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: Traci Brewer-Rogstad Title: Associate Vice President, FDO
d) Phone Number: 360.650.2002 E-mail: brewert@wwu.edu

1. Brief Description of Proposed Project

a) Name of Project: Campus Decarbonization – Heating System Conversion Project
b) County of Project Location: Whatcom County
c) Please describe the project in no more than two short paragraphs. *(See Attachment A for an example.)*

Western Washington University (Western) relies on an approximately 80-year-old gas-fired central steam plant and distribution system to heat most of its facilities on the roughly 215-acre campus located in Bellingham, WA. The campus heating system accounts for approximately 86% of Western's Scope 1 and 2 (direct and indirect) greenhouse gas (GHG) emissions and emits over 11,000 metric tons of carbon dioxide equivalent (CO_2e) emissions each year. This is exacerbated by the fact that 15% of the energy going into the steam plant is lost in steam production, and an additional 30% of all heat generated by the steam plant is unavoidably lost in distribution.

This project will replace Western's antiquated gas-fired central steam plant and accompanying distribution system with several smaller independent nodal plants that are not reliant on GHG combustion. Each nodal plant will use a combination of geo-exchange and air-source heat pumps, heat recovery chillers, and air-cooled chillers to provide low-temperature heating and chilled water to the portion of the campus they each respectively serve. Geo-exchange fields will be used to pull heat from the earth to heat buildings and store thermal energy. A four-pipe (heating and chilled water supply and return) distribution system extending from each of the nodal plants will supply heating and/or chilled water as required to energy transfer stations located in each building served. This project will also be designed with the flexibility to potentially connect to a regional low carbon district energy system and positioned to capitalize on federal funding through project components being eligible for direct payment at completion of the project from the Inflation Reduction Act clean energy tax credit while also satisfying requirements found in the WA Clean Buildings Act (HB1257 & HB1390) and RCW 70A.45.020 which requires the lowering of GHG emissions. Overall, the project will significantly improve WWU operations and reduce campus greenhouse gas emissions, reducing Western's current scope 1 and scope 2 GHG emissions by at least 86% by 2030.

2. Projected Total Cost for the Project:

A. Project Budget ***(Note – Numbers included below match C100 2025-27 Capital Budget Request. Applicable costs from a. and b. below will be combined within Progressive Design-Build contract)***

a.	Costs for Professional Services (A/E, Legal, etc.):	$**19,071,133**
b.	Estimated project construction costs *(including construction contingencies)*:	$**126,388,536**
c.	Equipment and furnishing costs:	$**126,038**
d.	Off-site costs:	$ **-**
e.	Contract administration costs (owner, cm etc.):	$**5,867,056**

f. Contingencies (design & owner): $**7,583,198**
g. Other related project costs (HazMat Remed/Removal, PW Assist/On-Site Rep/Honorarium): $**2,669,916**
h. Sales Tax: $**13,294,123**
Total $**175,000,000**

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*

The 2023-25 Capital Budget included $10 million in design funding from the Climate Commitment Account. This funding has enabled Western to work with a technical advisor to identify phasing, scheduling, cost estimating, contracting, and general advising. With this assistance, Western will advance the project with the following steps:

- Select and contract with a progressive design-build team after PRC approval.
- Complete schematic design for the entire project.
- Begin comprehensive thermal testing and existing conditions surveys.

Upon PRC approval, Western will advertise the Request for Qualifications for the progressive design-build team, with the intent of executing a Phase 1 contract (design) in Spring 2025.

Western is requesting $165 million from the Climate Commitment Account for the remainder of design and full construction funding in 2025-27. This funding will allow Western to execute the Phase 2 contract to the progressive design-build team with construction estimated to be complete in late 2030.

Existing funds will cover all activities for the PDB selection process, shortlist team honorariums, and allow a PDB team to be selected and brought under contract to begin design activities. $165M in appropriations from 2025-2027 Capital Budget is expected to Western by July 1, 2025 to cover project construction costs. NOTE - If construction is not fully funded from the 2025-2027 Capital Budget, current design allows for a phased nodal approach that allows construction to be completed over as many as four phases. The remaining nodal plants would then be completed when construction funds are made available. These activities help ensure that Western meets the state requirements laid out in the WA Clean Buildings Act (HB1257 & HB1390) and RCW 70A.45.020.

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.

A preliminary summary project schedule is listed below. Please find a graphic schedule attached to this application as **Attachment A**.

DESCRIPTION	**STATUS/DURATION**
Procure Management Consultant (including Design-Build Advisor)	Completed
Procure Design-Build Legal Services	In Process
PDB PROCUREMENT	
PRC Application Submitted	10/21/2024
PRC Presentation	12/5/2024
PDB RFQ Advertisement #1	12/10/2024
PDB RFQ Advertisement #2	12/17/2024
Pre-Proposal Meeting	01/09/2025
PDB SOQ's Due	01/30/2025
WWU Selection Committee SOQ Review and Scoring	01/31/2025-2/7/2025
Notify Shortlisted Finalist Teams	02/11/2025
Issue RFP to Finalists	02/18/2025
PDB Interactive Meetings	02/26/2025-02/27/2025

PDB Management Plan and Fee Proposal Due	03/05/2025
Management Plan and Fee Review and Scoring	03/06/2025-3/11/2025
Announce Apparent Successful Proposer/Intent to Award	03/12/2025
Contracting Negotiations	03/13/2025-03/31/2025
WWU Board of Trustees Contract Approval	04/10/2025-04/11/2025
Progressive Design-Builder NTP	APRIL 2025

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

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

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

  This project meets all the required criteria for Progressive Design-Build (PDB) delivery as listed in RCW 39.10. From an engineering standpoint, the transition from steam to hot water distribution and natural combustion to electric based heat pumps could increase energy efficiency on campus by up to 300%. The proposed conversions and upgrades to Western's heating and cooling infrastructure represents a massive and complex undertaking, one that ultimately impacts many of the buildings and open space on the campus with extensive geo-thermal well drilling and applicable distribution piping. Utilizing a PDB approach allows for collaboration between the Design-Build (DB) team and the Western project management team in evaluating different strategies to achieve the end goal of decarbonizing the Western Washington University campus. While the existing feasibility study has reviewed and put forth design opportunities it will ultimately be a collaboration between the PDB and Western to pursue a design and construction path that meets project objectives, within the budget and schedule.

  Currently the project is reviewing a four nodal plant system. Maintaining a multi-layered schedule and coordinating within tight schedule parameters built around the school year to minimize lengthy disruptions will be paramount to Western's ability to maintain operations and business-as-usual while under construction. A PDB partner will help manage and minimize impacts and ideally work to improve project delivery time and therefore overall impacts to the campus.

  PDB procurement will enable timely issue resolution, risk identification and mitigation, with a greater ability to provide superior resources and expertise early in the project schedule. The PDB delivery method also allows the DB team and Western the ability to incorporate the organization's master development plan into the project.

