



IMAGE:
Welcome Center Entry
Mahlum Architects

Western Washington University's
**Student Development &
Success Center**
Progressive Design Build
Submittal

Washington State
Project Review Committee
Due: October 20, 2023
PRC Meeting: November 30, 2023



October 20, 2023

Talia Baker, PRC Administrative Support
Dept. of Enterprise Services Engineering and
Architectural Services PO Box 41476
Olympia, WA 98504-1476

RE: Western Washington University's PDB Submittal for Student Development and Success Center (SDSC)

Dear Project Review Committee,

Please find attached Western Washington University's (Western's) application to utilize Progressive Design Build on our Student Development and Success Center (SDSC) project. We are confident that you will agree that this project fits the criteria for progressive design build and that our team has the experience necessary to successfully complete it.

Project Fits Progressive Design Build

- Due to the complexities of the Living Building Challenge, CLT construction, early procurement items, restrictive site logistics, and other impacts of an occupied campus, it is critical that the project be executed using progressive design build in order to have the construction team on board as early as possible in design.
- With the whole team involved from the beginning, everyone understands both the budget constraints and the project goals and can collaborate to find innovative solutions for meeting goals within budget.
- Subcontractor buyout can be based on qualifications rather than solely on low bids and allows for higher MWBE participation and enhancement.. The interaction between the University and the design-build team before substantial prescriptive specifications are identified allows for maximum innovation by the design-build team to better achieve the University's project goals and objectives.

Team Has the Experience

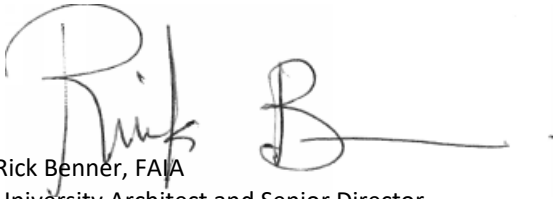
- Western successfully used Progressive Design-Build (PDB) on our 413-bed, \$67 million Alma Clark Glass Residence Hall. Not only was this PDB project delivered under budget, it also had students moving in on time despite being built during the COVID pandemic.
- Western is currently designing the House of Healing, a Coast Salish longhouse style Native American student facility using PDB delivery method. The project has completed design development and will be submitting the GMP Phase 2 proposal at the end of this year.
- Western has successfully completed our Miller Hall Renovation, Multi-Cultural Center, Carver Academic Renovation, and Interdisciplinary Science Building using GC/CM delivery.
- Western is currently constructing the Electrical Engineering and Computer Science Building, AKA

Kaiser Bosari Hall, using GC/CM.

- Western has entered into another agreement with Robynne Thaxton for mentoring and support services. As with our previous agreements, Western will work with Robynne to develop project templates for the RFQ, RFP and contract documents. Robynne will also consult with Western throughout the project to ensure that Western is employing industry best practices in the project.

We want to thank you for consideration of this application. Please do not hesitate to contact Chris Mead, Project Manager, Facilities Development & Operations, if there are any questions on our submittal. Chris' contact information is listed below, as well as on our application.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Benner". The signature is stylized and written in a cursive-like font.

Rick Benner, FAIA
University Architect and Senior Director
Facilities Development & Operations
Western Washington University

cc: Chris Mead, AIA, Assoc. DBIA (pending)
Project Manager, Facilities Development & Operations
(360) 650-4005
meadc7@wwu.edu

Alexis Blue, PE, MS, PMP, Assoc. DBIA (pending)
Assistant Director, Facilities Development & Operations
(360) 650-6297
Alexis.Blue@wwu.edu

State of Washington
PROJECT REVIEW COMMITTEE (PRC)
APPLICATION FOR PROJECT APPROVAL
*To Use the Design-Build (DB)
Alternative Contracting Procedure*

The 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): [Western Washington University](#)
- b) Mailing Address: [516 High Street, MS 9122, Bellingham, WA 98225-9122](#)
- c) Contact Person Name: [Rick Benner](#) Title: [University Architect/Senior Director](#)
- d) Phone Number: [360-650-3550](#) E-mail: rick.benner@wwu.edu

1. Brief Description of Proposed Project

- a) Name of Project: [Student Development & Success Center](#)
- b) County of Project Location: [Whatcom](#)
- c) Please describe the project in no more than two short paragraphs. (*See Attachment A for an example.*)

The proposed approximately 40,000-gross-square-foot SDSC facility will be sited in the heart of south campus, creating a new hub of student activity but also presenting construction challenges resulting from a tightly constricted site surrounded by a busy campus with existing structures and pedestrian walkways. Laydown space will be minimal, and all phases of construction will require careful planning and close coordination with multiple campus stakeholders.

The three primary tenants of the building are the Welcome Center, Student Advising and Student Counseling. Other stakeholders include representatives from the President's, Provost's, and Vice Presidents' offices (Executive Committee); Board of Trustees; Facilities Management; Enrollment & Student Services; Student Engagement; Health & Wellness Services; Academic Advising; Career Services; New Student Services/Family Outreach; Accessibility, Diversity, Equity, Inclusion (ADEI); Admissions; and Multicultural Student Services.

2. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$4,220,000
Estimated project construction costs (<i>including construction contingencies</i>):	\$38,717,000
Equipment and furnishing costs	\$1,933,000
Off-site costs	\$0
Contract administration costs (owner, cm, etc.)	\$1,486,000
Contingencies (design & owner)	\$2,069,000
Other related project costs (advertising, in-plant services, tele-data, on-site representatives, carbon offset)	\$1,865,000
Sales Tax	\$3,710,000
Total	\$54,000,000

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

Funding for this project includes both State appropriations and institutional funding. On the State side, \$225,000 was appropriated in the 2021-23 State Capital Budget for pre-design and \$47,950,000 was appropriated in the 2023-25 State Capital Budget for design and construction.

The institution will provide the remaining \$5,825,000.

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.

Project Schedule	Date
Begin RFQ Development	November 1, 2023
PRC Presentation	November 30, 2023
RFQ Issued	December 7, 2023
SOQ Due	January 4, 2024
Shortlist Announced	January 19, 2024
RFP Issued	January 24, 2024
Proposals Due	March 1, 2024
Highest Scored Finalist Announced	March 15, 2024
Board of Trustees Contract Approval	April 12, 2024
Execution of Contract	April 30, 2024
Phase 1 – Schematic Design Completion	August 30, 2024
Phase 1 – Design Development Completion	January 2025
Contract Amendment – Price and Schedule	January 2025
Board of Trustees Contract Amendment Approval	February 2025
Phase 2 – Construction Documents Begins	February 2025
Construction Begins	July 1, 2025
Construction Substantial Completion	September 30, 2026
Occupancy	January 2027

Consultants with expertise in Progressive Design Build procurement, practice, and law are currently under contract with Western to augment staff experience (see item 6 below).

