

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

APPLICATION FOR PROJECT APPROVAL
To Use the Design-Build (DB)
Alternative Contracting Procedure

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to sections 1-7 and 9 should not exceed 20 pages (*font size 11 or larger*). Provide no more than six sketches, diagrams or drawings under Section 8.

Identification of Applicant

- a) Legal name of Public Body (your organization): **S3R3 Solutions Inc.**
- b) Address: **7106 W. Will D Alton Ln., Spokane, WA 99224**
- c) Contact Person Name: **Todd Coleman** Title: **Executive Director**
- d) Phone Number: **509-381-4152** E-mail: **todd@s3r3solutions.com**

1. Brief Description of Proposed Project

- a) Name of Project: **Maintenance Facility Hangar**
- b) County of Project Location: **Spokane**
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)
Aero-Flite, an aerial firefighting company, relocated to Spokane International Airport in 2014. At the time they had a total of 40 employees and 4 aircraft. Since 2014, the organization has experienced strong growth with a current fleet of 14 to 15 aircraft and approximately 170 employees. Aero-Flite continues to grow but is nearing its apogee of size. The current mix of aircraft is outlined below:
 - **Current Fleet:**
 - **PC-12 – 1 aircraft**
 - **CL-415 – 4 aircraft**
 - **RJ-85 – 10 aircraft**
 - **Future Fleet:**
 - **Q-400 – Aero-Flite anticipates transitioning the RJ-85 fleet over to Q-400's starting in the near future.**

The existing facility at Spokane International Airport consists of a historic military hangar with adjacent shops and storage buildings. The existing Hangar floor is approximately 34,000 square feet and limits the number and efficiency of aircraft that can be maintained. The adjacent shops and materials spaces are fragmented reducing the efficiency of operations. The current operations within the building include flight operations, maintenance, materials, and administrative functions.

The new facility will be a 91,200 square foot Type IIB building. The hangar will be mixed occupancy for administration, maintenance, and storage. The size and efficiencies created by a new building will allow Aero-Flite to complete the maintenance on its fleet of 20 to 25 aircraft within the off season. The increase maintenance capacity is a product of site optimization for the types of aircraft and maintenance activities.

Construction schedule is critical to the success of this project and Aero-Flite's operations. The typical fire season when the plains are deployed is from May 1 to October 1 of each year. A move of the equipment and personal during the off season, when planes are being maintained, would be highly disruptive to production and result in aircraft not being prepared for the next fire season. Therefore, it is critical for the schedule to be such that Aero-Flite can move equipment while the planes are deployed, with the new facility prepared for the arrival of the fleet in the fall.

2. Projected Total Cost for the Project:

A. Project Budget

| | |
|---|---------------------|
| Costs for Professional Services (A/E, Legal etc.) | \$3,000,000 |
| Estimated project construction costs (<i>including construction contingencies</i>): | \$24,000,000 |
| Equipment and furnishing costs | \$By leasee |
| Off-site costs | \$1,000,000 |
| Contract administration costs (owner, cm etc.) | |
| Contingencies (design & owner) | \$2,000,000 |
| Other related project costs (briefly describe) | |
| Sales Tax | \$3,000,000 |
| Total | \$33,000,000 |

B. Funding Status

Please describe the funding status for the whole project. *Note: If funding is not available, please explain how and when funding is anticipated*

Currently this project is not funded. This project will be financed and built by S3R3 Solutions and leased to the potential tenant on a long-term basis. As the potential tenant is private and asked to not be identified, they need to get final approval from their board of directors prior to signing a lease which authorizes S3R3 Solutions to lock in their financing and begin work. As you know with costs and deliveries of materials being so volatile having the ability to move quickly upon approval by the tenant is critical.

3. Anticipated Project Design and Construction Schedule

Please provide (*See Attachment B for an example schedule.*):

The anticipated project design and construction schedule, including:

- a) Procurement;
- b) Hiring consultants if not already hired; and
- c) Employing staff or hiring consultants to manage the project if not already employed or hired.

| Description | Duration | Start | Finish |
|---------------------------------|----------|---------|---------|
| PRC Meeting and Approval | | 3/24/22 | 3/24/22 |
| Advertise RFQ and Collect SOQ's | | 3/25/22 | 4/15/22 |
| Score SOQ's and Shortlist | | 4/15/22 | 4/22/22 |
| Interviews | | 5/2/22 | 5/2/22 |
| Fee Submittal and Opening | | 5/11/22 | 5/11/22 |
| Programming and Validation | | 5/16/22 | 8/1/22 |
| Negotiate GMP | | 8/1/22 | 8/8/22 |
| Design Completion/Permitting | | 8/1/22 | 11/1/22 |
| Construction | | 10/1/22 | 12/1/23 |
| Project Completion | | 12/1/23 | 12/1/23 |

This schedule may be revised for the procurement process based upon feedback from the teams however, the completion date has very little flexibility due to the schedule of the tenant.

4. Explain why the DB Contracting Procedure is Appropriate for this Project

Please provide a detailed explanation of why use of the contracting procedure is appropriate for the proposed project. Please address the following, as appropriate:

- If the construction activities are highly specialized and a DB approach is critical in developing the construction methodology (1) What are these highly specialized activities, and (2) Why is DB critical in the development of them?

This project will involve a public owner who will be building it for their tenant for the use as a maintenance hangar. The goal is to build a facility that could be used for many different purposes if the tenant changes however, this tenant has very specific uses and plans for the hangar. As it is a hangar there are very specific design tolerances and items included with the build and we will design the Progressive Design Build selection criteria around the experiences of building and designing hangar type facilities. Experience

in working around an active international airport will also be a critical requirement. When time is a critical item, we cannot afford to teach and train teams about how to operate around an active airport.

- If the project provides opportunity for greater innovation and efficiencies between designer and builder, describe these opportunities for innovation and efficiencies.

As everyone is aware one of the ways to help mitigate cost is better innovation and efficiencies and the progressive design build process allows proposing firms to form the best teams in order to provide this innovation for the owner and tenant. We have already done a movement and productivity study in order to justify the building and the size. We will let all of the teams have this data so they may use it to help them plan and design the more operationally efficient facility possible.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.