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

  In pursuit of a de-centralized nodal plant strategy where multiple heating and cooling plants are needed to each serve different portions of the campus, innovation and efficiencies developed between design and construction teams will be paramount. With an active campus, exploring opportunities for offsite construction with modularized mechanical systems will need early coordination between design and construction teams to be effective. With offsite modularization of systems and the predictable/controlled environment that this affords, the site will see less burden, productivity can be increased, schedule savings found, and site safety improved. The potential for modular innovations and efficiencies found are more easily achievable with the early integration of a design and construction team leveraging the PDB procurement model.
  With the current construction and logistics environment, it is crucial to have a team comprised of both a builder and a designer which allows for design to move forward while the team is simultaneously assessing site conditions, testing-validating means/methods

and scheduling material procurement, conducting subcontractor engagement/outreach, and negotiating price and scope.
By leveraging the expertise and collaboration of the DB team, we can influence costs with more comprehensive and accurate input from the builder during the design process. The DB team can help weigh options and identify when key decisions are critical so that the budget and schedule can be most efficient. Some opportunities include early engagement of trade partners, identifying critical and long lead equipment, pre-ordering material and identifying organizational standards for future capital development.

In addition, a PDB approach increases the opportunity for Western participation, allowing for a higher level of integration between Western's team and the DB team during the programming and planning process. One such example is the ability to gain constructability, and planning feedback utilizing collaborative software such as Bluebeam Studio. By utilizing a PDB approach, we can refine the budget to scope requirements continuously with all key team members to ensure efficient delivery both in design and construction.

Location, proximity, availability of subcontractors, cultural considerations, weather, and other constraints/limitations require early and constant detailed planning with the Owner, DB team, and other stakeholders. All phases of the project are critical so that successful planning, contingencies which affect risk on logistics, safety, daily campus/community education programming and operations, construction means/methods, and budget are in alignment.

Utilizing target value design (TVD) will help the team prioritize what's most important. Western needs the best PDB team possible to help work through these scenarios, provide innovative and creative approaches, and determine what delivers the greatest value to the project and the community. An experienced and qualified Design-Builder will provide the most efficient solutions to meet the needs of Western and maximize the value of the available funds.

- If significant savings in project delivery time would be realized, explain how DB can achieve time savings on this project.
  Pursuing the design and offsite production of modular nodal plant components can greatly improve project delivery time and lead to savings on this project. A coordinated design and construction effort is mandatory in being able to achieve these efficiencies. Progressive Design-Build enables and encourages early collaboration, which reduces the risk of rework both during design and construction, enabling the contractor to fully understand the project through the design process. This eliminates the ramp up for the contractor at the start of construction, thereby accelerating the schedule over traditional DBB projects. The DB team will get earlier access to identify infrastructure needs allowing for procurement of long lead items, which is especially relevant in today's construction market with limited production, labor shortages, and high demand. Phase permitting and design and construction overlap are opportunities enabled through the use of PDB that Western hopes to explore. Qualifications based selection will also ensure Western is able to select a builder who is well qualified to deliver the project in our somewhat remote project location where subcontractor availability can present challenges.
  PDB is inherently set up to allow the most flexibility to the team and provide the greatest opportunities to save time. Investigation, design, and construction activities can overlap. By utilizing the PDB process and selecting the right team who can plan and implement an effective schedule, Western can successfully ensure that impacts to the community/staff/students are minimized during the construction process. In addition to minimizing disruptions, PDB will also give us the best opportunity to finish the project on or ahead of schedule, without delays. Completion of the project on schedule is crucial to this project due to the long schedule time and the overall impact to the campus during construction.
  PDB provides the team with the ability to order long-lead procurement items during design, to ensure that the necessary materials are ready and on site when construction is planned

to start. An experienced Design-Builder will help develop and execute a flexible and responsive phasing plan for each scope of work to minimize disruptions to the campus.

5. Public Benefit

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

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

  The amount of the project's budget is fixed at the time of appropriation. Careful and continuous fiscal management and decisions with regard to the budget is critical.

  Early scope and budget alignment are reconciled at more frequent intervals than traditional DBB methods. Flexible risk management/mitigation plans are developed to pivot in the event of unforeseen or unique project issues that arise.

  Timely decisions are made with the above approach, thus saving time and money.

  A design-builder provides continuous, engaged, and updated marketing pricing, changing labor availability/costs and supply/options of specialty commodities so that successful procurement of key subcontractors, materials and commodities are achieved.

  Early input from local trade partners can also not only lead to improved operational benefits over the long term but also lead to stronger community partnerships as well.

- 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.
  The complexity, budget, and schedule required to complete this project are great and there are far too many variables in this project for DBB to be practical. Western's goals are to achieve budget, cost, quality, and scope of work alignment using PDB. Western requires a Progressive Design Build team to help identify a scope that fits the budget, develop phasing plans that will minimize disruptions to the campus/community, provide flexibility in working with Western's team, analyze design and offsite modular mechanical system options, and order long lead time procurement items well before construction takes place. PDB affords higher project success rates in quality, time, and cost certainty as an integrated team can manage and resolve risks in a more effective manner than in traditional DBB delivery. Improved coordination, predictability, and efficient project delivery are hallmarks that are difficult to achieve in traditional DBB procurement. Design-Bid-Build often results in a higher rate of change, risks, and claims than that of integrated teams, which is a high risk for a University with a set budget and many complex project needs. This isn't to say that traditional Design-Bid-Build is bad for all projects, there are plenty of projects where it makes sense. But with the complexity and risk associated with this project, Progressive Design-Build is the clear and preferred delivery method.

6. Public Body Qualifications

Please provide:

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

  Western's Facilities Development & Operations team and OAC, in consultation with OAC's technical advisory team, over several meetings and workshops agreed that the PDB procurement contract delivery method should be used to address the complexities and challenges outlined within this document. Western and OAC will seek successful Owner Design-Build practitioners for lessons learned to refine planning and engagement with Western's technical advisory team, the Board of Trustees, and other project stakeholders.

  Western contracted with OAC Services as their Owner's Advisor project management team and Design Build Advisor for this project. OAC Services has been retained to provide comprehensive Project and Construction Management and Owner Advisor services for the duration of the project and to assist Western staff in supporting Progressive Design-Build selection, contracting, and project delivery. As one of the region's most experienced

alternative delivery project management consultants, OAC has successfully managed Design-Build projects ranging from $2 million to $240+ million for clients including King County, Washington State University, the City of Spokane, Jefferson County Public Health District, Central Kitsap School District, Snohomish County 911 and Northshore School District, including 25+ PDB projects.

- 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 B** – Project Team Organization Chart

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

Traci Brewer-Rogstad – Associate Vice President for Facilities Development & Operations WWU

Traci started with Western in June 2024 and brings over 27 years of experience in varying levels of leadership and project management in both public and private industry. Most recently, she spent 4.5 years with Renton School District as Senior Program Facilities Director, advised and led the capital construction team on many alternate project delivery projects and led the department through its first agency certification for GC/CM. She was also previously employed as director of capital projects & planning with Northshore School District, involved directly in five (5) large successfully completed GC/CM projects. Traci has participated in many PDB and GC/CM training sessions, attended DBIA annual conferences, was a five-year appointed member of the GC/CM RCW Review and Best Practices Committee and has been a panel member of the PRC, representing both K-12 school districts and higher-ed, since September 2023. Prior to working in school districts K-12 capital projects, Ms. Rogstad spent 6 years consulting in public transportation project planning and operations; and 12 years as a director and executive with Washington State Ferries, managing multiple locations and routes and was involved in many terminal and vessel design & construction projects. Traci holds a bachelor's degree in international business administration from Western Washington University.