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?

There are advantages to bringing on the contractor team early in the design to incorporate Living Building Challenge, net-zero carbon, and net-zero energy concepts, and with optimizing mechanical and electrical system design and procurement. This project is planning on using CLT in the project,

early procurement of long lead items such as electrical and HVAC components, and CLT will help ensure the project's schedule can be adhered to.

The project will be constructed in a very restrictive and high traffic construction area with minimal staging and difficult logistics. Having the construction team participate early in design will help find solutions to these difficult issues.

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

This project will be delivered using progressive design-build with a Guaranteed Maximum Price (GMP) and scope. With progressive design-build, the entire design-build team will be integrated with the owner at the earliest possible time, creating natural efficiencies. With the whole team involved from the beginning, everyone understands both the budget constraints and the project goals and can collaborate to find innovative solutions for meeting goals within budget.

The University has a limited budget to construct the building. By setting the GMP and utilizing Target Value Design from the beginning, we can be assured that the project will meet the budget and can work collaboratively with the design-build team to maximize the scope to better suit the University's needs. MWBE procurement and subcontractor buyout can be based on qualifications rather than solely on low bids.

The project duration can be shorter using this delivery method than traditional methods, providing cost savings. A shorter project duration will also reduce impacts to the campus community.

In addition, the interaction between the University and the design-build team before substantial prescriptive specifications are identified allow for maximum innovation by the design-build team to better achieve the University's project goals and objectives.

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

Studies by DBIA and other agencies have shown that design-build provides time savings, and that progressive design-build maximizes savings in the delivery method. Integrating the owner with the design-build team at the outset of the project provides an opportunity for the design-builder to create designs that more accurately reflect the University's needs. The method also provides more reliable pricing that fits within the University's budget, with lower risk of unpleasant surprises during bidding, when designs are completed and difficult to revise. Incorporating concepts such as Living Building Challenge early in design with the construction team vetting ideas against budget and procurement issues is also an advantage of this delivery method.

Early contractor involvement will also allow construction work to start prior to completion of the project's design, reducing the overall project duration.

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
- 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.

Western believes with design-build contracting, the University will be able to know the project construction price much earlier than with the traditional Design-Bid-Build (DBB) delivery method. In addition to a longer time to project completion, DBB creates a higher risk of a project coming in over budget through the design-bid-build "low bid" process. If all bids are outside the project budget, the owner must go back to the drawing board after the designs are complete and attempt to reduce the cost without the assistance and constructability analysis of the constructor.

With progressive design-build, the owner and design-builder collaborate to adjust the design to meet the budget as the design is being developed, thus creating an efficiently priced project with low risk to the owner of a major bid bust. Further, in DBB, the owner is responsible under the Spearin doctrine for the performance of the designs. That risk is shifted to the design-builder in progressive design-build, which results in a more reliable price with fewer change orders.

Subcontractor buyout can be based on qualifications rather than solely on low bids and allows for higher MWBE participation and enhancement. The interaction between the University and the design-build team before substantial prescriptive specifications are identified allow for maximum innovation by the design-build team to better achieve the University's project goals and objectives.

6. Public Body Qualifications

Please provide:

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

The University has personnel experienced in developing and managing construction projects, and several University personnel have completed the extensive DBIA designation program, achieving Associate DBIA designation. In addition, the University has again contracted with Progressive Design-Build Consulting, LLC, and its principal Robynne Thaxton to help with the procurement and the contract. Robynne has worked with WWU on multiple alternative procurement projects. Robynne's experience is outlined below.

- 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 – Project Team Organization Chart

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

Rick Benner FAIA - University Architect and Senior Director, Facilities Development & Operations

Rick Benner has been employed with Western for 38 years. Rick is a licensed architect in Washington State, earning his architectural degree from the University of Washington. Rick's responsibilities include oversight of the Office of Planning and Development. The office includes a staff of approximately fifteen project managers, architects, engineers, construction managers, space manager, and technical staff involved with campus planning, space management, design, and construction management of public works.

Rick has been successfully involved with over 800 public works projects valued at approximately \$1 billion, six of which were either GC/CM or PDB. Rick has also kept current with developments in non-traditional project delivery through his involvement in numerous State committees related to public works, as well as the American Institute of Architects, the Society for College and University Planning, the Association of Higher Education Facility Officers (APPA), and the Association of University Architects (AUA). He recently retired from the Washington State Board for Architects after serving two six-year terms.

Rick was a founding member of the Capital Projects Advisory Review Board – Project Review Committee (PRC) and served until 2016. In the years prior to the CPARB – PRC, Rick worked with CPARB to modify the RCWs to allow all State Owners to participate in alternative delivery methods (GC/CM, DB, and JOC). As a founding member, he worked to develop by-laws and forms for applicants. He served as committee vice-chair and chair during his term and sat on numerous panels and certifications for GC/CM and DB projects.

Rick has attended several seminars on design-build procurement sponsored by the University of Washington and Washington State University and received a certificate for participation in the GC/CM class sponsored by the Association of General Contractors and University of Washington. He has also attended several DBIA conferences and will be on a panel at this year's conference titled, "Team Integration in Progressive Design-Build: Key Steps for Building a Trusted Team during Pre-Construction".

Prior to his employment at WWU, Rick worked as an architect for several Bellingham firms, primarily with educational and commercial facilities, performing a variety of delivery methods from traditional to design-build to negotiated work, and as a laborer/estimator in the construction industry.

Brian Ross – Director, Capital Budget & Public Works Procurement, Facilities Development & Operations

Brian Ross has 16 years of capital budget experience in higher education – approximately nine years in the University of California system and 7 years at Western Washington University. Throughout Brian's career, he has received training and experience in budgeting, contracting, and compliance for GC/CM, Design-Build, and Design-Build-Finance-Operate-Maintain projects. He also served as Higher Ed's representative for CPARB's Small Works Committee and has been involved in the procurement of ten contracts using the Small Works Roster.

Currently, Brian is closely involved in the management and administration of every major capital project delivered by Western Washington University. Brian earned a Master's Degree in Finance and Planning at the State University of New York at Albany in 2003 and has completed several courses in financial calculations and budget management at UC Berkeley extension.

