

APPLICATION FOR DB AND GC/CM RECERTIFICATION

Capital Projects Advisory Review Board
Projects Review Committee

Submitted 07-16-2022 Presented 09-22-2022

JANET JANSEN AIA - EAS PROGRAM MANAGER

NANCY DEAKINS PE - ASSISTANT PROGRAM MANAGER TEAM A

PENNY KOAL RA - ASSISTANT PROGRAM MANAGER TEAM B

CHIS GIZZI RA - ASSISTANT PROGRAM MANAGER TEAM H

DEBRA DELZELL, PE - CLAIMS MANAGER

ALISSA NORTH - CONTRACTS MANAGER

CAPITAL PROJECT MANAGEMENT (PUBLIC WORKS)

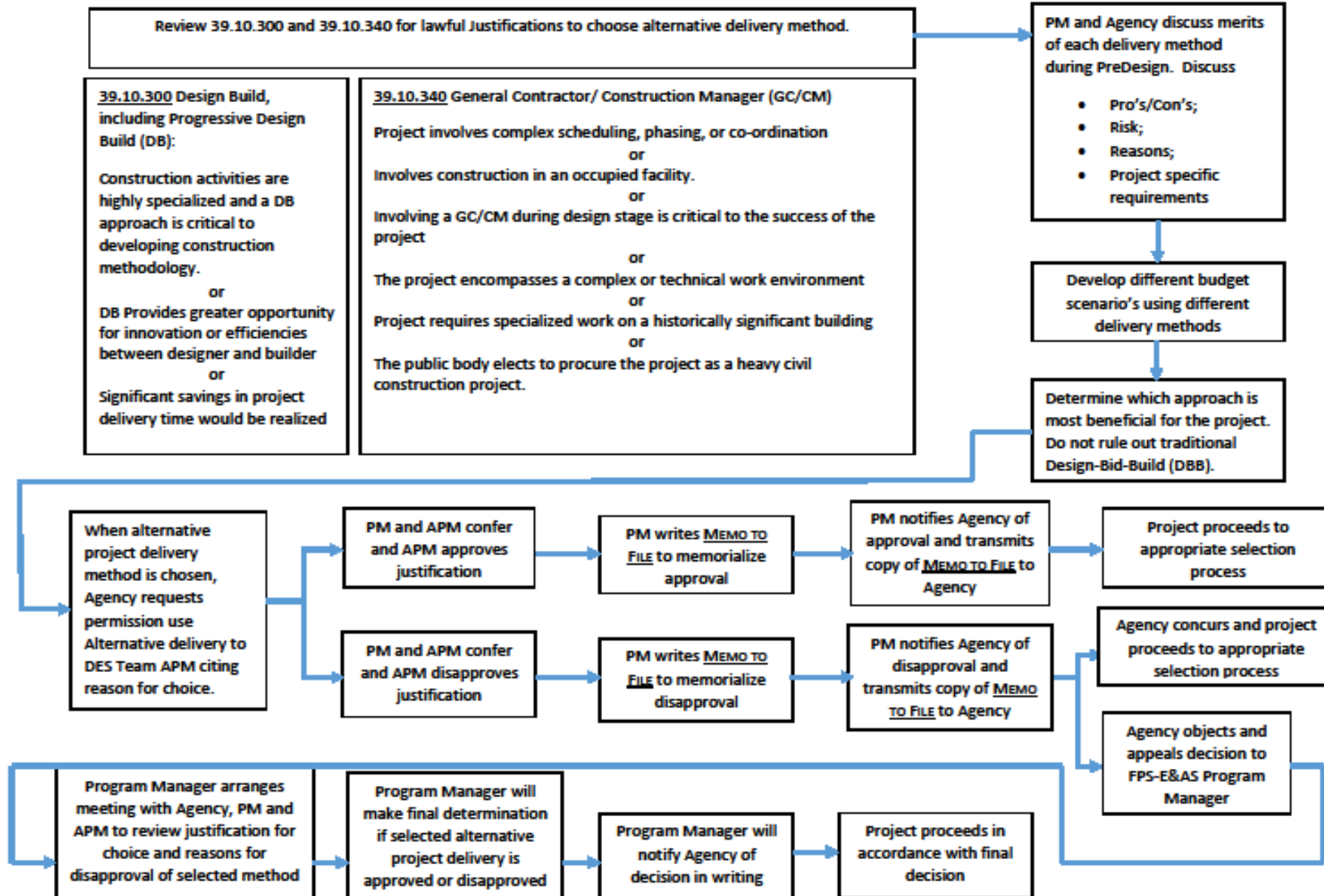
STATE AGENCIES

- State Board of Community & Technical Colleges (SBCTC), 34 Campuses
- State Capital Campus
- Department of Corrections
- Department Of Social & Health Services
- Washington State Patrol
- Department of Veteran Affairs
- ~20 other Small State Agencies



DES ALTERNATIVE PROJECT DELIVERY

ALTERNATIVE PROJECT DELIVERY DETERMINATION



Current Projects DB and GC/CM 2019-2022

ProjTitle	Projno	AgencyName	ProjSubTotal	ContractDesc	Delivery Type	ContractNtpd:	ContractOrigCo
Capitol Campus Child Care Center	18-035	Enterprise Services	\$10,433,103.68	Capitol Campus Child Care Center - Design Build Phase 1	Design Build	10/23/2019	12/31/2019
1001281 - Student Rec Cnt/PWR updated 12/21/18	18-065	Columbia Basin College	\$29,361,768.35	Student Recreation Center	GC/CM	9/28/2020	5/6/2022
Health Sciences Adv. Manufacturing Classr. Complex	18-102	Shoreline Community College	\$40,406,860.86	Health Sciences Advanced Manufacturing Classroom Complex	GC/CM	7/2/2021	9/26/2023
1001233 - Pattison MOA Facility Exp & Rehab	18-230	Intercity Transit	\$53,472,990.82	Pattison MOA Expansion	GC/CM	8/12/2020	9/1/2022
1001233 - Pattison MOA Facility Exp & Rehab	18-230	Intercity Transit	\$53,472,990.82	Pattison MOA Expansion - Phases 4 & 5 - Pre-Construction	GC/CM	12/1/2020	9/1/2022
