

Washington State Convention Center Facility Expansion

**State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)**

**Application for Project Approval
GC/CM Delivery**

**Submitted by
Washington State Convention Center
Public Facilities District
November 3, 2014**

State of Washington
Capital Projects Advisory Review Board (CPARB)
Project Review Committee (PRC)

APPLICATION FOR PROJECT APPROVAL
TO USE THE
GENERAL CONTRACTOR/CONSTRUCTION MANAGER (GC/CM)
CONTRACTING PROCEDURE

The CPARB PRC will only consider complete applications: Incomplete applications may result in delay of action on your application. Responses to Questions 1-8 and 10 should not exceed 20 pages (font size 11 or larger). Provide no more than six sketches, diagrams or drawings under Question 9

1. Identification of Applicant

(a) Legal name of Public Body (your organization):

Washington State Convention Center Public Facilities District (WSCC)

(b) Address:

**800 Convention Place
Seattle, WA 98101-2350**

(c) Contact Person Name:

**Jeff Blosser
CEO & President**

(d) Phone Number: **(206) 694-5010**

Fax: **(206) 694-5191**

E-mail: **jeff.blosser@wscc.com**

2. Brief Description of Proposed Project.

Please describe the project in no more than two short paragraphs.

(See Attachment A for an example.)

WSCC's vision for the Facility Expansion (Project) is to achieve maximum functionality and flexibility for its clients to have a high-end experience with emphasis on the qualities of Seattle and the Pacific Northwest. The Project is a new facility located one block to the north and one block to the east of the existing facility at the intersection of Pine Street and Ninth Avenue (map dated 09/22/2014 attached as **Exhibit A**). The two facilities will operate independently or together. The Project program goals are:

- 300,000 square feet of exhibition space (minimum), with 30 direct freight loading dock bays.
- 135,000 square feet of meeting rooms.
- 50,000 to 60,000 square feet of ballroom, with kitchen facilities.
- 1,200,000 square feet of gross area that includes support spaces.
- 1,100 to 1,600 parking stalls (depending on WSCC and co-development needs).
- The ability to add layover for roughly 27 Metro busses with tunnel access.

WSCC plans to develop a first-class and highly marketable Project. Accordingly, the entire complex will need to be carefully planned, designed, and constructed in a coordinated team

effort. Consequently, WSCC has selected the GC/CM delivery for this Project due to the overall complexity, phased construction, and necessary design collaboration, schedule and cost predictability available with GC/CM project delivery.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	50,000,000
Estimated project construction costs (including construction contingencies):	830,000,000
Equipment and furnishing costs	15,000,000
Land purchase costs	245,000,000
Contract administration costs (Owner, CM, etc.)	40,000,000
Contingencies (design & owner)	90,000,000
Other related project costs (Financing, Insurance, Bonds, Debt Service, etc.)	97,000,000
Sales Tax	78,000,000
Total	\$1,445,000,000

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

WSCC will contribute approximately \$200 million of the required capital for the Project.

WSCC will issue revenue bonds to finance the remainder of the project. The WSCC Board of Directors will approve the bond plan and their issuance (no other vote or approval is required). Revenue to pay the debt service on the bonds is provided by an existing tax on hotel lodging in Seattle and King County (tax revenues are not derived from operations of the WSCC).

4. Anticipated Project Design and Construction Schedule

Please provide:

- The anticipated project design and construction schedule, including (1) procurement; (2) hiring consultants if not already hired; and (3) employing staff or hiring consultants to manage the project if not already employed or hired.

(See Attachment B for an example schedule.)

A Master Timeline Schedule is attached as “EXHIBIT B”

Relevant milestones and activities:

Architect selection	November 2014
PRC application submission	November 2014
PRC presentation	December 2014
Start GC/CM selection process	December 2014
Conceptual design documents	November 2014 - February 2015
Schematic design documents	February 2015 - September 2015
Design development documents	September 2015 - March 2016
Construction documents (phased packaging)	March 2016 – March 2017
Early construction work	May 2015 – January 2017
Construction	January 2017 – December 2019

- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM contracting procedure.

Not Applicable

5. Why the GC/CM 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 implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
- If the project involves construction at an existing facility that must continue to operate during construction, what are the operational impacts on occupants that must be addressed?

Note: Please identify functions within the existing facility which require relocation during construction and how construction sequencing will affect them. As part of your response you may refer to the drawings or sketches that you provide under Question 9.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?
- If the project encompasses a complex or technical work environment, what is this environment?
- If the project requires specialized work on a building that has historical significance, why is the building of historical significance and what is the specialized work that must be done?
- If the project is declared heavy civil and the public body elects to procure the project as heavy civil, why is the GC/CM heavy civil contracting procedure appropriate for the proposed project?

WSSC’s Project meets four of the six GCCM criteria listed above.

The Project involves complex scheduling, phasing and coordination

The site includes excavation of contaminated soils, building under and possibly over streets (Olive Way and Terry Avenue) that will most likely be required to remain active during portions of construction, against and possibly under significant retaining walls (holding up Pine Street, Boren Avenue, and Ninth Avenue), adjacent to and possibly under and over Interstate-5 (I-5), relocation of critical infrastructure required to be in continuous operation for Metro and Sound Transit, and maintaining active bus access (roughly one bus every minute) through the site to the Downtown Seattle Transit Tunnel (DSTT) during all of construction. The project will also analyze the opportunity to take advantage of significant co-development on the site. Implementation and timing of co-development will require sizable GC/CM coordination and support.

The Project requires a carefully scheduled, phased, and coordinated team approach for efficient and effective execution. GC/CM contracting will facilitate the project by having a team in place to support the effort and execute the work as planned.

Construction at an existing facility that must continue to operate during construction

Metro’s Convention Place Station (CPS) currently occupies a large portion of the site. CPS is the northern terminus of the DSTT. Metro requires access to the tunnel through 2021. Construction of the Project needs to accommodate uninterrupted bus access from the tunnel to

I-5 and the surface streets during construction and beyond. This work will require extensive infrastructure relocation to maintain operations, careful phasing of bus routes and Project construction, and a plan to eventually reclaim the transit pathway inside the Project as WSCC support space after busses leave the tunnel (2021).

The GC/CM will need to work closely with the transportation agencies throughout construction to maintain transit operations and access. Additionally, significant effort and planning will be required to minimize transit impacts while relocating critical transit infrastructure on the site.

Critical GC/CM involvement during the design phases

To provide a predictable schedule and budget on large complex projects, GC/CM involvement during design is critical, and can be accomplished by reviewing documents at each design milestone. The site work, phasing and logistics, unique structural challenges and considerable operational constraints will require balanced design solutions supported by the GC/CM. WSCC is strongly considering MCCM and ECCM subcontracting to further enhance the systems design, coordination, early procurement and overall risk mitigation.