Alexis Blue – PE, MS, PMP, Assoc. DBIA (pending), Assistant Director, Facilities Development & Operations

Alexis Blue joined Western Washington University in 2018 as a Project Manager – Civil Engineer before transitioning into the Assistant Director position in 2020. She began her membership of PRC in December of 2021. Alexis has successfully supported over 40 public works projects of varying scopes. As the Assistant Director, Alexis has supported Alma Clark Glass Hall (a progressive design build project), two GC/CM projects expanding STEM on campus, the House of Healing (a progressive design build project), and multiple design bid build PW projects. As a project manager, Alexis completed tenant improvement projects, electrical infrastructure upgrades, and civil infrastructure improvements. Prior to Western, Alexis was the lead engineer for a small local consulting firm and a project manager for the US Army Corps of Engineers in Kabul, Afghanistan and Galveston, Texas.

Christopher Mead, AIA, LEED AP, Assoc. DBIA (pending) – Project Manager and Architect, Facilities Development & Operations

Christopher is a recent addition to the Western Washington University Planning and Development team and brings his experience of a 20+ year architectural career. Christopher graduated from Washington State University with Bachelor of Science in Architectural Studies and Bachelor of Architecture degrees, became a LEED AP in 2006, and obtained LEED AP BD+C accreditation in 2010. As a consultant, Christopher has completed eleven projects with Western Washington University totaling over \$18 million in construction costs, including our Multicultural Center and Associated Students Bookstore Renovation and our Haggard Hall Media Center. In addition, Christopher has significant experience in multifamily affordable housing and market rate mixed use projects totaling over \$120 million in construction costs, working primarily with non-profit housing providers in a GC/CM contracting environment on projects with large and diverse stakeholder groups, community engagement, sustainability certification, and brownfield redevelopment.

Robynne Thaxton, JD, FDBIA, Progressive Design-Build Consulting, LLC, Design Build Advisor

Robynne is one of the leading experts in construction law and alternative procurement both in Washington State and on a national basis. Robynne served on the Washington State Capital Projects Advisory Review Board from 2019-2023 and is co-chair of the CPARB Board Development Committee. In addition, she served on the National Design Build Institute of America Board of Directors from 2010-2016 and was named to the inaugural class of DBIA Designated Fellows. She is the current Chair of the DBIA National Progressive Design-Build Committee, which is responsible for drafting the DBIA Best Practices documents for progressive design-build, and the former chair of the DBIA National Education Committee as well as the Legal and Legislation Committee, where she was instrumental in drafting and revising the DBIA form contracts and subcontracts.

Robynne was named as a Washington Super Lawyer in 2010-2023 and is the 2021 recipient of the DBIA Distinguished Leadership award. She is also a frequent lecturer for universities and industry organizations. Robynne has developed a specific expertise in progressive design-build and is one of only a few approved instructors for DBIA's Progressive Design-Build Best Practices class.

Robynne will be assisting Western with the development of the procurement documents and the contract with the design-builder and providing consulting services throughout the project.

Tom Crawford, Assoc DBIA (pending) – Construction Project Coordinator – Onsite Representative

Tom began working as an Owners Representative in 1992 for King County Wastewater during the West Point Sewer treatment expansion, a 5-year \$472 million project. Initially a mechanical inspector, he learned, on the job, civil and mechanical systems, quality assurance and control procedures, and project management. Tom completed 25 years of wastewater projects, including the \$500 million Brightwater treatment plant, prior to accepting his current position at WWU.

Western Washington University hired Tom in 2018 as a Construction Project Coordinator, where he first worked on the Consolidated Academic Support Services Facility project, including writing grants for some of its funding. In 2019, he joined the project team with Stan Wolf on our Alma Clark Glass Residence Hall, utilizing Progressive Design Build delivery method. The Clark Glass project started construction in January 2020, and in March 2020, the COVID-19 pandemic and shutdowns complicated schedule and cost of the project. His role included tracking cost issues and coordinating site logistics, helping to bring the project to successful completion in fall of 2021, in time for students to move in and start classes.

Currently, Tom is working on our Kaiser Borsari Hall for Electrical Engineering & Computer Science, a four-story mass timber structure using the GC/CM delivery method. Tom is bringing lessons learned from the Clark Glass project to the Kaiser Borsari 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 – Project Team DB Experience.

- 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.

Christopher Mead, AIA, LEED AP, Assoc DBIA (pending) – Project Manager/Architect

Christopher's responsibilities at Western Washington University include all phases of project management as the Owner's representative. His duties cover the programming phase; consultant RFQ and selection process; design coordination with university staff, faculty, and students; full

construction documentation; bidding and contractor selection; construction management services; and post-occupancy warranty period.

Christopher's consulting experience in higher education includes fifteen public works projects ranging through complex multi-phase renovations using GC/CM contracting, envelope repairs, classroom and lab upgrades, systems maintenance and equipment replacements using design/bid/build, and smaller projects using Job Order Contracting. Beyond higher education, Christopher has experience in multifamily housing, healthcare, commercial, and industrial projects.

Christopher maintains an active interest in continuing education and has participated in numerous conferences and workshops in green building and sustainable design, life safety, building codes, building performance, and is currently enrolled in a design-build certification workshop by the Design-Build Institute of America.

Robynne Thaxton, JD, FDBIA, Progressive Design-Build Consulting, LLC, Design Build Advisor

Robynne Thaxton is a nationally recognized expert in design-build delivery and procurement and has significant experience with the Washington state design-build statutes. In addition to the experience listed above, Robynne is one of the primary instructors for DBIA's Contracts and Risk Management class, one of the required core courses for DBIA Designation and one of two instructors for the DBIA Progressive Design-Build class. Robynne served on the Design-Build Institute of America's National Board from 2010-2016. She is also one of the primary drafters of the DBIA National Contract Forms, including the Form Request for Qualifications and Request for Proposals. She has also developed numerous webinars on design-build for industry organizations, including DBIA, AIA, AGC, and the ABA.

Robynne Thaxton has advised owners on over 35 PDB projects with a total project value in excess of \$5 billion. Representative clients include: the cities of Spokane, Portland, Richland, Wenatchee, Pasco, and Spokane Valley, WSDOT, the State of Washington, Western Washington University, University of California San Diego, Bonneville Power Administration, Grant County PUD, and the Toronto Transit Commission. Specific projects are listed in the Representative Project Experience Table.

- 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.

NA

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

[Refer to Attachment C for Western Washington University Alternative Delivery Experience](#)

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

Procurement. The University and Robynne Thaxton will train the procurement evaluation committee and facilitate the development of the procurement and evaluation of the proposers and finalists submitting statements of qualifications (SOQs) and proposals.

