



October 28, 2011

Mr. Roland Orr, Contracts Manager
General Administration, Engineering & Architectural Services
PO Box 41012
Olympia, WA 98504-1012

RE: Western Washington University
GC/CM Application for Carver Academic Renovation

Dear Mr. Orr:

Please find attached Western Washington University's application to utilize GC/CM on our Carver Academic Renovation. This will be Western's second GC/CM project. You will see in the application that we have made every effort to educate ourselves and taken advantage of resources to become knowledgeable owners and managers of the GC/CM process. This has included:

- Successful completion of Miller Hall Renovation, our first GC/CM project.
- Sending seven Western project representatives to the GC/CM certificate class sponsored by the AGC Education Foundation and University of Washington.
- Western utilized the knowledge of Doug Holen on the Miller Hall Renovation. Doug will review draft GC/CM contract language and be used as a resource for this project also.
- Doug is in the process of completing a "lessons learned" report on the Miller Hall Renovation that will provide recommendations for improvements to this project.
- Western has selected LMN Architects to be the architectural consultant, with principle George Shaw, who has an established record of working on GC/CM projects.
- Western also has the assistance of consultants with GC/CM experience. These include legal assistance from Alan Merkle and Karl Oles of Stoel Rives and project management assistance from Ted Ritter of Ritter Construction Management.

Many of Western's project management team have been with the University for 20 years or more and during this time have managed a number of successful public works projects. We are confident that we will also be successful in utilizing the GC/CM process on the Carver Academic Renovation.

We want to thank you for consideration of this application. Please do not hesitate to contact Ed Simpson, Assistant Director for Facilities Development, if there are any questions on our submittal. Ed's contact information is listed below as well as on our application.



Office of Facilities Development & Capital Budget

An equal opportunity university
Bellingham, Washington 98225-9122
(360) 650-3551 • Fax (360) 650-2898

Sincerely,

A handwritten signature in blue ink, appearing to read "Rick Benner", with a long horizontal line extending to the right.

Rick Benner, AIA
Director, Office of Facilities Development and Capital Budget
Western Washington University
516 High Street, MS 9044
Bellingham, WA 98225

cc: Ed Simpson, Assistant Director for Facilities Development
Office of Facilities Development and Capital Budget
(360) 650-3231
Ed.Simpson@wwu.edu



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

for the
CARVER ACADEMIC RENOVATION PROJECT

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. *(Note: A Public Body that is certified to use the GC/CM procedure and is seeking approval to use this procedure on a GC/CM project with a total project cost of less than \$10 million is not required to submit information for Questions 7 or 8.)*

1. Identification of Applicant

- (a) Legal name of Public Body (your organization): Western Washington University
- (b) Address: 516 High Street, Bellingham, WA 98225-9122
- (c) Contact Person Name: Ed Simpson Title: Assistant Director
- (d) Phone Number: 360-650-3231 Fax: 360-650-2898
E-mail: Ed.Simpson@wwu.edu

2. Brief Description of Proposed Project

Please describe the project in no more than two short paragraphs. (See *Attachment A for an example.*)

The Carver Academic Renovation is planned as a combination of 92,749 square feet of renovation, 18,227 square feet of replacement for demolished area and an additional 41,977 square feet of new in-fill construction. The existing facility is a 110,700 square foot building first constructed in 1936, enlarged in 1960 with a major addition, and with subsequent minor additions in 1970, 1985, 1988, and 1994. The original building, along with all of these additions, have infrastructure that is shared and intertwined. Carver is land locked from an accessibility standpoint in the heart of Western's campus, and is directly adjacent to the major pedestrian way in the linear campus layout. In addition, Carver has the only arena space on campus for athletic events, commencements and large capacity functions.

The Carver Academic Renovation will begin to meet the critical needs for more instructional capacity for the departments of Physical Education, Health and Recreation (PEHR), the Dance program, general university classrooms, and Intercollegiate Athletics, as well as provide continued space for Campus Recreation. It is anticipated to include a minimum of two major phases with building occupants being housed in areas not under construction. The work includes abatement, demolition, excavation, an addition in the core of the building, new vertical circulation, new ADA compliant restrooms, and replacement of mechanical and electrical systems. One of the major tasks of the GC/CM, MCCM and ECCM will be to work

with the University and the design consultant to develop a phasing plan that is safe with as little disruption to the building occupants as possible.