The Project involves a complex and technical work environment

The Project includes many complex and technical work components including: removal, rerouting and replacement of existing city utilities and streets; a requirement to maintain transit site operations during construction; reuse of significant existing shoring walls; construction of a 170,000-square-foot column-free clear span exhibit hall; and, sophisticated building systems within the facility.

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM 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.
- In the case of heavy civil GC/CM, why the heavy civil contracting procedure serves the public interest

GC/CM contracting will serve the public interest and provide fiscal benefit

By engaging the contractor early and establishing an integrated design and construction team to support planning, scheduling, estimating, and staged buyout, overall predictability of delivery is increased and the risk of over-budget bidding is reduced.

GC/CM contracting will serve the public interest and is more practical for meeting desired quality standards and schedules

A project of this scale and complexity requires a highly qualified team to efficiently plan and effectively execute the work. The contractor is a key piece of the team. GC/CM construction supports close collaboration during design, buyout, construction, and the use of modern technologies, such as Building Information Modeling. It also allows early award of mechanical and electrical subcontracts through ECCM and MCCM. It is important to engage the contractors early so that they can support the design with schedule and budget updates and constructability reviews.

7. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.
- 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 Attached EXHIBIT "C-1"

- Staff and consultant short biographies (not complete résumés).
- Provide the **experience and role on previous GC/CM 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 qualifications of the existing or planned project manager and consultants.
- 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.
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
- A brief description of your planned GC/CM procurement process.
- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM or heavy civil GC/CM contract terms.

The WSCC Board has led a number of successful construction and expansion projects since the original facility was built in 1988. Frank Finneran has been on the WSCC Board of Directors since 1988 and has been WSCC Board Chair since 2003. Additionally, the WSCC operations team, led by Jeff Blosser, President and CEO, has extensive experience in the design, construction and operations of convention facilities.

WSCC has selected Pine Street Group L.L.C. (PSG) as the Development Manager for this project. PSG has a long track record of large successful urban private and public development projects that have provided significant public benefit. PSG also has a deep understanding of downtown Seattle – its leaders, government officials, entitlement and permitting processes, and the many government agencies needed to make a complicated project succeed.

For its private clients, PSG has typically worked with general contractors on a negotiated basis, in which the contractor is hired early in the design process and is critical to evaluating the constructability, cost and schedule as the design proceeds, which is very similar to the GC/CM model. Additionally, PSG has worked with many of the designers, engineers, contractors and major subcontractors who have shaped the city and is trusted by the City, County and State officials

PSG is ultimately responsible for delivering the project. PSG has retained OAC Services, Inc. (OAC) to supplement the team and provide enhanced public sector GC/CM experience.

Matt Griffin is the managing partner for PSG and the manager for the development. Matt Rosauer is a partner in PSG and the principal project manager for the Project. PSG will work

closely with the WSCC team to further define and confirm the program requirements and operations expectations.

OAC will support PSG on the Project, including providing expertise in the GC/CM procurement, MACC negotiations, and public project delivery. Dan Chandler, a principal at OAC, will provide his significant Washington GC/CM experience throughout the project in procurement, integration, financial oversight and negotiations. Shawn Mahoney and Steve Johnson, principals in OAC, and Ethel Vural, an OAC construction manager, will lead the OAC team in the project design and construction management activities. The OAC team will also support PSG with other technical, administrative, and controls personnel as needed.

WSCC Project Team Bios:

Frank Finneran –Frank Finneran & Company, President

Frank was appointed to the WSCC Board of Directors in 1988. He served as board treasurer from 1995 until becoming chairman in 2003. He is president and chief executive officer of Frank K. Finneran & Co., consultants to the hospitality industry. Finneran has over 40 years of experience in hotel management, development and consulting. He has served as: manager of the Olympic and Westin hotels in Seattle, and the Plaza in New York; developer of the Seattle Waterfront Marriott and the Monterey Marriott hotels; managing director for the developer of the Seattle Sheraton; and, chief operating officer of the Space Needle Corporation. He is twice past president of the Washington State Hotel and Motel Association and a past president of the Seattle-King County Convention and Visitors Bureau.

Jeffrey Blosser - WSCC, Chief Executive Officer / President

Jeff has 35 years of facility management experience, with the last 30 in executive management positions in four different facilities. In 1989, he was selected as the Executive director for the newly created Oregon Convention Center in the middle of construction and was responsible for programming the facility design, hiring staff, and creating all operations policies and procedures. In April 2000, the expansion of the Oregon Convention Center was approved and Blosser was designated as Co-Program Director for the project which used a GC/CM process for delivery; ultimately, the project was delivered under budget and on time, opening in April 2003.

Matt Hendricks – Hendricks – Bennett, PLLC, WSCC General Counsel

Matt was admitted to the Washington State Bar Association in 1991. Matt's practice emphasizes estate planning, probate, corporate and municipal law. Matt's municipal law experience includes legal representation in the following capacities: general counsel to elected Boards of Directors and Boards of Commissioners; drafting and reviewing legal contracts and agreements; negotiation; on-call legal advice; litigation representation, including torts; procurement; reviewing and drafting compliance documents and procedures for state and federal regulations; personnel and labor issues; and, other legal issues that arise in the course of business.

John Hongladarom – Foster Pepper, Legal Counsel

John has more than 25 years of experience in construction law, with both transactional and litigation matters, emphasizing resolution of construction disputes, preparation of construction-related agreements, and real estate law. He has drafted construction and design contracts for some of the largest construction projects in the Pacific Northwest and covering all forms of contracting (lump sum, cost plus, guaranteed maximum, construction management, design-build, general contractor/construction manager, architectural agreements, consultant agreements, etc.)

Matt Griffin - Pine Street Group L.L.C., Managing Partner

Matt Griffin has a nearly 40-year career in real estate development in downtown Seattle. He has led development of millions of square feet of office, retail, residential and museum properties, including Russell Investments Center, Wells Fargo Center, 1201 Third Avenue and Pacific Place. He is currently the managing partner at the Pine Street Group L.L.C., Seattle, and was formerly a partner at Wright Runstad & Company, Seattle. Matt provides strategic direction and general oversight of the WSCC expansion Project.

Matt Rosauer - Pine Street Group L.L.C., Partner, WSCC’s Principal Project Manager

Matt is a developer with a finance, real estate, and construction background. He has spent his career in real estate and construction involved in a wide variety of projects, including as an owner, manager, contractor, and developer of commercial and multi-family properties. He is a partner in Pine Street Group L.L.C., and as a principal oversees development, architecture, engineering, and construction. Matt recently managed development of Via6, a \$200 million, 654-unit apartment project at Sixth and Lenora in downtown Seattle. It was the largest single-phase apartment project ever built in downtown Seattle.

