Characteristics of the UW Husky Stadium Development Team Model

PROJECT DESCRIPTION

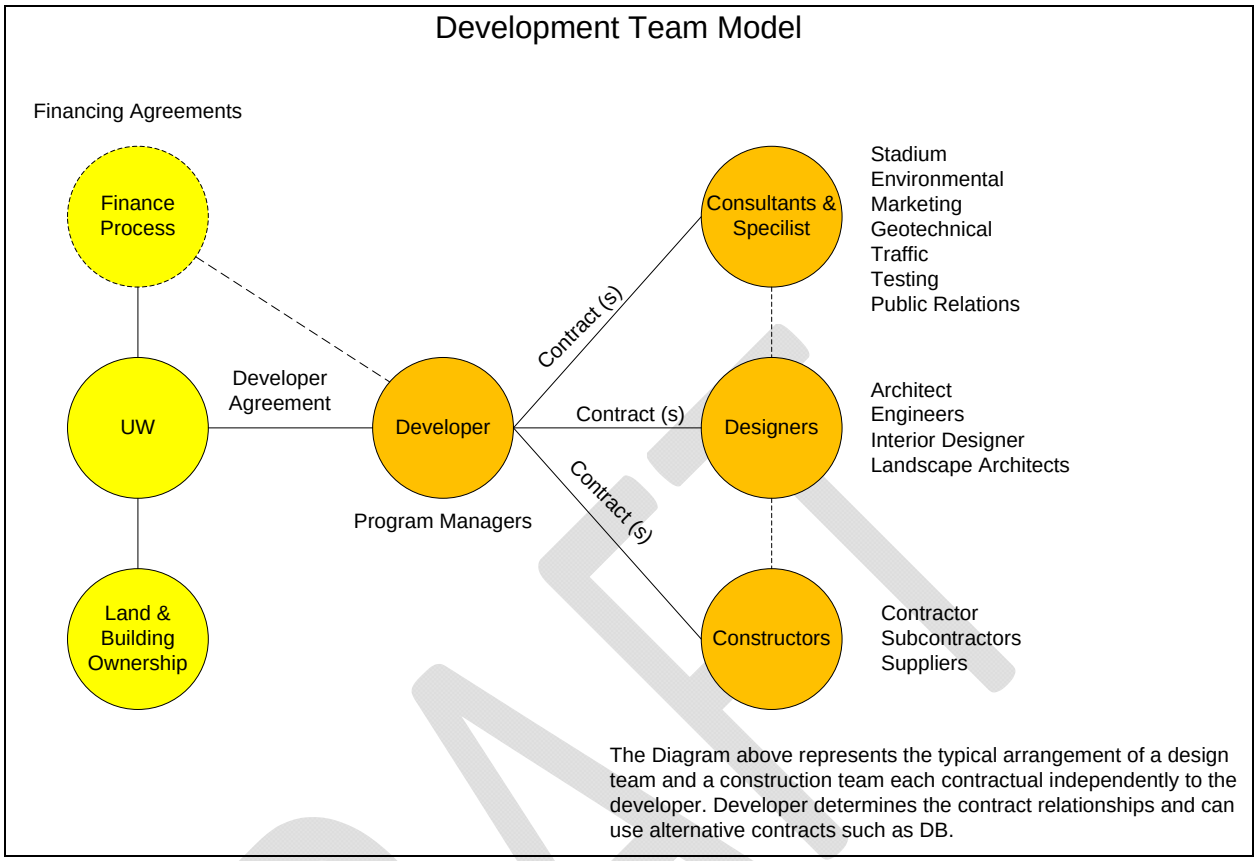
Husky Stadium Renovations: The University of Washington desires to renovate and make improvements to venerable 90 year old Husky Stadium. The Project will entail demolition and relocation of the stadium's original lower seating bowl and significant renovation and upgrades to other areas of the stadium. The primary goal of the Project is to improve the fan and student experience by bringing all stadium services up to today's industry standards while ensuring that the stadium retains its iconic features and continues to serve both the University and State of Washington as it has for the last eight decades.

Football Operations & Support Building: Provide a football operations and training building of approximately 70,000 gross square feet. The main intent of this building is to maximize the student-athletes time, provide the optimal training and learning environment and assist in recruiting the best talent. The facility would typically include the following areas: main entry lobby with displays; coaches offices; video support; team locker room; player lounge; recruiting lounge; athletic training / sports medicine facility; equipment room; weight room; plyometric areas; speed conditioning tracks; team meeting/position rooms; academic facility; dining services; and coaching/staff locker areas.