Construction. The construction contract requires robust communication and open book development of the project budget and scope. It also implements a system of design management that includes design and trend logs to track the development of the design from the basis of design documents through the approval and implementation of the construction documents. Chris Mead and Tom Crawford will be responsible for reviewing the design submissions and for monitoring the quality assurance and commissioning of the project. Robynne Thaxton will work with Chris and Tom to ensure that the project is running smoothly and following industry best practices.

- A brief description of your planned DB procurement process.

The University will select the design-build team using a “progressive design-build” approach fully consistent with RCW 39.10. The University will first issue a Request for Qualifications to solicit design-build teams with the appropriate experience to perform the work. The University will then evaluate the responsible proposers submitting responsive SOQs and create a short list of no more than five finalists.

The University intends to conduct one or more confidential meetings with the finalists prior to the submission of the proposal to allow finalists to ask questions and provide feedback on the draft contract. In addition, the Proposers will participate in interactive meetings which allow the University to evaluate the Design-Build Team’s collaborative skills.

The finalists will submit technical and price proposals in response to the RFP, and the University will reserve the right to conduct interviews to allow finalists to explain their proposals and the evaluation team to ask questions regarding the proposals. The University will then evaluate the finalists strictly in accordance with the criteria established in the procurement documents. The University will then select the finalist with the highest score.

The University will base its evaluative criteria primarily on the qualifications of the individuals and companies on the design-build team, including their successful completion of projects of similar scope and complexity and their previous successful experience in the Bellingham area with businesses certified by OMWBE. The University will pay particular attention to the finalists’ management plans, project controls plans, design management and construction scheduling plans, experience, and inclusion plans for OMWBE certified businesses. The University is in the process of determining the appropriate “cost or price-related factor” for this project. At a minimum, the University will be requesting the Design-Builder’s overhead and profit fee percentage. The University and the Design-Builder will work collaboratively to develop a Guaranteed Maximum Price after the award of the Project.

- Verification that your organization has already developed (or provide your plan to develop) specific DB contract terms.

Robynne Thaxton will work with the University to develop the design-build contract and general conditions and will use as a basis contracts that she has used with many past clients, as well as national form contracts. The contracts are based on the DBIA form documents and include edits Ms. Thaxton has used on numerous progressive design-build projects in Washington. Ms. Thaxton’s philosophy is to draft fair contracts consistent with design-build best practices. As noted above, not only does Ms. Thaxton have decades of experience drafting design-build contracts across the country, but she was also involved with drafting the DBIA Best Practices primers for both traditional and progressive design-build projects. Ms. Thaxton was the vice-chair of the CPARB RCW 39.10 reauthorization committee; therefore, she is fully informed of the new changes to the statute.

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

- Small-, minority-, women-, and veteran-owned business participation planned and actual utilization

[See attachment D – Major Projects Construction History](#)

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 E – Preliminary Concepts](#)

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.

[No audit findings.](#)

10. Subcontractor Outreach

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

The RFP will require the prospective PDB firms to submit their experience and strategies for outreach to State or Federally certified minority-owned, woman-owned, veteran-owned, small, and disadvantaged businesses (business equity). The responding firms shall describe their success rate on recent projects in encouraging and achieving business equity participation and include in their narrative a target percentage for inclusion of business equity on this project. The RFP will also ask submitters to include in their narrative a plan that describes the steps the firm will take to achieve this goal. The plan should describe how the firm will reach out and work with business equity businesses to provide opportunities for participating in the work associated with this project. Particular attention will be given to firms that can show successful participation in geographical areas where business equity tends to be lower.

The University is particularly committed to substantial inclusion from OMWBE certified businesses. Design-build is the best delivery method in Washington to achieve high participation from these businesses because the design-builder isn't limited by a requirement to select based on low bid. Progressive design-build is a particularly effective way to achieve these goals because the owner can become involved with the selection of subcontractors and approve any additional costs.

Western has aggressively tracked MWBE participation in our capital projects during the last four fiscal years. This includes tracking sub-consultants and sub-contractors. During that time, approximately 7% of our capital expenditures went to MWBE-certified firms. The majority of these expenditures were to sub-contractors working on alternative delivery projects.

This fiscal year, Western is using OMWBE's Diversity Management System to report our participation, and is working closely with OMWBE on outreach for our contractors to report in the system. Western has contracted with general contractors and sub-contractors that are planning on submitting their small business certifications. Western envisions our MWBE participation will increase from previous years when our alternative delivery projects are under construction.

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.

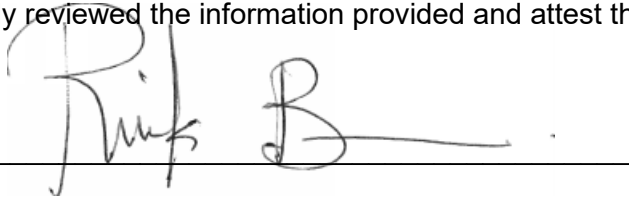
SIGNATURE OF AUTHORIZED REPRESENTATIVE

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 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.

The 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 agree to provide additional information if requested.

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.

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

Signature: 

