

State of Washington
Capital Projects Advisory Review Board (CPARB)
PROJECT REVIEW COMMITTEE (PRC)

APPLICATION FOR RECERTIFICATION OF PUBLIC BODY
RCW 39.10 Alternative Public Works Contracting
General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB)

The PRC will consider recertification applications based upon agency's experience, capability, and success in undertaking Alternative Public Works Contracting utilizing the General Contractor/Construction Manager (GC/CM) and/or Design-Build (DB) project delivery process. **Incomplete applications may delay action on your application.**

Identification of Applicant

- a) Legal name of Public Body (your organization): **University of Washington**
- b) Mailing Address: **University of Washington, University District Building, Box 352205, Seattle, WA 98195**
- c) Contact Person Name: **Elena Franks** Title: **Executive Director, Project Delivery Group**
- d) Phone Number: **206-465-2791** E-mail: **elfranks@uw.edu**
- e) Expiration Date of current Certification: _____ GC/CM **9/25/2023** DB
- f) Type of Certification Being Sought: _____ GC/CM **XX** DB

1. Experience and Qualifications for Determining Whether Projects Are Appropriate for GC/CM and/or DB Alternative Contracting Procedure(s) in RCW 39.10

(RCW 39.10.270 (2)(a)) Limit response to two pages or less.

Provide your agency's processes. If there have been any changes to your agency's processes since certification/recertification addressing items (a) and (b) below, please submit the revised process chart or list with the reasoning for the changes.

- (a) The steps your organization takes to determine that use of GC/CM and/or DB is appropriate for a proposed project; and
- (b) The steps your organization takes in approving this determination.

There have been no changes to UW's processes since 2020 certification. Please see Attachment No. 1 for contract type assessment and process.

2. Project Delivery Knowledge and Experience

(RCW 39.10.270 (3)(b)(i)) Limit response to two pages or less.

Please describe your organization's experience in delivering projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10.

- (a) Include the status of each alternative delivery project *[planned, underway, or completed, projects, start and completion dates, and projected/actual construction cost]*. Describe cost overruns or schedule delay, and any Litigation and Significant Disputes on any Alternative Delivery Project since Previous certification/recertification.
- (b) List lessons learned from your experience.

Please see Attachment No. 2

3. Personnel with Construction Experience Using the Contracting Procedure

(RCW 39.10.270 (3)(b)(ii)) Limit response to two pages or less.

Please provide an updated matrix/chart showing changes in your agency's personnel with management and construction experience using the alternative contracting procedure(s) since the previous

certification. Provide a current organizational chart and highlight changes since previous certification/recertification. Do not include outside consultants.

Please see attachment No. 3.

4. Resolution of Audit Findings on Previous Public Works Projects

(RCW 39.10.270 (3)(c)) Limit response to one page or less.

If your organization had audit findings on **any** public works project since the **PREVIOUS** certification/recertification application, please specify the project, briefly state those findings, and describe how your organization is resolving them.

There have been no audit findings.

5. Project Data Collection

Please provide a matrix listing all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body's capital plan projected to start within the next three (3) years.

- Project Title
- Description of Project
- Agency's Project Number
- Project Value
- Delivery Method *[DB, or GC/CM - either actual or as-planned]*
- Is the project complete *[Yes or No]*

Please see Attachment No. 4

6. GC/CM Self Performance *(complete only if requesting GC/CM recertification)*

Please provide GC/CM project information on subcontract awards and payments, and if completed, a final project report. As prepared for each GC/CM project, please provide documentation supporting compliance with the limitations on the GC/CM self-performed work. This information may include but is not limited to a construction management and contracting plan, final subcontracting plan and/or a final TCC/MACC summary with subcontract awards, or similar.

Not Applicable.

7. Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

Please see Attachment No. 5

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that the PRC may request additional information about your organization, its construction history, and the experience and qualifications of its construction management personnel. You agree to submit information in a timely manner and understand that failure to do so may delay action on your application.

The 2021 Legislature updated [RCW 39.10.330\(8\)](#) stating that Design-Build contracts must require the awarded firm to track and report to the public body and to the office of minority and women's business enterprises

(OMWBE) its utilization of the OMWBE certified businesses and veteran certified businesses. By submitting this application, you agree to include these reporting requirements in project contracts.