CHARACTERISTICS

Complex Project

- Complex renovation of existing football stadium.
- The physical access to the site and occupancy limited and set based on Husky Football Season and advantageous to not require moving games out of Husky Stadium during any football seasons (or part of season). The University desires to minimize the amount of time (if any) that Husky Football will be played in another facility to minimize impacts on the team, the fans, and their revenue stream.
- The stadium master planning process has identified six potential locations for the Football Operations & Support Building.
- High level of site coordination required with adjacent Sound Transit Project.
- State funding was not approved in 2008 legislative session and the University still in the process of developing funding support for the project. Project scope, possible phasing options, and Project schedules will ultimately be determined by available funding.
- Complex project funding plan requires uniquely phased predevelopment services, design, and construction work to align with availability of funds.
- Design, constructability analysis, and cost evaluations must be completed in a very accelerated manner in order to properly educate the State Legislature about the merits of the project in time for consideration during their 1/15/2009 session.
- A limited group of firms have the expertise needed for this type and size of project.
- The University has no current in-house expertise in delivering a sports facility renovation project of this size or complexity.
- Project budget of $300 million in 2009 dollars.



Single Contract between the UW & Developer (Developer at Risk)

- Similar to 63-20 or Build to Suit (BTS), but does not include any requirements for financing, leasing, and/or land transactions in the developer's scope of work.
- UW is responsible for funding, land, building ownership and operation.
- Developer responsible for program management to include, programming to maximize stadium revenue, scope development, planning, and permits.
- Developer responsible for contracts between the Architect(s), General Contractor(s), other Consultants and Subcontractors.
- The University felt the collaborative nature of an integrated development, design, and construction team would bring efficiency to the delivery process.
- The University felt a private developer led effort would result in considerable cost savings to the University.

Early Selection of Development Team

- The development team can be chosen during the pre-design process to assist the UW in the up-front planning, scheduling, and permitting.
- Fast procurement process allows the development team to be on board by November 2008 to assist in lobbying for appropriation during 2008-2009 session of the WA Legislature.

Best Value Selection Process (See attached process diagram)

- "Best Value" – The Owner makes the award to the firm deemed to have submitted the best value proposal. The Owner uses weighted criteria to evaluate a combination of total cost and other factors in the selection. An actual offer of a contract is subject to negotiation between Owner and Proposer.
- RFP focuses on demonstrating "value added" and is important criterion in the selection process.
- RFQ & RFP combined in one step.
- Selection process is quick and is not scope dependant (3 months for a complex $300M project)
- Cost of responding to RFP less than responding to DB RFQ & RFP.

Development Contract in Two Stages (See Flow Chart)

- Phase 1- Predevelopment Reimbursement Agreement
  - Total established Predevelopment budget of $3M Max.
  - Schematic Design Phase Deliverables leading to a "GO / NO GO" decision on whether to proceed (33.33% of budget) by January 15, 2009. (4 month from signing contract)
  - Design Development Phase Deliverables leading to a Guaranteed Maximum Price ("GMP") negotiation (66.67% of budget) at contract. Deliverable due May 15, 2009. (8 month from signing contract)
- Phase 2 - Development Contract - Guaranteed Maximum Price
- Allows Owner to continue to evaluate financing alternative before entering into a Development Contract.

Determine Project Scope with the Development Team

- Allows maximum delivery of scope possible for a not to exceed $300M figure.
- Early integrated design work will allow the most cost effective project to be presented to the State.
- Investigation of existing conditions will benefit from having all the various design and construction members available at the beginning.
- Scope of the project can be determined with the development team, rather than before selection.
- The development team needs to work with intercollegiate athletics to finalize the proposed location for the Football Operations & Support Building and develop this facility to integrate, both functionally and physically, into the overall stadium work.

Early Determination of Project Cost

- Cost and schedule certainty at the beginning of the project was important to the University.
- The guaranteed price can be contracted in the middle of the design phase.
- University can be integral with scope and cost decision making.
- Construction phases can be started early to save overall project time.

Team Development of Cost Effective Design

- Development team (developer, contractors, and designers) can work together to come up with the most cost effective solutions.
- Subcontractors doing the work can be part of the design and constructability reviews.

Early Involvement of Contractor(s)

- Allows the contractors to be part of the design team early in the process.
- Contractors can order long lead items such as elevators and mechanical equipment.
- Allows early involvement of subcontractor and the use of DB subcontracts.
- Contractors and subcontractor can be selected on best value and not limited to a conventional public procurement process of low bid.
- Construction contracts must meet RCW 39.08, 39.12, and 60.28 (Bonding, prevailing wages, and liens).

Cost Risk and Responsibility with Development Team

- The development team will have more responsibility for change order costs.
- Errors and emissions will be the responsibility of the development team.
- The development team can be responsible for existing conditions analysis during predevelopment.

Schedule Risk and Responsibility with Development Team

- The physical access to the site and occupancy set based on Husky Football Season.
- Developer holds permitting responsibility.
- Developer responsible and coordination of the design and construction schedule.
- Coordination of multiple, concurrent construction project occurring in the vicinity.
- Responsible to coordinate work with Sound Transit per terms of MIA & MOA with UW.