

UNIVERSITY *of* WASHINGTON

# NWCCC – Small Project Group and Portfolio Management

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5/21/2026



# Introductions



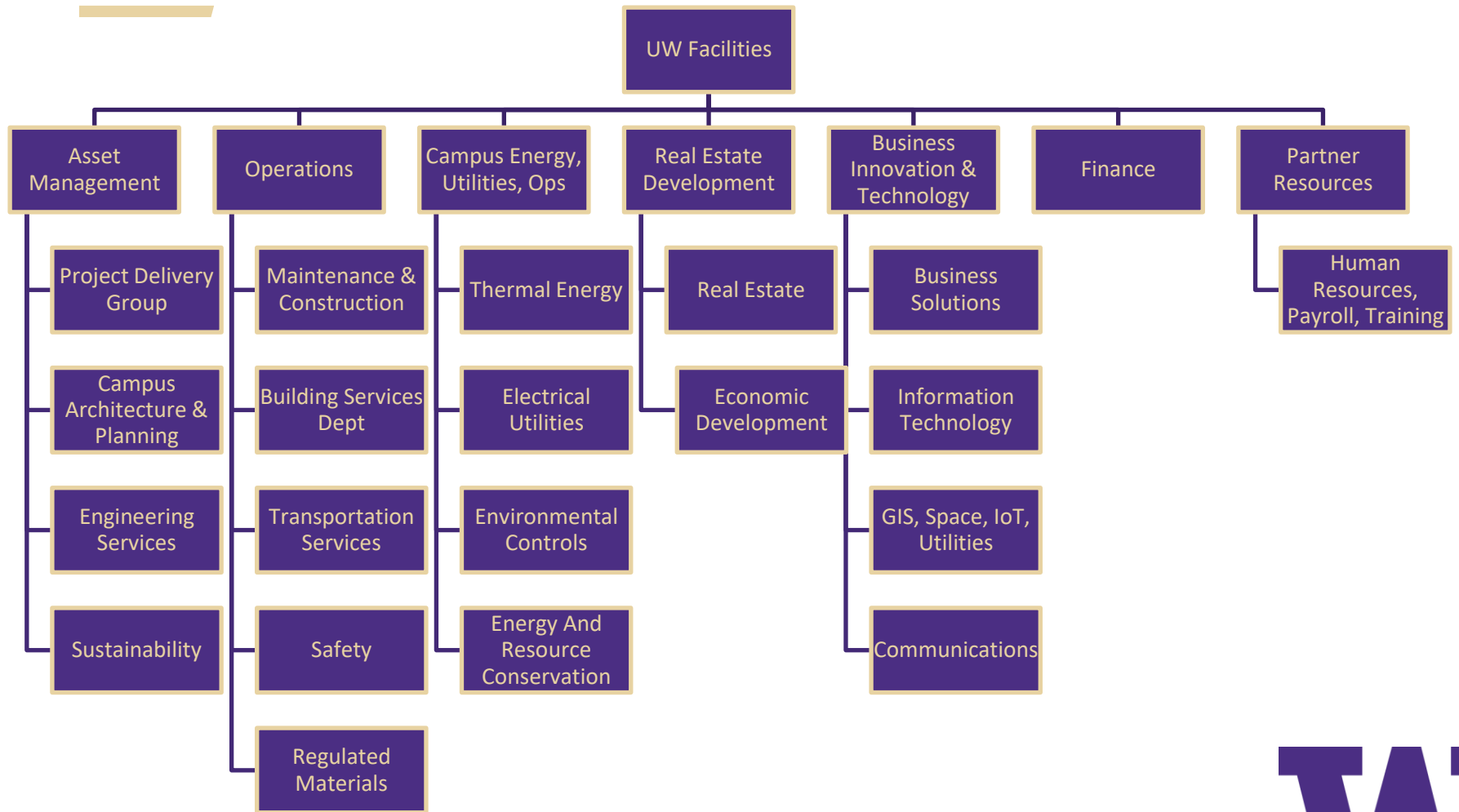
**Beck Eatch**, Director  
Project Delivery Group  
UW Facilities