Julian Rodgers, PE – Sr. Mechanical Engineer, Facilities Development & Operations WWU

Julian joined Western Washington University in 2017 as Senior Mechanical Engineer. His role is split between design and project management of minor works projects. He was the project manager for the initial Heating Conversion Feasibility Study in 2022. Prior to Western, Julian worked as a mechanical engineer at a MEP consulting firm and as an energy management engineer at a local utility company.

Mark Nicasio, AIA, NCARB – Project Manager/Architect, Facilities Development & Operations WWU

Mark joined Western Washington University (WWU) in 2018. His role includes managing, planning, and executing capital improvement projects on the main campus for new construction and renovations.

Mark has overseen capital projects of varying sizes with a total cost of over $140 million. He provides technical and program-related direction and information to Western's leadership team and facilities management staff. Mark oversees the work of consultants and contractors retained by the University on assigned design and construction projects and works with Capital Budget on project financials. Experience and knowledge in alternative project delivery methods include Design-Bid-Build, Design-Build and GC/CM. Currently, Mark is working on WWU's Kaiser Borsari Hall for Electrical Engineering & Computer Science, a four-story mass timber structure using the GC/CM delivery method.

Mark is bringing lessons learned from the Interdisciplinary Science Building, a GC/CM project completed in 2021, to the Kaiser Borsari project.

Mark has over 29 years of experience in all areas of project development and multiple building types with a concentration in healthcare design and public works projects. Prior to joining Western, Mark worked as a Project Manager and Project Architect at HDR Architecture. During that time, he worked on private healthcare, federal healthcare, and military projects using Design-Bid-Build and Design-Build delivery methods. His responsibilities included planning and managing all aspects of a variety of project types, sizes, and complexities. Mark has completed the two-day GC/CM class sponsored by the Association of General Contractors.

Jeff Aslan, Campus Utility Manager, Facilities Development & Operations WWU

As Campus Utility Manager, Jeff Aslan is responsible for contracting utilities for WWU's campus, overseeing WWU's compliance with state climate policies and programs, maintaining campus metering infrastructure, and coordinating sustainability initiatives in the Built Environment such as building energy efficiency retrofits, electric vehicle charging infrastructure and supporting the electrification of WWU's district heating system. Jeff has over a decade of experience in conducting commercial energy audits and managing retrofit projects. He holds a Certified Energy Auditor certification from the Association of Energy Engineers. Jeff holds a JD degree from Vermont Law and Graduate School after studying under the Institute for Energy and the Environment.

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

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 WWU

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.

Tom Crawford, Assoc DBIA, Onsite Representative – Construction Project Coordinator WWU

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.

Mica D. Klein, Associate DBIA, Partner – Perkins Coie
Mica Klein counsels project owners across Washington, the United States, and international jurisdictions, regarding all aspects of construction, ranging from project development to project closeout.
Her practice spans both public and private projects ranging from small tenant improvement projects to $500M+ new construction. As part of her practice, she regularly drafts and negotiates a range of agreements, including complex construction contracts (fixed price, design-build, progressive design-build, general contractor/construction manager (GC/CM), engineering, procurement, and construction (EPC), professional services contracts, and various other modified American Institute of Architects (AIA) and bespoke agreements). In addition, Mica regularly serves as project counsel, providing her clients full-service advice regarding project planning, implementation, and completion. In this role, she routinely assists her clients in the evaluation and negotiation of significant change orders, and throughout the closeout process.
For her public clients, Mica regularly advises on Washington's Public Works Law (RCW 39.04), as well as regarding design-build, progressive design-build, and GC/CM projects procured under Washington's Alternative Public Works Statute (RCW 39.10) and other similar state laws. Mica has deep experience with progressive design-build projects, in particular, and is currently advising on multiple major progressive design-build projects being undertaken across Washington. In addition, she has extensive experience in responding to and defending public clients against bid protests and addressing various other public procurement issues.

Jeff Jurgensen, CCM, DBIA, CPE, PMP, Sr. Vice President, DB Consultant – OAC Services
Jeff has almost 30 years of construction experience. He has worked on over 15 major capital GC/CM projects in the state of Washington and assisted in getting the Spokane Public School District agency approval. He also has worked on six major capital design-build projects, one design-build project at Spokane International Airport as well as one K12 design-build project with the Paschal Sherman Indian School in Omak Washington and led the City of Spokane through their first design-build project with the Nelson Service Center. He holds the DBIA certification from the Design Build Institute of America. He is very experienced and knowledgeable in the state of Washington with regard to Alternative Project Delivery. He was one of the early founders of the Inland Northwest Chapter of DBIA as well as the local Project Management Institute chapter.

Joshua Cloud, DBIA, LEED AP, LFA, Lead Project Manager, DB Consultant – OAC Services
Joshua has 20+ years of Construction experience, a B.S. in Economics from Lewis & Clark College, a M.S. in Construction Management from the University of Washington, completed the AGC of Washington's GC/CM Workshop, is a full accredited Design Build

Professional with the Design-Build Institute of America, is a LEED Accredited Professional, is Living Future Accredited, and is a Certified Building Condition Assessor with OSPI. Joshua has worked on three previous GC/CM projects for Seattle Public Utilities and Bellingham Public Schools, a $240M Design-Build project for King County, and has spent the past 3+ years managing day-to-day Capital Project activities with the Bellingham Public School's on Bond and Levy projects across the district.

Mike Green, Construction Management Lead – OAC Services

An unparalleled construction management professional, Mike considers improving the built environment his life's work. With 40+ years of experience, he has become an expert on the essential components of a successful project, including scheduling, budget, safety, and delivery. From high-tech facilities to major corporate TIs, Mike uses his innovative approach to construction processes and methodologies to guide projects to greater efficiencies. As a pioneer with 3D modeling and collaborating with mechanical, electrical, fire protection, plumbing, and lighting consultants to enhance project delivery methods, he has guided diverse teams to find collaborative solutions. Focused on Lean practices, the Theory of Constraints, and Six Sigma concepts in order to bring efficiencies and innovations to projects, Mike remains engaged with leading edge construction management to represent and support client objectives.

Cynthia Balzarini, Project Controls – OAC Services

Cynthia has over 15 years of experience in the industry and has worked on multiple bond programs and projects in the public work sector including Ellensburg School District, Centralia School District, City of Bothell Fire Stations, Jefferson Healthcare, Mason General, Thurston County and Snohomish County Emergency. These include 6 GC/CM and 6 PDB projects. Her project control expertise includes master scheduling, CPM baseline schedule and progress schedule reviews, budget development and cost management, cashflow projections, contract administration and all phases of project planning from inception through completion.

- 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 C**: Project Team & WWU DB/Alt Procurement 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.

  See **Attachment C**: Project Team & WWU DB/Alt Procurement Experience along with Qualifications listed above.

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

  NA

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

  OAC has completed or is currently managing over 25 design build projects ranging from $3M-$240M including progressive design build. OAC's project portfolio includes several

projects for school districts, universities, cities, and municipalities within the state of Washington. An active participant in Alternative Project Delivery promotion and workshops, three OAC staff members, including one on this project, still serves on the Project Review Committee and have provided training in GC/CM and Design-Build delivery in Washington, Montana, and Alaska. We regularly are leading or participating in the workshops on how to most efficiently execute Design-Build projects.

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

  High-level summaries below articulate our organizational controls plan:

  Project Management and Decision Making:

  Authority and decision-making responsibility rests with the Western Washington University Facilities Development & Operations (FDO) team, led by Associate Vice President Traci Brewer-Rogstad, with implementation by the OAC Services Project Management & Technical Advisory team.