PRC strongly encourages all project team members to read the Design-Build Best Practices Guidelines as developed by CPARB and attend any relevant applicable training. If the PRC approves your request for recertification, you also agree to provide additional information if requested. Public Bodies may renew their certification or recertifications for additional three-year periods provided the current certification has not expired.

Signature: _____

Name: *(please print)* Elena Franks

Title: Executive Director, Project Delivery Group

Date: June 15, 2023

ATTACHMENT 1 RCW 39.10.270(2)(a)

Public Works Contract Type Assessment

The UW Facilities contract type assessment matrix should be consulted when developing the delivery and procurement strategy for *public works* projects during the “Needs Assessment” phase or Planning Phase of any project. Representatives from Capital Architecture and Planning and the Project Delivery Group should use the matrix to select the delivery strategy most aligned with the project characteristics, delivery method requirements and overall goals of the project. The contracting type selected should be documented in the “Project Work Plan”.

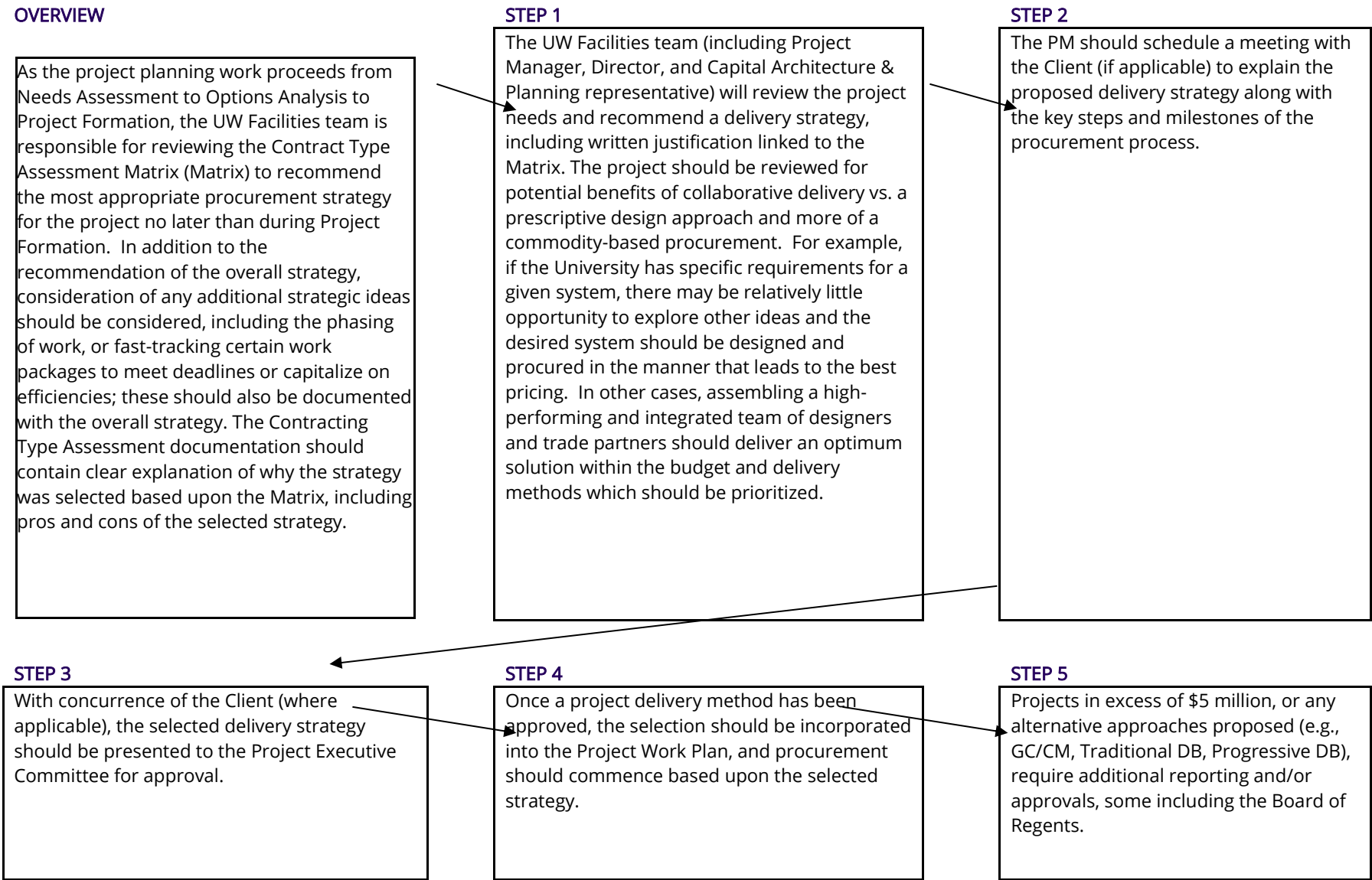
1.A Contract Type Assessment:

Delivery Strategy	Overview	Pros	Cons
Design-Bid-Build (most common)	A “traditional” delivery method for construction work. Selection of a contractor is through a lowest responsive and responsible bid. Design/construction documents complete and posted publically for open competition. (RCW 39.04)	<ul style="list-style-type: none"> Competitive Bidding, Suited for a wide range of work, Ideal with a complete design, Can be used with some “performance specifications,” Bid documents can be as long or as short as the work and risk require. 	<ul style="list-style-type: none"> No GC input into design, no constructability review, Often longer process: requires linear design, bid, build timeline, Require completed construction documents to bid, Experienced delivery staff required.
Job Order Contracting	Job Order Contracting (JOC) can be used when the expected job cost is less than \$500,000 using a pre-determined price book such as RS Means. A general contractor is selected based on qualifications and their approach to managing subcontractors, along with a coefficient (fee). Work Orders are issued for small projects that are less than the threshold for a maximum of \$4M per year. Design is completed as needed by work order. (RCW 39.10)	<ul style="list-style-type: none"> Small projects do not have to be individually bid, Contractor, subcontractors, and designers work together to streamline design and construction and is often faster. 	<ul style="list-style-type: none"> Price of work calculated by RS Means often does not reflect internal cost estimates or budgets and hard to reconcile, Limitation on percentage of work that can be self-performed by JOC (10%) and how much work does not have to be “pre-priced” (20%).
Small Works Roster	A small projects delivery method for projects less than \$300,000. UW Facilities may use a pre-established roster of firms to bid on small projects. (RCW 39.04.350)	<ul style="list-style-type: none"> Pre-established roster limits bid pool to those firms that are more experienced in certain scopes, Similar benefits of DBB. 	<ul style="list-style-type: none"> Dollar limitation, Still requires lowest responsive and responsible and competitive process, Maintenance of a roster,
<\$110,000	For public works construction work less than an estimated \$110,000 (labor, materials, and equipment), first right of refusal shall be given UW Facilities Maintenance and Construction to be consider for performance by our own forces. Single trade, repetitive, bargained, or operational sensitive work are ideal for this method. (RCW 28B)	<ul style="list-style-type: none"> Direct access to those that operate and maintain our buildings and infrastructure, Does not need to be bid on the open market, Shorter project durations possible. 	<ul style="list-style-type: none"> Limited dollar value and complexity.
Critical Patient Care Roster	Specific to UW Medicine or public works projects in critical patient care facilities. A roster established through a qualifications-based application process. Levels of work and size of contractors are captured on “A” and “B” options for work. (RCW 28B)	<ul style="list-style-type: none"> Pre-established roster limits bid pools to those firms that are more experienced working in the highly sensitive environments and while occupied, 	<ul style="list-style-type: none"> Design and construction documents still required, Still competitively bid to those on the roster. Roster needs to be maintained. Limited to projects <\$5M.
General Contractor/Construction Manager (GC/CM)	A GC/CM partner is selected based on qualifications and proposed approach early in the design phase of a project. Selection includes weighted criteria including a “fee” for general “administration” of the contract. Provisions for “heavy civil” projects and large MEP scopes. (RCW 39.10)	<ul style="list-style-type: none"> GC is part of the design of the project and can provide input on constructability and cost considerations for various engineering solutions, Established Maximum Allowable Construction Costs, 	<ul style="list-style-type: none"> Statutory required project types and prescriptive processes, less flexible for project owners, Extra construction management layer,

ATTACHMENT 1 RCW 39.10.270(2)(a)