Dan Chandler - OAC Services, Inc., Principal/GC/CM Specialist

Dan leads one of the region’s premier project management consulting firms and will support the WSCC expansion project with GC/CM, ECCM and MCCM procurement, on-boarding, contracting, and MACC negotiations. A veteran of 36 alternative delivery projects, including 22 GC/CM projects, Dan will work closely with the overall team to bring GC/CM best practices to the project. See “EXHIBIT F” for additional information on OAC’s in-house GC/CM training.

Shawn Mahoney – OAC Services, Inc., Principal/Project Manager

Shawn has 24 years of program and project leadership experience, including many large, complex and public assembly projects. Shawn’s expertise is in developing highly effective collaborative Owner-Architect-Contractor teams. Shawn has led projects for Microsoft Corporation, Lynnwood Public Facilities District and the Port of Seattle. Shawn’s public sector project experience includes leading a multi-discipline design team for the Port of Seattle over the course of four years at Seattle Tacoma International Airport, Construction Project Manager for the Lynnwood Convention Center and Project Architect for a 500-room Westin Hotel at

Denver International Airport. Shawn will be working with Steve Johnson and Ethel Vural in the oversight of the GCCM.

Steve Johnson – OAC Services, Inc., Principal/Financial Specialist

Steve has over 30 years of project and program management experience, including many large, complex and high security projects for Microsoft Corporation, the Seattle Art Museum and public sector clients. Steve is an expert at building high functioning, integrated Owner-Architect-Contractor teams. Steve’s public sector project experience includes the Snohomish County Courthouse (GCCM), 1063 Building in Olympia, WA (DB) and Project Manager on the Billings Empire Parking Garage (DB).

Ethel Vural - OAC Services, Inc., Construction Manager

Ethel has over 15 years of project management experience including projects such as the Amgen Helix and high security and prototype projects for Microsoft Corporation. Ethel has diverse involvement and experience in managing both public and private projects, including Lincoln Square towers, and miscellaneous tenant improvement projects for Microsoft, Google, Amazon and Seattle Pacific University. Ethel will work with Shawn Mahoney to oversee the GC/CM and AE, procurement, contract negotiations and overall construction management.

See additional project experience and roles for the Project and The Project Organizational Chart in “EXHIBIT C-2”

Organizational Controls

The project budget has been established by the WSCC Board of Directors within the limits set by Legislative approval. To date, WSCC has set the following organizational controls and processes:

WSCC Board of Directors hired PSG as Development Manager. Matt Griffin is the managing partner of PSG. He is the manager’s representative for the project. Griffin will be actively involved and devote sufficient amounts of his time to the Project to assure that the Manager’s duties are fully and adequately performed. Matt Rosauer is a partner in PSG and is the principal project manager for the Project. Matt Rosauer is responsible for the day-to-day management of the Project.

PSG meets with WSCC bi-weekly (alternating between WSCC Expansion Committee and Project Review Committee), or more often as appropriate. PSG prepares the agendas and leads these meetings. The meetings follow the same structure as PSG’s monthly reporting to WSCC. The major topics are: big picture, schedule, budget and finance, design and quality, contracts, miscellaneous items, and risk review).

PSG has engaged OAC for GC/CM oversight. OAC will employ its standard construction management systems, including schedule and budget reviews, quality assurance, and contract and risk management on the Project. OAC will produce a monthly construction report for PSG, and PSG will include this information in its monthly report to the WSCC.

During construction, the contractor will be required to submit a monthly baseline schedule and budget updates, along with the monthly pay request. Progress will be monitored closely and monthly pay request will be independently reviewed prior to payment.

GC/CM Contracting Process

WSCC is planning to use a three-phase GC/CM selection model:

1. Public outreach followed by a Request for Qualifications
 - a. Focus on relevant experience, proposed team and Project approach
 - b. Short list for interviews—three, possibly four firms
2. Extensive interviews, site and office visits
 - a. Focus on team members proposed
 - b. Demonstrated comprehension of the Project risks and complexities.
3. Fee and Specified General Conditions Bidding
 - a. Focus on competitive but reasonable fees

The GC/CM RFP will be based on a combined WSCC/PSG/OAC standard form (modified with the latest lessons learned, including those from other public owners). The selection process will be scored. The team’s focus is selecting the most highly qualified and compatible GC/CM contractor at a competitive fee structure.

WSCC is planning to use a modified Washington State owner agreement along with modified general conditions developed in close coordination with WSCC procurement policies and their counsel. The agreement will include a comprehensive pre-construction services scope of work and general requirements that will be coordinated thoroughly with the modified AIA documents for the GC/CM construction procurement within Washington State.

8. 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:

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

Please see “EXHIBIT D”

9. 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

Please see “EXHIBIT E”

10. Resolution of Audit Findings On Previous Public Works Projects

If your organization had audit findings on any project identified in your response to Question 8, please specify the project, briefly state those findings, and describe how your organization resolved them.

WSSC Public Facilities District audits have not found any items of non-compliance.

Caution to Applicants

The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria 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 shall render your application incomplete.

Should the PRC approve your request to use the GC/CM 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 GC/CM 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: 

