M 80M	GCCM GCCM GCCM GCCM GCCM GCCM GCCM GCCM GCCM DBB GCCM	PM Director Director Director Director Director Director Director Director Director Director Director	PM Director Director Director Director Director Director Director Director Director Director Director	PM Director Director Director Director Director Director Director Director Director Director Director	Jan-94 May-96 Jan-99 Jun-02 Jan-01 Jul-99 Jul-03 Nov-03 Jun-05 Jul-05 Apr-05 Feb-06	Dec-00 Jul-03 Aug-03 Oct-05 Mar-05 Nov-03 Jul-07 Aug-07 Jan-09 Jul-09 Sep-08 Jul-10		
Olivia Yang	Director with 25 years in design and construction. 17 years at UW. Chaired CPARB Expansion Committee.	Chemistry Business SEEC Suzzallo CSE Allen Center Benjamin Hall C&C Data Center	8M 17M 47M 64M 30M 32M	DBB DBB GCCM GCCM DBOM GCCM	PM PM PM PM Director Director	PM PM PM PM Director Director	PM PM PM PM Director Director	Feb-90 Sep-92 Dec-03 Jan-99 Dec-02 Aug-05	Sep-93 Dec-96 Aug-02 Aug-03 Mar-06 Dec-09		
Eric Smith	Director with 30 years private industry experience in design and construction. 5 years at UW. Responsible for UWMC, HMC, Tacoma. PRC Vice Chair.	Benjamin Hall HMC Bond Foegel Bldg HWing	30M 221M 147M 43M	DBOM GCCM GCCM GCCM	Grp Mngr Grp Mngr Grp Mngr Director	Grp Mngr Grp Mngr Grp Mngr Director	Grp Mngr Director Director Director	Dec-02 Feb-02 Dec-00 Sep-04	Mar-06 Jul-08 Jun-06 Oct-08		
Doug Holen	Former UW Director with 30+ years experience has been held on retainer.										