CRCC Security Electronics Upgrade	18-350	Corrections, TEAM, Dept of	\$7,789,259.07	CRCC - Security Electronics Network Renovation	Design Build	12/10/2019	3/17/2020
L&I/WASDA Public & Worker Safety Lab Complex	18-507	Labor and Industries, Dept. of	\$45,201,114.35	L&I / WASDA Safety & Health Lab and Training Center - Phase 1	GC/CM	9/2/2021	12/25/2022
L&I/WASDA Public & Worker Safety Lab Complex	18-507	Labor and Industries, Dept. of	\$45,201,114.35	L&I / WASDA Safety & Health Lab and Training Center - Phase 2	GC/CM	9/2/2021	12/25/2022
L&I/WASDA Public & Worker Safety Lab Complex	18-507	Labor and Industries, Dept. of	\$45,201,114.35	L&I / WASDA Safety & Health Lab and Training Center- PreCon	GC/CM	3/18/2020	3/31/2022
Richland (TriCities) Readiness Center	18-586	Military Department	\$12,737,325.99	TRI-CITIES READINESS CENTER	Design Build	10/1/2020	1/4/2022
Academic Physical Education Bldg at CDHL/WSD	18-713	Ctr. for Deaf & Hard of Hearin	\$6,053,231.78	DB Contract for Academic and Physical Education Bldg	Progressive DB	2/22/2022	11/30/2022
Learning Resource Center Predesign	19-037	Everett Community College	\$37,765,268.04	Learning Resource Center	GC/CM	9/9/2021	1/19/2023
Learning Resource Center Predesign	19-037	Everett Community College	\$37,765,268.04	Learning Resource Center - Pre-	GC/CM	10/3/2019	10/31/2020
16-Bed Community RTF-Thurston County	20-472	DSHS/OSSD/OCP	\$16,810,688.18	16-Bed Community RTF-Thurston	GC/CM	9/30/2020	5/1/2022
Dr. Angela Bowen Center for Health Education	21-096	South Puget Sound Comm Coll	\$5,834,743.37	Dr. Angela Bowen Ctr for Health Ed (Design Build)	Design Build	5/7/2021	7/31/2021
LCM - Newhouse Replacement	21-180	Enterprise Services	\$22,496,058.40	LCM - Newhouse Bldg. Replacement	GC/CM	6/1/2022	4/8/2023
LCM - Newhouse Replacement	21-180	Enterprise Services	\$22,496,058.40	LCM - Newhouse Bldg. Replacement Project - Pre-Con	GC/CM	10/28/2021	4/28/2023