With the increasing costs and delivery times of materials time is literally money. The financing of this project is critical therefore once the tenant signs intent to lease we will have limited time to complete the facility. The tenant has a designated timeframe when they perform required maintenance on their planes, and this is based on the typical downtime of the planes. Due to the uses of the planes this maintenance period is set in stone which subsequently dictates when we can move to occupy the new facility to be ready for operation. Progressive design build will maximize the flexibility of the team to be more proactive rather than reactive with project issues.

5. Public Benefit

In addition to the above information, please provide information on how use of the DB contracting procedure will serve the public interest. For example, your description must address, but is not limited to:

- How this contracting method provides a substantial fiscal benefit; or

The current construction market is extremely volatile. Availability of many goods is difficult to come by, and lead times (in addition to prices) are fluctuating daily. S3R3 needs a Design-Builder who can identify what early procurement items there are, and when to place orders to have materials when needed. There may be a need to utilize "mini GMP's" to lock in pricing and get materials ordered and on site. Having a well-versed Design-Builder will help us identify the most cost-effective means and methods for the project, while also monitoring the volatile construction market to identify the best time to order certain materials.

Given that this project has a fixed budget, a Design-Builder can help to efficiently allocate funds and ensure that the scope fits the budget. Progressive Design Build provides the best opportunity for the earliest cost certainty to meet the budget goals. Utilizing Target Value Design will be critical in keeping the scope aligned with our fixed budget.

- How the use of the traditional method of awarding contracts in a lump sum (*the "design-bid-build method"*) is not practical for meeting desired quality standards or delivery schedules.

There are far too many variables in this project for DBB to be practical. S3R3 needs a Design Builder to help develop the scope that fits the budget, develop a schedule that will fit the needs of the tenant and most importantly, GUARANTEE IT. Materials are needed on site and must be ready to go when construction starts. An efficient construction, phasing and sequencing plan is required, followed by a flawless execution of the plan. DBB does not fit these parameters, and could lead to a difficult, costly, and painful construction period.

In addition to the reasons above, the Spokane construction market is as busy as it has ever been. There would be very few general contractors interested in a low bid project like this, given the timeframe, complexity, and the scope. Furthermore, the subcontractor market is struggling to keep up with the Spokane area's demands and are being very selective in the projects they pursue. By utilizing PDB, the team can lock in early trade partners as needed to secure pricing of various scopes and start the procurement of long lead items ahead of construction to keep the project on schedule.

6. Public Body Qualifications

Please provide:

- A description of your organization’s qualifications to use the DB contracting procedure.

S3R3 has only completed one PDB building project which was just completed in October 2021. However, they did utilize OAC Services for that project and have retained OAC Services for this project as well.

- A project organizational chart, showing all existing or planned staff and consultant roles.

Note: The organizational chart must show the level of involvement and main responsibilities anticipated for each position throughout the project (for example, full-time project manager). If acronyms are used, a key should be provided. (See Attachment C for an example.)

See Attachment A

- Staff and consultant short biographies that demonstrate experience with DB contracting and projects (not complete résumés).

Todd Coleman, Executive Director

Todd has 32 years as a professional engineer with 19 years overseeing capital programs, property management, operations, and development projects at an international port and public development authority. 13 years have been in private consulting on multi discipline private and municipal projects.

Jeff Jurgensen, Sr. Vice President, CCM, DBIA – Principal in Charge and Design Build Advisor

Jeff has over 29 years of construction experience. He has worked on over 15 major capital GC/CM projects in the state of Washington and assisted in getting the Spokane Public School District agency approval. He also has worked on six major capital design-build projects, one design-build project at Spokane International Airport as well as one K12 design-build project with the Paschal Sherman Indian School in Omak Washington and led the City of Spokane through their first design build project with the Nelson Service Center. He holds the DBIA certification from the Design Build Institute of America. He is very experienced and knowledgeable in the state of Washington and Spokane local construction market.

Stacy Shewell – Sr. Project Manager, DBIA

Stacy has over 10 years of experience in the construction industry with a proven track record in alternative delivery of both Design-Build and GC/CM projects. She has worked on multiple Design-Build projects varying in scope, complexity, and design-build procurement style, from traditional to progressive, with a combined value of over \$200 million dollars. On these projects, she has acted both in Advisor and Project Manager roles, overseeing the procurement process, ensuring compliance with the RCWs and ongoing project management to ensure successful implementation of the alternative delivery process. Her projects include two that were honored at the national level by DBIA for excellence in teaming and process.

| Project | Construction Value | Delivery Method | Role | Time Involved |
|--|--------------------|-----------------|-------------------------------|---------------|
| Sound Transit, Sounder Maintenance Base | \$100M | DB | DB Project Manager | 2019-2020 |
| Bothell Fire Stations 42 & 45 | \$35.5M | PDB | Advisor | 2019 |
| Issaquah School District, New Middle & High School | TBD | PDB | Advisor | 2018-2019 |
| Washington State Convention Center* | \$1B | GC/CM | Construction Contract Manager | 2017 – 2018 |

| | | | | |
|---------------------------------------|----------|-------|-----------------------|-------------|
| Juanita High School | \$106.9M | GC/CM | Project Manager | 2016 – 2017 |
| WSU, Digital Classroom | \$65M | DB | Project Manager | 2014 – 2016 |
| WSU Everett Academic Center | \$65M | DB | Project Manager | 2013 – 2016 |
| Global Innovation Exchange (GIX) – MS | \$20M | PDB** | Project Manager | 2015 – 2016 |
| Spokane Central Services Center | \$15M | DB | Owner Project Manager | 2012 - 2015 |

Chris English, Project Manager (Construction)

Chris English has 15 years of various types of construction experience. He will work alongside Jeff and Stacy during the procurement process and then will be the day-to-day contact and project representative for the owner and OAC during construction. He has worked on GC/CM projects both private and public while as OAC and as a School District employee.