3. Projected Total Cost for the Project:

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$6,230,000
Estimated project construction costs:	\$53,492,000
Equipment and furnishing costs	\$5,193,000
Off-site costs	\$0
Contract administration costs (owner, cm., etc)	\$2,888,000
Other related project costs (artwork, in-house services, permits)	\$556,000
Total (with sales tax & contingency)	\$68,359,000

B. Funding Status

Please describe the funding status for the whole project.

(If funding is not available, please explain how and when funding is anticipated)

Design funding (including pre-construction services) was appropriated in the 2011/2013 biennium. Construction funding will be requested in the 2013/2015 biennium.

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.)*
Attachment A shows the proposed project schedule.
- If your project is already beyond completion of 30% drawings or schematic design, please list compelling reasons for using the GC/CM or D-B contracting procedure.
The Carver Academic Renovation project is not beyond completion of 30% drawings or schematic design. It is Western's intent to contract with a GC/CM (including MCCM and ECCM) for Pre-Construction services in time to allow them to join Western and the design team no later than the middle of the schematic design phase.

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?
The GC/CM contracting method is appropriate for the Carver Academic Renovation project for the following reasons: (1) project complexity; (2) the need to maintain building operations and minimize impacts to occupants during construction; (3) coordination with the GC/CM (including MCCM and ECCM) during the design phase to incorporate contractor means and methods into the design process; and (4) allowing the GC/CM (including MCCM and ECCM) to investigate and verify existing conditions and coordination of the documents.

Carver Academic is a complex building. The original gym building was construed in 1936. A major addition was added in 1960, which included a three-court gym, offices, classroom, and locker rooms. Subsequent minor additions in 1970, 1985, 1988, and 1994 created a complex disjointed plan with varying floor levels. Several areas of the building require users to exit and then re-enter the building to access them. None of

the second floor spaces are ADA accessible. (See attached plan showing dates of construction.

The Carver Academic Renovation project will benefit from the added time during design for the GC/CM (including MCCM and ECCM) team to familiarize themselves with the building and understand the complex issues to address the phasing and scheduling issues successfully. This will also require development of a schedule that allows moving of the occupants to minimize disruption to staff and faculty during the academic calendar. Departmental moves have to coordinate with the University academic calendar or the project schedule will be impacted, leading to increased costs. Trying to move faculty when they are trying to teach is not acceptable

- 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.)*

The proposed construction phasing calls for construction in one wing of the building while the adjacent wing is occupied. The project will benefit with the involvement of a GC/CM to help develop plans for barriers and controls that also maintain ADA access. The controls will need to minimize sound, odor, and dust, to address occupant safety concerns. The GC/CM will be able to assist in methods to isolate building infrastructure and structural systems so the occupied areas can stay in operation and construction crews can safely perform the activities they are required to do.

- If involvement of the GC/CM is critical during the design phase, why is this involvement critical?

Carver Academic is in the core of the campus without road or service drive access. The only access to Carver is over brick paver pedestrian pathways. The east side of the building borders the University's major north/south pedestrian pathway that links the central campus with the south campus. The siting along with the historical significance of the 1936 and 1960 portions of the building will make construction management a challenge.

Western feels that it is critical that the GC/CM be involved during the design phase to coordinate with the designers to assure that construction documents are clear on how best to minimize disruptions to occupants and University community, which can ultimately impact a contractor's schedule leading to costly delay claims. The project would also benefit from the potential continuous constructability suggestions that can come from a GC/CM that has experience in renovation projects of this scale as well as utilizing the GC/CM to perform building surveys and inspections during the design process. Extremely limited site staging area and truck access is another challenge the GC/CM will need to address. It will be difficult to access the building without blocking access to adjacent buildings and pedestrian traffic.

- If the project encompasses a complex or technical work environment, what is this environment?

Technical aspects include coming up with safe work plans to keep mechanical and electrical services to occupied areas of the building while replacing and upgrading the existing outdated systems. Complex phasing will include major demolition and reconstruction to tie the structure back together; poor soils and need for pile supported foundations; extensive seismic reinforcing requirement for the 1936 structure; and developing a plan to minimize impact to academic and athletic calendars.

- 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?
Carver Academic is historic because the 1936 gym designed by Bebb & Gould formed the first campus quad along with Wilson Library, Miller Hall, and Performing Arts, all designed by Bebb & Gould. The 1960 addition designed by Fred Bassetti was the first of many additions to Western's campus designed by Fred Bassetti. The GC/CM will be able to assist the design team in surveying the building, investigating existing conditions, and uncovering hidden elements to assist in developing the most complete documents possible. Much of the work will be in interior spaces where the existing architecture has been covered during subsequent remodels.