5. Personnel with Construction Experience Using the Contracting Procedure (House Bill 1506, section 107(2)(b)(ii))

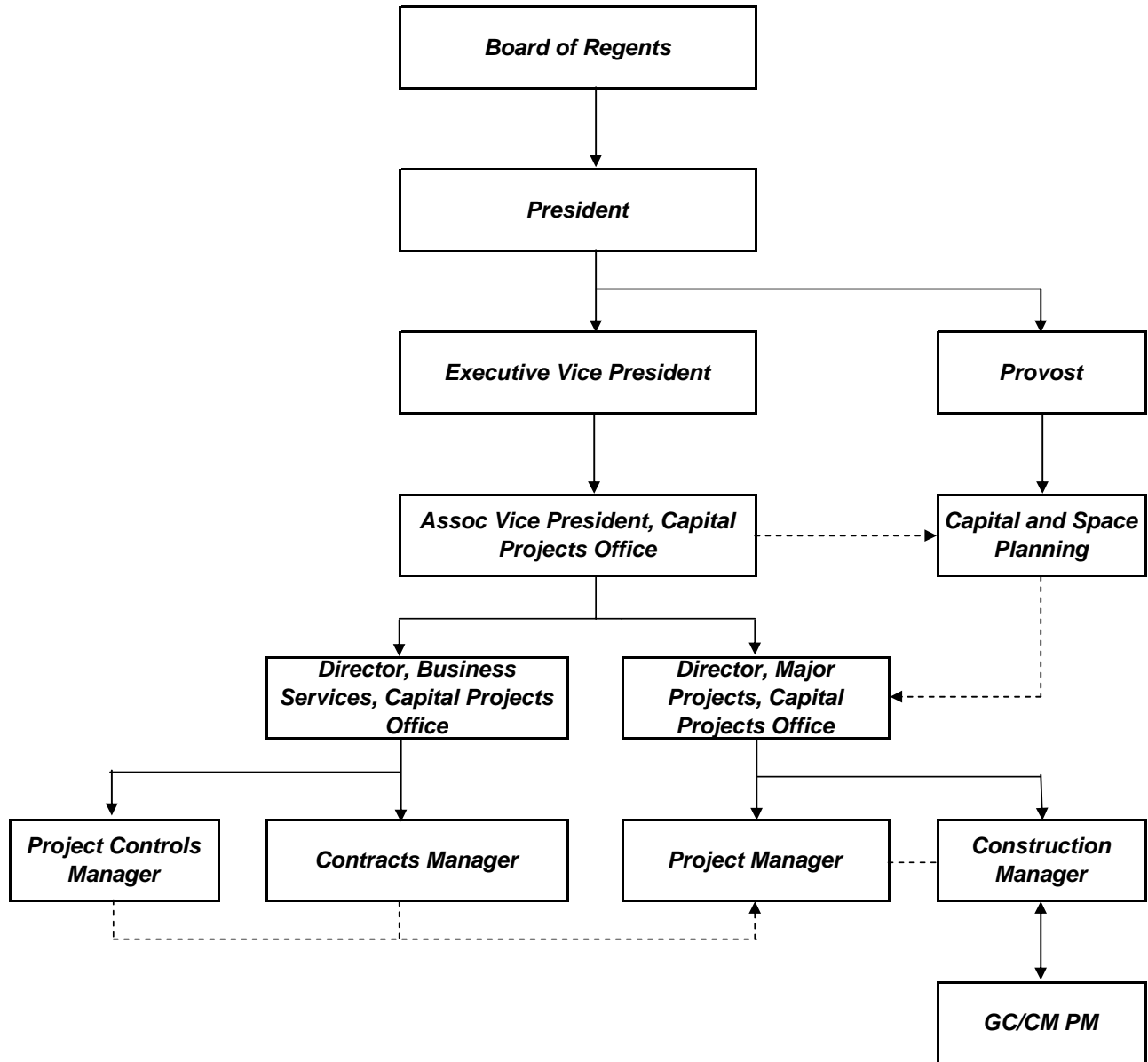
CPARB PRC		Role during Project Phase									
Name	Summary of Experience	Project	Project Size	Project Type	Planning	Design	Constr	Role Start	Role End	Role Start	Role End
Steve Tatge	Senior PM with 20 years of design and construction experience. 3 years at UW. Extensive background with public works facilities.	ICA	45M	GCCM	PM	PM	PM	Jan-94	Dec-00		
		Clark Hall	18M	GCCM	PM	PM	PM	Jun-05	Jan-09		
		Executive Center	80M	GCCM	PM	PM	PM	Feb-06	Jul-10		
Brian Berard	Senior PM with 25 years industry experience. 3 years at UW. Extensive background in educational facilities design and construction.	Savery	61M	GCCM	PM	PM	PM	Jul-05	Jul-09		
Randy Everett	PM with 35 years in design and construction. 5 years at UW. President AIA Seattle 2005-2006.	Playhouse	10M	DBB	PM	PM	PM	Apr-05	Sep-08		
Will Smith	Senior PM for 20 years at UW. Author of GC/CM Negotiated Support Services Matrix now in the new law. Lab/Medical expert.	Hwing Addition	43M	GCCM	PM	PM	PM	Sep-04	Oct-08		
		Kwing	66M	GCCM	PM	PM	PM	Jul-95	Jun-99		
		Oceanography	46M	GCCM	PM	PM	PM	Jul-95	Jun-99		
		Fisheries	43M	GCCM	PM	PM	PM	Jul-95	Jun-99		
		Surgery Pavilion	89M	GCCM	PM	PM	PM	Feb-00	Sep-03		
		HMC Bond	221M	GCCM	PM	PM	PM	Feb-02	Jul-08		
Jon Lebo	Senior PM for 20 years.	IMA	42M	GCCM	PM	PM	PM	Jul-99	Nov-03		
		Johnson Hall	53M	GCCM	PM	PM	PM	Jun-02	Oct-05		
Lanie Ralph	Senior CM with 20+ years experience. Developed UW GC/CM project controls. Instructor at AGC/UW training on new law.	UWMC Pac Tower	35M	GCCM	PM	PM	PM/CM	Jan-98	Oct-01		
		UWMC Cascade	14M	GCCM	CM	CM	CM	Oct-97	May-00		
		UWT Phase 2	44M	GCCM	CM	CM	CM	Mar-98	Dec-03		
		Surgery Pavilion	89M	GCCM	CM	CM	CM	Feb-00	Sep-03		
		HMC Bond	221M	GCCM	CM	CM	CM	Feb-02	Jul-08		