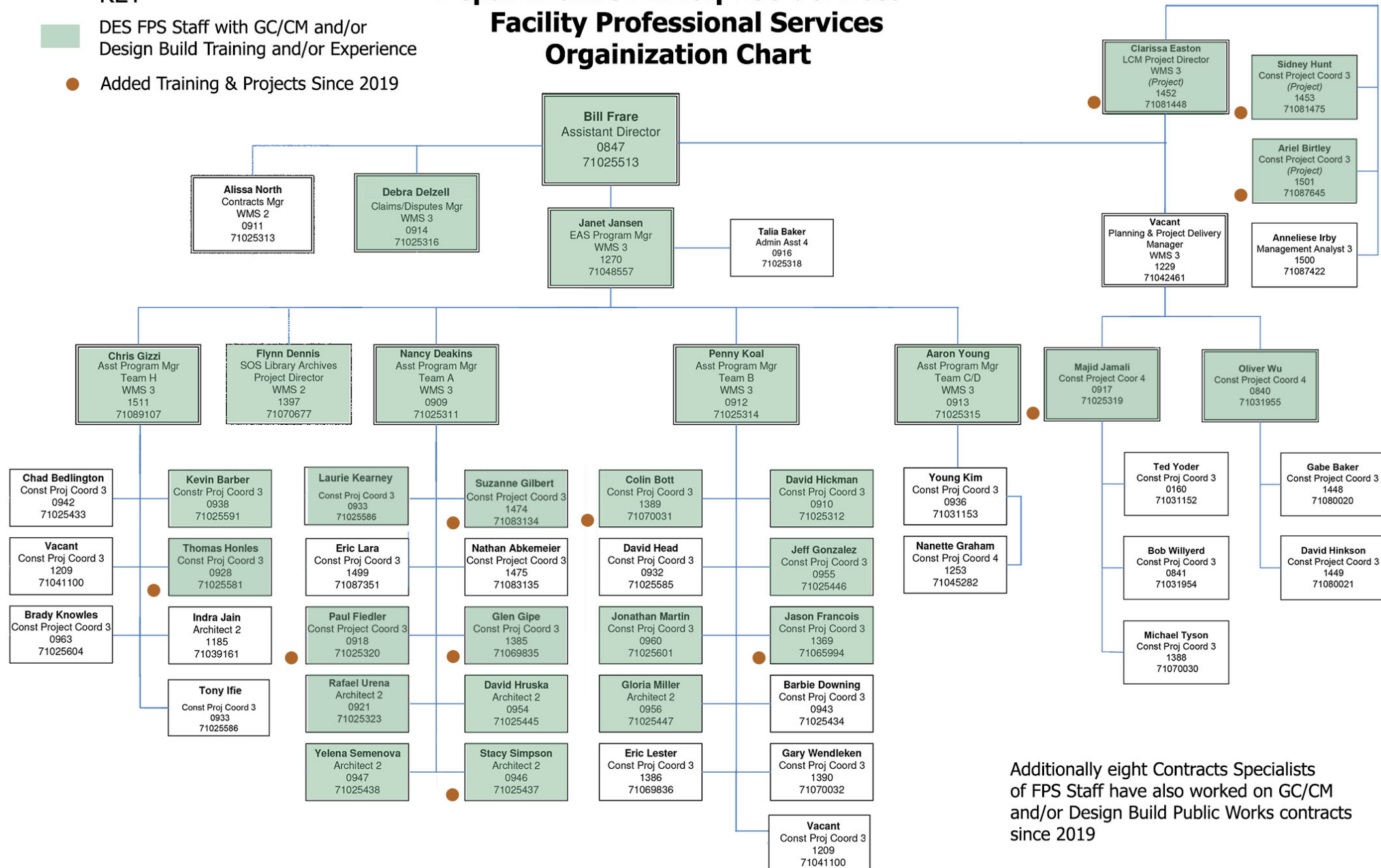
- Identify Owner Requirements prior to the selection of DB Team
- DES Consultants, eg Commissioning Agent, Environmental Engineer, Auditor, should be on board prior to selection to help develop Owner Requirements
- Assure the Owner/Client is fully engaged and understands their commitment for a DB project
- Require key DB team members to have DB experience and DBIA certification
- Select a DB team that embraces collaboration
- Owners commit to schedule and have timely decisions.
- Develop OPR to have right level of information, have more performance base than prescriptive.
- Pay invoices in a timely manner. Delayed payments affect the disadvantage subs who can't afford to float costs.
- Be consistent with document sharing. Decide at the beginning of project to have one communication sharing tool and take time for all involved to learn the communication tool for sharing documents. ie Blue Beam.
- Integrate preferred vendors early to get pricing and order long lead items early.
- Best if Door hardware cores is ordered by the college. There is less delay in getting them on time.
- Good management of cost log always being updated. Provides opportunity to add betterments with unused contingency.
- Have an open dialogue and collaboration with the whole team.
- The C-100 form should be formatted for progressive design build projects.
- Verify zoning with local jurisdiction before starting procurement.
- Termination for convenience is a valuable aspect of the standard contract, when needed. E&AS Contracts Section provided excellent support on a recent progressive design build termination.