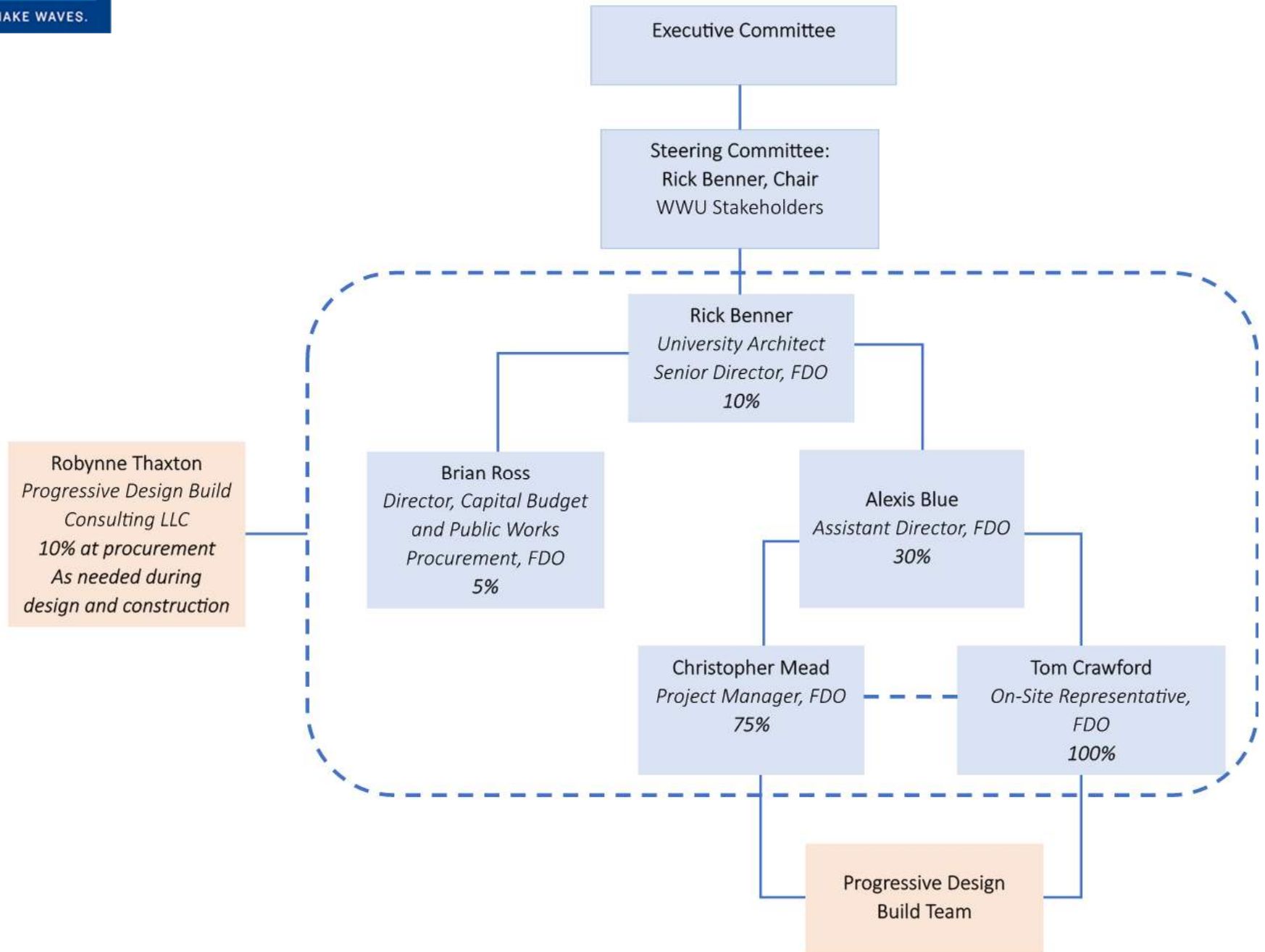
Name: *(please print)* Rick Benner, FAIA *(public body personnel)*

Title: University Architect, Senior Director of Facilities Development & Operations

Date: October 20, 2023



Attachment A Project Team Organization Chart



Attachment B - Design-Build Experience

Name	Project Name	Project Size	Project Type	Role During Project			Start	Finish
				Planning	Design	Construction		
Robynne Thaxton	Toronto Transit Commission, Bloor-Yonge Subway expansion	\$2B	PDB	Consultant	As needed	As needed	5/22	ongoing
Robynne Thaxton	Pasco Public Facilities District Aquatics Facility	\$33M	PDB	Attorney/Consultant	As needed	As needed	6/23	ongoing
Robynne Thaxton	City of Wenatchee Confluence Parkway Project	\$180M	PDB	Consultant	As needed	As needed	5/22	ongoing
Robynne Thaxton	Wenatchee Valley YMCA	\$28M	PDB	Consultant	As needed	As Needed	3/22	ongoing
Robynne Thaxton	Spokane County Operations Center	\$20M	PDB	Attorney/Consultant	As needed	As needed	2/23	ongoing
Robynne Thaxton	City of Spokane Valley City Hall Renovation	\$13M	PDB	Attorney/Consultant	As needed	As needed	5/22	ongoing
Robynne Thaxton	Kedren Health Care	\$200M	PDB	Consultant	As needed	As needed	1/22	ongoing
Robynne Thaxton	Grant PUD Power Delivery Facility	\$100M	PDB	Attorney/Consultant	As needed	As needed	2/23	ongoing
Robynne Thaxton	Benton County Justice Center	\$35M	PDB	Attorney/Consultant	As needed	As needed	6/22	ongoing
Robynne Thaxton	Benton County Three Rivers Behavioral Counseling	\$16.5	PDB	Attorney/Consultant	As needed	As needed	3/23	ongoing
Robynne Thaxton	WWU, Coast Salish House of Healing	\$3.5M	PDB	Consultant	As needed	As needed	11/22	ongoing
Robynne Thaxton	Blue Mountain Community College, Farm II Project	\$11M	PDB	Consultant	As needed	As needed	2/22	ongoing
Robynne Thaxton	Haines Borough, AK, Lutak Dock Replacement	\$25M	PDB	Consultant	As needed	As needed	3/22	1/23
Robynne Thaxton	WSDOT US101/SR 109 Fish Barriers Project	\$190M	PDB	Consultant	As needed	As needed	3/20	1/21
Robynne Thaxton	City of Pasco, Zone 3 Water Storage Facility	\$29M	PDB	Consultant	As needed	As needed	5/21	ongoing
Robynne Thaxton	Bonneville Power Administration Secondary Capacity Model	\$500M	PDB	Consultant	As needed	As needed	2/20	6/2021
Robynne Thaxton	Bonneville Power Administration Ross Complex	\$700M	PDB	Consultant	As needed	As needed	2/20	6/2021
Robynne Thaxton	University of California, San Diego Triton Pavilion Project	\$250M	PDB	Consultant	As needed	As needed	3/18	10/19
Robynne Thaxton	East County Advanced Water Purification Project	\$400M	PDB	Consultant	As needed	As needed	8/19	ongoing
Robynne Thaxton	City of West Richland Police Station	\$12M	PDB	Consultant	As needed	As needed	11/19	11/20
Robynne Thaxton	City of Richland Fire Station/Public Safety 73 and 75	\$9M	PDB	Consultant	As needed	As needed	1/20	1/21
Robynne Thaxton	City of Tacoma Cushman Re-Wind	\$30M	DB	Consultant	As needed	As needed	1/21	ongoing
Robynne Thaxton	City of Tacoma Alder Re-Wind	\$4M	DB	Consultant	As needed	As needed	3/18	3/19
Robynne Thaxton	Morrow County, OR Administration Bldg.	\$8M	PDB	Consultant	As needed	As needed	2/19	2/20
Robynne Thaxton	City of Bothell Fire stations 42 and 45	\$35M	PDB	Consultant	As needed	As needed	5/19	12/19
Robynne Thaxton	Western Washington University New Residence Hall Project	\$65M	PDB	Consultant	As needed	As needed	8/18	9/21
Robynne Thaxton	WWU Academic Support Services Project	\$10M	PDB	Consultant	As needed	As needed	8/18	6/19
Robynne Thaxton	Seattle City Light Cedar Falls project	\$13M	DB	Consultant	As needed	As needed	7/18	5/19
Robynne Thaxton	Seattle City Light Boundary Dam Re-Wind project	\$40M	DB	Consultant	As needed	As needed	8/17	2/19
Robynne Thaxton	Okanogan County PUD Enloe Dam Project	\$40M	PDB	Consultant	As needed	As needed	10/16	ongoing
Robynne Thaxton	SeaTac International Arrivals Facility	\$700M	PDB	Consultant	As needed	As needed	6/15	3/16
Robynne Thaxton	SeaTac Auxiliary Utility Facility	\$28M	System Procurement	Consultant	As needed	As needed	11/16	3/17
Robynne Thaxton	SeaTac Concourse D Hardstand	\$30M	DB	Consultant	As needed	As needed	11/16	4/17
Robynne Thaxton	City of Spokane Post Street Bridge	\$11M	PDB	Consultant	As needed	As needed	9/17	3/19
Robynne Thaxton	City of Spokane Riverfront Pavilion	\$19M	PDB	Consultant	As needed	As needed	9/17	5/18