		<ul style="list-style-type: none">• Qualifications/partnership and experienced based selection to enhance a team approach.	<ul style="list-style-type: none">• Added administrative layers on all parties,• Smaller pool of qualified and experienced general contractor teams• Limited access to trade partners other than MEP.
Design-Build (Progressive, Integrated)	A designer and builder/contractor team selected based on qualifications and proposed approach. Several modifications to a design-build method, similar applications still exist. Select between 2-part, GMP-based contract and “Integrated Design-Build” contract, which features the business terms of an Integrated Project Delivery contract (shared risk/reward, incentives).	<ul style="list-style-type: none">• Single contact point for both designer and building/contractor team,• Work can be constructed as design completes,• Multiple ways of securing subcontractors to partner or bid to the project,• More flexible in statutory requirements, gives the University flexibility in deciding which version of DB best fits the project.	<ul style="list-style-type: none">• Requires willingness to be flexible on project scope in exchange for price certainty. Favors “performance-based requirements” over prescriptive requirements,• UW pays a modest “honorarium” for all participants that are not successful in recognition of the additional work we require in procurement.

1.B UW process in selecting and approving alternative public works:



ATTACHMENT 2 - Project Delivery Knowledge and Experience (RCW 39.10.270 (3)(b)(i))

Please describe your organization's experience in delivery projects under Alternative Public Works in the past three years and summarize how these projects met the statutes in RCW 39.10. a) Include the status of each alternative delivery project [planned, underway, or completed, projects, start and completion dates and projected/actual construction cost]. Describe cost overruns or schedule delay and any Litigation or Significant Disputes on any Alternative Delivery Project since Previous certification/re-certification. List lessons learned from your experience.

NARRATIVE:

Over the past seven years, the University of Washington has embraced the value of qualifications-based, or "progressive," design-build for most of our projects where the statute allows this Alternative Public Works delivery method. Our selection method carefully follows 39.10.330. On renovation and/or smaller projects, we typically select the builder and architect, rather than the full team and subsequently build out the rest of the team collaboratively with the builder and architect. For new buildings or other projects with architectural significance, we select the builder first and then collaborate on selection of the architect and the rest of the consultants and trade partners. We have used several forms of contract, including lump sum, guaranteed maximum price and a contract we call "integrated design-build" which features business terms around shared risk, reward and incentives. Each contract starts with an extensive "Project Definition" phase, setting the project parameters and ensuring they are aligned to budget and project goals, and then we issue amendments to further execute the design and construction work. Projects are governed by an Executive Committee charged with ensuring all project parameters are met, and the projects are executed by a Project Management Team (PMT) headed by the project managers from the UW, the design-builder and the architect. Executive leaders from those same three entities form a Senior Management Team which addresses the performance of the DB team as a whole, contractual issues and personnel issues. Project Working Teams, managed by the PMT, advance the detailed design and are multidisciplinary teams with trade partners and consultants working together. Projects managed with this approach have been highly-successful, with an emphasis on treating the budget as fixed and the scope as variable where necessary. Contingency is managed collaboratively, as are risks, and risk avoidance allows contingency funds to be deployed for scope. We have learned that highly collaborative teams, which work across the traditional boundaries between design and construction, are able to achieve higher-value projects with greater certainty and reduced risk. We believe in the value of this collaborative delivery method, and we will continue to be leaders in driving change, innovation and collaboration in the design-build industry.

No.	Project Name	Status	Construction Start	Substantial Completion	Budget	Cost Overruns or Schedule Delays	Delivery Method
1	Seismic Improvements Phase 2	Closeout	Sep-20	Dec-21	\$15.5M	No significant issues	DB
2	Kincaid Hall Renovation	Closeout	Jun-19	Apr-21	\$46M	See Note #1 below	DB
3	UW Medical Center Northwest Campus Childbirth Center Renovation	Closeout	Dec-19	Nov-21	\$30.6M	See Note #2 below	DB
4	Softball Performance Center	Closeout	Jan-21	Sep-21	\$4M	Siting issues, changed location	DB
5	Libraries Offsite Shelving + iSchool Retrofit	Construction	TBD	May-23	\$8M	No significant issues	DB
6	Behavioral Health Teaching Facility	Construction	Oct-21	Nov-23	\$224.5M	See Note #3 below	DB
7	Founders Hall	Closeout	Jun-20	Dec-21	\$73.1M	See Note #4 below	DB
8	Health Sciences Education Building	Construction	Jul-20	Oct-22	\$100.6M	No significant issues	DB
9	UW Bothell/ Cascadia College Phase 4	Construction	Aug-21	Sep-23	\$80.6M*	See Note #5 below	DB
10	UW Tacoma Milgard Hall	Closeout	Jul-21	Sep-22	\$57.3M*	No significant issues	DB
11	UW Tacoma Learning Commons and	Closeout	Jan-21	Sep-21	\$8.3M*	No significant issues	DB
12	COE Interdisciplinary Engineering Building	Construction	TBD	TBD	\$96.0M	See Note #6 below	DB
13	UW Autism Center Remodel	Closeout	Jan-21	May-21	\$2.6M	No significant issues	DB
14	ICA Basketball Training/Operations Center	Design	Mar-24	Aug-25	\$59.67M	No significant issues	DB
15	Haring Center Renovation	Construction	May-22	Dec-23	\$37.5M	No significant issues	DB

