

**STATE OF WASHINGTON**  
**Capital Projects Advisory Review Board**  
**High Performance in Design Bid Build Committee**

March 28, 2017

**Committee goal:** Make recommendations to improve the Design-Bid-Build (DBB) project delivery method to included high performance criteria with incentives for the designers and contractors meeting the performance measures.

**Members:** Nancy Deakins (DES), Janice Zahn (WA Ports), Steve Crawford (Schools), Stephen Starling (Architects), Curt Gimmestad (General Contractors), Brent LeVander (General Contractors), Mark Riker (Labor)

**Stakeholders:** Owners, Designers, Contractors, Sureties, Legislators, Governor's office

**Schedule:**

- March 28th from 9 am - 11 am; Northwest Carpenter's Facility, Kent, WA
- April - TBD
- May 11 present findings/recommendations to CPARB? - more likely to present status

**Agenda**

Welcome and Introductions

Scope

How to get a high performance (HP) building using DBB.  
Focus on high performance energy systems?  
Discuss incentives.

Approach (Brainstorming of ideas)

- Define high performance
- How incentives have been used with other delivery methods.
- How to craft incentive and what means?
- Guidelines for Owners to set incentives, whether positive or non-monetary incentives.
- Use of Supplemental Responsibility Criteria
- Explore more Preconstruction/Collaboration Phase (Allowance)
- Extended Post-occupancy/post-acceptance monitoring & verification (Allowance)

Discussion

Challenges of buildings not performing optimally after initial commissioning,  
May need more than one season to prove out.  
Complex systems challenge existing building operators

DBB parameters are defined by the Owner, designed by A/E team, built by Contractor.

Getting incentives for engineers and contractors to work better together may help?

Need to add time into post award for more collaboration around system to be built.

Sound Transit (ST) moved away from DBB because parties couldn't make security and special systems work.

When used GC/CM, had them stay on board longer.

Difficult to get GC and subs to stick around during warranty or even Substantial to Final Completion.

May need O&M period?

Need to define in documents.

May rec. not using DBB for High performance buildings.

Customers care about costs carried in operating budget.

To fully commission buildings, will increase cost.

Opportunities early evaluating operating systems, then later with operating assistance.

When is Final Completion?

Retainage – inconsistency with what is allowed with different methods.

ST is exempt from withholding retainage on Fed. Highway projects.

Performance incentives – how well it does through commissioning?

Designer has standards, Builder says too tight or low.

Who is getting the money? Potentially a fight.

Different performance with some components:

Low bid usually allows for substitutions.

Working to achieve a high performance facility with a DBB team.

What can be done better at beginning to help everything work better?

DBB does not have collaboration with contractor prior to bidding.

Overlaying incentives may not necessarily improve that.

Port of Seattle (POS) – Runway DBB projects have a post award meeting to identify issues/problems and have a way to deal with changes.

Low bid situation creates tension, when dealing with Owner's contingency, where GC/CM has a contingency to take care of issues.

1-2 months collaboration at beginning of contract to walk through HP elements and how the team can resolve. Not all projects have "extra time" for that.

Build-in 18 month burn-in period and include in the contract?

Incentives are not necessarily the solution.

How to make DBB better?

Find a way to include positive collaboration.

Some assurance that buildings are performing the way they are supposed to.

Don't have Contractors' attention after Substantial Completion. Don't hold enough \$? - never enough \$.

For schools, how do we get burn-in period up front? Some projects need to get team together, clash model assoc. with building, and then build in performance period at end.

Designers write assumptions; What does team need to be attuned to? How to better communicate expectations, etc.?

LEED has a process defining design parameters.

Make more available on investigation through design solution.

Sometimes choices go beyond code, like heat recovery systems, harder with DBB for better/best systems other than alternates.

Suggest 2-3 phases to contract

NTP for Preconstruction

Review scope, set up collaboration, coordination, BIM, and to ferret out where problems are. Verify performance of specified [energy] system(s).

On bid form, as Owner Allowance for items expecting to work through with contractor. Contractors know there is a slower ramp-up. POS puts a certain dollar amount in on the bid form that is added to the rest of the bid.

Challenge to understand timing; but opportunity for contractor to help make DBB project successful.

Example, reviewing mechanical mezzanine to make sure all equipment fits.

Coordination of mechanical – maybe prescriptive time up front for this. Lose some performance when equipment does not fit.

Goal for fewer RFIs, to get some VE suggestions, and to solve issues sooner.

Amounts not spent come back to the Owner.

NTP for construction

Owner allowance for post-acceptance/commissioning/maintenance period. How to get to performance during these periods?

Sound Transit does T&M, prime wants to move on to next job.

Can do Lump Sum? Difficult on federal jobs to prove what we are getting for the money.

Need to fairly prescribe what is to be done during this period.

Known unknowns need to have a way to pay for them.

Why not put into Best Value for price and quals/past performance?

Looking at life cycle of project – how to get best designer? Etc.

Maybe mechanical/electrical are design-assist, but how do contractors bid this?

Or use supplemental responsibility criteria for subs of special systems.

Want design/performance outcome validation.

Wanting team collaboration to make sure it is going to work.

Expect GC and subs teaming ahead of time.

Need to establish performance criteria; if hit target, get 90%?

Since we are not sole-sourcing a lot of elements in DBB, we don't know all the resulting products/systems up front.

Relies heavily on a performance specification.

#### Next Steps

1. Review documents sent with 3/28 meeting invite, especially energy performance contracting article.
2. Review CPARB's report to legislature: [Life Cycle Cost Analysis and Energy Efficiency Report](#) 12/13

#### Next Meeting

Thurs., April 27, 2017 1:00 – 3:00 p.m.

#### Adjourn