Robynne Thaxton	Grant Count Load Growth Project	\$40M	PDB	Consultant	As needed	As needed	3/19	ongoing
Robynne Thaxton	Grant County PUD Substation Reliability Project	\$27M	PDB	Consultant	As needed	As needed	3/17	11/16
Robynne Thaxton	City of Richland Town Hall Project	\$12.5M	PDB	Consultant	As needed	As needed	3/16	8/16
Robynne Thaxton	City of Richland Fire Station #74	\$3.2M	PDB	Consultant	As needed	As needed	2/15	5/15
Robynne Thaxton	Los Angeles County Correctional Treatment Facility	\$1.2B	DB	Consultant	As needed	As needed	12/16	2/19
Robynne Thaxton	City of Portland, Portland Building	\$100M	PDB	Consultant	As needed	As needed	3/16	5/15

WESTERN WASHINGTON UNIVERSITY PROJECT EXPERIENCE					Role during Project Phases		
Name	Summary of Experience	Project Names	Project Size	Project Type	Planning	Design	Construction
Tom Crawford	25 years of Wastewater with King County	West Point Sewer Treatment plant expansion, Brightwater and others	Small works to \$500,000,000	Mostly DBB some GC/CM	None	Plans review for constructability	Daily inspection, change order management
Tom Crawford	Review Progressive Design Build contract	CASS Project PW747	\$10,000,000	PDB	None	SEPA process, land, and easement vacations. Design review, VE effort, grant writing	Project was tabled before start of construction.
Tom Crawford	Preconstruction through Project Closeout	Alma Clark Glass Hall PW746	\$65,470,976	PDB	None	SEPA process land and easement vacations. Design review, VE effort	Daily inspection of work progress and quality assurance processes, change order and pay application review, project punch list and closeout
Tom Crawford	Design through Project Construction, Closeout in Nov 2024	Electrical Engineering and Computer Science building PW758	\$73,530,550	GC/CM	None	Work on predesign, SEPA process, design review, VE effort	Daily inspection of work progressed and quality assurance processes, change order and pay application review, project punch list and closeout
Chris Mead	Predesign through Project Closeout	Walton Place One & Walton Place Two - Bellingham Whatcom County Housing Authority	\$16,000,000	GC/CM	Architectural Production Lead	Architectural Production Lead	Construction Administration
Chris Mead	Predesign through Project Closeout	Green Communities Project – Bellingham Whatcom County Housing Authority	\$8,700,000	GC/CM	Architectural Production Lead	Architectural Production Lead	Construction Administration
Chris Mead	Schematic Design through Project Closeout	Cornerstone Apartments – The Barkley Co.	\$17,900,000	GC/CM		Architectural Production Lead	Construction Administration and BIM Coordination Modeling
Chris Mead	Predesign through Project Closeout	Eleanor Apartments - Mercy Housing	\$13,800,000	GC/CM	Project Architect	Project Architect/ Project Manager	Construction Administration
Chris Mead	Predesign through Project Closeout	WWU Multicultural Center & Bookstore Renovation	\$22,109,189	GC/CM	Project Architect/ Project Manager – Partial Scope	Project Architect/ Project Manager – Partial Scope	Construction Administration – Full Project
Chris Mead	Predesign through Project Closeout	Trailview Apartments & Early Learning Center – Mercy Housing	\$19,500,000	GC/CM DB Electrical	Project Architect/ Project Manager	Project Architect/ Project Manager	Construction Administration
Chris Mead	Predesign through Construction	Millworks Apartments & Early Learning Center – Mercy Housing	\$24,800,000	GC/CM DB MEP	Project Architect/ Project Manager	Project Architect/ Project Manager	Construction Administration
Rick Benner	Predesign through Project Closeout	House of Healing Longhouse	\$4,950,000	PDB	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee
Rick Benner	Predesign through Project Closeout	Electrical Engineering & Computer Science (EECS) Building	\$73,530,550	GC/CM	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee
Rick Benner	Predesign through Project Closeout	Alma Clark Glass Residence Hall	\$65,470,976	PDB	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee
Rick Benner	Predesign through Project Closeout	Interdisciplinary Science Building (ISB)	\$67,325,927	GC/CM	Steering Chair, provide direction	Steering Chair, provide direction to	Steering Chair, provide direction

					to staff, advisor to the executive committee	staff, advisor to the executive committee	to staff, advisor to the executive committee
Rick Benner	Predesign through Project Closeout	Multicultural Center	\$22,109,189	GC/CM	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee
Rick Benner	Predesign through Project Closeout	CV Renovation	\$81,618,211	GC/CM	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee
Rick Benner	Predesign through Project Closeout	Miller Hall Renovation	\$63,071,000	GC/CM	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee	Steering Chair, provide direction to staff, advisor to the executive committee
Alexis Blue	Predesign through current design and planned to go through Project Closeout	House of Healing Longhouse	\$4,950,000	PDB	Assistant Director, provide support to team, contract accountability	Assistant Director, provide support to team, contract accountability	Assistant Director, provide support to team, contract accountability
Alexis Blue	Design Consultant Selection through Project Closeout	Electrical Engineering & Computer Science (EECS) Building	\$73,530,550	GC/CM	NA	Assistant Director, provide support to team, contract accountability	Assistant Director, provide support to team, contract accountability
Alexis Blue	GMP through Project Closeout	Alma Clark Glass Residence Hall	\$65,470,976	PDB	NA	Assistant Director, provide support to team, contract accountability	Assistant Director, provide support to team, contract accountability
Alexis Blue	Design Consultant Selection through Project Closeout	Interdisciplinary Science Building (ISB)	\$67,325,927	GC/CM	NA	Assistant Director, provide support to team, contract accountability	Assistant Director, provide support to team, contract accountability