Graehm Wallace, Legal Counsel (Perkins Coie LLP)

Graehm Wallace is a partner in the Seattle office of the law firm Perkins Coie LLP. Graehm has provided project legal assistance under RCW 39.10 for dozens of public entities including preparation of contract documents and providing legal counsel regarding compliance with RCW Chapter 39.10. For example, Graehm has prepared Design-Build contract documents under RCW 39.10 for the Ellensburg, Mt. Vernon, Tacoma, and Willapa Valley School Districts, the Chelan County PUD, the Spokane Valley Fire Department, the Washington State School Directors Association, and West Plains Airport Area Public Development Authority; Design-Build contract documents for dozens of private projects; and RCW 39.10 GC/CM contract documents for dozens of public entities. Graehm has over twenty-four years legal counsel experience working in all areas of construction and has provided legal assistance to over 100 Washington public entities. His work has covered all aspects of contract drafting and negotiating. This includes preconstruction, architectural, engineering, construction-management, GC/CM, design-build, and bidding. Graehm also provides legal advice during construction, claim prosecution and defense work. He was also the Legal Counsel for S3R3 on their most recent PDB project.

- Provide the **experience and role on previous DB projects** delivered under RCW 39.10 or equivalent experience for each staff member or consultant in key positions on the proposed project. (See Attachment D for an example. The applicant shall use the abbreviations as identified in the example in the attachment.)

SEE ATTACHMENT B

- The qualifications of the existing or planned project manager and consultants.
Note: For design-build projects, you must have personnel who are independent of the design-build team, knowledgeable in the design-build process, and able to oversee and administer the contract.

See Jeff Jurgensen and Stacy Shewell biographies above.

- If the project manager is interim until your organization has employed staff or hired a consultant as the project manager indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve.

OAC will be used as the project/construction management firm, and design build advisor for the planning, design, construction and closeout of the project. The funds for OAC is allocated within our Total Project Budget for planning through closeout. OAC is currently under contract on a long term renewable On-Call contract to assist the owner with their projects.

- A brief summary of the construction experience of your organization's project management team that is relevant to the project.

OAC has completed or is currently managing 22 design build projects ranging from \$3M-\$200M including progressive design build. OAC's project portfolio includes several projects for cities within the state of Washington. An active participant in Alternative Project Delivery, three OAC staff members, including one on this project, have served on the Project Review Committee and have provided training in GC/CM and Design-Build delivery in Washington, Montana, and Alaska. OAC is currently managing four progressive design build projects in Eastern Washington.

- A description of the controls your organization will have in place to ensure that the project is adequately managed.

Our high-level summaries below clearly articulate our organizational controls:

Project Management and Decision Making:

- Authority and decision-making responsibility will be provided by S3R3 Executive Director Todd Coleman, with implementation by OAC Services.
- OAC is currently and will continue to meet with S3R3 weekly to discuss and plan project needs, milestones, develop strategy and courses of action for implementation of the project.
- Stacy Shewell will be the primary point of contact for OAC with assistance from Jeff Jurgensen.

Selection Committee

- The D/B Selection Committee will consist of S3R3 staff, board of directors consisting of leadership personnel and representatives from Spokane Airport, City of Spokane and Spokane County.
- OAC will be a non-voting member of the selection committee but involved to organize, facilitate and monitor the selection process.

Communication

- S3R3 will use a variety of well-established formal and informal tools to provide effective and impactful communications with all of those involved in the project consistently.
- S3R3 will advertise the RFQ and post on their website.
- After SOQ's have been scored, the selection committee will meet with the shortlisted teams to better understand the project approach and have an opportunity to meet each team member in person.
- Once a "most qualified" design build team is selected, S3R3 and OAC will meet the design build team during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to verify the owners expectations and vision of the completed project are being achieved.

Project Progress

- Progress will be reported weekly by the design build team to S3R3 and OAC.
- Formal reports will be sent to the Executive Director.
- Project status updates posted to the S3R3 website or as directed by the Executive Director.

Budget Monitoring

- OAC will be managing and tracking the program finances and weighing the cost estimates against budget on a regular basis.
- Financial reporting will be provided by OAC to the Executive Director after Kat Getchell meets with the S3R3 finance department to reconcile costs every two weeks. These reports will be then used by the Executive Director.
- S3R3 will maintain its own project contingency and reserves to address any owner driven scope changes or unforeseen conditions.

Schedule

- The proposed project milestone schedule will be provided in the design build RFQ/RFP documents.

- Successful design build team will work with the owner to produce a very detailed project schedule accounting for permitting, design, bidding and construction, closeout and warranty.
 - Weekly look ahead schedules will be delivered along with monthly updates at each pay application.
 - OAC (Kat Getchell) will review and comment on the submitted baseline schedule.
- A brief description of your planned DB procurement process.
The PDB procurement process will be awarded through a qualifications and fee based competitive process in strict accordance with RCW 39.10. The basic process will be as follows:
 1. The PDB selection process will be completed on Qualifications + Fees basis. Qualifications will be scored by a S3R3 Selection Committee based on written SOQ's and Interviews.
 2. Prepare and advertise a well-crafted Request for Qualifications. This will clearly define S3R3's overall project goals, proposed budget and schedule. Three weeks will be allowed for this process to allow times for PDB firms to form and respond or course they will be forming prior to the PRC approval process as this possible project has been talked about for months now. The overall goals for cooperation, creativity and budget management will be clearly outlined. All details regarding SOQ requirements, scoring, and fee proposal requirements will be clearly detailed. All qualified SOQ's will be scored against defined criteria for Proposed Team, Relevant Experience, Minority and Women Owned Business plan and Project Approach. The highest scoring teams will be short-listed for interviews where the Selection Committee may learn more about the proposed team members and their proposed approach to the project.
 3. Interviews will be held with short-listed teams. Interviewed teams will be asked to present proposed design and construction schedule and detail how they propose to interact with OAC and S3R3 staff. Interviews will be used to further refine the Qualifications scoring. Teams will be asked to elaborate on their project approach, and how they will align the project scope with the fixed budget. S3R3 will reserve the right to further short-list teams for Fee competition.
 4. Final selected teams will be invited to submit a Fee Proposal defining specifically requested staff costs and overall profit margin. Fee Proposals will be opened in public, and the highest scoring proposer will be announced. The proposed winner will be the team with the highest accumulated score from the SOQ, Interviews, and Fee Proposal.