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.

With the GC/CM involved in evaluating the existing building and participating during the design process, it is anticipated that the probability of unforeseen issues and changes will be greatly reduced, leading to reduced costs and to a reduced potential for schedule impacts during construction.

The more complex the project and phasing, the more likely there could be claims for construction phase changes. A small delay could result in missing a break in the academic window which could result in a greater delay waiting for the next break. Our experience is that construction delay claims are not cheap and take a tremendous amount of staff time and resources to resolve.

A design-bid-build contractor may not be as willing to maintain a schedule that it did not participate in developing and may have nothing to lose if the schedule slides due to scope changes.

7. Public Body Qualifications

Please provide:

- A description of your organization's qualifications to use the GC/CM contracting procedure.

This project would be Western's second GC/CM project.

Western's Miller Hall Renovation has reached substantial completion. The project was originally allotted a construction budget of \$54,625,000. With the GCCM process and a favorable construction climate the university was able to return \$8,881,000 to the State (16.26%) and still complete the project as originally planned and designed. This would not have been possible under a traditional D/B/B project. Western has successfully managed a number of D/B/B projects with in-house project managers and on-site representatives many of whom have been involved with major construction projects on the campus since 1990.

- 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 –Carver Academic Renovation Project GC/CM Management Plan.

- 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.)
See attachment C Carver Academic Renovation Project Team Experience.
- The qualifications of existing or planned for 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.
Information included in attachment C Carver Academic Renovation Project Team Experience.
- 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.
Not applicable
- A brief summary of the construction experience of your organization's project management team that is relevant to the project.
Western's project management team has successfully managed the design and construction of a number of major capital projects over the last 15 – 20 years with the same personnel still on staff with the University. These projects were all completed utilizing mostly design/bid/build because Western did not have legislative approval for other procurement methods until the Miller Hall Renovation. Project examples include:
 - Chemistry Building, 1992, total project cost \$21.98 million
 - Ridgeway Commons Renovation, 1992, total project cost \$3.13 million
 - Biology Building, 1994, total project cost \$22.26 million
 - Eden Hall Renovation, 1994, total project cost, \$8.6 million
 - Science Math & Technology Ed. Facility, 1996, total project cost \$12.97 million
 - Viking Commons Renovation, 1996, total project cost \$3.8 million
 - Haggard Hall Renovation, 1998, total project cost \$22.2 million
 - Viking Union Renovation, 2000, total project cost \$23.1 million
 - Campus Services Facility, 2002, total project cost \$11.4 million
 - Campus Infrastructure Development Project, 2002, total project cost \$16.3 mil.
 - Student Recreation Center, 2002, total project cost \$26.7 million
 - Communications Facility, 2003, total project cost \$36.4 million
 - Academic Instructional Center, 2007, total project cost \$64.2 million
 - Buchanan Towers Addition, 2011, total project cost \$14.6 million
 - Miller Hall Renovation, 2011, total project cost \$51.5 million (GC/CM)
- A description of the controls your organization will have in place to ensure that the project is adequately managed.
Consistent with previous major capital projects, this project will be managed through the University's Office of Facilities Development and Capital Budget. The project's overall organizational format starts at the top with project reviews and approvals by Western's Board of Trustees. From there it proceeds to the President and President's Cabinet, consisting of the Provost, Vice Presidents and other executive administration. The project has its own Steering Committee chaired by the Director of Facilities Development and Capital Budget. Representation on the Steering Committee includes the Office of Facilities Development and Capital Budget, Facilities Management, Space Administration, and the departments to be located within the renovated facility.

The in-house staffing will include a full-time project manager from start of design through occupancy, on-site construction representatives, and support from the Office of Facilities Development and Capital Budget, along with assistance from Facilities Management. Facilities Management maintenance and operations staff will be routinely consulted throughout the project and participate in all design phase reviews, value engineering, and constructability issues.

- A brief description of your planned GC/CM procurement process.