5. Personnel with Construction Experience Using the Contracting Procedure (House Bill 1506, section 107(2)(b)(ii))

CPARB PRC		Role during Project Phase									
Name	Summary of Experience	Project	Project Size	Project Type	Planning	Design	Constr	Role Start	Role End		
David Marberg	Senior CM with 35+ years. Responsible for Harborview Bond GC/CM. Member of PRC. Instructor in AGC/UW training on new law.	Chemistry	8M	DBB	CM	CM	CM	Feb-90	Sep-93		
		Henry Art Gallery	17M	DBB	CM	CM	CM	Jul-93	Oct-97		
		Oceanography	46M	GCCM	CM	CM	CM	Jul-95	Jun-99		
		Suzzallo	47M	GCCM	CM	CM	CM	Dec-03	Aug-02		
		HMC Bond	221M	GCCM	CM	CM	CM	Feb-02	Jul-08		
Mark Sweeters	Construction Manager for 20 years on DBB and GCCM project of increasing complexity	Business SEEC	17M	DBB	CM	CM	CM	Jul-93	Oct-97		
		IMA	42M	GCCM	CM	CM	CM	Jul-99	Nov-03		
		Architecture	25M	GCCM	CM	CM	CM	Jul-03	Jul-07		
		Conibear	17M	GCCM	CM	CM	CM	Jan-01	Mar-05		
Bob Dillon	Senior CM with 25 years in construction. 8 years at UW on Johnson Hall more of our complicated projects.	Hec Ed	45M	GCCM	CM	CM	CM	Jan-94	Dec-00		
		Johnson Hall	53M	GCCM	CM	CM	CM	Jun-02	Oct-05		
		Guggenheim Hall	28M	GCCM	CM	CM	CM	Nov-03	Aug-07		
		CSE Allen Center Executive Center	64M	GCCM	CM	CM	CM	Jan-99	Aug-03		
Brad Spencer	Unit Manager with 20+ years in design and construction. 2 years at UW specializing in infrastructures.	Data Center	32M	GCCM	PM	Grp Mngr	Grp Mngr	Aug-05	Dec-09		
Mike Purdy	Contracting Officer for local municipalities for 25+ years. UW employee for 2 years. CPARB subcommittee member.										
Doug Hawk	Project Controls Manager with both public and private industry experience for 30+ years. UW employee for 1 year. Expertise in earned value analysis.										

6. Management Plan and Rationale for Alternative Contracting Projects (House Bill 1506, Section 107(2)(b)(iii))

University of Washington Management Plan



Experience, Roles, Responsibilities

Board of Regents Reviews and approves all major projects' architects selection, budget determination to use alternate public works and GC/CM award. Requires quarterly progress reports, including semi-annual written reports and semi-annual status presentation.