After contract execution, all submitters will be encouraged to meet with S3R3 and OAC officials to debrief on the selection process.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.
Upon approval from the PRC to move forward with PDB, S3R3 will partner with Perkins Coie to create the contract documents and terms for the project. Perkins Coie will work with S3R3 and OAC in coordination of the RFQ, RFP and the contract documents for clarity. OAC and Perkins Coie have a long-standing working relationship and a good mutual understanding of a well-crafted PDB contract that allocates risk appropriately and encourages cooperation and owner service.

7. Public Body (your organization) Construction History:

Provide a matrix summary of your organization’s construction activity for the past six years outlining project data in content and format per the attached sample provided: *(See Attachment E. The applicant shall use the abbreviations as identified in the example in the attachment.)*

- Project Number, Name, and Description
- Contracting method used
- Planned start and finish dates
- Actual start and finish dates
- Planned and actual budget amounts
- Reasons for budget or schedule overruns

S3R3 Solutions completed a very successful Progressive Design Build project in 2021. The project was on a tight timeline and the team was able to deliver the project on time and on budget despite many challenges due to COVID and related logistics. In addition, the Executive Director at S3R3 is a licensed Civil Engineer and has over 30 years of experience delivering successful projects.

Furthermore, S3R3 Solutions has retained OAC Services Inc., as its Owner’s Representative and Progressive Design Build advisor. OAC’s extensive knowledge and background in Progressive Design Build will be relied upon heavily for the successful implementation and management of the project.

| Name | Contracting Method | Planned Start | Planned Finish | Actual Start | Actual Finish | Planned Budget | Actual Budget |
|------------------|--------------------------|---------------|----------------|--------------|---------------|----------------|---------------|
| Amazon Air Cargo | Progressive Design Build | 1/14/2021 | 10/1/2021 | 1/14/2021 | 10/1/2021 | \$5.2M | \$5.4M |

All change order costs were paid directly by Amazon as they are the lessee of the facility. S3R3 had a loan with all anticipated project costs through a local bank and all other costs were paid by Amazon.

8. Preliminary Concepts, sketches or plans depicting the project

To assist the PRC with understanding your proposed project, please provide a combination of up to six concepts, drawings, sketches, diagrams, or plan/section documents which best depict your project. In electronic submissions these documents must be provided in a PDF or JPEG format for easy distribution. Some examples are included in attachments E1 thru E6. At a minimum, please try to include the following:

- A overview site plan *(indicating existing structure and new structures)*
- Plan or section views which show existing vs. renovation plans particularly for areas that will remain occupied during construction.

Note: applicant may utilize photos to further depict project issues during their presentation to the PRC

SEE ATTACHMENT C

9. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 7, please specify the project, briefly state those findings, and describe how your organization resolved them. *As the only project completed by S3R3 was done in October 2021 we have not had any audits or findings. However, that said we are expecting to be audited and were planning on it from the beginning of the project. We will expect everything to be perfect when audited.*

10. Subcontractor Outreach

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

As S3R3 is a public agency they will be working with the procurement folks from the City of Spokane, Spokane County and the Spokane Airports to utilize their outreach programs. We also do not need to utilize the low bid for subcontractors and suppliers and so long as a firm can meet the budget. Flyers will be produced for the job and distributed to the AGC. Public meetings will also be held to further enhance interest, and emphasize the encouragement for small contractors, women owned businesses, and minority owned business participation. OMWBE approach will also be a scoring criterion for potential PDB teams. We will also utilize the list of certified OMWBE in the Spokane area and reach out directly to firms to generate interest and participation in this project.

CAUTION TO APPLICANTS

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria of RCW 39.10.300 to be approved.

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit the information requested by the PRC. You agree to submit this information in a timely manner and understand that failure to do so may delay action on your application.

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 to use the DB contracting procedure, you also understand that: (1) your organization is required to participate in brief, state-sponsored surveys at the beginning and the end of your approved project; and (2) the data collected in these surveys will be used in a study by the state to evaluate the effectiveness of the DB process. You also agree that your organization will complete these surveys within the time required by CPARB.

I have carefully reviewed the information provided and attest that this is a complete, correct and true application.

Signature: 

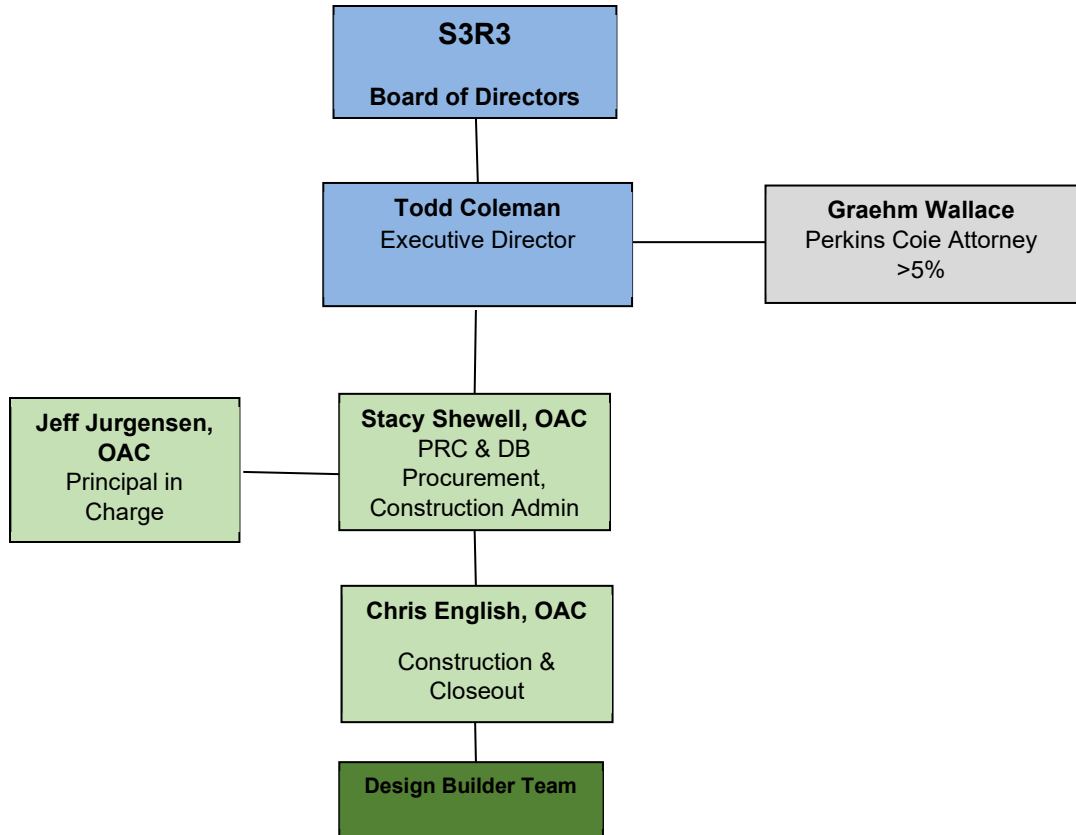
Name: (please print): Todd M. Coleman PE (public body personnel)