16	Seismic Improvements Phase 3	Closeout	Aug-21	Jan-22	\$10M	No significant issues	DB
17	UWMC Montlake Membrane & Landscape Renovation	Construction	Oct-22	Aug-25	\$51M	No significant issues	DB
18	UWMC OPMC Rheumatology Clinic	Construction	Apr-22	Jan-23	\$7M	No significant issues	DB
19	7N, 6N New Medical Surgical Unit Upgrade	Construction	Apr-22	Jun-23	\$23.5M	No significant issues	DB
20	Art & Music Renovation PH 1: Art	Closeout	May-22	Mar-23	\$8.7M	No significant issues	DB
21	MHSC T-Wing Renovation	Design	Sep-23	Dec-25	\$64M	No significant issues	DB
22	IMA Locker Rooms & Pool Upgrades	Construction	Apr-22	Oct-23	\$28.5M	Delay in permit, but no significant issues	DB
23	Power Plant Infrastructure Renewal	Construction	Dec-21	Oct-23	\$27.5M	No significant issues	DB
24	UWMC NW Behavioral Health Renovation	Design	TBD	TBD	\$15M	No significant issues	DB
25	UWMC ML 9NE/SE 3NE/SE	Design	TBD	TBD	\$11M	No significant issues	DB
26	UWML ML Surgery Pavilion OR Upgrades	Design	TBD	TBD	\$11M	No significant issues	DB
27	Anderson Hall Renovation	Project Definition	Jun-24	Dec-25	\$40.8M	No significant issues	DB
28	Haggett Hall Replacement	Project Definition	TBD	TBD	\$22.5M	No significant issues	DB