LESSONS LEARNED

KEY

- DES FPS Staff with GC/CM and/or
Design Build Training and/or Experience
- Added Training & Projects Since 2019

Department of Enterprise Services Facility Professional Services Organization Chart



Projects DB and GC/CM 2019-2022

Attachment #5

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Additional DB and GC/CM Projects 2023-2025

Joint Force Readiness Center: Replacement	Military Department	\$40. Mil	DB	23-25 Bienium Request
WVH HVAC Retrofit	Department of Veterans Affairs	\$15.4 Mil	GC/CM	23-25 Bienium Request
Olympic South Restoration	Pierce College	\$7.5 Mil	DB	Fall 2022
Western State Hospital-New Forensic Hospital	20-403 DSHS	\$52M received in 21-23	GC/CM	Design started 21-23
WVH 240 Building HVAC Retrofit (Port Orchard / Retsil Facility)	Department of Vet. Affairs	\$10.8Mil - \$14Mil	GC/CM	23-25 Bienium Request
Technology & Engineer Center	Whatcom Community College	\$36.9 Mil	DB or GC/CM	23-25 Bienium Request
Engineering Technology Center - Building J Replacement	Bellingham Techniocal College	\$14.5 Mil	DB or GC/CM	23-25 Bienium Request
C Building Refurbishment	Bellevue College	\$11. Mil	DB	23-25 Bienium Request
CC-5 Gateway Building	Cascadia College	\$36.7 Mil	GC/CM	23-25 Bienium Request

STUDENT SUCCUSS CENTER

Bellevue College

\$31,611,754 DB

Howard S Wright Construction

Ankrom Moisan Architects

Completed December 2019

Laurie Kearney Project Manager





DR. ANGELA BOWEN CENTER FOR HEALTH EDUCATION

South Puget Sound Community College

Adaptive reuse of an existing building

\$5,421,700. DB

Sellen Construction/Hennebury-Eddy architect, Inc.