Title: Executive Director

Date: 2/21/2022

PROJECT ORGANIZATION CHART

ATTACHMENT A



ATTACHMENT B
CONSULTANT EXPERIENCE

| Name | Experience Summary | Projects | Construction Budget | Procurement Type | Pre-Design Role | Design Role | Construction Role |
|----------------|-------------------------|--|---------------------|------------------|-------------------------------|-------------------------------|-------------------------------|
| Jeff Jurgensen | OAC Services, Principal | Spokane International Airport DB Parking Garage | \$15 million | Design Build | PM | PM | PM |
| | | Nelson Service Center | \$15 million | Design Build | PM | PM | PM |
| | | City of Liberty Lake Town Square | \$12 million | Design Build | PM | N/A Bond Didn't Pass | N/A Bond Didn't Pass |
| | | Pascal Sherman Indian School | \$16.5 million | Design Build | PM | PM | PM |
| | | Washington State University Northside Residence Hall | \$33 million | Design Build | PM Advisor | PM Advisor | PM Advisor |
| | | Washington State University Visitors Center | \$2 million | Design Build | PM Advisor | PM Advisor | PM Advisor |
| | | Central Valley School District (6 GC/CM projects) | \$180 million | GC/CM | PM | PM | PM |
| | | Almira School District Replacement | \$30 million | PDB | PIC | PIC | PIC |
| | | | | | | | |
| Stacy Shewell | OAC Services, Sr. PM | Sound Transit, Sounder Maintenance Base | \$100M | DB | DB Project Manager | DB Project Manager | DB Project Manager |
| | | Bothell Fire Stations 42 & 45 | \$35.5M | PDB | Advisor | Advisor | Advisor |
| | | Issaquah School District, New Middle & High School | TBD | PDB | Advisor | Advisor | Advisor |
| | | Washington State Convention Center* | \$1B | GC/CM | Construction Contract Manager | Construction Contract Manager | Construction Contract Manager |
| | | Juanita High School | \$106.9M | GC/CM | Project Manager | Project Manager | Project Manager |
| | | WSU, Digital Classroom | \$65M | DB | Project Manager | Project Manager | Project Manager |
| | | WSU Everett Academic Center | \$65M | DB | Project Manager | Project Manager | Project Manager |
| | | Global Innovation Exchange (GIX) – MS | \$20M | PDB** | Project Manager | Project Manager | Project Manager |
| | | Spokane Central Services Center | \$15M | DB | Owner Project Manager | Owner Project Manager | Owner Project Manager |