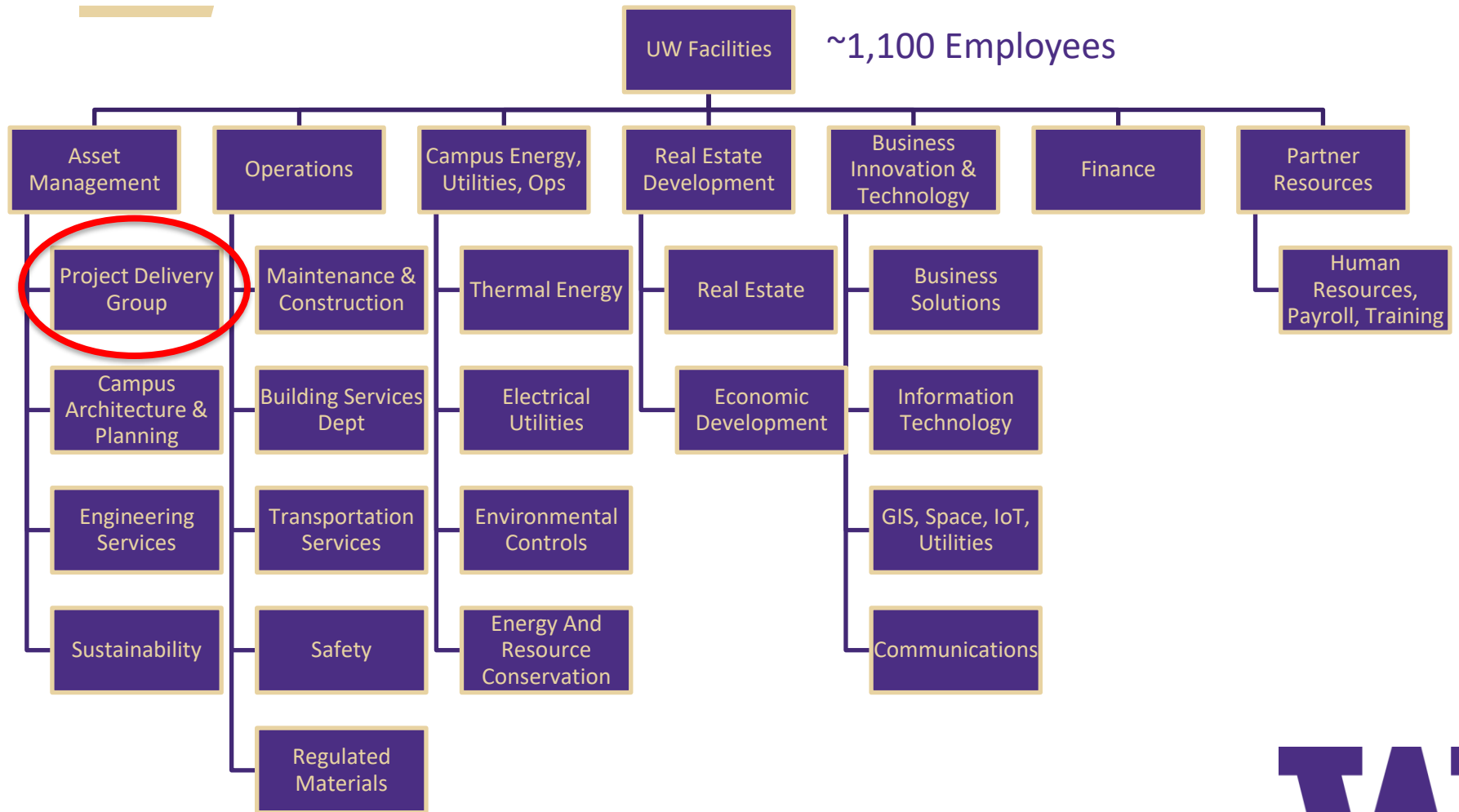
**Pasqual Contreras**, Project Manager  
Project Delivery Group  
UW Facilities