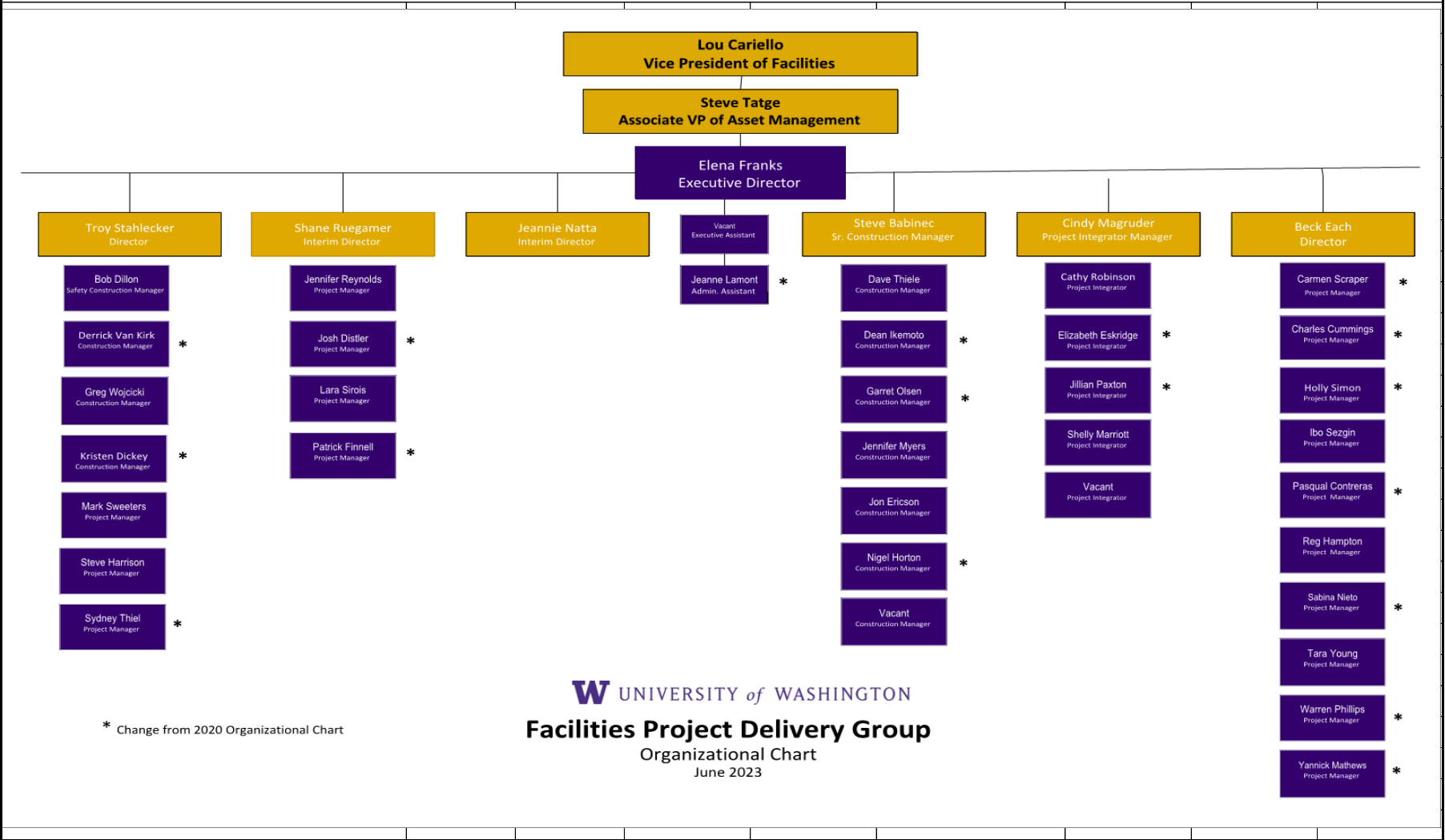
PROJECT NOTES:

- #1 The budget was increased to include scope initially planned as a future phase because analysis showed that the lowest cost on a long-term cost of ownership basis was to do the work as part of the current phase.
- #2 Two discoveries during construction required a budget increase to address, as did a decision to include a portion of the scope of an adjacent electrical project to eliminate future disruption. Construction discoveries included that the existing slab on grade had substantial void space below, and that materials which previously had tested non-detect for hazardous materials did in fact contain unsuitable levels.
- #3 Extreme and unprecedented construction cost escalation overran the team's ability to reduce scope and the project budget was increased to meet minimum program and operational requirements. Seattle concrete delivery drivers strike also impacted the project schedule and budget, as did supply chain issues, particularly for electrical switchgear.
- #4 Increased fundraising and a desire to utilize a cross-laminated timber structure in lieu of the planned concrete structure led to a decision to increase the budget. Bankruptcy of the CLT supplier and installer impacted the project schedule and budget.
- #5 Extreme and unprecedented construction cost escalation overran the team's ability to reduce scope and the project budget was increased slightly to meet minimum

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Mark Sweeters - Sr. Construction Manager. 53 years in construction - 35 at UW. Extensive experience with Alternative Public Works projects. DBIA training.
Steve Harrison - Project Manager. 38 years of design and construction experience. Licensed Engineer. DBIA training.
Greg Wojcicki - Construction Manager. 33 years in construction industry. 8 years at UW. Experienced in Alternative Public Works projects.
Ibo Sezgin - Project Manager. 28 years of design and construction experience. 21 years at UW. Engineer. Master's degree in construction management.
Jennifer Reynolds - Project Manager. 12 years design and construction experience including Alternative Public Works projects. DBIA Associate.
David Thiele - Construction Manager. 33 years of construction experience. 18 years at UW. BS in Construction Management.
Bob Dillon - Construction Manager. 30+ years construction experience. Completed 3 DB projects for the UW. DBIA training.
Dean Ikemoto - Construction Manager. 28 years of design and construction experience. 1 year at UW. BS in Electrical Engineering. DBIA training
Nigel Horton - Project/Construction Manager. 8 years of design and construction experience. DBIA Certified.
Tara Young - Project Manager. 7 years of design and construction experience. 3.5 years at UW. Master's degree in engineering. DBIA Associate
Yannick Mathews - Project Manager. 10 years of design and construction experience. 2 years at UW. Licensed Architect.
Jon Ericson - Construction Manager. 4 years at UW. 15 years of experience with DB projects. 20 years experience in construction management.
Charles Cummings - Project Manager. 31 years of design and construction experience. Registered Architect. DBIA training. DB experience at University of Colorado and for the federal government.
Garret Olsen - Construction Manager. 10 years in private development. 1 year at UW. BS in Construction Management.
Patrick Finnell - Project Manager. 9 years of design and construction experience. 14 months at UW; 2 DB projects. Masters in Civil Engineering; Licensed Engineer; DBIA training, certification pending.
Lara Sirois - Project Manager. 4 years experience at UW. 3 years experience on DB projects. 20 years experience as a practicing architect. DBIA Associate.
Sydney Thiel - Project Manager. 19 years of design and construction experience. 10 years with public agencies. 1 year at UW; 2 DB projects. DBIA Associate.