6. Management Plan and Rationale for Alternative Contracting Projects *(House Bill 1506, Section 107(2)(b)(iii))*

President	President delegated authority under Executive Order No. 1 to the Executive Vice President
Provost	The office of the Provost provides leadership and services to the University in academic, budget, research and faculty matters.
Executive Vice President	Signing authority for contracts and projects >\$5M. Requires monthly reporting on all major projects.
Assoc Vice President	Ensures that all State of Washington, University of Washington and the Capital Projects Office requirements are being met. Reviews and approves all projects. Requires monthly written progress report.
Capital and Space Planning	Capital and Space Planning is responsible for developing the basis for the capital budget requests, devising improvements to the capital planning system, and analyzing, submitting and justifying the capital requests.
Director, Major Projects	Experienced with the type and size of project, as well as the alternative contracting methodology. Will mentor the Project Manager and team in the alternative contracting procedure. Ensures that all criteria for internal selection and documentation for alternative project contracting procedure are met. Selects review team to evaluate GC/CM proposals with the assistance of the PM.
Director, Business Services	Ensures that all criteria for internal selection and documentation for alternative project contracting procedure are met. Ensures that all reports are submitted as required; ensures that data is submitted to the state (CPARB) as required.
Project Manager	Experienced with the type and size of project, as well as the alternative contracting methodology. Ensures project documents have been prepared, reviewed and approved by UW internal review team for compliance with code and UW standards. Experienced legal counsel and procurement staff will advise project manager.
Contracts Manager	Reviews specifications, A/E contracts and GC (GC/CM) contracts. Will be assisting the PM in procurement.
Project Controls Manager	Reports on requirements of the projects. Analyzes budget and schedule status starting at planning and through closeout. Reports findings to project team. Reviews and analyzes phase estimates and facilitates reconciliations. Develops and analyzes metrics.
Construction Manager	Reviews and approves all GC/CM documentation and procedures, including but limited to: schedule of values, bid packages, change orders, CPM schedule, manpower loading, award of subcontractors and suppliers, use of contingencies, safety plans and policies and estimates.

7. Demonstrated success in Managing Public Works Projects Involving All types of Contracting Procedures (House Bill 1506, Section 107(2)(b)(iv))

University of Washington - Construction History (10 years or 25 projects)

Project Name	Project Description	Contracting Method	Planned Start	Planned Finish Substantial Completion	Actual Start	Actual Finish Substantial Completion	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
Architecture Hall	Renovation of a 2 story - 48,000 SF Office Building - historic	GC/CM	Jul-03	Aug-07	Jul-03	Jul-07	\$ 24.8 M	\$ 24.8 M	
Guggenheim Hall	Renovation of a 4 story - 56,000 SF Office Building - historic	GC/CM	Nov-03	Jul-07	Nov-03	Aug-07	\$ 28.3 M	\$ 30.3 M	Cost Increase -higher than expected market conditions in Seattle. State funding was reduced from budget request.
William H. Foeger Building	New 265,000 SF Research & Teaching Facility	GC/CM	Dec-00	Dec-05	Dec-00	Jun-06	\$ 150.0 M	\$ 147.3 M	Schedule delay due to scope changes from additional donor contributions, labor shortages and market conditions.
Benjamin Hall Research Building	New 115,000 SF Core & Shell Research Building	D-B-O-M	Dec-02	Oct-05	Dec-02	Mar-06	\$ 29.9 M	\$ 29.9 M	Schedule delay due to a realignment of focus on core & shell to tenant improvements.
Johnson Hall	Renovation of 122,000 SF of instruction & research facilities	GC/CM	Jun-02	Sep-05	Jul-02	Oct-05	\$ 55.3 M	\$ 52.8 M	
UWMC Cardiac Procedures Area & Emergency Medicine Services	2nd Floor expansion adding 22,000 SF to Cardiac Procedures area & Emergency Medicine Services	D-B-B	Jun-02	Nov-05	Jun-02	Oct-05	\$ 7.2 M	\$ 7.0 M	
UWMC Regional Heart Center	3rd Floor development of 45,400 SF for location of Regional Heart Center Clinics and lobby upgrade	D-B-B	Apr-03	Apr-06	Apr-03	May-06	\$ 9.8 M	\$ 10.0 M	Cost increase - change orders for unforeseen site conditions and unexpected code issues.
UW Tacoma Campus Garage	New 306 space campus garage	D-B-B	Jun-03	Dec-05	Jun-03	Jan-06	\$ 7.5 M	\$ 7.5 M	
UW Tacoma Campus Phase 2B	Renovation of 5 historic buildings - 138,000 SF	GCCM	Mar-98	Oct-03	Mar-98	Dec-03	\$ 44.3 M	\$ 44.3 M	Added scope of work for Tenant Improvement
Biochemistry J-Wing Renovation	Renovation of 30,700 SF of research space	D-B-B	Feb-01	Apr-06	Feb-01	Apr-06	\$ 8.5 M	\$ 8.1 M	