Completed April 2022

Stacy Simpson Project Manager



L&I WSDA Tumwater – GC/CM ZGF Architects & Korsmo Construction



Bellevue College

\$34.4M MADCC; \$42.5M Total Project Cost

Design Build - Terminated for Convenience
W Building Maker Space, formerly slated for completion in 2024/2025
Clark and L&M Progressive Design Build Team



Lessons Learned

1. The C-100 form should be formatted for progressive design build projects.
2. Verify zoning with local jurisdiction before starting procurement.
3. Termination for convenience is a valuable aspect of the standard contract, when needed. E&AS Contracts Section provided excellent support on a recent progressive design build termination.

17-935 OTC – Downtown Expansion; Graham (Jonathan) ***STATUS**
COMPLETE

	Estimate	Bid
MACC	\$6,670,426	\$7,376,211
GCCM self perform	\$1,014,515	\$1,757,016
% of MACC	15.2%	23.8%
Allowable (30%)	\$2,001,128	\$2,212,863

18-017 DES East Plaza Water; Washington Patriot (Jeff)

COMPLETE

	Estimate	Bid
MACC	\$7,081,903.00	\$8,222,409.00
GCCM self perform	\$300,000.00	\$688,000.00
% of MACC	4.24%	8.37%
Allowable (30%)	\$2,124,571	\$2,466,723

18-065 CBC - Student Rec; Lydig (Dave Hickman)*

90% CONSTRUCTION

	Estimate	Bid
MACC	\$23,434,966	\$25,168,532
GCCM self perform	\$4,020,239	\$4,118,300
% of MACC	17.2%	16.4%
Allowable (30%)	\$7,030,490	\$7,550,560

18-102 SHC - HSAMCC GCCM; FORMA (Colin) *

25% CONSTRUCTION

	Estimate	Bid
MACC	\$30,516,240	\$30,291,976
GCCM self perform	\$6,717,872	\$7,400,700
% of MACC	22.0%	24.4%
Allowable (30%)	\$9,154,872	\$9,087,592

GC/CM SELF-
PERFORMANCE
BY PROJECT

GC/CM SELF- PERFORMANCE BY PROJECT

18-175 WWCC - Recreation Center (Jeff)

COMPLETE

	Estimate	Bid
MACC	\$5,734,345	\$5,941,722
GCCM self perform	\$425,000	\$418,000
% of MACC	7.4%	7.0%
Allowable (30%)	\$1,720,304	\$1,782,517

18-230 OTC – Pattison MOA; FORMA (Jonathan) *

75% CONSTRUCTION

	Estimate	Bid
MACC	\$38,531,251	\$36,777,219
GCCM self perform	\$10,789,370	\$10,292,153
% of MACC	28.0%	29.3%
Allowable (30%)	\$11,559,375	\$11,033,165



18-507 L&I – WSDA Safety & Health Lab; Korsmo (Oliver) *

40% CONSTRUCTION

	Estimate	Bid
MACC	\$38,017,043	\$36,114,716
GCCM self perform	\$6,232,581	\$6,349,626
% of MACC	16.4%	17.6%
Allowable (30%)	\$11,405,113	\$10,834,415



19-037 Everett – LRC; Mortenson (Jason) *

55% CONSTRUCTION

	Estimate	Bid
MACC	\$31,853,078	\$29,978,655
GCCM self perform	\$3,187,054	\$3,191,311
% of MACC	10.0%	10.8%
Allowable (30%)	\$9,555,923	\$88,849,524

20-472 DOC-Maple Lane SW 16 Bed RTF; Korsmo (Tim) *

30% CONSTRUCTION

	Estimate	Bid
MACC	\$14,277,147	\$13,813,921
GCCM self perform	\$3,050,775	\$3,259,477
% of MACC	21.4%	23.6%
Allowable (30%)	\$4,283,144	\$4,144,176