3.B Current Organizational Chart with changes highlighted from previous recertification



5. Project Data Collection

Please provide a matrix of all projects with a total value of greater than \$5 million, including projects with a design agreement or DB agreement awarded within the last 3 years. This list shall also include projects within the public body's FY 23-27 Capital Plan projected to start within the next three years.

Ref.	Project Title/Description	Project Number	Project Value	Delivery Method	Data entered into the CPARB Data Collection System [Yes or No; if No, why not?]	Project Complete [Yes or No]
1	Seismic Improvements Phase 3 - seismic upgrades to Mary Gates, Johnson Hall, and Portage Bay.	206992	\$8M	DB	No, no database available	No
2	UWMC Montlake Membrane & Landscape Replacement - Replacement of failed membrane	207507	\$51M	DB	No, no database available	No
3	UWMC OPMC Rheumatology Clinic - Renovate ambulatory clinic to bring it into compliance with a licensed acute care hospital.	207529	\$7M	DB	No, no database available	No
4	Power Plant PH 1 Infrastructure Upgrades - Shore up existing plant by addressing cold start capabilities, steam simplification, and power generation.	205868	\$27.5M	DB	No, no database available	No
5	6N 7N New Medical Surgical Unit Upgrade - Full renovation of 1959 Psych unit to a new Medical/Surgical Center.	206710	\$23.5M	DB	No, no database available	No
6	Haring Center - Remove regulated materials, replace building mechanical and electrical systems, replace exterior envelope.	206962	\$37.2M	DB	No, no database available	No
7	UWMC NW Behavioral Health Renovation - Renovation of existing geriatric psychiatric beds.	207653	\$15M	DB	No, no database available	No
8	UWMC ML 9NE/SE/Chill/Atrium/3NE/SE - Roof replacement, Chiller replacement, repair leaking curtain wall, correct weather barriers, fall protection.	208120	\$11M	DB	No, no database available	No
9	UWMC ML Surgery Pavilion OR Upgrades - Demo current space to accommodate 2 new additional OR's, and renovate 3 OR's and support space.	208003	\$11M	DB	No, no database available	No
10	Haggett Hall Replacement - Demolition of existing Haggett Hall and replacement with a new facility.	207313	\$200M	DB	No, no database available	No
11	College of Engineering Interdisciplinary Engineering Building - provide a student-focused, interdisciplinary center to promote project-based learning and research, collaboration, and innovation for faculty and students.	205852	\$96M	DB	No, no database available	No
12	Magnuson Health Sciences Building Renovation Phase 2 - Partial Renovation of the T Wing portion of the Health Sciences Complex.	205611	\$64M	DB	No, no database available	No
13	Anderson Hall Renovation - Renovation of the home for the School of Environmental and Forest Sciences.	203203	\$40.8M	DB	No, no database available	No
14	Libraries Offsite Shelving + iSchool Retrofit - Relocate stacks to Sandpoint, repurpose Allen South 1st Floor to increase space in the iSchool and student collaboration spaces.	206472	\$9.7M	DB	No, no database available	No
15	IWA Locker Rooms and Pool Upgrades - Renovate and expand the existing pool and create a gender neutral locker room for student, faculty, and staff.	205781	\$28.6M	DB	No, no database available	No
16	ASUW Shell House Improvement - Restoration effort to convert the existing shellhouse into a conference and meeting space.	206756	\$15.5M	DB	No, no database available	FY 23-27 Capital Plan
17	UWMC Montlake Campus plaza cafe remodel - Planned remodel and expansion of existing primary food service facility at UWMC Montlake	206017	\$40.0M	DB	No, no database available	On-hold
18	Art and Music Buildings Renovation - Mechanical, electrical, structural, and seismic upgrades.	207276	\$8-12M	DB	No, no database available	No
19	W27 - Center for Advanced Materials and Clean Energy Technologies	TBD	\$292.1M	Developer	No, no database available	FY 23-27 Capital Plan
20	University District Station Building	TBD	\$225.6M	Developer	No, no database available	FY 23-27 Capital Plan
21	UW School of Medicine - Spokane	TBD	\$30M	TBD	No, no database available	Yes
22	Intellectual House PH 2	TBD	\$11.5M	TBD	No, no database available	FY 23-27 Capital Plan
23	Chemical Sciences Building	206874	\$240M	TBD	No, no database available	FY 23-27 Capital Plan
24	Early Childhood Learning Center	TBD	\$63M	TBD	No, no database available	FY 23-27 Capital Plan
25	Welcome Center	TBD	\$71M	TBD	No, no database available	FY 23-27 Capital Plan
26	Laboratory Medicine	TBD	\$50.9M	TBD	No, no database available	FY 23-27 Capital Plan
27	UW Medicine Primary and Specialty Care Expansion	TBD	\$38.5M	TBD	No, no database available	FY 23-27 Capital Plan
28	UWMC NW Procedural Space	TBD	\$13.7M	TBD	No, no database available	FY 23-27 Capital Plan
29	UWMC Core Capital Construction	TBD	\$201.7M	TBD	No, no database available	FY 23-27 Capital Plan
30	UWMC Strategic Service Line Expansion	TBD	\$13.7M	TBD	No, no database available	FY 23-27 Capital Plan
31	UWMC Campus Reconfiguration/Backfill at NW	TBD	\$84.1M	TBD	No, no database available	FY 23-27 Capital Plan
32	UWMC NW 1st Floor Renovation	207980	\$12M	TBD	No, no database available	FY 25