The proposed Carver Academic Renovation GC/CM process:

Western anticipates being able to advertise the Carver Academic Renovation GC/CM request for proposals in December 2011. The University intends to review submittals, develop a shortlist, conduct interviews of short-listed firms, and receive bids from selected firms. Western will then take the Preconstruction Services contract with the successful firm to our April 2012 Board of Trustees meeting. This will allow the GC/CM team to join Western and the A/E team during the middle of Schematic Design. It is our intent to utilize Doug Holen, former Director, Capital Projects South at the UW; and Ted Ritter, Ritter Construction Management as industry experts to participate with us in the GC/CM selection process. Western will also use the services and advice of Alan Merkle and Karl Oles, Stoel Rives, for legal issues during the selection process and throughout the project.

The GC/CM will actively participate as a member of the project team with Western and the design team during the design phases of the project. The primary purpose of the GC/CM's responsibility will be to provide expertise necessary to manage the MACC and the project schedule and to ensure the project is constructible.

GC/CM Schematic Design Phase Services:

The GC/CM will prepare a detailed milestone schedule for the project from the onset of design through the completion of construction and substantial completion.

The GC/CM will administer the RFQ process to procure EC and MC/CM team members.

The GC/CM team will review the schematic phase drawings and specifications and provide constructability and value engineering comments.

The GC/CM team will review and comment on the proposed project LEED information from a constructability point of view.

The GC/CM team will prepare a construction cost estimate for the entire work based upon the final schematic design submission. The GC/CM and the design team will reconcile the estimates in conjunction with Western to reduce (if necessary) the cost of the work to be within the MACC.

The GC/CM team will review the drawings and specifications for the schematic design submittal and provide formal value engineering recommendations as well as make comments on construction phasing requirements.

The GC/CM team will review the record drawings and investigate the existing conditions at the Project site to ensure that the documents reflect the actual conditions on site.

GC/CM Design Development Phase Services:

The GC/CM team will provide constructability comments and estimating services and evaluate critical elements of the design as they are formulated.

The GC/CM team will review the drawings and specifications as well as component procurement packages. Provide comments on construction feasibility, identify products or materials with long lead times for procurement, make recommendations for phased construction if appropriate, propose alternative designs or materials and comment on site logistics including the adequacy of access, site utilities and laydown area.

The GC/CM team will review the drawings and specifications for the final design development submittal and provide formal value engineering recommendations as well as make comments on construction phasing requirements.

The GC/CM team will identify subcontract bid packages and material procurement packages that could be advertised prior to the completion of the Construction Documents.

The GC/CM team will prepare a construction cost estimate for the entire work based upon the final design development submission. The GC/CM and the design team will reconcile the estimates in conjunction with Western to reduce (if necessary) the cost of the Work to be within the MACC.

The GC/CM team will review and comment on the proposed project LEED information from a constructability point of view.

GC/CM Construction Document Phase Services:

The GC/CM team will prepare procurement documents for long-lead-time materials if necessary.

The GC/CM team shall revise the project schedule as required to reflect changes that have occurred during design or to reflect a change or more refined schedule for procurement of materials, subcontract buyout, or construction.

The GC/CM team will prepare and process the application(s) for all necessary building permits. Monitor and expedite the permitting process as necessary to ensure that the construction permits are received in a timely fashion.

The GC/CM team will monitor the development of the construction documents. Provide value engineering and constructability reviews of elements of the design when requested by the Design Team and Western. The GC/CM will assist in the development of phasing requirements and safety measures required for the occupied portions of the building.

The GC/CM team will prepare construction cost estimates for the entire work based upon both the mid and final Construction Documents submittals.

The GC/CM team will complete an interdisciplinary plan check of both mid and final construction documents submittals.

The GC/CM team will verify that the construction documents reflect the existing conditions on site.

At no earlier than 90% completion of the construction document's Western will negotiate with the GC/CM the construction services MACC and establish the total contract cost.

- Verification that your organization has already developed (or provide your plan to develop) specific GC/CM contract terms.
Western has completed draft GC/CM RFP, General Conditions, Division 1 Specifications, and Preconstruction Contract documents. These draft documents are currently being reviewed and finalized. The intent is to complete the documents and include them in the GC/CM RFP to be advertised December 2011 and the GC/CM Request for Final Proposals that will be sent to the most highly qualified firms in February 2012.

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: (See Attachment 'D')

- 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

See attachment D – Major Project Construction History

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

See attachment E – Carver Academic Renovation images

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.

Western has received no audit findings on any projects identified above.