Diverse Business Inclusion Plan

To be considered responsive, the Contractor must submit a Diverse Business Inclusion Plan, as part of their statement of qualifications that will be incorporated into their Contract, if awarded. The plan should include demonstrative and reportable good faith effort steps. (*See “Diverse Business Inclusion Plan Criteria” at the end of this document.*)

The Contractor commits to working to achieve its proposed subcontract goal amounts and identify any subcontractors who are certified by the Washington State Office of Minority and Women’s Business Enterprises (OMWBE), Washington State Department of Veterans Affairs (DVA) and/or registered as a Small Business Enterprise in the Washington State Electronic Business Solution (WEBS) system.

Listed below are the DES aspirational inclusion goals:

- ✓ 10% Minority Owned Business certified by the Washington State Office of Minority and Women Business Enterprises
- ✓ 6%, Women Owned Business certified by the Washington State Office of Minority and Women Business Enterprises
- ✓ 5% Veteran Owned Business certified by the Washington State Department of Veterans Affairs
- ✓ 5% Washington Small Businesses self-identified in the Washington Electronic Business Solution

These goals are voluntary. No preference will be included in the evaluation of responses, no minimum level of MWBE or Veteran Owned or Washington Small Business participation will be required as a condition for receiving an award, and statements of qualifications will not be rejected or considered non-responsive on that basis. Failure to submit a numerical goal amount with your plan may be deemed “non-responsible” and cause your submittal to be rejected.

Definitions:

Diverse Business – includes Washington small business, micro-business, and mini-business as defined in RCW 39.26.010, Minority and Women Business Enterprises (M/WBEs) as defined in RCW 39.39.19 and WAC 326-20, and Veteran-owned businesses as defined in RCW 43.60A.010. (If the proposed subcontractors are self-identified diverse businesses, the ESCO will encourage and support efforts for their certification with the appropriate aforementioned Washington state agency(s)).

Subcontracting - Subcontracting means direct performance of commercially useful work through subcontracting as part of the proposed project team.

For information on certified firms, Contractor may contact:

- OMWBE at <http://www.omwbe.wa.gov/> or 360.664.9750
- DVA at <http://www.dva.wa.gov/BusinessRegistry/Search.aspx> or 360.725.2200.
- DES Public Works Business Diversity Program Manager, Charles Wilson
charles.wilson@des.wa.gov or 360.407.8455 for a list of self-certified Washington Small Businesses that downloaded this solicitation and selected to allow their contact information to be shared.

INCLUSION PLANS ARE REQUIRED FOR ALL DESIGN BUILD & GC/CM PROJECTS

Inclusion Plan Criteria			
Voluntary goals for certified diverse business participation: <i>(Of the total contract work, what is the percentage of diverse business participation proposed for subcontracting/joint venturing on this project?)</i>			
1. Anticipated Certified Diverse Business Participation (Goals)			
State certification category	Washington State / DES Goals	Anticipated Percent of Contract Amount (Goals)	
Minority-owned business	10%		
Women-owned business	6%		
Veteran-owned business	5%		
Small/mini/micro business	5%		
2. Diverse Business Subcontracting Team			
Name the Diverse Business team members you anticipate to use on this project. Generally describe the work you expect the Diverse Business to perform. Identify the percentage of total contract value intended for each Diverse Business.			
Name of Diverse Business	Specify Diverse Business Certification	Describe Task	Describe the percentage of the state contract the Diverse Business subcontractor will be performing
3. Planned efforts by the firm to meet or exceed the voluntary inclusion goals. To include, but not limited to the following:			
a. General Description;			
b. Mentoring, Training and Capacity Building Programs;			
c. Prompt Payment, Retainage and Dispute Resolution			
4. A description of firm's planned efforts at outreach to the small and diverse business community			
5. A description of firm's process for ensuring small businesses have enough time and information to provide your firm with bids:			
6. An explanation of how firm ensures small businesses understand the bid and specifications and are able to learn ways to improve if they are not selected (i.e. pre-bid meetings, debriefing, etc.);			
7. A description of how firm considers small business in the development of bid packages			