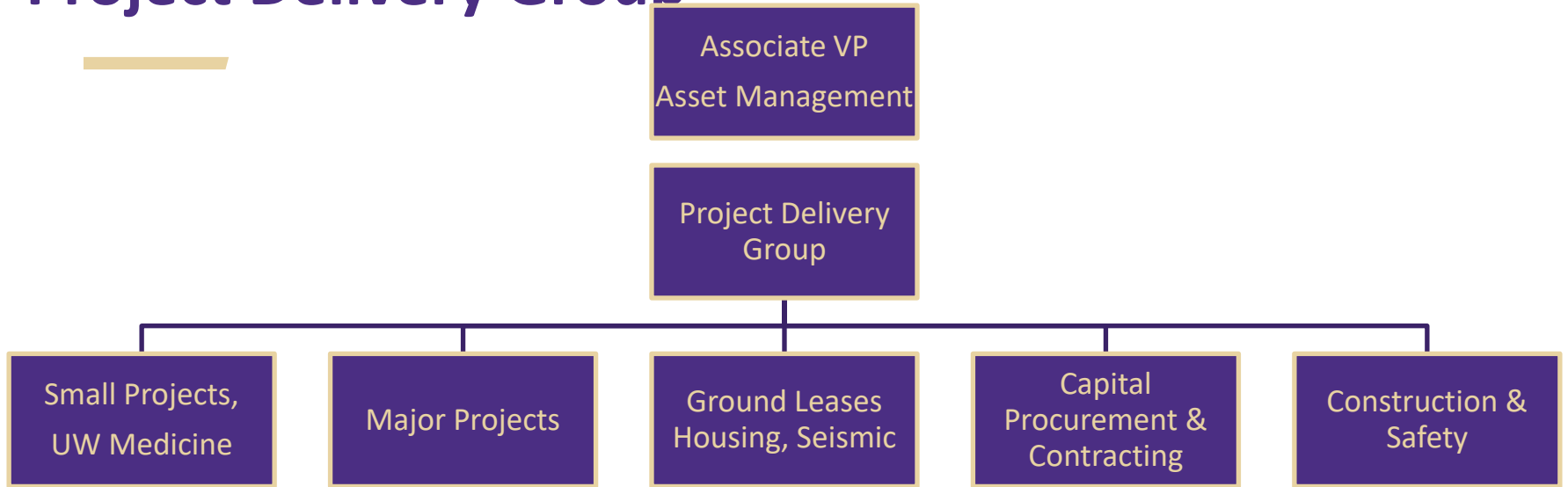
# Facilities



# Facilities



# Project Delivery Group



# Project Delivery Group

UW Facilities

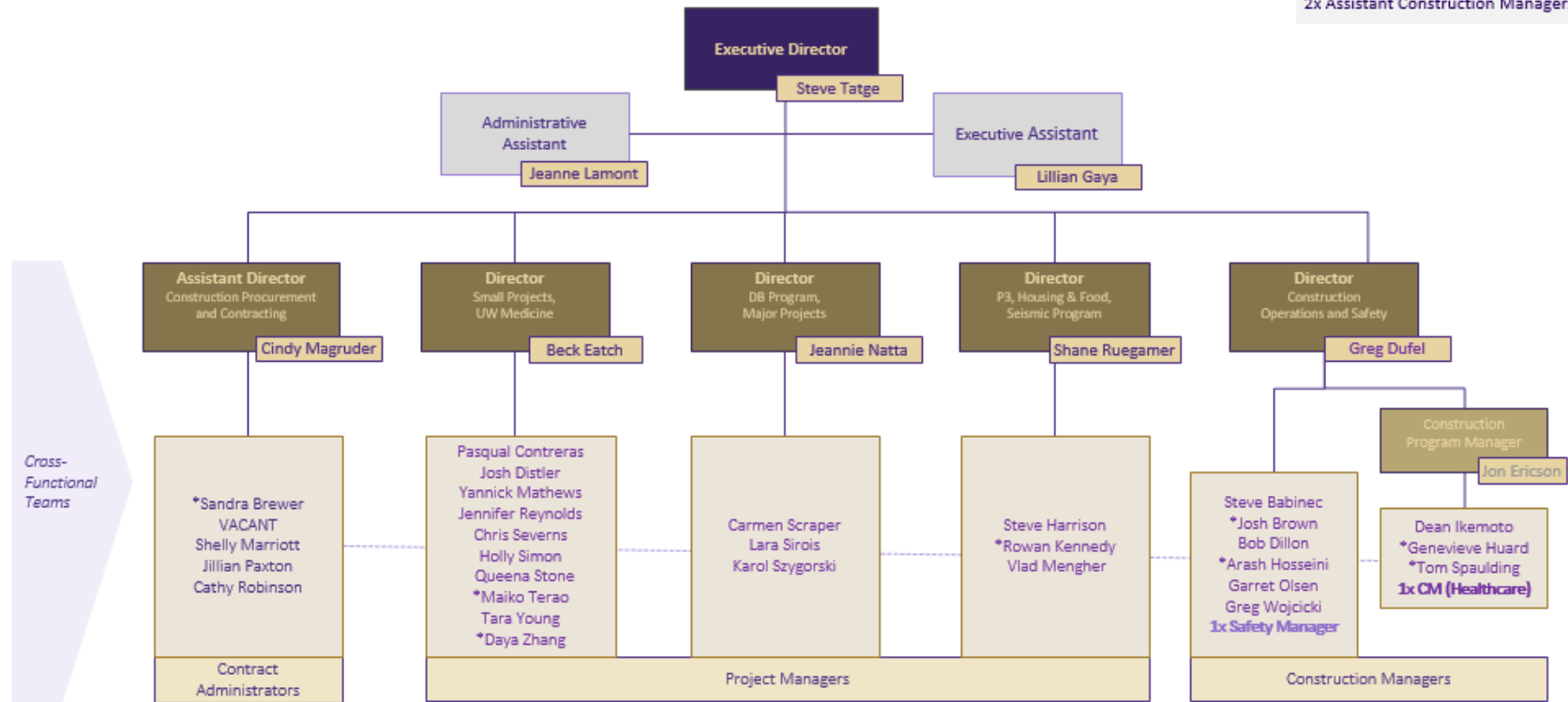
May 2026

### Contingent Workers

1. Tasha Olsen - CM
2. Tela Gilge - PM

### UWF Interns FY26 (Win, Spr)

2x Assistant Construction Managers



\* STAFF WITH LESS THAN 1 YEAR PDG EXPERIENCE



# What is considered a Small Project?

Project Value - \$110K to \$25M

Delivery Methods:





# Team Culture

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## *Psychological Safety*

- It's okay not to know
- It's okay to make mistakes
- Foster phone-a-friend environment
- Support and rely on each other





## How do we determine Delivery methods?

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- Utilize every tool in our toolbox