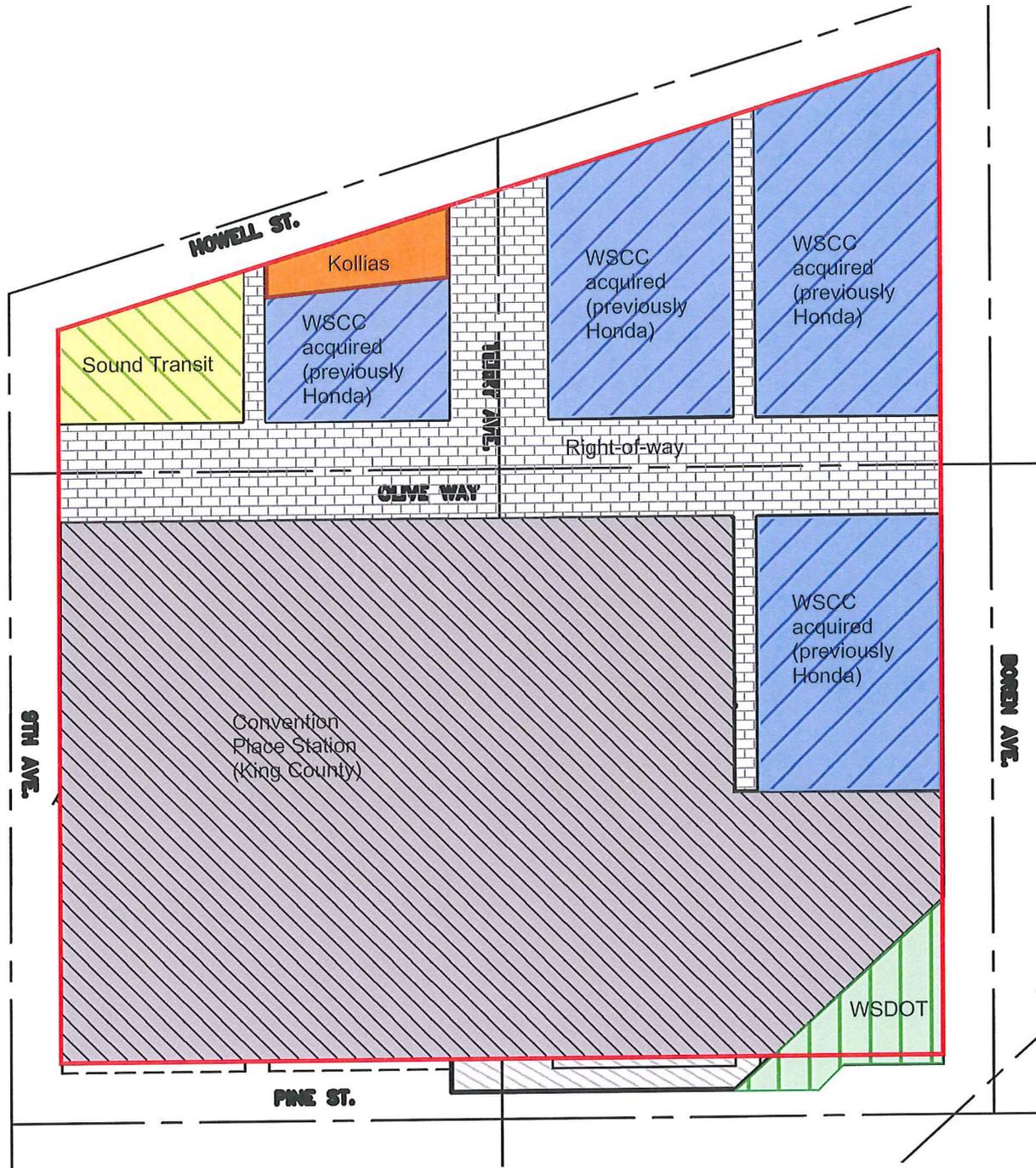
Name: (please print) JEFFREY A. BLOSSER

Title: PRESIDENT / CEO

Date: 11/3/14

Washington State Convention Center Facility Expansion