“Please utilize any of the following applicable “Diverse Business Inclusion Plan Criteria” for this Proposal:”

8. Who will be the firm's “Diverse Expert”?
9. A List of projects (5 max.) with diverse business participation in the last five (5) years
10. Acknowledgement of firm's awareness and commitment to reach out to diverse businesses and helping Washington State meet or exceed the state's diverse businesses utilization goals
11. Acknowledgement that proposing firm has education and training programs to communicate to your employees your firm's expected employee behaviors and performance relative to implementing the Diverse Business Inclusion Plan
12. Any additional information the firm would like to include as a part of their plan.

The Department of Enterprise Services will review the submitted inclusion plan for good faith effort and the maximum opportunity to contribute toward the Department of Enterprise Services' aspirational goal.

THREE YEAR DIVERSITY SPEND CHART

Fiscal Year 2020	Payment Retained this Period	% Retained this Period	# of Contracts
Design Build	\$49,338,797.85		304
MBE	\$811,849.13	1.65%	13
WBE	\$180,226.25	0.37%	12
VA	\$438,994.57	0.89%	4
SBE	\$5,519,603.86	11.19%	59
MWBE	\$137,117.70	0.28%	3
No Certification	\$42,251,006.34	85.63%	213
GC/CM	\$26,118,907.91		98
MBE	\$1,922.50	0.01%	1
WBE	\$21,877.79	0.08%	2
VA	\$4,084,092.39	15.64%	2
SBE	\$4,764,627.82	18.24%	20
No Certification	\$17,246,387.41	66.03%	73
Grand Total	\$75,457,705.76		402

Fiscal Year 2021	Payment Retained this Period	% Retained this Period	# of Contracts
Design Build	\$53,518,285.00		358
MBE	\$3,536,659.80	6.61%	13
WBE	\$523,643.69	0.98%	14
VA	\$1,427,929.55	2.67%	5
SBE	\$4,263,715.45	7.97%	68
MWBE	\$30,736.00	0.06%	3
No Certification	\$43,735,600.51	81.72%	255
GC/CM	\$26,242,056.35		136
MBE	\$0.00	0.00%	4
WBE	\$0.00	0.00%	3
VA	-\$1,352,184.04	-5.15%	2
SBE	\$6,707,951.90	25.56%	31
MWBE	\$5,700.00	0.02%	2
No Certification	\$20,880,588.49	79.57%	94
Grand Total	\$79,760,341.35		494

Fiscal Year 2022	Payment Retained this Period	% Retained this Period	# of Contracts
Design Build	\$22,276,342.97		224
MBE	\$80,827.84	0.36%	5
WBE	\$319,896.07	1.44%	8
VA	\$935,714.13	4.20%	4
SBE	\$3,128,709.91	14.04%	38
MWBE	\$13,930.00	0.06%	1
No Certification	\$17,797,265.02	79.89%	168
GC/CM	\$82,540,586.18		192
MBE	\$123,843.29	0.15%	8
WBE	\$3,269.00	0.00%	1
VA	\$493,308.65	0.60%	4
SBE	\$7,790,482.77	9.44%	40
MWBE	\$275,329.16	0.33%	2
No Certification	\$73,854,353.31	89.48%	137
Grand Total	\$104,816,929.15		416

*Please note that data for 2022 is not finalized due to system availability for payment reporting.

DIVERSITY SPEND IS
TRACKED IN THE
b2gNOW SYSTEM
FOR ALL DESIGN &
CONSTRUCTION
PROJECTS

THESE ARE NOT FINAL FY 2022 TOTALS AS THE END
OF FY HAPPENED AS SUBMITTAL WAS BEING DONE.