- Scope and expected schedule can guide our choice, but it's a holistic choice
- PMs can advocate for a preferred method, but need to validate their work

It is important for the University to use all delivery methods to cast a wide net to provide opportunities for all contractors.





# Project Assignments

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- Balancing Assignments
- Assign projects both by interest and past experience
- Maintain a flexible workload for 1-2 team members to take on emergency/ one-off projects
  - Unicorn projects that require creativity and a willingness to deep dive into new territories





# How do we fund our projects?

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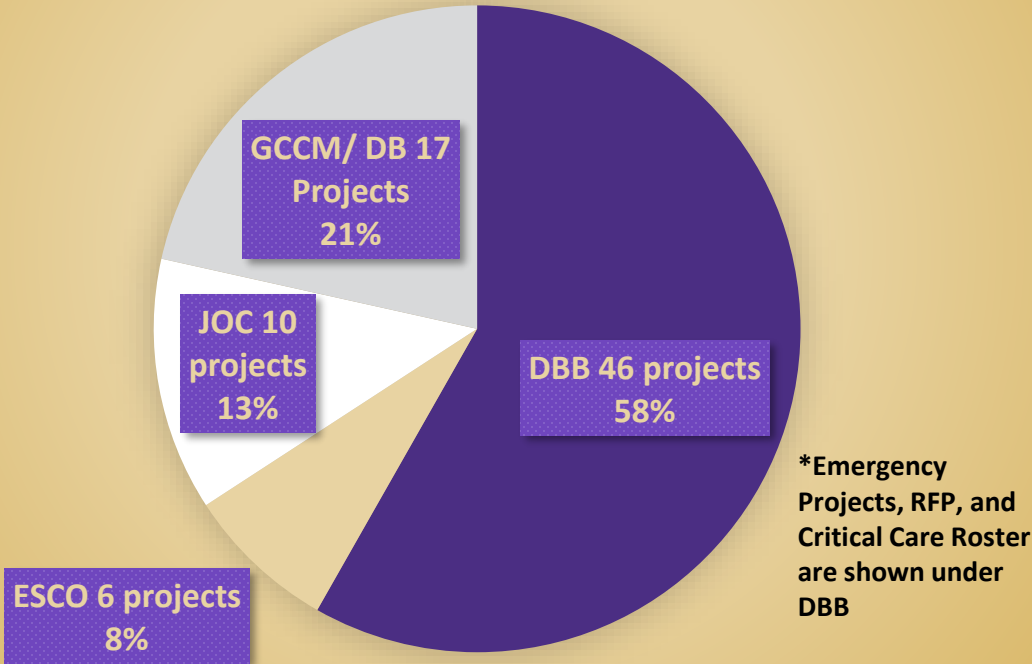
## Mix of sources:

- Minor Works Biennium Funding – Two year cycles
- Grant Funding
- Unit Funding
- Infrastructure Renewal
- Provost/ Programmatic Renewal
- State, County, Federal Funds
- Donor or Alumni Funds



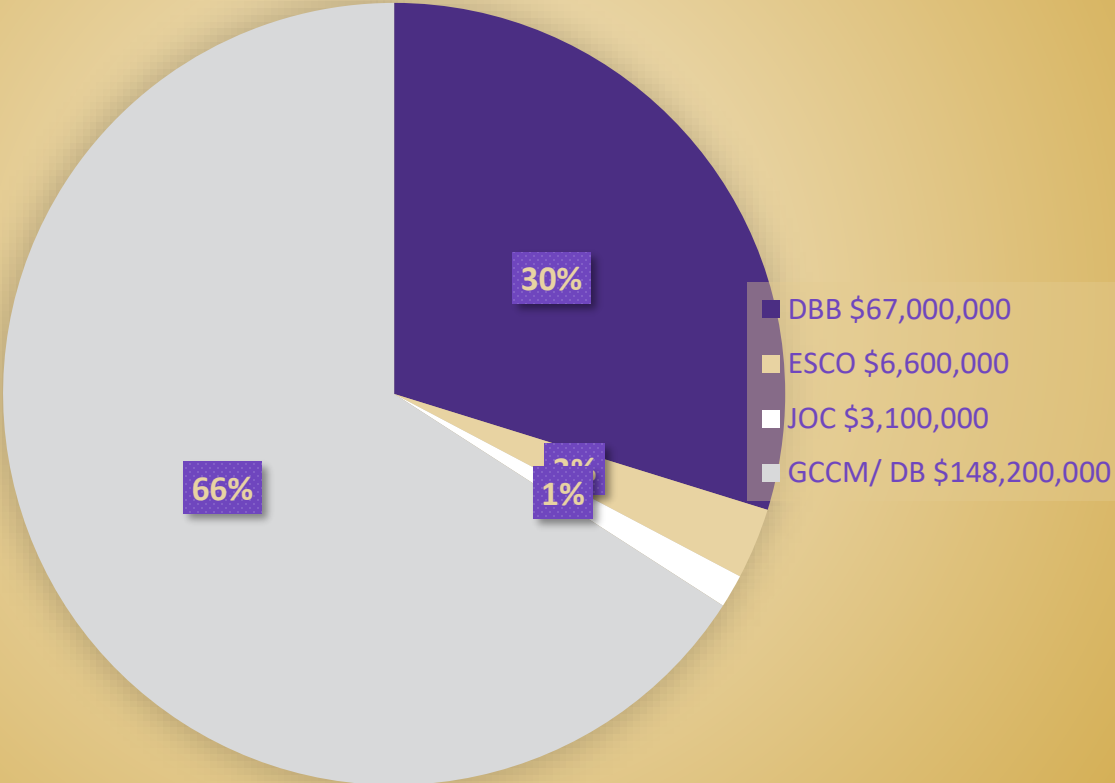
# Project Volume

Active Construction Projects April 2026  
Total: 79



# Project Volume

Active Construction Projects April 2026  
Total PDG Small Projects \$224,900,000



# Small Projects

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## *Project Management Versus Construction Management*