ATTACHMENT NO. 5

Subcontractor Outreach

Please describe your subcontractor outreach and how the public body will encourage small, women and minority-owned business participation.

**PROJECT DELIVERY
GROUP**

University District Building
Box 352205
Seattle, WA 98195-2205
tel 206.543.5200

The University's equity program guiding all procurement is called UW Business Diversity & Equity. The UW Business Diversity & Equity (BD&E) team has a Community Engagement target. The BD&E team members across the University work to identify local, diverse, small, women, and minority-owned businesses to participate in University work. Our outreach generally leads to match-making exercises between large first-tier companies and second tier and specialty firms. Under UW Facilities, our public works program focuses on Business Equity Inclusion in our procurements through bidding and proposal submission responses. Under the Business Equity Inclusion portion of the BDE program, each bidder or proposer team outlines their approach to including Business Equity Enterprises (BEE). Acceptable Inclusion Plans are those that state an attainable inclusion goal, list specific scopes-of-work available on a project, discuss those opportunities that match available BEEs, discuss a bidding and packaging strategy that reflects BEE availability, and demonstrates the use of helpful business strategies that welcome and support subcontractors.

For Design-Build projects, the Design-Build team works closely with the UW to establish an overall project goal for inclusion and to develop a detailed plan for how to achieve it through inclusion of diverse consultants and trade partners. This project-specific goal often exceeds the University's institutional goal for all projects. The plan specifically focuses on inclusion of small, women, and minority-owned businesses, with additional disadvantaged business categories considered but not explicitly tracked. Plans have included project teams being incentivized for bringing S/M/WBE firms to work at the University for the first time, and the design-builder provides mentorship to ready these firms for their next projects at the University or with other public owners. As the team is filled out, the business equity status and overall performance is tracked against the plan and, if necessary, adjustments are made to targets for scopes of work that have yet to be procured. In this way, we manage equity and inclusion as a metric, just as we manage budget and schedule. The plan status is reviewed regularly at the project management level, and monthly at both the Project Executive Committee level and with the Director of Procurement and UW Business Diversity & Equity. Further, the inclusion status on major projects (above \$15M) is reported monthly to the University's Board of Regents. This approach has been very successful and has substantially improved the level of inclusion on the University's capital projects.