7. Demonstrated success in Managing Public Works Projects Involving All types of Contracting Procedures (House Bill 1506, Section 107(2)(b)(iv))

University of Washington - Construction History (10 years or 25 projects)

Project Name	Project Description	Contracting Method	Planned Start	Planned Finish Substantial Completion	Actual Start	Actual Finish Substantial Completion	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
IMA Expansion Sports Program	Renovation of 40,000 SF of the Intramural Activities Building	GCCM	Jul-99	Jun-03	Jul-99	Nov-03	\$ 43.3 M	\$ 42.3 M	Schedule delay due to scope changes.
Merrill Hall Replacement Project	Replacement of a 2 story - 17,000 sf applied research & teaching facility extensively fire damaged	D-B-B	Sep-01	Sep-04	Sep-01	Nov-04	\$ 7.0 M	\$ 8.3 M	Budget increased to include scope change/transfer of cost for fire damage cleanup & partial smoke sealing of structure.
Paul G. Allen Center for Computer Science & Engineering	Added 160,000 SF for computer research, teaching labs and offices	GCCM	Jan-99	Jun-03	Jan-99	Aug-03	\$ 70.0 M	\$ 64.4 M	Added scope of work due to below budget.
Terry Hall Improvements	Renovation of 22,000 SF for a market style food court & storage	D-B-B	Jan-02	Sep-04	Jan-02	Sep-04	\$ 8.0 M	\$ 8.2 M	cost increase due to scope changes
Conibear Shellhouse Renovation & Addition	Renovation and expansion from 28,000 SF to 46,000 SF for the Department of Intercollegiate Athletics	GCCM	Jan-01	Feb-05	Jan-01	Mar-05	\$ 16.7 M	\$ 15.6 M	
Electrical Power System Expansion Phase 1	Expansion of existing emergency generating system	D-B-B	Jun-00	May-03	May-00	Jul-03	\$ 11.9 M	\$ 11.9 M	
UWMC Surgery Pavilion	New 160,000 SF facility for short stay services & treatment areas	GCCM	Feb-00	Jul-03	Feb-00	Sep-03	\$ 89.7 M	\$ 89.3 M	
William H. Gates Hall, UW School of Law	New 196,000 SF Law School including Law Library, mock courtrooms and offices	GCCM	May-96	Sep-03	May-96	Jul-03	\$ 81.5 M	\$ 82.1 M	

7. Demonstrated success in Managing Public Works Projects Involving All types of Contracting Procedures (House Bill 1506, Section 107(2)(b)(iv))

University of Washington - Construction History (10 years or 25 projects)

Project Name	Project Description	Contracting Method	Planned Start	Planned Finish Substantial Completion	Actual Start	Actual Finish Substantial Completion	Planned Budget	Actual Budget	Reason for Budget or Schedule overrun
McMahon Dining Hall Remodel	Renovation of 30,000 SF for a market style food court	D-B-B	Sep-99	Oct-02	Nov-99	Aug-02	\$ 9.2 M	\$ 9.0 M	
Suzzallo Library Renovation	Library seismic and life safety renovation	GCCM	Jul-93	Aug-02	Dec-93	Aug-02	\$ 47.4 M	\$ 47.3 M	
UW Tacoma Campus Phase 2A	Renovation and construction of new building for a total of 84,000 sf for multiple use	D-B-B	Mar-98	Sep-02	Mar-98	Dec-01	\$ 39.9 M	\$ 39.9 M	
UWMC Pacific Tower Renovation	Renovation of 70,000 SF for Inpatient & clinical facilities including Mech/Elec infrastructure	GCCM	Jan-98	Oct-01	Jan-98	Oct-01	\$ 35.0 M	\$ 34.2 M	
Husky Den Remodel	Renovation of Student Union Building (HUB) for a Market Place Food Court	D-B-B	Sep-00	Jan-02	Sep-00	Jan-02	\$ 9.5 M	\$ 10.2 M	Cost increase due to scope changes and 10.2 M changed signage provider to meet schedule
ICA HEC Edmundson Pavilion Renovation	Renovation of 270,000 SF to provide a premier venue for basketball, volleyball & gymnastics.	GCCM	Jan-94	Nov-00	Jan-94	Dec-00	\$ 44.5 M	\$ 44.5 M	Cost increase due to scope changes and 44.5 M changed signage provider to meet schedule