Attachment C – Western Washington University Alternative Delivery Experience

Project Name	Contracting Method	WWU Staff	Scheduled Start	Scheduled End	Actual Start	Actual Finish	Planned Budget	Actual Cost	Reasons for Difference
House of Healing Longhouse	PDB	Sherrie Montgomery, Chris Mead, Rick Benner, Alexis Blue, Brian Ross	8/15/2022	9/1/2024	8/15/2022	In progress	\$4,950,000	TBD	NA
Electrical Engineering & Computer Science (EESC) Building	GC/CM	Mark Nicasio, Tom Crawford, Don White, Rick Benner, Alexis Blue, Brian Ross	8/26/2022	9/30/2024	8/26/2022	In progress	\$73,530,550	TBD	NA
Administrative Support Services	PDB	Forest Payne, Rick Benner, Alexis Blue, Brian Ross	10/1/2019	10/31/2020	10/1/2019	NA	\$7,000,000	NA	Project was cancelled part way through design
Alma Clark Glass Residence Hall	PDB	Sherrie Montgomery, Rick Benner, Alexis Blue, Tom Crawford, Stan Wolf, Brian Ross	1/1/2020	7/30/2021	1/1/2020	9/15/2021	\$65,470,976	\$65,470,976	Project met budget. Remaining funds were returned to client. Schedule impacts were owner requested changes, unforeseen conditions, COVID, material shipment and manufacturing delays
Interdisciplinary Science Building (ISB)	GC/CM	Mark Nicasio Rick Benner, Alexis Blue, Brian Ross, Don White	2/20/2018	5/7/2021	2/20/2018	11/19/2021	\$67,325,927	\$67,325,927	Project met budget. Schedule impacts were owner requested changes, unforeseen conditions, COVID, material shipment and manufacturing delays
Multicultural Center	GC/CM	Forest Payne, Don White, Chris Mead, Rick Benner, Alexis Blue, Brian Ross	2/1/2018	5/31/2019	2/1/2018	6/14/2019	\$22,109,189	\$22,109,189	Project met budget
CV Renovation	GC/CM	Sherrie Montgomery Rick Benner, Alexis Blue, Brian Ross, Don White	7/1/2015	6/7/2017	7/1/2015	6/30/2017	\$78,393,734	\$81,618,211	Unforeseen conditions, constricted site (campus center), relocation issues, owner requested changes
Miller Hall Renovation	GC/CM	Rick Benner, David Willett, Don White	7/1/2002	9/27/2011	7/1/2002	8/18/2011	\$63,071,000	\$51,517,000	Returned over \$8M unspent funds, accelerated construction schedule

* **Bold names** are members of proposed project team

Attachment D - Major Projects Construction History

Western Washington University Major Projects Construction History 2011-2023

Project Name	Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Cost	Reasons for difference	MWBE Participation Planned	MWBE Participation Actual
House of Healing Longhouse	Coast Salish Longhouse inspired facility for Native students, faculty & staff	PDB	8/15/2022	9/1/2024	8/15/2022	In progress	\$4,950,000	TBD	NA	46%	34.3% of the DB construction contract thus far
Electrical Engineering & Computer Science (EESC) Building	New building for electrical engineering and computer science departments	GC/CM	8/26/2022	9/30/2024	8/26/2022	In progress	\$73,530,550	TBD	NA	20%	1.4% of the construction contract thus far (the majority of MWBE participation will occur later in the project).
Alma Clark Glass Residence Hall	New 413-bed residence hall	PDB	1/1/2020	7/30/2021	1/1/2020	9/15/2021	\$65,470,976	\$65,470,976	Project met budget. Remaining funds were returned to client. Schedule impacts were owner requested changes, unforeseen conditions, COVID, material shipment and manufacturing delays.	17%	5.9% of the construction contract
Interdisciplinary Science Building (ISB)	New science facility for multiple departments to encourage multi-disciplinary science studies	GC/CM	2/20/2018	5/7/2021	2/20/2018	11/19/2021	\$67,325,927	\$67,325,927	Project met budget. Schedule impacts were owner requested changes, unforeseen conditions, COVID, material shipment and manufacturing delays	16%	11.6% of the construction contract
BW Deck & Railing Replacement Phase 2	Replace deteriorated decks and railing at Birnam Wood Residence Complex	DBB	10/23/2017	8/24/2018	10/23/2017	8/27/2018	\$3,400,000	\$3,400,000	Project met budget	Not tracked	Not tracked
BT Renovation	Renovate Buchanan Towers residence hall, replace exterior windows and flashing	DBB	2/8/2017	8/30/2019	2/8/2017	8/24/2019	\$23,866,348	\$23,866,348	Project met budget	Not tracked	Not tracked
PL - C Lot Upgrade Phase II	Upgrades to parking lots with associated storm water detention	DBB	9/1/2016	9/1/2017	9/1/2016	9/15/2017	\$6,360,000	\$6,360,000	Project met budget	Not tracked	Not tracked
Multicultural Center	Addition and remodel of Viking Union building to house multicultural student center	GC/CM	2/1/2018	5/31/2019	2/1/2018	6/14/2019	\$22,109,189	\$22,109,189	Project met budget	Not tracked	Not tracked
RG Renovation	Renovation of Ridgeway Gamma residence hall in two phases	DBB	5/11/2015	8/18/2017	5/11/2015	8/25/2017	\$8,191,569	\$8,191,569	Project met budget	Not tracked	Not tracked
Ridgeway Kappa Renovation	Renovation of Ridgeway Kappa residence hall	DBB	12/27/2013	8/18/2015	12/27/2013	9/16/2015	\$5,908,165	\$5,908,165	Unforeseen conditions, owner requested changes	Not tracked	Not tracked