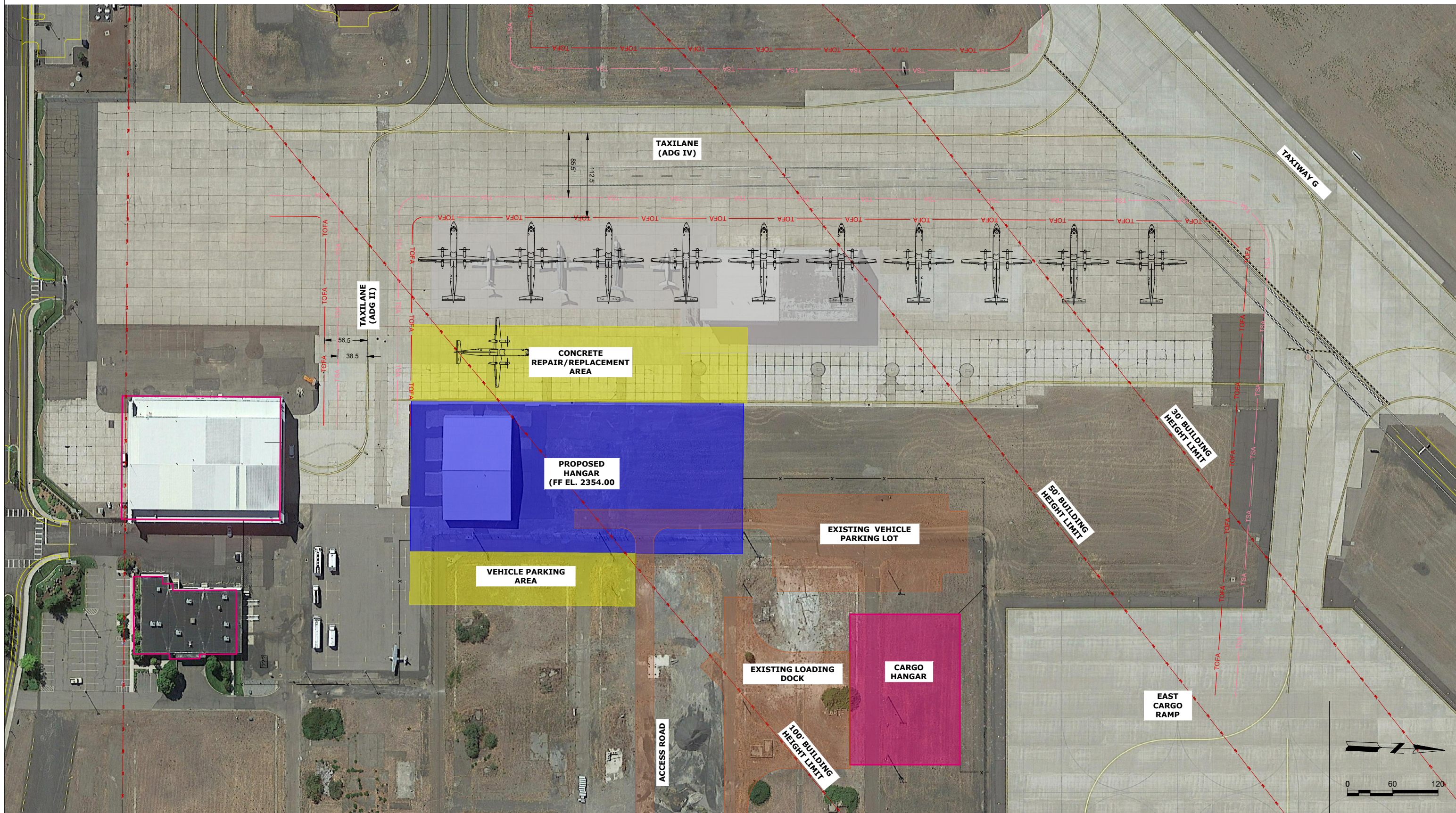
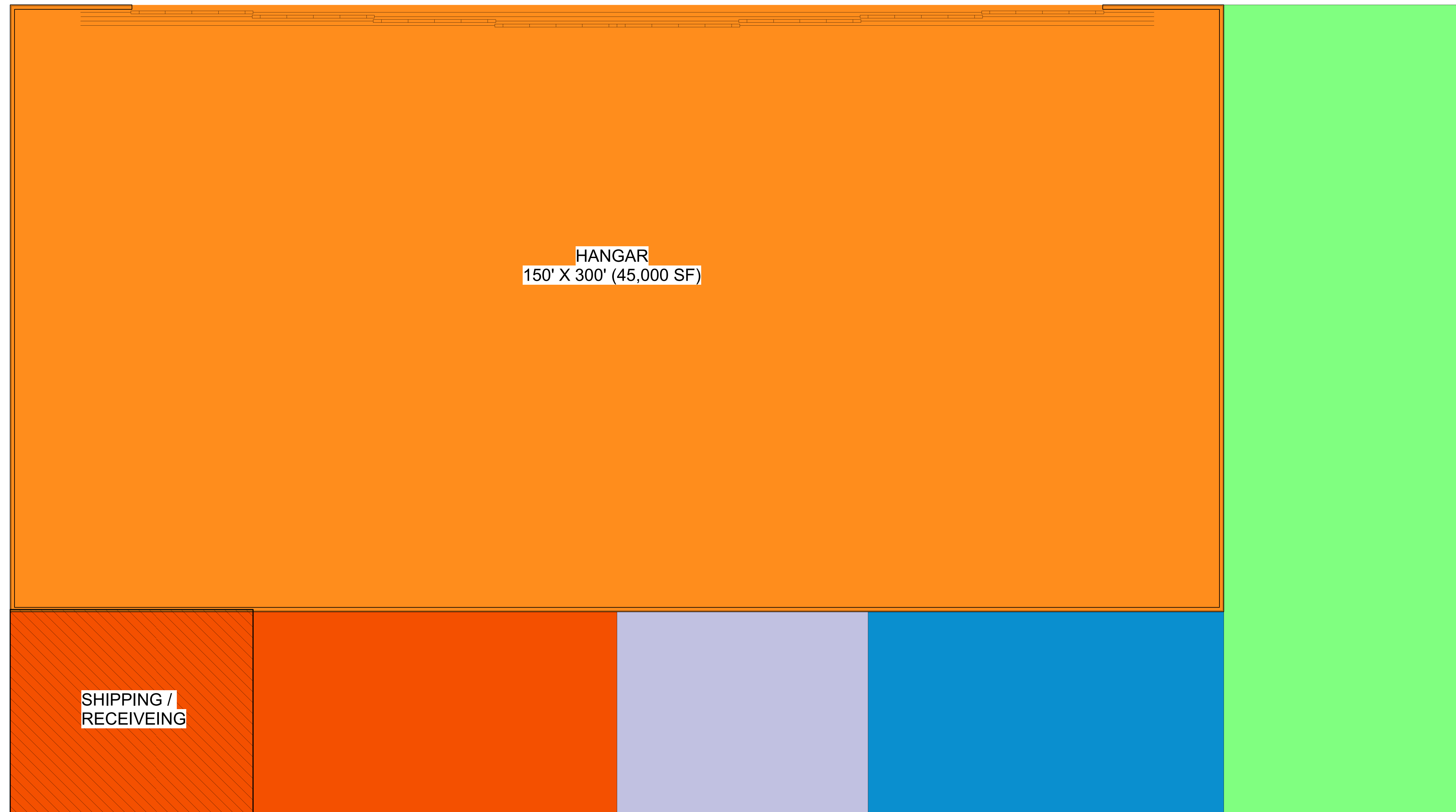


EXHIBIT C

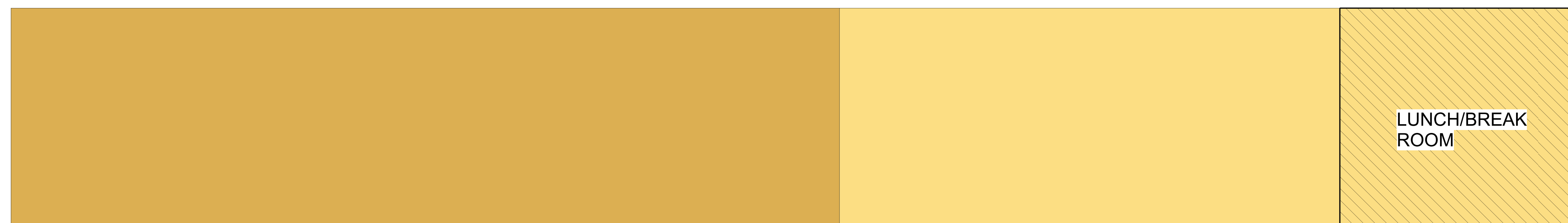


HANGAR
150' X 300' (45,000 SF)