EXHIBIT A



WASHINGTON STATE CONVENTION CENTER EXPANSION PROJECT
MASTER TIMELINE SCHEDULE
EXHIBIT B

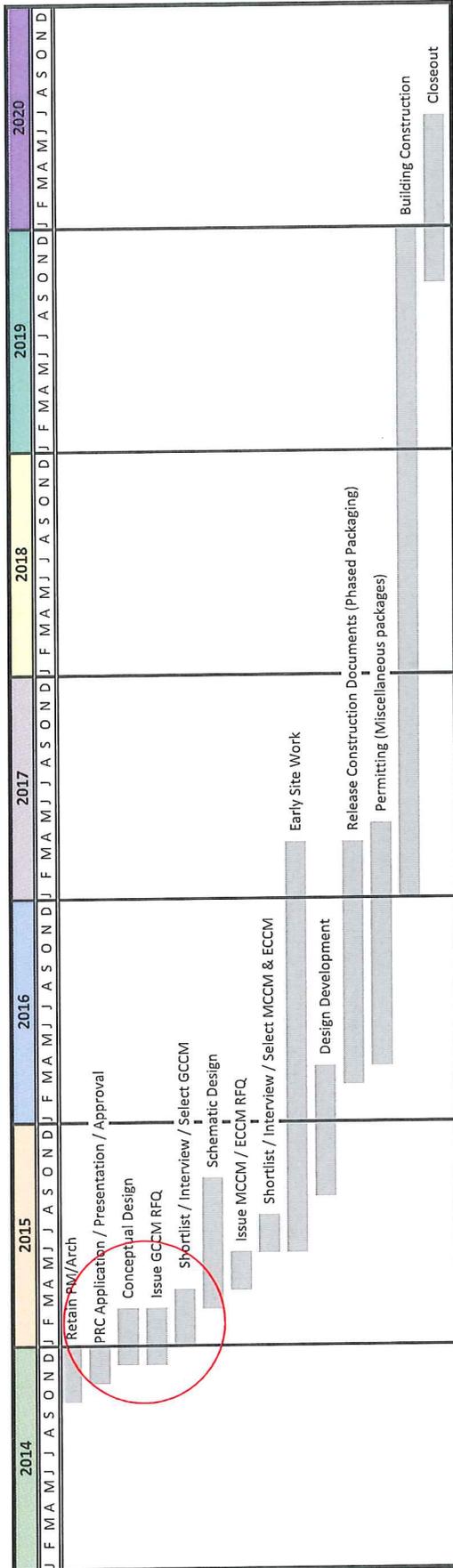
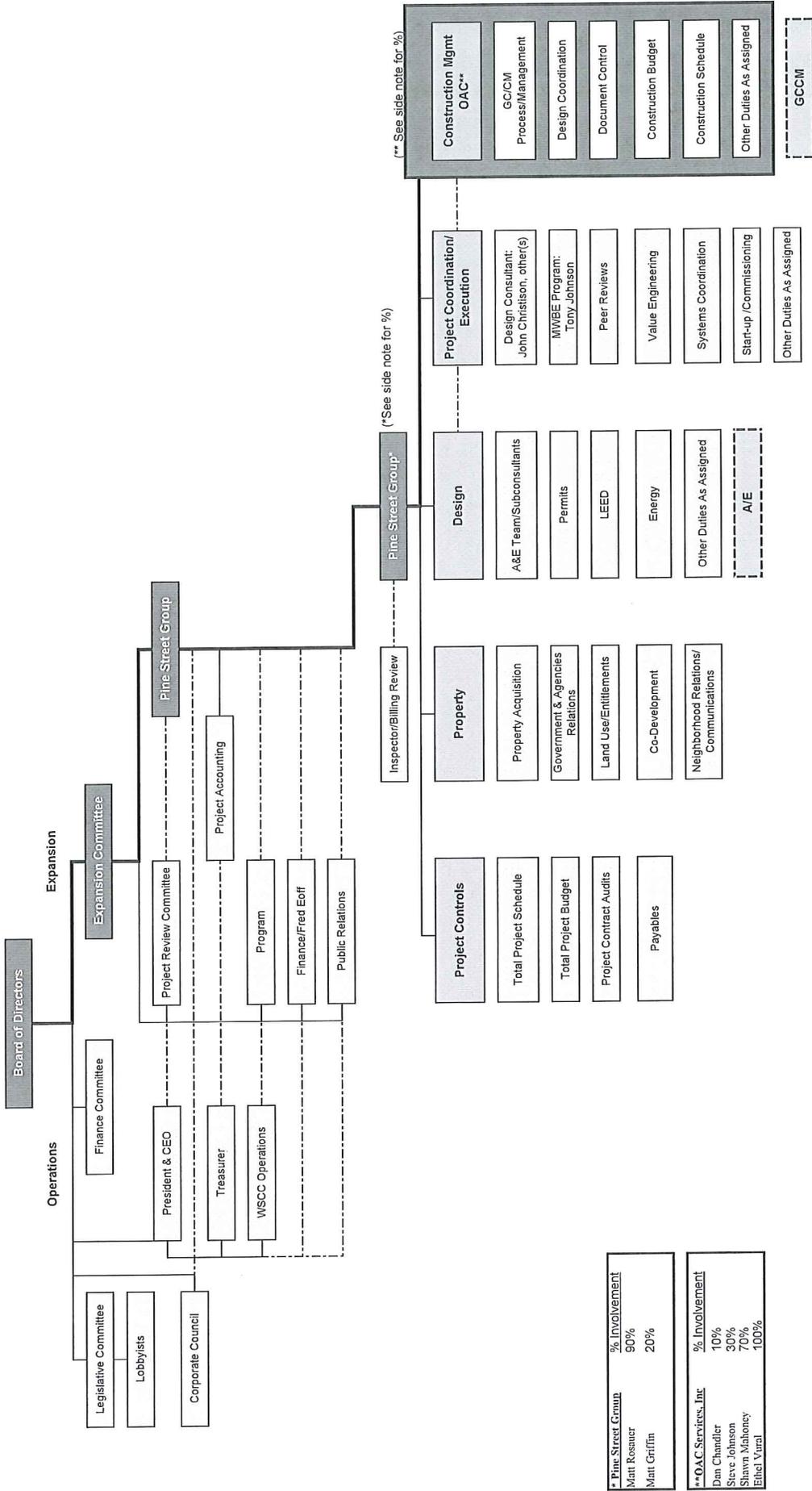