  OAC is currently and will continue to meet with the Western weekly to discuss and plan project needs, milestones, develop strategy and courses of action for implementation of the project. Joshua Cloud is the primary point of contact for OAC with assistance from Jeff Jurgensen for the PDB procurement process and throughout the entire project.

  Selection Committee

  The DB Selection Committee could consist of Western leadership, administration, staff, prospective Board of Trustees representation, and prospective Community/Student involvement.

  OAC is a non-voting member of the selection committee and is responsible for managing the DB procurement process. OAC will organize, educate, and facilitate the selection committee in its roles, and document the selection process per RCW 39.10.

  Communication

  Western will use a variety of well-established formal and informal tools to provide effective and impactful communication with all of those involved in the project consistently.

  Western will advertise the RFQ and post it on its website, in news media, and a newspaper of general circulation published in or near Whatcom County as well as the DJC.

  After SOQ's have been scored, the selection committee will meet with the shortlisted teams to better understand the project approach and have an opportunity to meet each team member in person.

  Once a "most qualified" design build team is selected, Western and OAC will meet the design build team during the design and construction phases and partake in interim reviews of the program, design, costs, and schedule to verify the owners' expectations and vision of the completed project are being achieved.

  Project Progress

  Progress will be reported weekly by the DB team to Western and OAC.

  Formal reports will be sent to the Western project leadership team as desired/needed.

  Project status updates will be posted to the project website as desired/needed.

  Frequency of project status updates will be coordinated with the Western project leadership team.

  Budget Monitoring

  OAC will be managing and tracking the program finances and analyzing the cost estimates against the budget on a regular basis, and reporting to the Western project team executive on a regular basis.

  Financial reporting will be provided by Cynthia Balzarini of OAC to Western's Accounts Payable personnel. Cynthia will meet with the finance department to reconcile costs every two weeks or as desired by Western. These reports will be tailored for use by Western in necessary/requested presentations.

Western will maintain its own project contingency and owner's management reserve to address any owner driven scope changes or unforeseen conditions.

OAC will assist Western in budget and financial reporting when and if necessary for project reporting requirements.

Schedule

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

The successful DB team will work with the owner to produce a detailed project schedule accounting for permitting, design, bidding and construction, closeout, and warranty.

Weekly look ahead schedules will be delivered along with monthly construction schedule reports/updates for each pay application.

Cynthia of OAC will review the DB construction progress schedule with Western's project management team and provide analysis and comments on the submitted baseline and actual schedule.

A brief description of your planned DB procurement process.

Western intends to follow a two-step, qualifications based, Progressive Design-Build procurement process as outlined below:

- Following PRC approval, the Request for Qualifications (RFQ) will be issued and will include a draft Design-Build Agreement and outline of RFQ response requirements and evaluation criteria pursuant to Washington law.
- Statements of Qualifications (SOQ) received in response to the RFQ will be reviewed and scored by the selection committee based upon the criteria outlined in the RFQ to determine a shortlist of finalist teams. Ideally three, but no more than five, teams will be shortlisted.
- Shortlisted finalists will be invited to respond to a Request for Proposal (RFP), which will include the team's project specific management plan, participation in interactive meetings and proposed fee percentage. Evaluation criteria for the Proposal components will be outlined in the RFP and will specifically include the finalists' inclusion plans for small, disadvantaged and OMWBE certified businesses and their historical results compared against goals.
- Selection of the successful Design-Builder will be based upon combined scoring of their SOQ and Proposal per the criteria outlined in the RFQ and RFP.
- The Finalist with the highest combined score will enter contract negotiations with Western Washington University.
- Following selection and contracting of the Design-Builder, Western and OAC will participate in subconsultant and subcontractor procurement. Subcontractors will be procured using lump sum, design assist, and Design-Build approach as deemed appropriate based on the content of each package and per the advice of the Design-Builder all while considering the Subcontractor Outreach plan developed by the entire team.

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

  Western is working with their assigned Assistant Attorneys General (AAG) to develop a 'Special AAG (SAAG) agreement with the law firm Perkins Coie, to work specifically on this project in contract development, RFQ refinement, and RFP document creation to integrate and meet requirements of RCW 39.10.

  OAC and Perkins Coie have a long-standing working relationship and a good mutual understanding of a well-crafted PDB contract that allocates risk appropriately and encourages cooperation and owner service. Western anticipates having this process

completed within the next month and prior to the project PRC presentation in December. Western is currently working with OAC on Perkins Coie provided PDB draft contracts.

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**: WWU 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.

Western is committed to diverse business practices and the Western project team will fully engage and participate with the PDB team on all outreach efforts throughout the entirety of the project. Outreach efforts will include, at minimum:

Owner Outreach: An outreach plan will be developed with project stakeholders to inform, advertise, and promote the project to the local, regional, tribal, and municipal communities. MWBE participation goals will be a topic of discussion as well as general information for the community.

Throughout the project, outreach events will be planned to continually promote the project and potential opportunities for employment. Once selected the DB team will become part of this vital outreach plan. The RFP will highlight Western's intent for the DB team to have strong goals regarding MWBE or DBE involvement in the project.

Design-Builder Selection Criteria: As an element to be scored in the SOQ and Management Plan, DB teams will be asked to describe their approach to best facilitate MWBE subconsultant and subcontractor participation as well as their past performance with such participation.

Design-Builder Outreach Plan: During the early planning phases of the project, the selected Design-Builder will be asked to provide a project specific outreach and procurement plan with special attention to providing opportunities to MWBE and local firms. The DB will be required to consider MWBE participation in the organization of their subcontract packages, including proving a procurement plan indicating procurement approach for each subcontract package and an identified participation target. This plan will require Western's approval prior to implementation. The plan will also be required to outline outreach strategies, including but not limited to training, mentoring, and public meetings designed to enhance interest and emphasize the encouragement for small, local, minority and women owned business participation.

OAC and Western will investigate and identify state certified MWBE firms in Bellingham, Whatcom County, and the surrounding counties to target engagement early in the procurement plan.

The RFP developed for this project 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.

Western 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 is not 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 on 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.

Western understands that these achievements on previous projects need to be continuously improved upon and is looking forward to continued improvement through the use of Progressive Design Build on this project.