SHIPPING /
RECEIVEING

LOBBY

GROUND FLOOR
73,200 SF

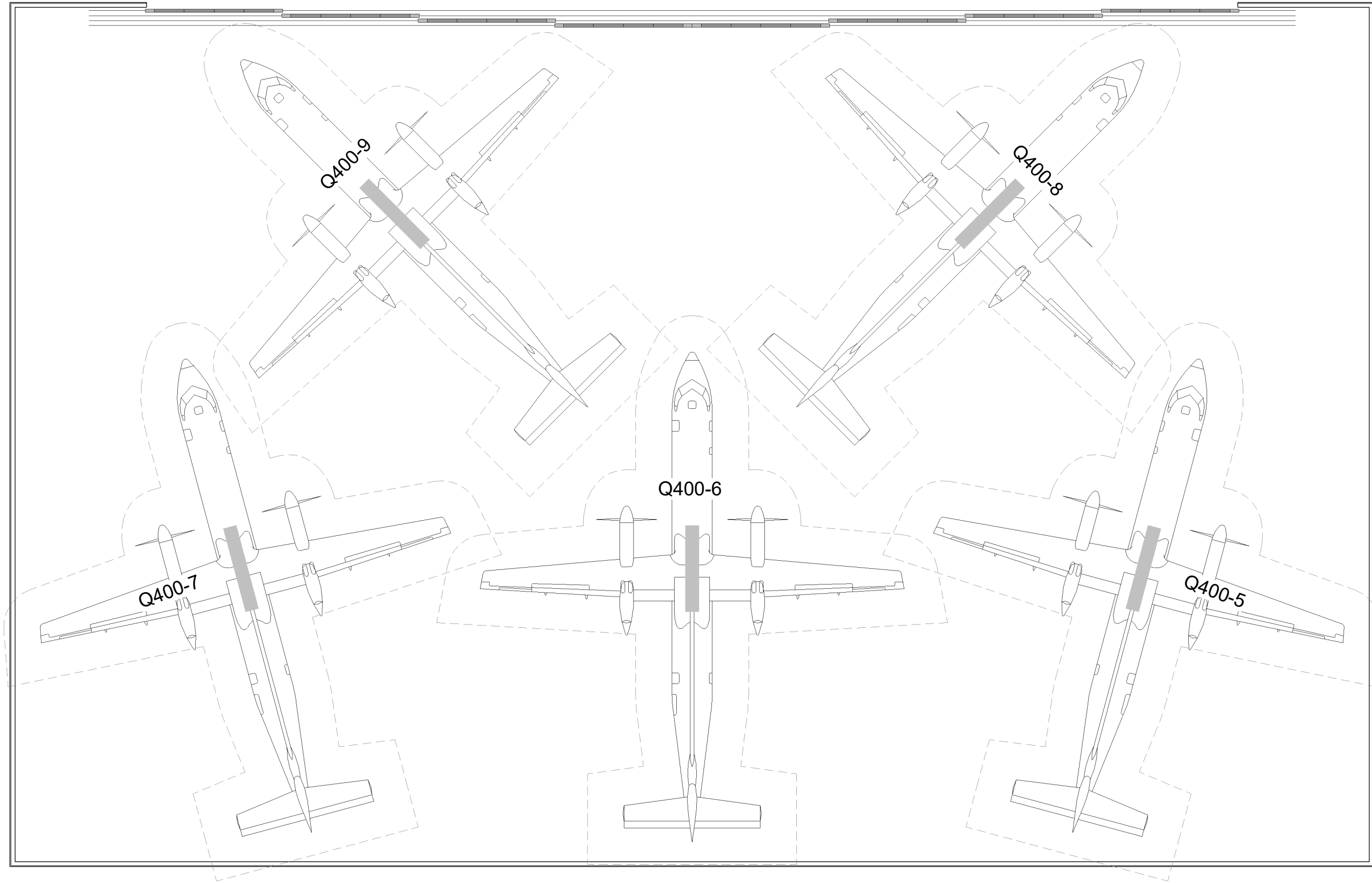


LUNCH/BREAK
ROOM

SECOND FLOOR
18,000 SF

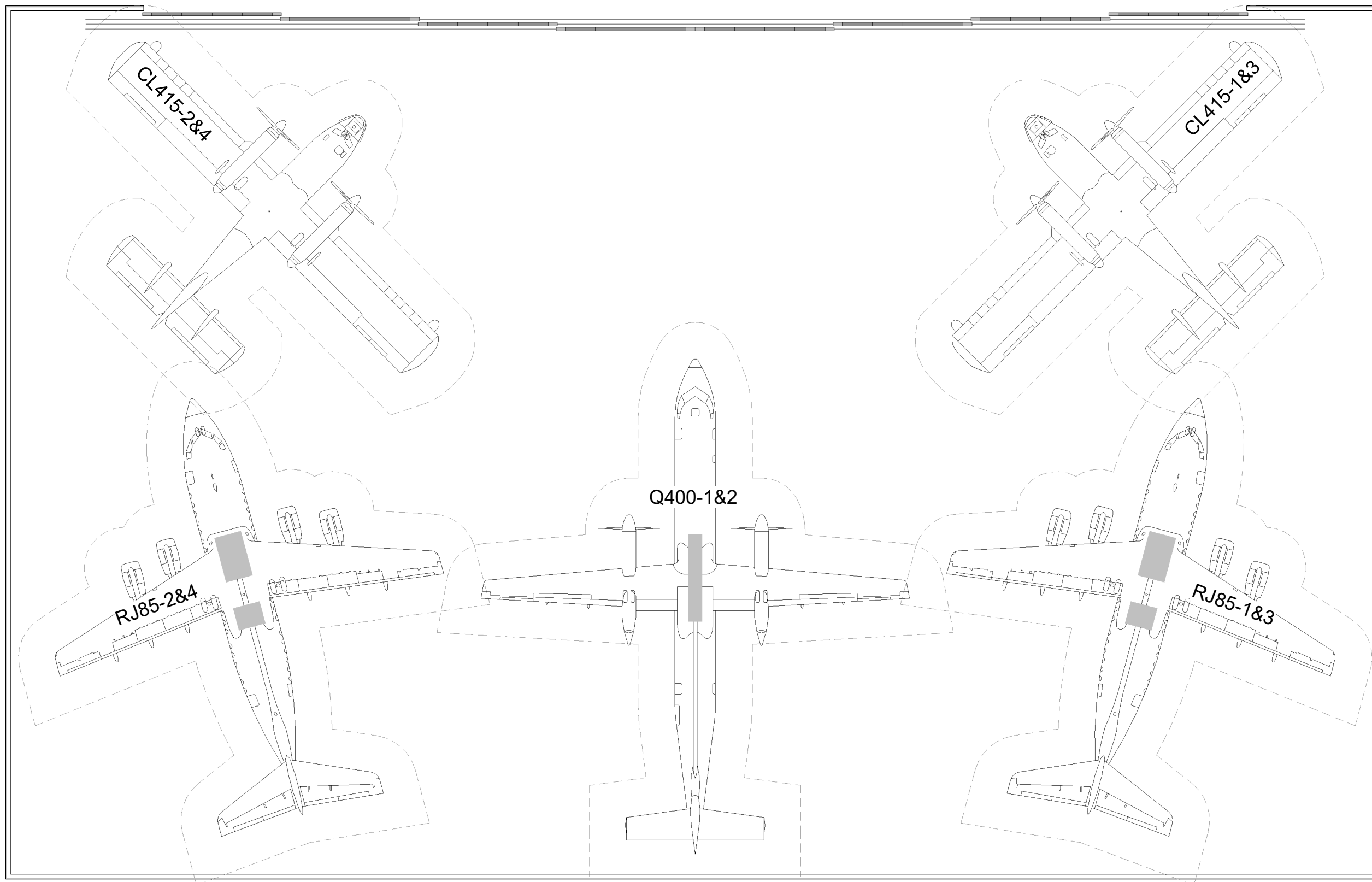
LEGEND

- ADMINISTRATIVE SPACE
- OPERATIONS SPACE
- MAINTENANCE SPACE
- MISC / STORES SPACE
- HANGAR SPACE