### **Project Managers - PrePlanning**

- Work in tandem Capital Architecture and Planning in Feasibility Studies
- Identify significant deferred maintenance during other projects
- Work with client on building scope, stakeholder engagement, and identify Authorities Having Jurisdiction
- Collect and disseminate background documentation (asbuilts, past reports)



# Small Projects

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## Project Management Versus Construction Management

### **Project Managers – Design (SD, DD)**

- Maintain a roster of on call Architects/ Engineers – These are assigned either round robin or selected based on specialization
- Present to Process Partners, Design Review Board, Grounds, Project Executive Teams
- Determine delivery method with Director
- Manage financial forecasting, schedules, messaging
- Prepare permit applications with expeditor



# Small Projects

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## Project Management Versus Construction Management

### **Project Managers – Bidding, Construction, Closeout**

- Public Bidding – Point of Contact
- Manages reviews of drawings
- Contract negotiation
- Prepares documentation for Construction Managers
- Manages project financials, monthly reporting, and cash flows during build
- Financial Closeout





## Small Projects

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### Project Management Versus Construction Management

#### **Construction Managers – Design (SD, DD, CD)**

- Assists with access and notifications to affected clients
- Shutdown assistance
- Constructability review
- Schedule durations
- Shops assistance
- Reviews submittals, and Hazmat Good Faith Survey





## Small Projects

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### Project Management Versus Construction Management

### **Construction Managers – Construction, Closeout**

- Day to day general contractor support
- Change order management (with A/E and PM)
- Site Safety Plan review
- Shutdowns, Crane Picks, ROW issues
- Laydown space, Parking permits
- Closeout documentation of as-builts





## Project Examples

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### 208606 UWMC NW MOB Gamma Knife

#### **Scope:**

Harborview – Relocation of a Gamma Knife (a noninvasive form of radiation therapy to treat brain tumors and neurological conditions).

Renovation of a 5,000 sqft space to maximize space efficiency to increase patient care capacity. Will construct a new treatment vault, exam, procedure rooms, staff workplace, clean/ soiled utility rooms, storage, and equipment. Update finishes, and meet all medical and AHJ requirements.

Price: \$6,000,000 funded by University of Washington Medical Center



# Before/ After

208606 UWMC NW MOB Gamma Knife



# Before/ After

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208606 UWMC NW MOB Gamma Knife



# Project Examples

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## 208606 UWMC NW MOB Gamma Knife

### Lessons Learned:

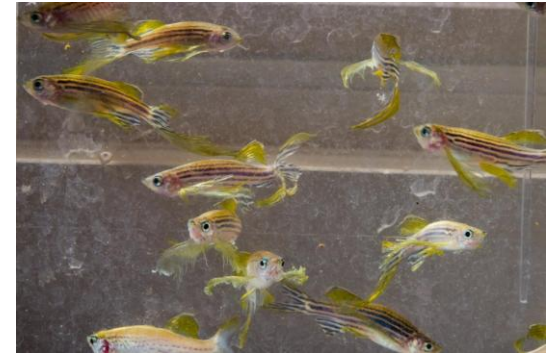
- Client budget expectation was based on outdated code
  - We vetted the project, and reestablished financial expectations
- Scope escalation due to equipment damage to the treatment vault
- Changed delivery method to Design-Build
  - Met the deadline for the hospital – 1 year from start to finish
    - DB selection process is 3 months



# Project Examples

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208047 SOM Genome Science J077 Fish Lab



## Scope:

School of Medicine wanted to convert a basement autoclave lab to an environmentally controlled genome science zebra fish lab.

**Fun fact:** 70% of human genes are found in Zebra fish. Scientists can study medications and their effects on larger, dense populations before moving into rodent trials.

Initial SOM budget expectations: \$500,000

Final budget: \$1,300,000



# Before/ After

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208047 SOM Genome Science J077 Fish Lab



# Before/ After

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208047 SOM Genome Science J077 Fish Lab



# Thank you!

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