CAUTION TO APPLICANTS

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

SIGNATURE OF AUTHORIZED REPRESENTATIVE

In submitting this application, you, as the authorized representative of your organization, understand that: (1) the PRC may request additional information about your organization, its construction history, and the proposed project; and (2) your organization is required to submit 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: Traci L. Brewer-Rogstad (electronically signed 10/17/24 4:33pm)

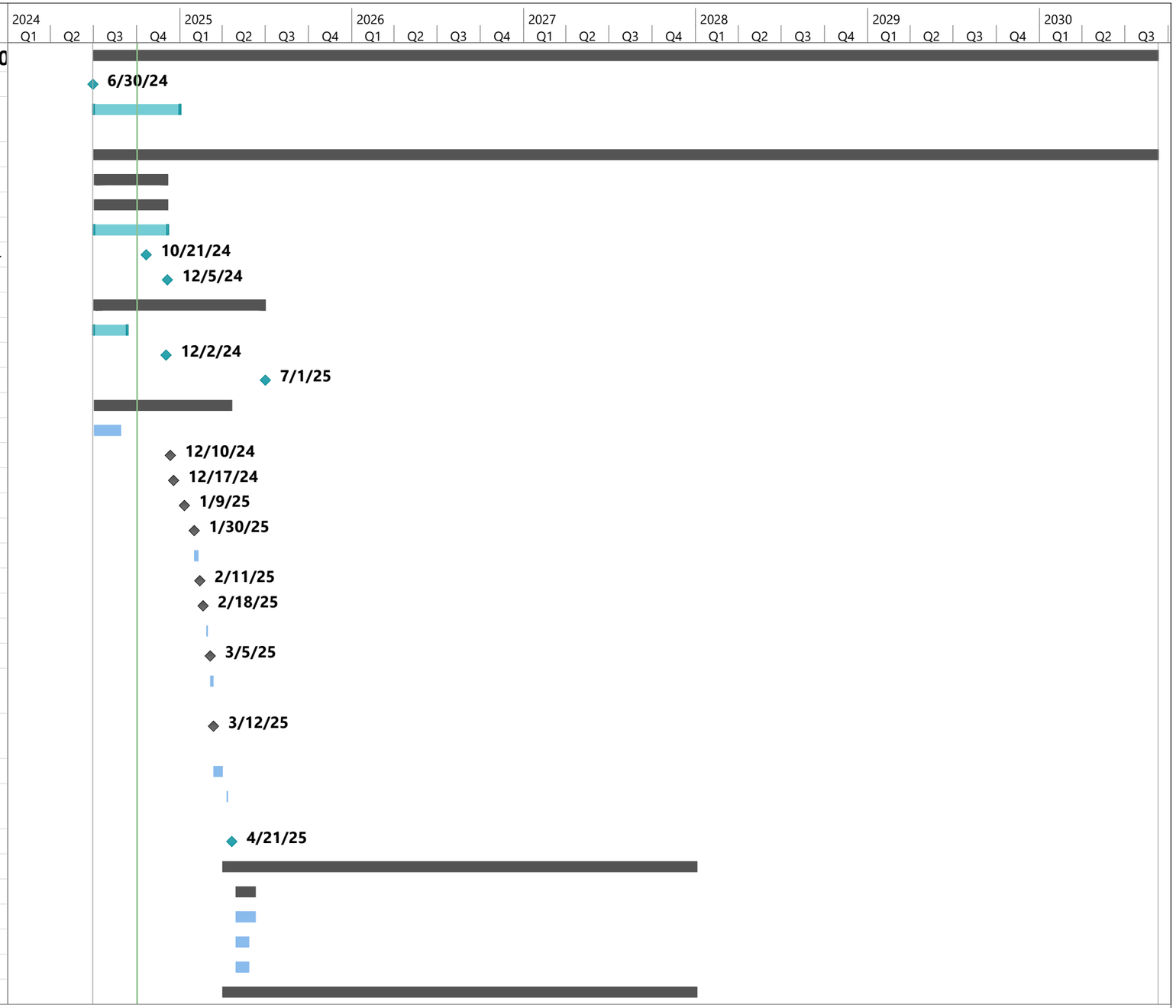
Name: *(please print)* Traci Brewer-Rogstad *(public body personnel)*

Title: Associate Vice President, Facilities Development & Operations

Date: October 17, 2024

ATTACHMENT A: Project Schedule

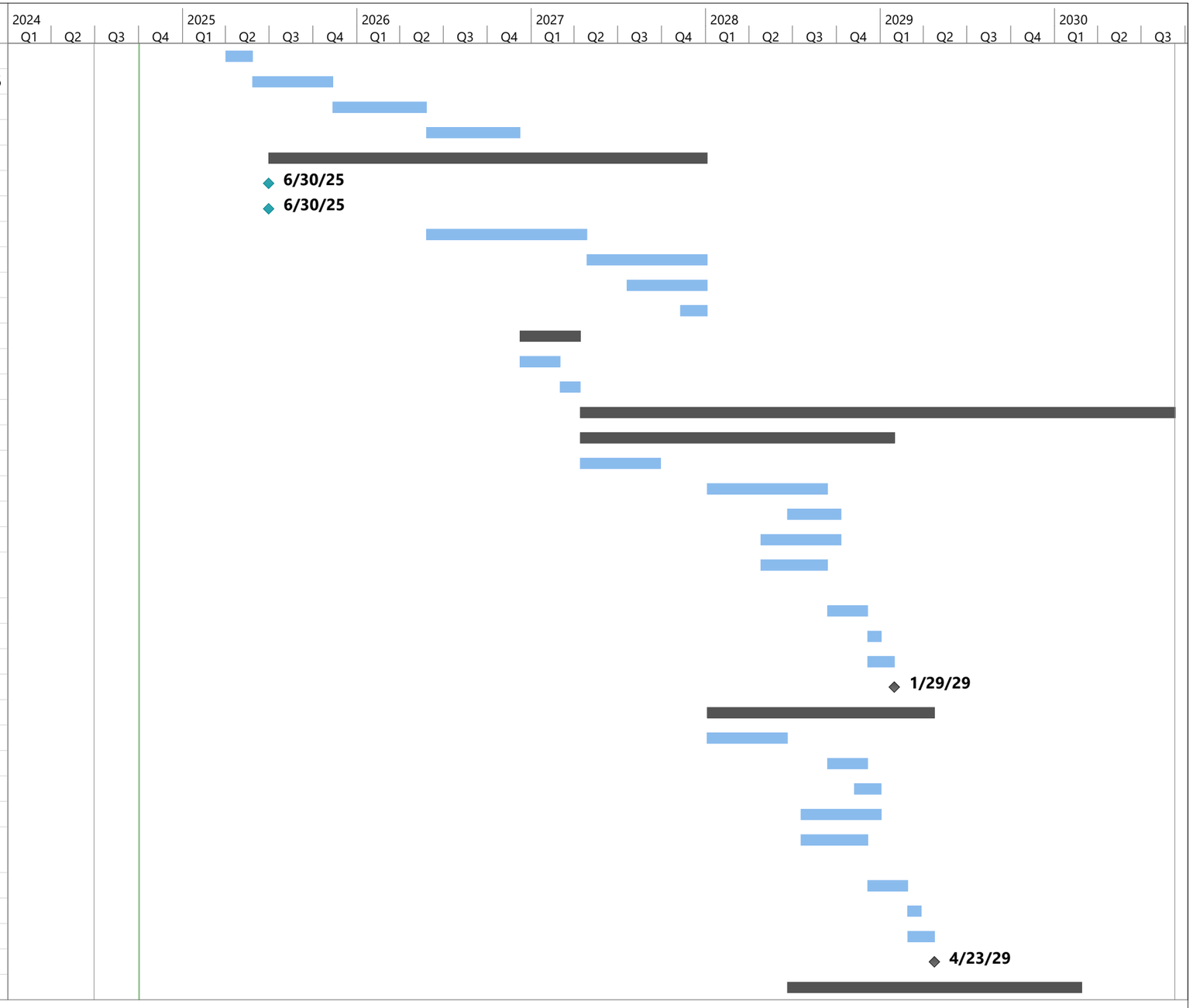
ID	Task Name	Duration	Start	Finish
1	**PW830 Heating Conversion Proje**	**80.5 mons**	**Sun 6/30/24**	**Mon 9/9/30**
2	**Task 1 Phase 1 Complete**	**0 days**	**Sun 6/30/24**	**Sun 6/30/24**
3	**Task 1 Phase 2: Project Deliver Method Selection & Implementation**	**6.3 mons**	**Mon 7/1/24**	**Tue 12/31/24**
4	**PW830 Task 2,3,4**	**80.5 mons**	**Mon 7/1/24**	**Mon 9/9/30**
5	**23/25 Capital Budget Funding**	**5.4 mons**	**Tue 7/2/24**	**Thu 12/5/24**
6	Project Review Committee	5.4 mons	Tue 7/2/24	Thu 12/5/24
7	Prep/Submit/Present	5.4 mons	Tue 7/2/24	Thu 12/5/24
8	Submit Application Milestone	0 mons	Mon 10/21/24	Mon 10/21/24
9	Presentation Milestone	0 mons	Thu 12/5/24	Thu 12/5/24
10	**25/27 Capital Budget Funding**	**12.75 mons**	**Mon 7/1/24**	**Tue 7/1/25**
11	Submit Budget to OFM	2.5 mons	Mon 7/1/24	Tue 9/10/24
12	Budget to Legislature (approximate	0 mons	Mon 12/2/24	Mon 12/2/24
13	Budget Available	0 mons	Tue 7/1/25	Tue 7/1/25
14	**Procurement Services (TASK 2)**	**10.15 mons**	**Tue 7/2/24**	**Mon 4/21/25**
15	Develop OPR	2 mons	Tue 7/2/24	Tue 8/27/24
16	PDB RFQ Advertisement #1	0 days	Tue 12/10/24	Tue 12/10/24
17	PDB RFQ Advertisement #2	0 days	Tue 12/17/24	Tue 12/17/24
18	Pre-Proposal Meeting	0 days	Thu 1/9/25	Thu 1/9/25
19	PDB SOQ's Due	0 days	Thu 1/30/25	Thu 1/30/25
20	WWU SOQ Review/Scoring	6 days	Fri 1/31/25	Fri 2/7/25
21	Notify Shortlist Teams	0 days	Tue 2/11/25	Tue 2/11/25
22	Issue RFP to Shortlist Teams	0 days	Tue 2/18/25	Tue 2/18/25
23	PDB Interactive Meetings	2 days	Wed 2/26/25	Thu 2/27/25
24	PDB Management Plan/Fee Propos	0 days	Wed 3/5/25	Wed 3/5/25
25	Management Plan/Fee Review and Scoring	4 days	Thu 3/6/25	Tue 3/11/25
26	Announce Apparent Successful Proposer/Intent to Award	0 days	Wed 3/12/25	Wed 3/12/25
27	Contracting Negotiations	13 days	Thu 3/13/25	Mon 3/31/25
28	WWU Board of Trustees Contract Approval	2 days	Thu 4/10/25	Fri 4/11/25
29	Progressive Design-Builder NTP	0 days	Mon 4/21/25	Mon 4/21/25
30	**Design - Pre-Con Services (TASK 3)**	**36 mons**	**Tue 4/1/25**	**Mon 1/3/28**
31	Specialty Support	1.5 mons	Tue 4/29/25	Mon 6/9/25
32	Test Bores	1.5 mons	Tue 4/29/25	Mon 6/9/25
33	Pot-holing/Survey Existing Utiliti	1 mon	Tue 4/29/25	Mon 5/26/25
34	3D Model Existing Spaces & Top	1 mon	Tue 4/29/25	Mon 5/26/25
35	**Design**	**36 mons**	**Tue 4/1/25**	**Mon 1/3/28**