EXHIBIT C-1
Washington State Convention Center Public Facilities District - Organizational Chart



(* See side note for %)

* Pine Street Group	% Involvement
Matt Rosauer	90%
Matt Griffin	20%

**OAC Services, Inc	% Involvement
Dan Chandler	10%
Steve Johnson	30%
Shawn Mahoney	70%
Ethel Vural	100%

EXHIBIT C-2 Team Experience

The following table lists some (but not all) of the relevant Alternative Delivery Experience of the WASHINGTON STATE CONVENTION CENTER EXPANSION team.

Name	Summary of Experience	Projects	Budget	Procurement Type*	Role During Project Phases		
					Pre-Design	Design	Construction
Frank Finneran	Chairman, WSCC Board	WSCC Expansion WSCC 800 Pike Conversion	\$68M \$27M	D-B-B GCCM	Owner Owner	Owner Owner	Owner Owner
Jeff Blosser	President & CEO WSCC	Oregon Convention Center Oregon Convention Center Expansion	\$100M \$120M	D-B-B GCCM	Owner	Owner	Owner Owner
Matt Griffin	Managing Partner, PSG	Via6 Apartments WAMU/SAM Project Pacific Place Washington Mutual Tower Wells Fargo Center 1111 Third Avenue Building	\$200M \$370M \$185M \$250M \$150M \$75M	Negotiated Negotiated Negotiated Negotiated Negotiated Negotiated	Manager Manager Manager Manager Manager Manager	Manager Manager Manager Manager Manager Manager	Manager Manager Manager Manager Manager Manager
Matt Rosauer	Principal PM, PSG	Via6 Apartments WAMU/SAM Project Pacific Place	\$200M \$80M \$50M	Negotiated Negotiated Negotiated	PM PM PM	PM PM PM	PM PM PM
Foster Pepper	Agency Counsel	Whidbey General Hospital Chamber Creek WWTP ShoWare Center Tri-Cities Airport Expansion	\$50M \$263M \$85M \$43M	GCCM GCCM GCCM GCCM	Agency Counsel	Agency Counsel	Agency Counsel
Shawn Mahoney	Principal OAC Services	Enterprise Data Center Enterprise Data Center High Tech Learning Center High Tech Campus Conversion	\$400M \$400M \$80M \$200M	Negotiated Negotiated Negotiated Negotiated	AM PIC AM PIC Owner Rep Owner Rep	AM PIC AM PIC Owner Rep Owner Rep	AM PIC AM PIC Owner Rep Owner Rep

Project Approval Request
Washington State Convention Center Facility Expansion

Dan Chandler, PE, AIA	Principal, OAC Services	Mason General Hospital US Federal Courthouse, Billings, MT Northshore High School Four Clover Park Elementary Schools Northside Residence Hall, WSU	\$40M \$80M \$92M \$140M \$35M	GCCM Public DB GCCM GCCM Public DB	PM PIC PM PIC Advisory PM PIC Advisory	PM PIC PM PIC Advisory PM PIC Advisory	PM PIC PM PIC Advisory PM PIC Advisory
Steve Johnson	Principal, OAC Services	Empire Parking Garage, Billings, MT High Technology Conference Center High Technology Office Building High Technology Manufacturing	\$40M \$60M \$200M \$60M	Public DB Negotiated Negotiated Negotiated	Prog Mgr Prog Mgr Prog Mgr Prog Mgr	Prog Mgr Prog Mgr Prog Mgr Prog Mgr	Prog Mgr Prog Mgr Prog Mgr Prog Mgr
Ethel Vural	Construction Manager, OAC Services	Amgen Helix Project Lincoln Square Towers MSNBC TI Relocation Large Online Retailer R&D Site	\$625M \$850M \$3.5M \$2M	Negotiated Negotiated Negotiated Negotiated	NA NA Proj Eng Prog Mgr	NA NA Proj Eng Prog Mgr	PE (sub) PM (sub) Proj Eng Prog Mgr