Caution to Applicants

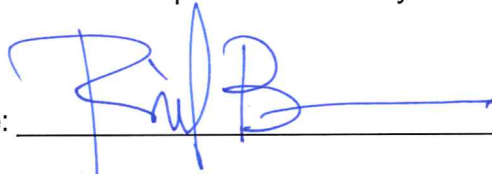
The definition of the project is at the applicant's discretion. The entire project, including all components, must meet the criteria to be approved.

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.

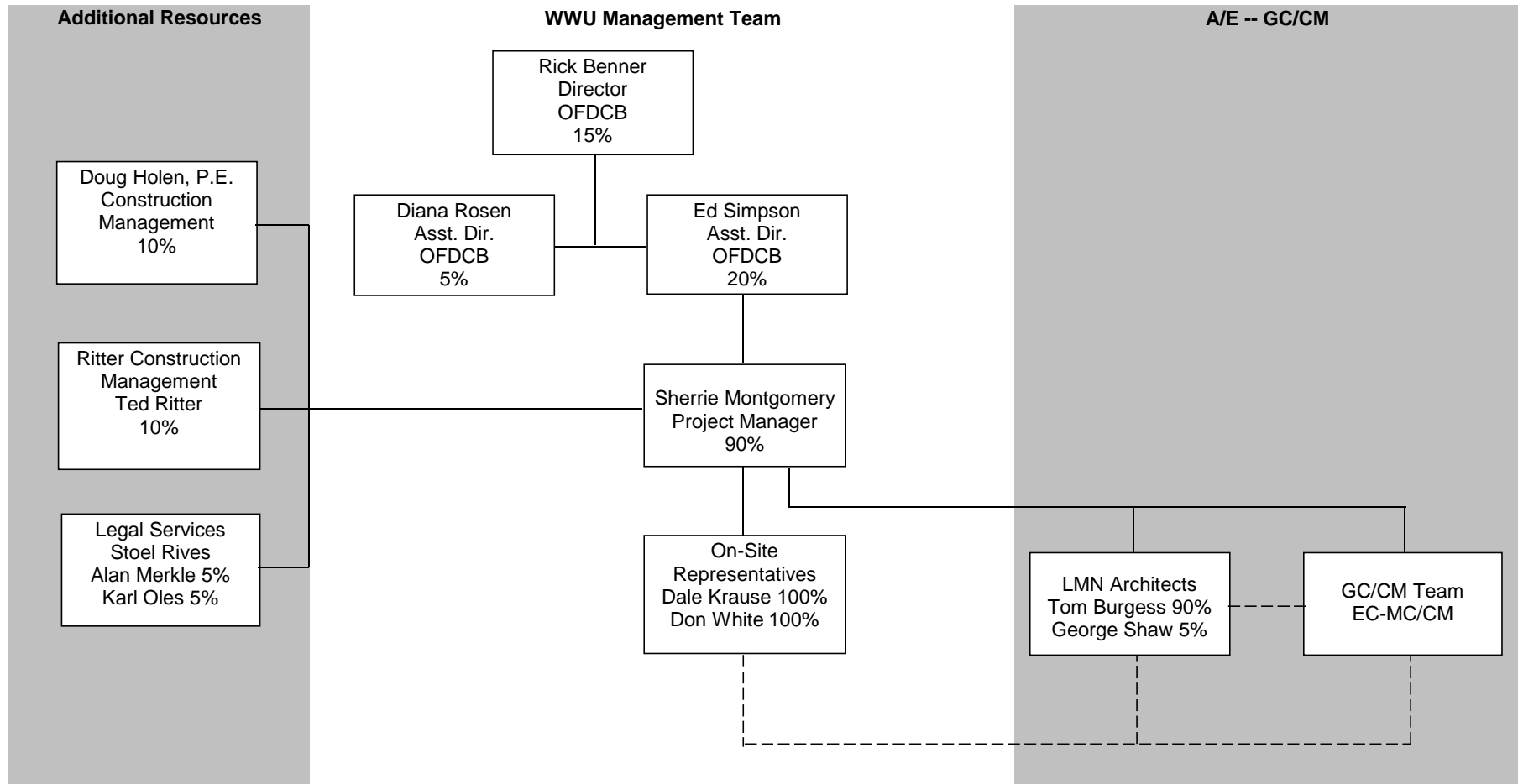
Signature: _____



Name (please print): Rick Benner, AIA

Title: University Architect/Director, Office of Facilities Development & Capital Budget

Date: October 28, 2011



Rick Benner – Director/University Architect, Office of Facilities Development & Capital Budget