Project: PW 830 WWU Heating
Date: Wed 10/2/24

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone

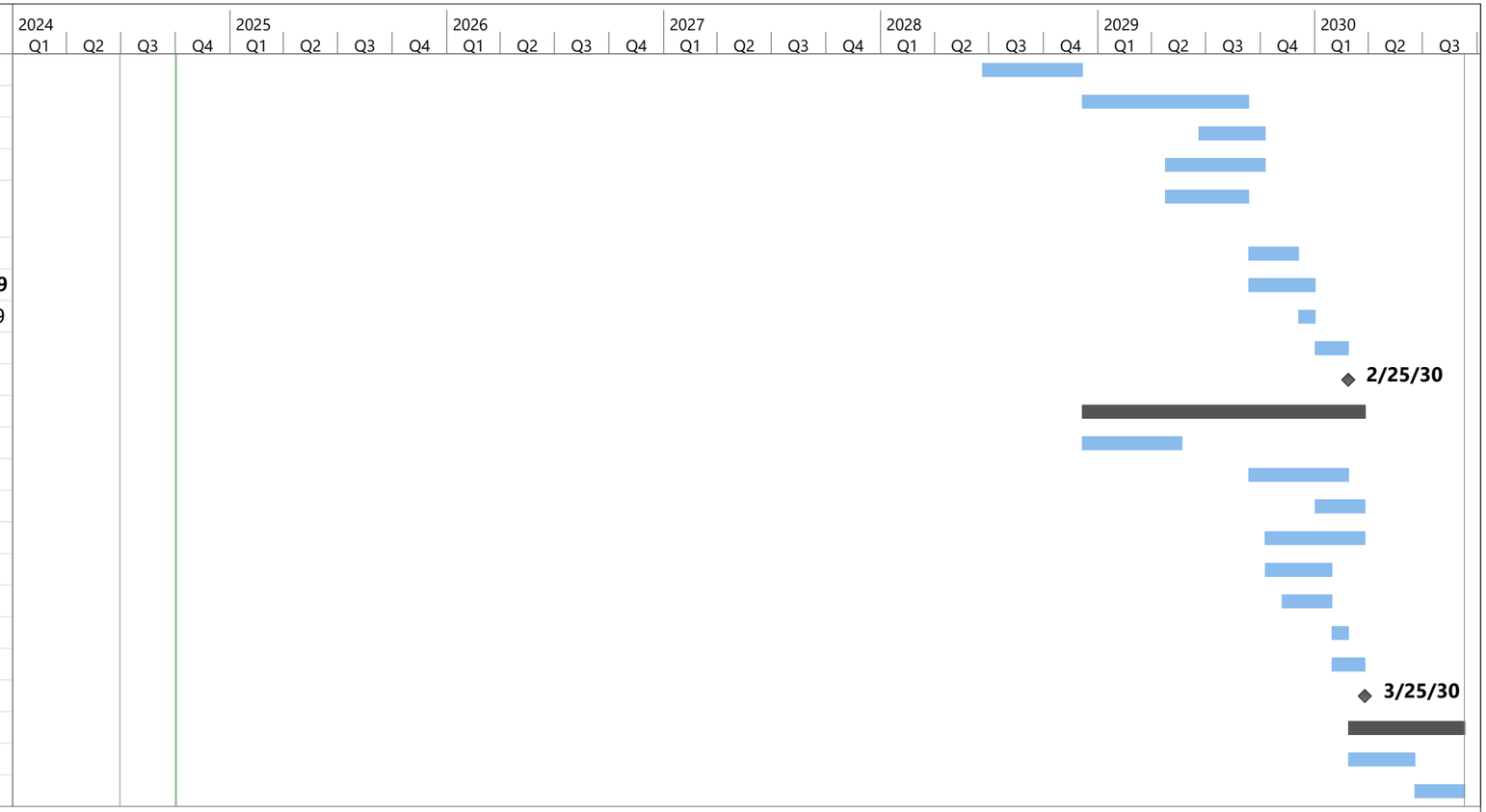
ID	Task Name	Duration	Start	Finish
36	Validation (information gatherin	2 mons	Tue 4/1/25	Mon 5/26/25
37	30% Design	6 mons	Tue 5/27/25	Mon 11/10/25
38	60% Design	7 mons	Tue 11/11/25	Mon 5/25/26
39	Final Design	7 mons	Tue 5/26/26	Mon 12/7/26
40	Permitting	32.8 mons	Mon 6/30/25	Mon 1/3/28
41	Decarbonization Plan	0 mons	Mon 6/30/25	Mon 6/30/25
42	Community Engagement Plan	0 mons	Mon 6/30/25	Mon 6/30/25
43	Entitlement/SEPA	12 mons	Tue 5/26/26	Mon 4/26/27
44	Civil	9 mons	Tue 4/27/27	Mon 1/3/28
45	Building	6 mons	Tue 7/20/27	Mon 1/3/28
46	MEP	2 mons	Tue 11/9/27	Mon 1/3/28
47	GMP	4.5 mons	Tue 12/8/26	Mon 4/12/27
48	Estimate	3 mons	Tue 12/8/26	Mon 3/1/27
49	Review/Award	1.5 mons	Tue 3/2/27	Mon 4/12/27
50	**Construction - CM Services (TASK 4)**	**44.5 mons**	**Tue 4/13/27**	**Mon 9/9/30**
51	Node (North)	23.5 mons	Tue 4/13/27	Mon 1/29/29
52	Buyout/Coordination/Submittal	6 mons	Tue 4/13/27	Mon 9/27/27
53	Drill Geo Bores (425)/Restoratio	9 mons	Tue 1/4/28	Mon 9/11/28
54	Geo Horizontal Piping/Restorati	4 mons	Tue 6/20/28	Mon 10/9/28
55	Node Plant Building	6 mons	Tue 4/25/28	Mon 10/9/28
56	Heating/Cooling Distribution/Restoration	5 mons	Tue 4/25/28	Mon 9/11/28
57	Building Heat Transfer Room Bui	3 mons	Tue 9/12/28	Mon 12/4/28
58	Cx	1 mon	Tue 12/5/28	Mon 1/1/29
59	Training/Cutover to New Node	2 mons	Tue 12/5/28	Mon 1/29/29
60	Node Complete	0 days	Mon 1/29/29	Mon 1/29/29
61	Node (Ridgeway)	17 mons	Tue 1/4/28	Mon 4/23/29
62	Buyout/Coordination/Submittal	6 mons	Tue 1/4/28	Mon 6/19/28
63	Drill Geo Bores (102)/Restoratio	3 mons	Tue 9/12/28	Mon 12/4/28
64	Geo Horizontal Piping/Restorati	2 mons	Tue 11/7/28	Mon 1/1/29
65	Node Plant Building	6 mons	Tue 7/18/28	Mon 1/1/29
66	Heating/Cooling Distribution/Restoration	5 mons	Tue 7/18/28	Mon 12/4/28
67	Building Heat Transfer Room Bui	3 mons	Tue 12/5/28	Mon 2/26/29
68	Cx	1 mon	Tue 2/27/29	Mon 3/26/29
69	Training/Cutover to New Node	2 mons	Tue 2/27/29	Mon 4/23/29
70	Node Complete	0 days	Mon 4/23/29	Mon 4/23/29
71	Node (South)	22 mons	Tue 6/20/28	Mon 2/25/30