8. Demonstrated Success in Managing at Least One Project Using the Contracting Procedure within the Last Five Years (*House Bill 1506, Section 107(2)(b)(v)*)

In 2003, four major GCCM projects were completed at the UW. These were William H Gates Law School (project value \$82M), Paul G Allen Center for Computing Sciences and Engineering (project value \$64M) UWMC Surgery Pavilion (project value \$89M) and the Intramural Athletic Facility (project value \$42M). Following these successes, CPO requested a group of independent third party construction experts to review these four projects to develop a “Best Practices” report. The following best practices were already in place for these four projects:

- a) *Adequately Fund Design*
Good design is adequately funded design and the University acknowledges that and negotiates design fees assertively.
- b) *Require Active Owner/Tenant Involvement from Start to Finish*
On all four projects, regular meetings are held to keep the tenants aware and end users are requested to assign knowledgeable staff to represent their department.
- c) *Drawing Coordination Checks*
Utilization of a interdisciplinary drawing coordination check was a very cost-effective method to reduce errors and omissions.
- d) *Select and Manage Talent*
The CPO Director, Project Manager and/or Construction Manager should have resumes that include proper experience to manage GC/CM projects. Continuity is important within the UW, A/E and GC/CM team.

The report recommended institutionalizing new best practices, which were implemented immediately:

- a) *Forecast Economic Conditions*
CPO monitors and studies trade and industry impacts and includes additional escalation and market conditions in their budgets at predesign, and then monitors the actual effects on their projects as the project is developed.
- b) *Plan for and Communicate Contingencies for Budget and Schedule*
Schedule contingency needs to be managed and protected through the design and construction process. When changes are considered during the project, schedule impacts should be assessed and any use of the schedule contingency should be evaluated just as aggressively as the budget contingency. With this information, CPO now has a database of schedule templates with realistic contingencies included during every phase.
- c) *Reaffirm the Program*
When a project is delayed due to lack of funding, the University should review the program to be sure it is up to date and ready for design work. CPO has implemented this recommendation.

9. Ability to Properly Manage the Agency's Capital Facilities Plan (2SHB 1506, Section 107(2)(b)(vi).)

Primary planning and budgeting responsibility for University of Washington capital projects rests with the Office of Planning and Budgeting (OPB). Under the leadership and direction of the University Provost, OPB is the central authority for space planning and programmatic assignment for the over 18 million square feet of University facilities. OPB is staffed with planning professionals representing decades of combined experience in the planning, programming, development and allocation of all types of space used in higher education, research and medical institutions. In developing capital project budgets, OPB relies on the expertise of the Capital Projects Office (CPO). Using the resources described in item 4 above, CPO prepares cost estimates and schedules in support of OPB project development.

This close collaboration of the OPB/CPO team in the development and execution of the Capital Facilities Plan has allowed for a stable workflow for a number of years. The consistent number and size of the projects in the plan is a result of closely monitoring and balancing the capital needs of the University with the capacity of the organization to execute well-managed and top-quality projects. This balanced workflow has also provided a stable work force, resulting in the retention of valuable experience on our staff. Peaks and valleys are inherent in the funding cycle and in the construction industry, but through cooperative planning we have managed to maintain a consistent and well-managed project portfolio.

10. Ability to Meet the Requirements of Chapter 39.10 of the Revised Code of Washington *(2SHB 1506, Section 107(2)(b)(vii))*

As demonstrated in items 3 through 9 above, the University of Washington has the proven capability, the professional staff expertise, and a long and successful record of delivering capital projects, both traditional design-bid-build procurement as well as alternative procurement.