- SHOPS SPACE
- MATERIALS SPACE



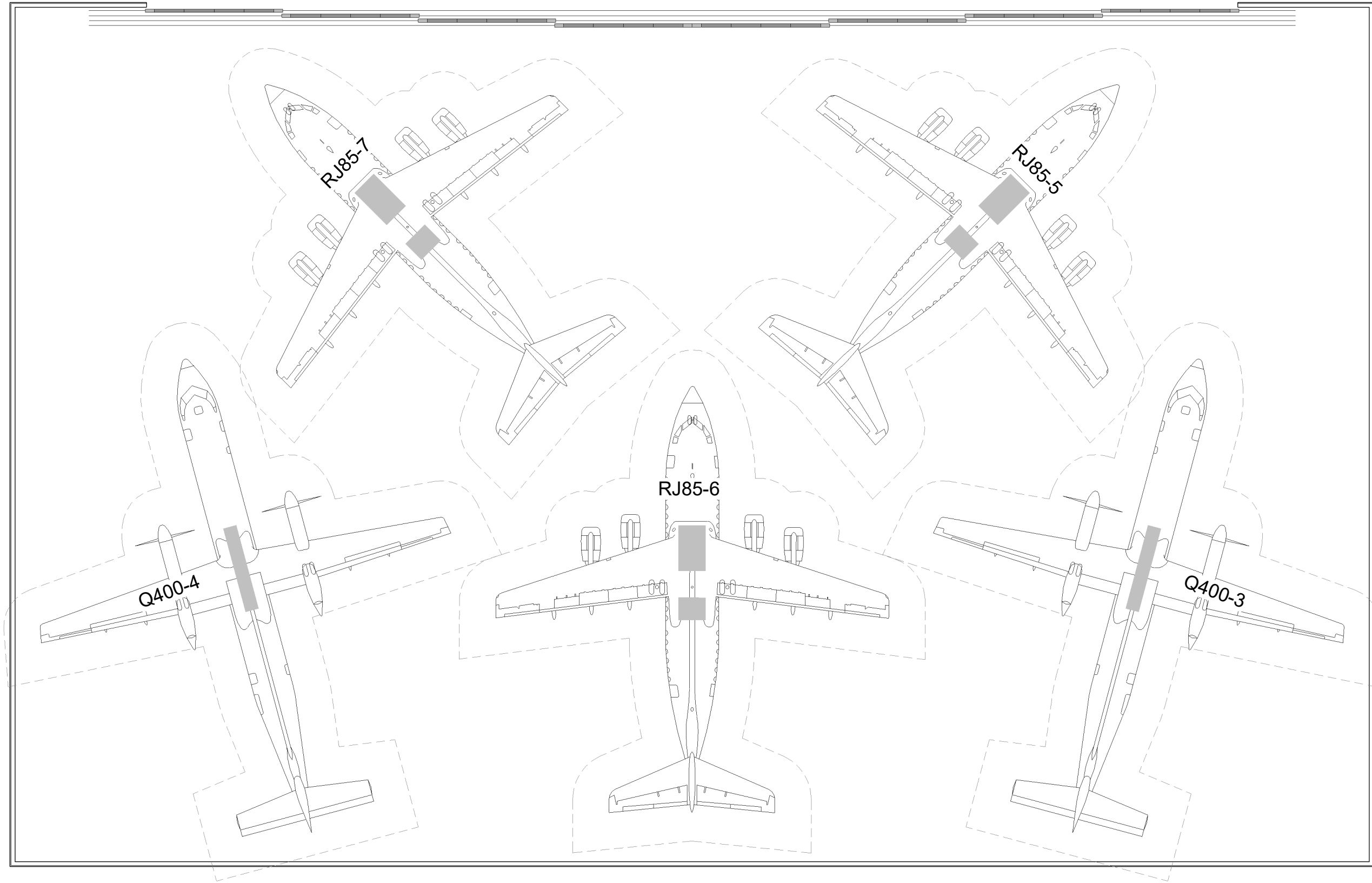
**OPTION 4C (MRO GROUP 4a):
300'X190' (57,000 SF)**

EXHIBIT C



**OPTION 4A (MRO GROUPS 1 & 2):
300'X190' (57,000 SF)**

EXHIBIT C



**OPTION 4B (MRO GROUP 3):
300'X190' (57,000 SF)**

EXHIBIT C