DEPARTMENT OF ENTERPRISE SERVICES – GC/CM & DESIGN-BUILD RECERTIFICATION

1. It appears your process to determine whether a project can use GC/CM or DB is very long and tedious according to the chart.

The actual evaluation and determination process during pre-design is typically a short, possibly two-week time period. Only the first 4-5 boxes get to decision. The bulk of the process is the documentation that also serves to meet OFM's requirements for selection of delivery method in the pre-design as well as for OFM approval of using an alternative delivery method.

- a. You have many PM's and APM's who are reviewing the agencies applications. How do you ensure your internal people have the same evaluation criteria? We know what the criteria per RCW are but there are different levels of experience with PM's. Is there some sort of internal training?

DES PMs are typically assigned to clients for long term and when a project is being considered to use DB or GC/CM, we do evaluate if both clients and PMs have appropriate knowledge and experience or readiness. PMS have the DBIA certification training and AGC GC/CM workshop training for working on those assigned projects.

We periodically have trainings on delivery methods for Project Managers as well as presenting projects in our PM Meetings. We conduct GC/CM and DB "huddles" for discussing current projects and issues, sharing knowledge, best practices and asking questions for all to learn. These workgroups are very helpful for providing consistency and support for PM's new to alternative delivery methods. They allow PMs who have upcoming projects in the pipeline to discuss various delivery options to determine what is the best fit for the client and project. It should also be noted that Assistant Program Managers, Nancy Deakins and Penny Koal, are our go-to experts in DB and GC/CM, providing guidance in these groups and in one-on-one interaction with the PMs in evaluating the client needs and capabilities relative to delivery method and while managing the projects.

2. Your lessons learned seems very ordinary in most cases. So, what are the most important lessons learned for each alternative delivery method and why?

The most important lesson learned so far is that contractors, design teams and clients need to be fully invested in the collaborative approach to the project delivery for DB or GCCM projects to be successful. If any one of these key players reverts to the more defensive behaviors that often arise in a design-bid-build project, it will erode trust and undermine the collaboration. And while our selection process is very comprehensive it can still be difficult to detect if this is a potential issue with a particular team. Overall, if the above is lacking and cannot be overcome, and it's a hard lesson to learn, but sometimes saying NO to either GC/CM or DB is the right thing to do.

QUESTIONS ANSWERED SEPTEMBER 20, 2022

3. The key to having any contractor be successful on a project is their ability to receive timely payments. This is no different for small, MWBE or VA businesses. While the requirements are great, what is the state doing to make prompt payments to contractors and subcontractors?

Our typical process for payments includes a pre-submittal review by the team so that when the invoices are submitted, they can be processed more quickly.

Regardless of delivery method, some of our clients have been challenged with staffing issues in their accounting groups over the last few years so ensuring that invoices are processed and paid in a timely manner has been a challenge. The State Board of Community and Technical Colleges (SBCTC) has moved to a common financial system that should expedite the process, that transition has to some degree been difficult. DES Project Managers have been working directly with our clients accounting staff to ensure that payments are made in a timely manner. We spoke with the Capital Budget Director of SBCTC this week regarding the importance of 'Quick Pay'. Some of our clients have proposed making payments twice a month specifically to help small and diverse subcontractors' cash flow.

4. You indicate that you have performed 3 ongoing audits of your Design-Build projects but have not done any auditing of your GC/CM projects. Please explain.

We need to use audits for Design Build projects because our contracts require savings to be returned to the Owner.

For GC/CM, RCW 39.10 has requirements for auditing for only GC/CM projects that use alternative subcontractor selection processes and for Heavy Civil GC/CM projects. We do have three ongoing GC/CM projects with MCCM and/or ECCM; we currently have none with other alternative subcontractor selections. None of the three projects have reached substantial completion. We will perform audits on those projects after Substantial Completion

QUESTIONS

THANK YOU



Janet.Jansen@des.wa.gov



360-628-3447



Public Works Design &
Construction | Department
of Enterprise Services
(wa.gov)