Rick Benner has been employed with Western for 26 years. Rick is a licensed architect in Washington State, earning his architectural degree from the University of Washington. Rick's responsibilities include oversight of the Office of Facilities Development and Capital Budget. The office includes a staff of approximately 15 project managers, architects, engineers, construction managers, budget analysts, fiscal specialists, and technical staff involved with campus planning, design, construction management and budgets of public works. Rick has been successfully involved with over 550 public works projects valued at over \$750 million. Rick has also kept current with developments in non-traditional project delivery with his involvement in numerous State committees related to public works, as well as the American Institute of Architects, the Society for College and University Planning, the Association of Higher Education Facility Officers (APPA), the Association of University Architects (AUA) and was recently appointed by the governor to serve as a Board member on the State Board for Architects. Rick is the Vice Chair of the CPARB – Project Review Committee and received a certificate for participation in the GC/CM class sponsored by Association of General Contractors and University of Washington. Prior to his employment at WWU, Rick work as an architect for several Bellingham firms, primarily with educational and commercial facilities performing a variety of delivery methods from traditional to design-build to negotiated work and as a laborer/estimator in the construction industry.

Ed Simpson – Assistant Director, Office of Facilities Development & Capital Budget

Ed Simpson has been with Western for 19 years. Ed is a licensed architect in Washington State, earning two architectural degrees from Washington State University and an Masters of Business Administration from WWU. Ed's responsibilities include oversight of all public works projects managed by Western staff, as well as project management duties on public works projects. Ed has managed and been involved in all phases of projects at Western including campus master planning, capital planning, predesigns, design, and construction administration. Ed has successfully managed over 65 public works projects from small to over \$40,000,000 in total project cost. Ed was also involved in oversight of WWU's Miller Hall Renovation project, a \$51 million GC/CM project completed in late summer of 2011. Ed participated in numerous conferences and workshops on project management and construction procurement put on by the American Institute of Architects, Project Management Institute, and Society of College and University Planning (SCUP). Ed was also a presenter, along with Zimmer Gunsul Frasca, at a SCUP regional conference on successful project management methods. Ed received a certificate for participation in the GC/CM class sponsored by the Association

of General Contractors and University of Washington. Prior to employment with WWU, Ed's previous experience included working in a field office for Peter Kiewit & Sons and as an architect for four years, working on commercial and educational facilities which included D.B.B. and negotiated projects.

Diana Rosen – Assistant Director, Capital Budget; Office of Facilities Development and Capital Budget

Diana Rosen has worked in the Western Washington University Capital Budget Office for over 12 years. Diana completed the GC/CM: General Contractor/Construction Manager training offered by the Associated General Contractors of Washington and the University of Washington. Diana earned her MS in Business Management at Colorado State University in 1985. Diana has been closely involved in the management and administration of every major capital project delivered by Western Washington University from 1999 to the present, including the Miller Hall GC/CM project.

Western's Capital Budget Office merged with Facilities Development to provide a more complete scope of services to the University community. As part of these services, Capital Budget develops and coordinates University-level capital budget policies and procedures such as budget request, allocation, and administrative processes. Capital Budget responsibilities include expenditure control for all capital projects, including the approval and processing of all commitments and invoices against capital projects. Capital Budget also oversees the University's public works processes, including working with contractors to assure that all State public works requirements are met.

Sherrie Montgomery – Project Manager/Architect, LEED AP

Sherrie Montgomery joined Western Washington University in 1992. Sherrie is a licensed architect in Washington State. Sherrie graduated from Washington State University with two degrees in architecture (Bachelor of Science in Architectural Studies and a Bachelor of Architecture), and from Western Washington University with a Masters in Business Administration. Sherrie worked as a professional architect for architectural firms and in her own business from 1982 till 1992 in Anchorage and Seattle. Her work experience covered a variety of small and large projects, including residential, institutional and commercial projects.

Sherrie's responsibilities at Western Washington University include all phases of project management as the Owner's representative. Her duties covered the programming phase; consultant RFQ and selection process; design coordination with University staff, faculty and students; full construction documentation; bidding and contractor selection; construction management services; and post-occupancy warranty period. Sherrie has successfully managed close to sixty public works projects, including complex multiphase projects, all using the design/bid/build process.