North Campus Utility Upgrade	Upgrade utilities to and within multiple buildings, including new transformers	DBB	8/1/2013	12/31/2014	8/1/2013	7/31/2015	\$3,582,000	\$3,428,116	Unforeseen conditions (rock, utilities), owner requested changes	Not tracked	Not tracked
NA Renovation	Renovation of Nash Hall Residence Hall in 2 phases	DBB	10/2012	8/16/2015	10/2012	9/4/2015	\$6,872,216	\$6,872,216	Unforeseen conditions, owner requested changes	Not tracked	Not tracked
Multi-Purpose Field	Update existing football field with new surfaces, out-buildings, technology	DBB	4/22/2012	4/1/2014	4/22/2012	4/18/2014	\$6,300,000	\$6,269,641	Project met budget	Not tracked	Not tracked
FR Renovation	Renovation of Fraser Hall	DBB	1/2/2012	8/15/2013	1/2/2012	8/30/2013	\$4,940,000	\$4,940,000	Project met budget	Not tracked	Not tracked
CV Renovation	Renovation of Carver Academic Facility	GC/CM	7/1/2015	6/7/2017	7/1/2015	6/30/2017	\$78,393,734	\$81,618,211	Unforeseen conditions, constricted site (campus center), relocation issues, owner requested changes	Not tracked	Not tracked
MA Renovation	Renovation of Mathes Hall residence hall	DBB	7/8/2011	8/6/2012	7/8/2011	8/19/2012	\$5,800,000	\$5,674,771	Project met budget	Not tracked	Not tracked
MH Renovation	Renovation of Miller Hall	GC/CM	7/1/2002	9/27/2011	7/1/2002	8/18/2011	\$63,071,000	\$51,517,000	Returned over \$8M unspent funds, accelerated construction schedule	Not tracked	Not tracked

Attachment E – Preliminary Concepts

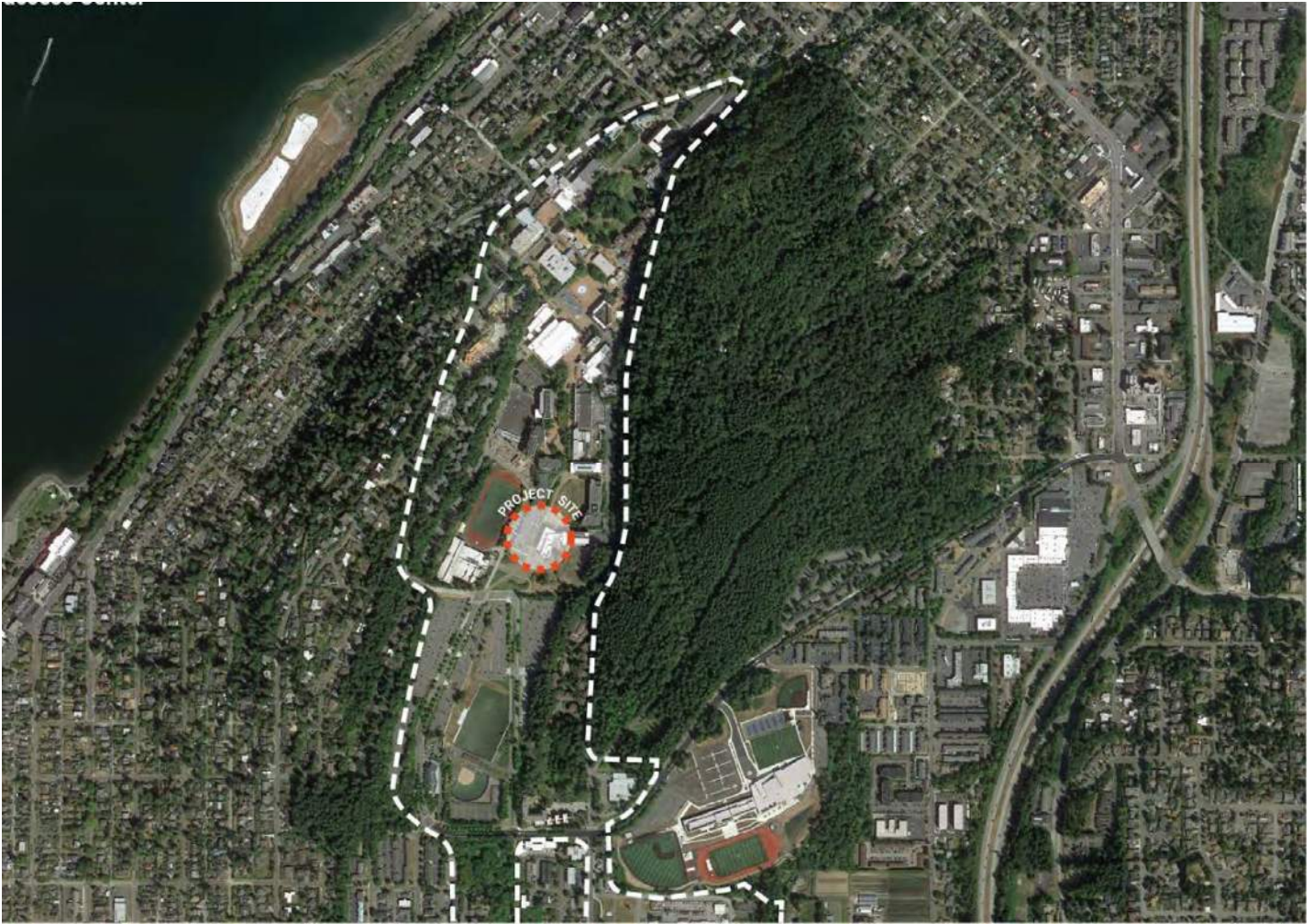
The new Student Development and Success Center (SDSC) will have 25,000 assignable square feet dedicated to support services that help ensure academic success for Western’s students, helping them gain the skills and experience they need to thrive in their careers.

An easily accessible and welcoming facility with consolidated student support services is crucial to achieving Western’s goal of improving its graduation rates, especially those of underrepresented students. It will aid in student persistence, leading to increased graduation rates, and will better prepare students to successfully enter the job market.

PROJECT DESCRIPTION

The proposed approximately 40,000-gross-square-foot SDSC facility will be sited in the heart of south campus, creating a new hub of student activity but also presenting construction challenges resulting from a tightly constricted site surrounded by a busy campus with existing structures and pedestrian walkways. Laydown space will be minimal, and all phases of construction will require careful planning and close coordination with multiple campus stakeholders.





The SDSC will displace a portion of an existing parking lot served by an asphalt drive to the west and bordered by the primary campus pedestrian spine to the east, both of which receive significant pedestrian traffic. The SDSC will clarify the function of these routes, prioritizing pedestrian flow to the east and maintaining the asphalt drive as parking access and service for both this building and the Recreation Center.