Exhibit D - WSCC Construction History

8. Washington State Convention Center - Construction History

Enter WSCC Information below (add as many projects as applicable with most recent project at the top):										
Project #	Project Name	Project Description	Contracting Method	Planned Start	Planned Finish	Actual Start	Actual Finish	Planned Budget	Actual Budget	Reason for Budget or schedule overrun
1	800 Pike Conversion	Conversion of existing shell space for meeting and convention uses	GC/CM	Feb-09	May-10	Jan-09	Jul-10	\$27.15M	\$27.31M	Finish selections were upgraded after planned budget established; funded from project contingency; completion delayed due to water damage to finished space from pipe failure
2	South Escalator Upgrade	Replacement and augmentation of 3-level escalator system	D-B-B	Nov-04	Mar-05	Nov-04	Mar-05	\$1.35M	\$1.5M	Based on favorable bid, a third escalator run added for a small increase in the planned budget; funded from project contingency
3	Kitchen Addition	5,200 SF addition to existing kitchen facilities	D-B-B	May-04	Dec-04	May-04	Dec-04	\$1.2M	\$1.4M	Exterior planter and landscape revisions added as part of City of Seattle approval of zoning variance; funded from project contingency
4	Hall 4C Conversion	Modifications to existing exhibit hall	D-B-B	Dec-01	Sep-02	Dec-01	Sep-02	\$1.8M	\$1.9M	Various change orders for revisions to operable wall panels, mechanical systems, etc.; funded from overall project contingency
5	Office Tower Co-development	Shell construction for McKay Block portion of north-side expansion	RFP / Negotiated Contract	Dec-98	Dec-00	Dec-98	Dec-00	\$5.0M	\$5.4M	Settled claim for delay in implementation of co-development agreement due to property litigation; funded from overall project contingency
6	Hotel Co-development	Shell construction for NW Block portion of north-side expansion	RFP / Negotiated Contract	May-99	Apr-01	May-99	Apr-01	\$17.4M	\$18.4M	Settled claim for delay in implementation of co-development agreement due to property litigation; funded from overall project contingency
7	Expansion Buildout	Primary construction for north-side expansion of facilities	D-B-B	May-99	Jun-01	May-99	Sep-01	\$66.0M	\$66.7M	Settled post-construction claim in mediation for asserted cumulative impact of design changes and corrections after bid award; equal funding from A/E professional liability project policy and overall project contingency
8	Conversion / Expansion	Addition of Level 6 ballroom space and conversion of planned retail space to meeting rooms	D-B-B	Oct-89	May-91	Jan-90	Aug-91	\$26.3M	\$26.3M	Original Sep-89 bids exceeded budget; revised project rebid and awarded in Jan-00

Washington State Convention Center Expansion Project

EXHIBIT E

Project Concepts and Sketches

	Existing	Expansion	Total
Exhibit Halls	205,700 <i>sf</i>	310,000 <i>sf</i>	515,700 <i>sf</i>
Meeting Rooms	57,000 <i>sf</i>	135,000 <i>sf</i>	192,000 <i>sf</i>
Ballroom	45,000 <i>sf</i>	55,000 <i>sf</i>	100,000 <i>sf</i>
Net Area	307,700 <i>sf</i>	500,000 <i>sf</i>	807,700 <i>sf</i>

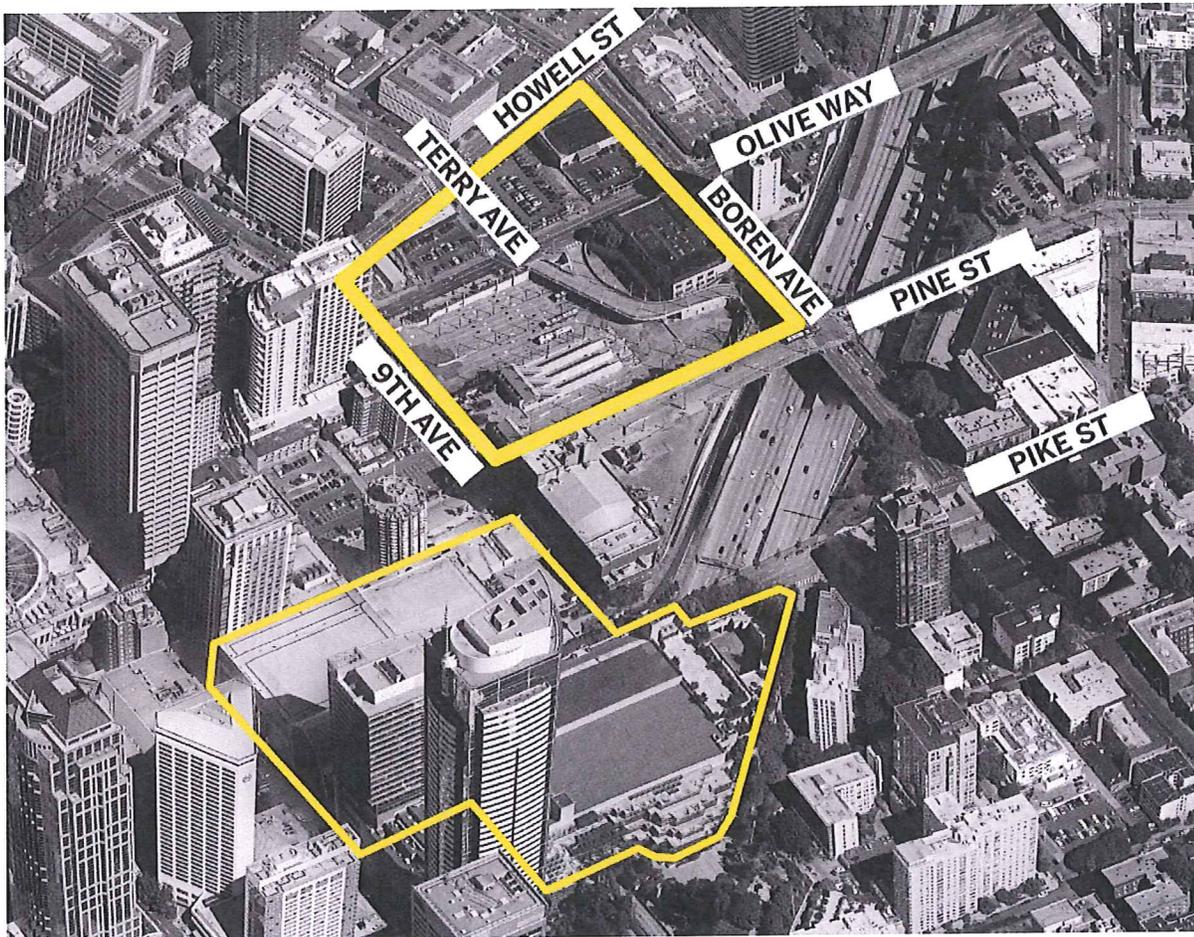
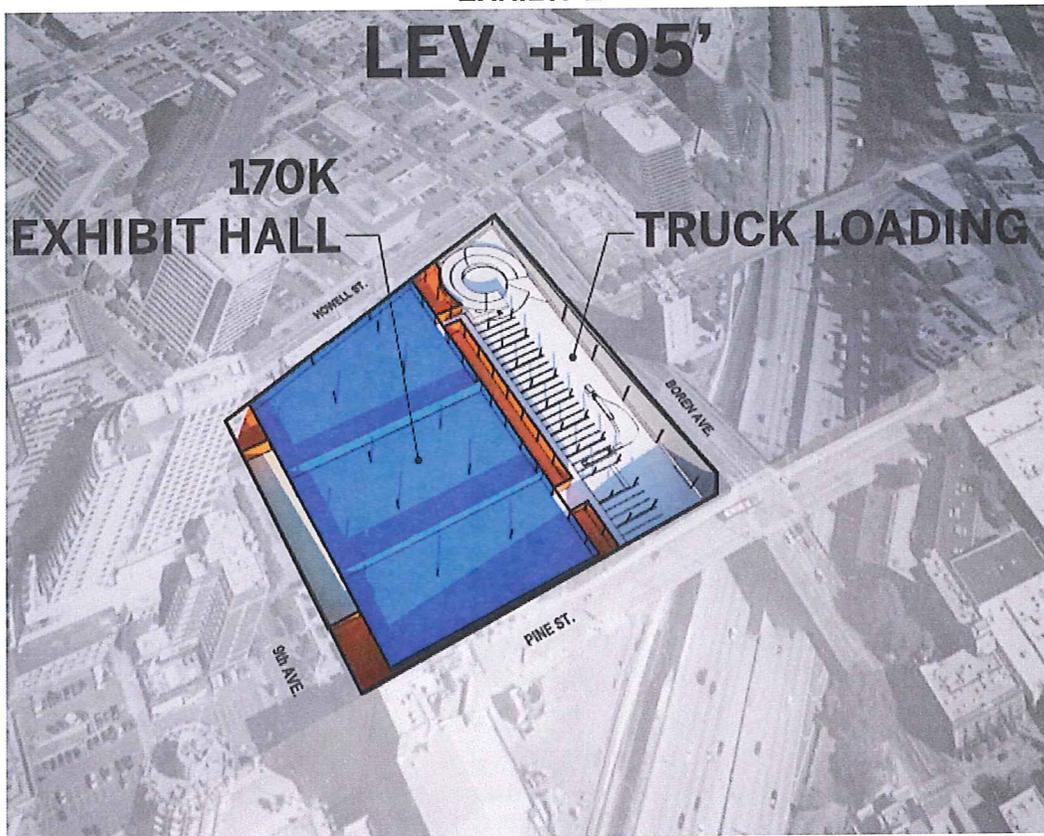