In addition to information already provided which address the issues of competency as a public body, the University of Washington is committed to continuing its leadership role in the design and construction industry.

The UW has provided assistance and mentoring to other agencies as they have worked to develop their own alternative delivery expertise. These agencies include King County, serving as project manager for the \$250M Bond project at Harborview Medical Center, as well as assistance to several other public agencies on both an informal and formal, structured basis.

UW Capital Projects Office (CPO) staff members participated in the drafting and legislative process that resulted in the original RCW 39.10 statute. In the years since, the University has participated in the development of revised legislation, including the most recent efforts at the Capital Projects Advisory Review Board (CPARB). UW CPO staff represents higher education on CPARB and several UW CPO representatives served on various CPARB subcommittees, including Chair of the CPARB Expansion Subcommittee. Two UW CPO staff members serve on the Project Review Committee, including the committee's first Vice Chair. The UW, with the AGC Educational Foundation, recently co-sponsored and organized the GCCM training, which was endorsed by CPARB.

UW CPO members actively participate in most of the state-wide industry associations, as well as the periodic state wide initiatives aimed at improving alternative public works delivery methods. Through these and other means, the UW has and continues to be a leader in the development of best practices that have been modeled and adopted by other public agencies in Washington State.

11. Resolution of Audit Findings on Previous Public Works Projects (*House Bill 1506, Section 107(2)(c)*)

State Audit findings

Competitive Bid Law/Prevailing Wages

Tacoma Parking Garage Project:

Eight of twenty-seven subcontractors did not file the Intent to Pay Prevailing Wages statements with the Department of Labor & Industry prior to the first payment of \$316,609 being released by the University to the contractor as required by RCW 39.12.040.

Emergency Power Expansion Phase II:

One of five subcontractors did not file the Intent to Pay Prevailing Wages statements with the Department of Labor & Industry prior to the first payment of \$55,898 being released by the University to the contractor as required by RCW 39.12.040.

Capital Project Office Response to SAO Audit

UW Tacoma Parking Garage and the Emergency Power Expansion Phase II projects received audit findings for not complying with RCW 39.12.40, Competitive Bid Law/Prevailing Wages. As a result the policies and procedures have been reviewed for approving and disbursing payments for pay requests and have modified existing procedures as follow:

Resolution Modified Procedure:

Prior to commencement of work, the Associate Construction Manager (ACM) discusses billing requirements including intent to pay prevailing wages with the GC and obtains acknowledgement of understanding from the GC. The ACM receives a draft pay request for actual work and material expenses. The ACM in conjunction with the project consultant reviews monthly documents of activity and as-built drawings and modifies the payment as deemed necessary. The ACM verifies and validates “certification and list of subcontractors” and the GC’s detail billing information and enters such information into the database. Adjustments are made where necessary, and the Contractor submits a final draft pay request along with documentation pertaining to sub-contractor payments and contract purchases of goods and services to the Capital Projects Contracts Office. The Contracts Office reviews the pay request for the Associate Construction Manager’s signature and adherence to the schedule of values, including verification that a signed “Certification and List of Subcontractors” form from the GC is included.