Project: PW 830 WWU Heating
Date: Wed 10/2/24

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone

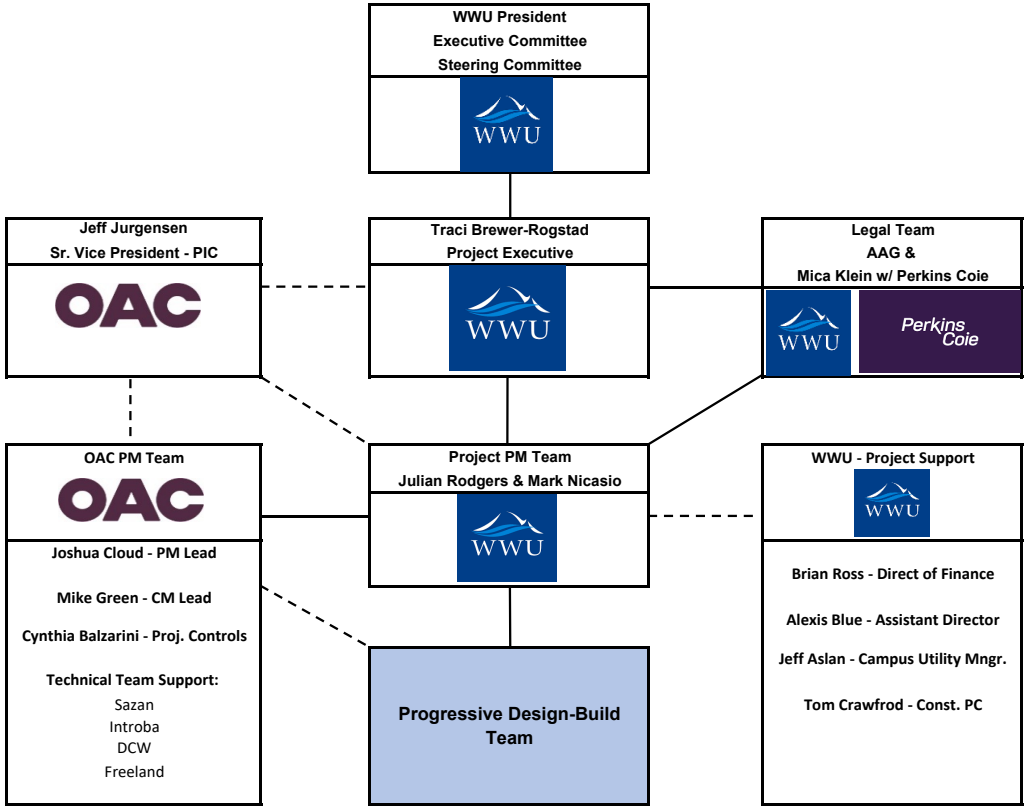
ID	Task Name	Duration	Start	Finish
72	Buyout/Coordination/Submittal	6 mons	Tue 6/20/28	Mon 12/4/28
73	Drill Geo Bores (505)/Restoratio	10 mons	Tue 12/5/28	Mon 9/10/29
74	Geo Horizontal Piping/Restorati	4 mons	Tue 6/19/29	Mon 10/8/29
75	Node Plant Building	6 mons	Tue 4/24/29	Mon 10/8/29
76	Heating/Cooling Distribution/Restoration	5 mons	Tue 4/24/29	Mon 9/10/29
77	Building Heat Transfer Room Bu	3 mons	Tue 9/11/29	Mon 12/3/29
78	**Temp Steam Plant**	**4 mons**	**Tue 9/11/29**	**Mon 12/31/29**
79	Cx	1 mon	Tue 12/4/29	Mon 12/31/29
80	Training/Cutover to New Node	2 mons	Tue 1/1/30	Mon 2/25/30
81	Node Complete	0 days	Mon 2/25/30	Mon 2/25/30
82	Node (Fairhaven)	17 mons	Tue 12/5/28	Mon 3/25/30
83	Buyout/Coordination/Submittal	6 mons	Tue 12/5/28	Mon 5/21/29
84	Drill Geo Bores (233)/Restoratio	6 mons	Tue 9/11/29	Mon 2/25/30
85	Geo Horizontal Piping	3 mons	Tue 1/1/30	Mon 3/25/30
86	Node Plant Building	6 mons	Tue 10/9/29	Mon 3/25/30
87	Heating/Cooling Distribution	4 mons	Tue 10/9/29	Mon 1/28/30
88	Building Heat Transfer Room Bu	3 mons	Tue 11/6/29	Mon 1/28/30
89	Cx	1 mon	Tue 1/29/30	Mon 2/25/30
90	Training/Cutover to New Node	2 mons	Tue 1/29/30	Mon 3/25/30
91	Node Complete	0 days	Mon 3/25/30	Mon 3/25/30
92	**Close Out/Turnover**	**7 mons**	**Tue 2/26/30**	**Mon 9/9/30**
93	Node Integration/Cx	4 mons	Tue 2/26/30	Mon 6/17/30
94	Final Documentation	3 mons	Tue 6/18/30	Mon 9/9/30