EXHIBIT E



Section along Terry Avenue

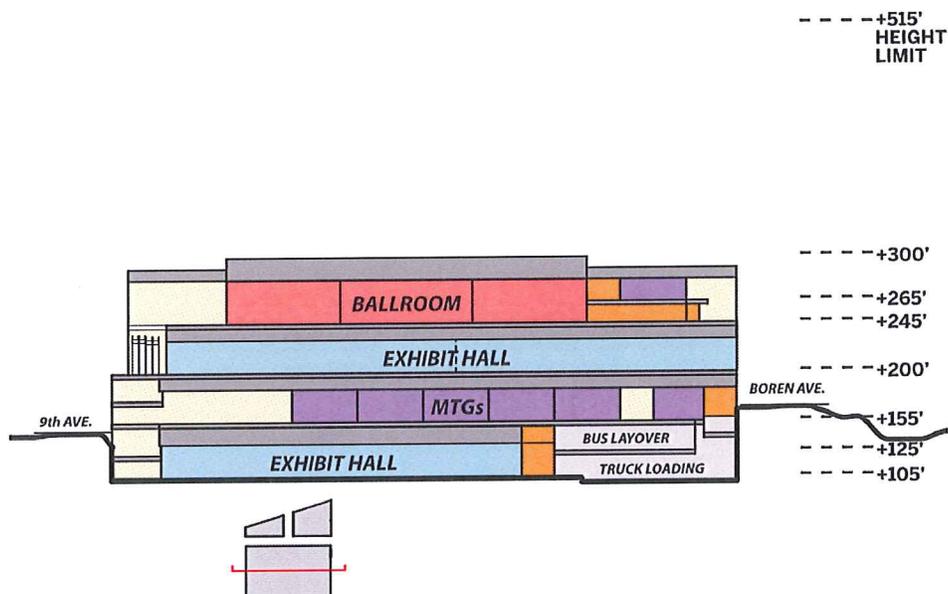


EXHIBIT E

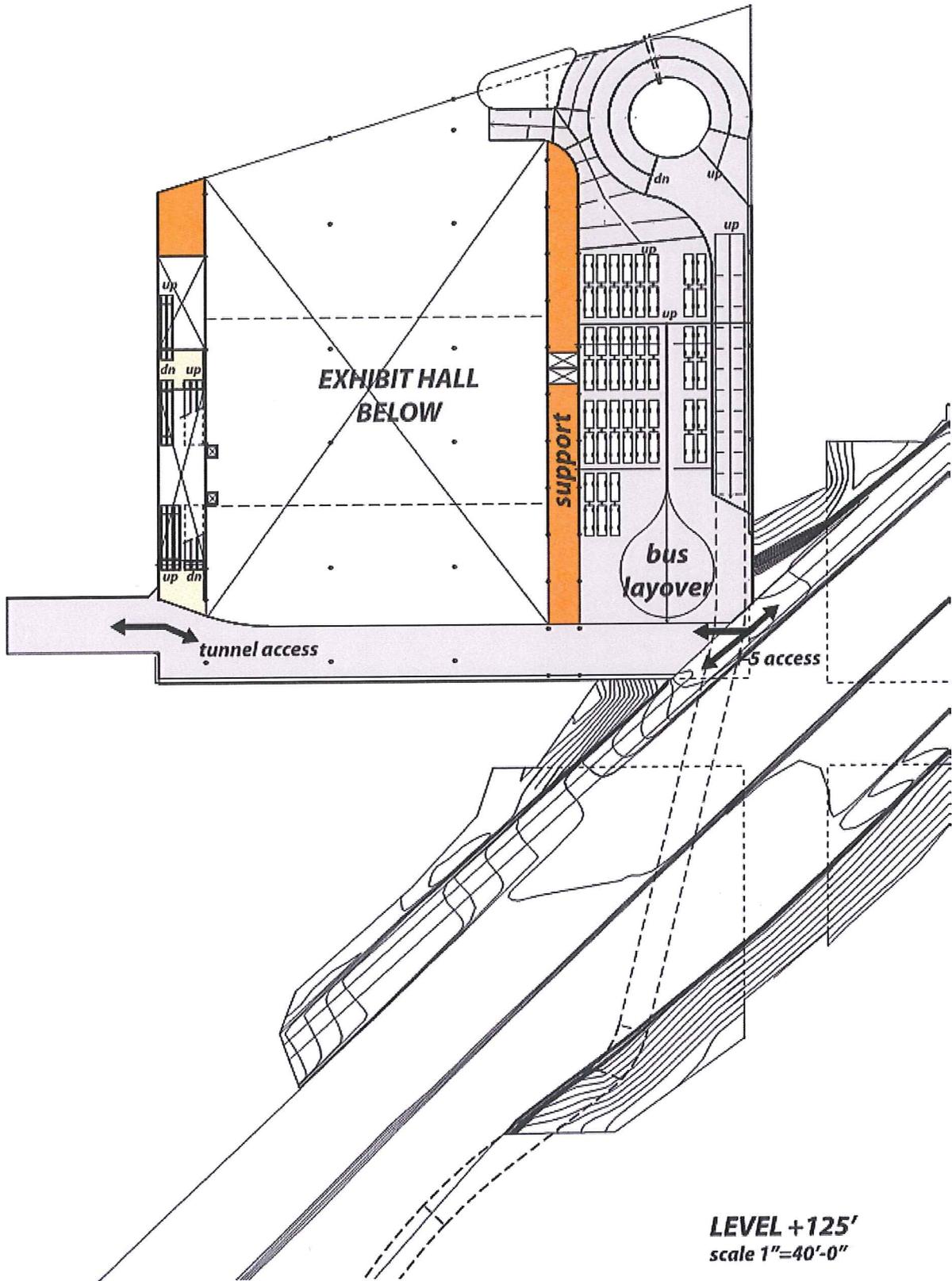


EXHIBIT F OAC GCCM Training and Experience Detail

OAC Public Sector Alternative Delivery Method Experience							
Name	Year	Type	Budget	Client	OAC Principal	OAC PM	OAC Role
Nine Mile Falls Elementary	2007	GC/CM	\$11.8M	Nine Mile Falls School District	Chandler	Jurgensen	Project Management
Greenbridge Early Learning Center	2007	GC/CM	\$18.5M	Bill & Melinda Gates Foundation	Chandler	N/A	Advisory
Fort Vancouver New Main Library	2007	GC/CM	\$38M	Ft. Vancouver Regional Library District	Chandler	Brown	Advisory
Yakima Capitol Theatre	2008	GC/CM	\$10M	City of Yakima	Chandler	Brown	Project Management
Mason County PUD3 Operation Center	2008	GC/CM	\$35M	Mason County PUD3	Chandler	Brown	Project Management
Kenmore City Hall	2009	GC/CM	\$14M	City of Kenmore	Chandler	Brown	Project Management
Mason General Hospital	2010	GC/CM	\$17M	Mason Co. Public Hospital District	Chandler	Rae	Project Management
Univ. of Alaska Life Sciences	2011	CM@R	\$90M	Univ. of Alaska Fairbanks	Chandler	Petersen	Advisory
Cordova Center Phase 2	2012	GC/CM	\$8M	City of Cordova	Chandler	Petersen	Project Management
Hillside Elementary	2012	GC/CM	\$23.3M	Clover Park School District	Chandler	Wyatt	Project Management
Carter Lake Elementary	2012	GC/CM	\$21.4M	Clover Park School District	Chandler	Wyatt	Project Management
Clarkmoor Elementary	2013	GC/CM	\$39M	Clover Park School District	Chandler	Wyatt	Project Management
Greenwood Elementary	2013	GC/CM	\$36M	Clover Park School District	Chandler	Wyatt	Project Management
Transit Community Center	2013	GC/CM	\$5M	Mason Transit Authority	Chandler	Wyatt	Project Management
Garfield Elementary Renovation	2013	GC/CM	\$21.6M	Olympia School District	Barber	Brown	Project Management
Northshore High School	2013	GC/CM	\$130M	Northshore School District	Chandler	Barber	Advisory
Olympic Learning Academy	2013	GC/CM	\$20M	Olympia School District	Barber	Barber	Advisory

OAC Public Sector Alternative Delivery Method Experience							
Name	Year	Type	Budget	Client	OAC Principal	OAC PM	OAC Role
Olympia City Hall	2007	D/B	\$40M	City of Olympia	Chandler	Olson	Project Management
Billings Federal Courthouse	2009	D/B	\$80M	General Services Administration	Chandler	Lybecker	Project Management
Winthrop Pedestrian Bridge	2010	D/B	\$3M	Town of Winthrop	Chandler	Battle	Project Management
Northside Residence Hall	2011	D/B	\$25M	WSU	Chandler	Jurgensen	Advisory
Empire Parking Garage	2012	D/B	\$12M	City of Billings	Chandler	Johnson	Project Management
WSU Visitor Center	2013	D/B	\$4M	WSU	Chandler	Chandler	Advisory
Chief Joseph Apartments	2013	D/B	\$4M	WSU	Chandler	Chandler	Advisory

A leader in public and private sector alternative delivery, OAC Services has managed or advised on 21 public sector projects since 2007 for the federal government, school districts, cities, library districts, airports and universities. OAC's private sector portfolio includes over 1 million square feet of negotiated delivery projects for clients such as Microsoft, Virginia Mason Medical Center, and Plumb Creek Timber Company. OAC's in-house training and mentoring program led by Principal Dan Chandler has produced ten project managers capable of managing GCCM and/or Design-Build public projects. Dan has written and spoken on Alternative Public Works delivery to the Alaska State Bar Association, Council of Educational Facilities Planners International, Washington Association of Healthcare Engineers and the University of Alaska.

In addition, Matt Rosauer will be attending the OAC in-house GCCM training in mid-December of 2014. The following Project Team members are also registered to attend the GCCM Best Practices Workshop scheduled for January 29-30, 2015 through the AGC Education Foundation:

<p><u>Pine Street Group</u> Matt Blakeney – Project Assistant Jason Foley – Project Assistant</p>	<p><u>OAC Services, Inc.</u> Shawn Mahoney – Sr. Project Manager Ethel Vural – Construction Manager</p>
<p><u>Houman Nabavi</u> – Project Engineer Jessica Bailey – Project Engineer</p>	