Capital Projects Office

Capital Plan

UNIVERSITY OF WASHINGTON - 3 YEAR MAJOR PROJECT LOOK AHEAD					
PROJECT	BUDGET/FORECAST TOTAL COST \$M	TYPE	PHASE	START	FINISH
Architecture Hall	\$24.5	GC/CM	Construction	11/28/05	7/13/07
Guggenheim	\$28.3	GC/CM	Construction	4/6/06	7/31/07
Harborview Bond	\$221.1	GC/CM	Construction	11/14/05	3/31/09
Playhouse Theatre	\$9.9	D-B-B	Bid and Award	5/22/07	7/31/07
			Construction	8/1/07	9/10/08
Savery Hall	\$61.2	GC/CM	Design	4/7/06	7/7/08
			Construction	10/1/07	7/31/09
UW Tacoma Assembly Hall	\$12.1	D-B-B	Bid and Award	7/2/07	9/20/07
			Construction	8/31/07	7/24/08
WC Parking Garage	\$12.8	D-B-B	Bid and Award	8/1/07	11/28/07
			Construction	11/29/07	12/1/08
Clark Hall	\$18.1	GC/CM	Design	6/29/07	11/5/07
			Construction	11/6/07	1/30/09
Health Science Center H-Wing	\$43.2	GC/CM	Construction	4/25/07	10/13/08
Business School	\$80.0	GC/CM	Design	10/10/06	9/25/08
			Construction	6/29/07	7/30/10
ICA Baseball/Soccer Stadium	\$12.0	TBD	Design	7/2/07	10/20/08
			Bid and Award	8/25/08	10/16/08
			Construction	10/20/08	3/12/10
UW Medical Center Expansion Proj	\$155.0	GC/CM	Design	4/16/07	3/10/09
			GCCM Selection	3/26/07	7/2/07
			Construction	9/25/08	4/18/11
Computing & Commun. / Data Center 2007 - 20011 Funding	\$32.5	GC/CM	Predesign	10/2/06	7/19/07
			Design	7/23/07	12/4/08
			Bid and Award	12/8/08	1/26/09
			Construction	3/2/09	8/31/11
Computing & Commun. / Data Center 2009 - 20013 Funding	\$8.0	D-B-B	Predesign	7/1/09	3/23/10
			Design	12/16/09	12/13/11
Aggreg Intermed Infrastructure	\$18.0	TBD	Predesign	7/2/07	12/17/07
			Design	12/17/07	8/23/12
			Bid and Award	1/26/09	11/22/12
Student Svcs & Classroom Improveme 2007-2011 Funding	\$15.0	TBD	Predesign	8/6/07	1/17/08
			Design	1/21/08	4/9/09
			Bid and Award	4/13/09	7/2/09
			Construction	7/6/09	6/24/13
Student Svcs & Classroom Improveme 2009-2013 Funding	\$5.0	D-B-B	Predesign	7/1/09	12/14/09
			Design	12/16/09	3/7/11
Lewis Hall	\$18.5	GC/CM	Predesign	7/2/07	12/31/07
			Design	1/1/08	8/31/09

Capital Projects Office

Capital Plan

UNIVERSITY OF WASHINGTON - 3 YEAR MAJOR PROJECT LOOK AHEAD					
PROJECT	BUDGET/FORECAST TOTAL COST \$M	TYPE	PHASE	START	FINISH
			Bid and Award	9/1/09	10/23/09
			Construction	10/26/09	7/29/11
UW Bothell Phase III	\$53.0	TBD	Predesign	7/2/07	11/15/07
			Design	11/19/07	5/28/09
			Bid and Award	6/1/09	7/23/09
			Construction	7/27/09	1/20/11
UW Tacoma Phase III	\$60.0	TBD	Predesign	7/2/07	12/27/07
			Design	12/31/07	6/25/09
			Bid and Award	6/29/09	9/24/09
			Construction	9/28/09	9/22/11
Balmer Hall	\$40.0	TBD	Predesign	7/2/07	12/13/07
			Design	11/5/07	6/5/09
			Bid and Award	7/2/09	8/26/09
			Construction	8/27/09	3/9/11
Denny Hall	\$56.9	GC/CM	Predesign	7/3/07	12/31/07
			Design	1/1/08	8/31/09
			Bid and Award	9/1/09	11/30/09
			Construction	12/1/09	8/19/11
Molecular Engineering	\$62.5	GC/CM	Predesign	7/2/07	10/30/07
			Design	12/3/07	7/3/09
			Bid and Award	11/30/09	1/21/10
			Construction	1/25/10	7/21/11
Rainier Vista Parking Garage	TBD	TBD	Predesign	7/1/09	9/28/09
			Design	9/30/09	9/13/10
Student 1 Housing Facility	\$40.0	TBD	Predesign	7/1/09	9/28/09
			Design	9/30/09	9/27/10
Gould Hall Build Out	\$8.3	TBD	Predesign	3/2/09	8/27/09
			Design	8/31/09	8/25/11