Project: PW 830 WWU Heating
Date: Wed 10/2/24

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone

Attachment B: Project Team Organization Chart



Attachment C: Project Team Experience and Roles on Previous DB & Alt. Procurement Projects

Name	Affiliation/Role (Exp in section 6.3)	Projects	Construction Budget	Procurement Type	Pre-Design Role	Design Role	Construction Role
Jeff Jurgensen	OAC Services, Principal In Charge						
		Almira School District Replacement	$30M	PDB	PIC	PIC	PIC
		Central Valley School District (6 GC/CM projects)	$180M	GC/CM	PM	Pm	PM
		Washington State University Visitors Center	$2M	DB	DB Advisor	DB Advisor	DB Advisor
		Washington State University Northside Residence Hall	$33M	DB	DB Advisor	DB Advisor	DB Advisor
		Pascal Sherman Indian School	$16.5M	DB	PM	PM	PM
		City of Liberty Lake Town Square	$12M	DB	PM	PM	PM
		Nelson Service Center	$15M	DB	PM	PM	PM
		Spokane International Airport DB Parking Garage	$15M	DB	PM	PM	PM
		Ellensburg School District – Lincoln Elementary School	$20.0M	PDB	PIC	PIC	PIC
		Central Valley School District – Horizon Middle School	$28.0M	GC/CM	PIC	PIC	PIC
		Central Valley School District – Evergreen Middle School	$34.5M	GC/CM	PIC	PIC	PIC
		Central Valley School District – North Pines Middle School	$29.5M	GC/CM	PIC	PIC	PIC
		Ellensburg School District – Lincoln Elementary School	$26.5M	PDB	PIC	PIC	PIC
		Ellensburg SD Ida Nason Elementary School	$33.0 M	GC/CM	PIC	PIC	PIC
		Ellensburg SD Mt Stuart Elementary School	$28.0 M	GC/CM	PIC	PIC	PIC

Name	Affiliation/Role (Exp in section 6.3)	Projects	Construction Budget	Procurement Type	Pre-Design Role	Design Role	Construction Role
Joshua Cloud	OAC Services Lead PM						
		BPS - Sunnyland Elementary School	$32 M	GC/CM			Program Manager
		King County Children and Family Justice Center	$240 M	DB		Sr Project Manager	Sr Project Manager
		Lake Washington Public Schools, K-12 Projects	$53 M	D/B/B	Program Manager	Program Manager	Program Manager
		Bellingham Public Schools, K-12 Projects	$30 M	D/B/B	Program Manager	Program Manager	Program Manager
		BPS - Elementary School #15	$42 M	GC/CM	Program Manager	Program Manager	Program Manager
		Seattle Public Utilities North Transfer Station	$108 M	GC/CM	Project Manager	Project Manager	Project Manager
Cynthia Balzarini	OAC Services Project Controls Manager						
		Ellensburg SD Lincoln Elementary School	$26.5M	PDB	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Ellensburg SD Ida Nason Elementary School	$33.0 M	GC/CM	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Ellensburg SD Mt Stuart Elementary School	$28.0 M	GC/CM	Project Controls Manager	Project Controls Manager	Project Controls Manager
		Thurston County Courthouse	$50 M	PDB	Project Controls Manager		
		Snohomish County 911 Emergency Communication Center Facility	$68.9 M	PDB	N/A	Project Controls Manager	Project Controls Manager
		City of Bothell Fire Station 42 & 45	$22.8	PDB	N/A	Project Controls Specialist	Project Controls Specialist
		Centralia SD Centralia High School	$47.1 M	GC/CM	Project Controls Specialist	Project Controls Specialist	Project Controls Specialist
		Centralia SD Fords Prairie Elementary School	$21.5 M	GC/CM	Project Controls Specialist	Project Controls Specialist	Project Controls Specialist
		Centralia SD Jefferson-Lincoln Elementary School	$22.7 M	GC/CM	Project Controls Specialist	Project Controls Specialist	Project Controls Specialist

Name	Affiliation/Role (Exp in section 6.3)	Projects	Construction Budget	Procurement Type	Pre-Design Role	Design Role	Construction Role
Mike Green	OAC Services Lead CM						
		Microsoft Thermal Energy Center (CUP)	$230 M	Private Negotiated	Senior PM	Senior PM	Senor PM
		Electric Vehicle Fleet Facility (confidential)	$200+ M	Private Negotiated	Senior PM	Senior PM	Senior PM
		Harborview Medical Center Norm Maleng Bld	$126 M	D/B/B	MEP Manager	MEP Manager	MEP Manager
Mica Klein	Partner with Perkins Coie						
		Harborview Hospital	$1.7B	PDB	Attorney	Attorney	Attorney
		Central Kitsap Treatment Plant Upgrades	$140M	GC/CM	Attorney	Attorney	Attorney
		Bethel High School	$154M	GC/CM	Attorney	Attorney	Attorney

Attachment C: WWU Alternative Procurement Experience

Project Name	Contracting Method	WWU Staff	Scheduled Start	Scheduled End	Actual Start	Actual Finish	Planned Budget	Actual Cost	Reasons for Difference
Student Development and Success Center	PDB	Tracie Rogstad, Alexis Blue, Chris Mead, Brian Ross	7/24/2024	3/15/2027	7/24/2024	In progress	$52,632,000	TBD	NA
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

Attachment D: WWU 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
Student Development and Success Center	New 40,000 sf building to include Welcome Center, Student Advising and Student Counseling	**PDB**	7/24/2024	3/15/2027	7/24/2024	In progress	$52,632,000	TBD	NA	15% MBE, 6%WBE, 10% SBE	TBD
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/Sketches/Plans

1) **WWU Campus Map, Current Steam System Distribution Map:**

2) WWU Campus Map, Proposed Nodal System per Feasibility Study Option 4:

The map below shows a conceptual image of how the campus would be divided into the proposed nodes.

Campus map: Areas served by proposed nodal systems in Option 4. Potential geo-exchange fields are shown in green and potential plant locations in orange. All locations and sizing shown are for reference only and will be further refined during schematic design.

3) **WWU Campus Map, Proposed Nodal System & GHX Fields:**