Sherrie has participated in numerous conferences and workshops on project management, sustainable design, and construction administration by the American Institute of Architects, Construction Specifications Institute, Project Management Institute, Professional Development Program at the University of Wisconsin Madison, Washington Association of Building Officials, State of Washington Emergency Management Department, US Green Building Council, and the International Conference of Building Officials. Sherrie received a certificate of participation in the GC/CM class sponsored by the Association of General Contractors and University of Washington.

David Willett – Team Member, Project Advisor

David Willett has been with Western Washington University for over 16 years. David has been a licensed architect in Washington State since 1983. David graduated from Washington State University and holds two bachelor degrees in architecture, a Bachelor of Science in Architectural Studies and a Bachelor of Architecture. Prior to coming to work for Western Washington University David work for a number of architectural and structural firms in the Seattle area starting in 1976. David worked on new schools as well as major renovations of existing schools for the Lake Washington School District. He also was involved in hospital projects, prisons, justice centers and a variety of multifamily and commercial projects throughout the area.

David's responsibilities at Western Washington University have included all phases of project management as the owner's representative. His duties have covered the programming phase, consultant RFQ and selection process, design coordination with university staff, faculty and students, full construction documentation, bidding, contractor selection and construction management services. David has successfully managed over 70 public works projects totaling nearly \$80 million in construction cost, including the \$51 million WWU GC/CM Miller Hall project. David has participated in numerous conferences and workshops on project management and construction administration put on by the American Institute of Architects, Professional Development programs at the University of Wisconsin Madison, Washington Association of Building Officials, State of Washington Emergency Management Department, Washington State Department of Archeology and Historic Preservation, Construction Association of America and the International Conference of Building Officials to name a few. David received a certificate of participation in the GC/CM classes sponsored by the Association of General Contractors Seattle and the University of Washington in 2008.

Dale Krause – Team Member, Construction Phase Onsite Representative

Dale began working for Western as an onsite construction representative in June 2001. Most recently, Dale successfully completed the construction administration of WWU's first GC/CM project – Miller Hall Renovation. Prior to Miller Hall, he managed the administration of building construction projects on Western's campus, ranging from \$3.5 to \$45 million, all utilizing the design/bid/build method of delivery. Dale currently leads

Western's team of construction-phase on-site representatives. Dale has a Bachelor of Science in Civil Engineering Technology, with a Construction Management option, from Oregon Institute of Technology. Prior to joining Western, Dale worked as an estimator/project manager in Washington and Alaska on public schools exceeding \$80 million in total value.

Don White – Team Member, Construction Onsite Representative (MEP)

Don started his career in his family's plumbing and heating contracting business in 1974. Prior to joining Western, Don worked as a hospital facility engineer. Don began working for Western in March 1996 as a HVAC control technician in all phases of control system design, installation, programming, repair, and commissioning of building HVAC control systems. In December 2006 he became an onsite construction representative/owners commissioning agent for Western's MEP systems. He has managed the administration of building MEP systems for construction projects on Western's campus ranging from one to \$51 million, utilizing the design/bid/build or GC/CM method of delivery.

George Shaw – LMN Architects, Principal

George Shaw is a recognized authority in architectural planning and design of major performing arts, higher education and civic facilities across the country. With an emphasis on overall project leadership and the integration of design with technical development and environmental sustainability, his involvement spans all project phases—from programming and concept design through technical documentation and project delivery. George has also been a leader in implementing GC/CM delivery at LMN through a variety of project types. Recently completed GC/CM higher education design assignments include the University of Washington's Allen Center for Computer Science and Engineering, and New Foster School of Business at the University of Washington; Everett Community College's Arts and Sciences Building, and Undergraduate Education Center; and Washington State University's Life Sciences and Biotechnology, and the Vancouver campus' Electrical Engineering Building.

Tom Burgess – LMN Architects, Project Manager

Tom Burgess brings over 28 years of project leadership experience with a particular expertise in taking projects from concept design through construction completion. He has successfully lead teams through all aspects of architecture; from detailed programming to developing building system details that produce complete and cohesive construction drawings. During Tom's 28 years with LMN, his project leadership style of working closely with the client and design team has ensured project success. His understanding of detailed scheduling, budget, design development, construction document preparation, and overall project delivery make him an exceptional leader for all project types.

Tom has managed several GC/CM projects over the last 10 years. One of his most recent GC/CM project is the for the 1.1 million square foot Vancouver Convention Centre West

project in Vancouver BC, Canada. The project is the first LEED® Canada Platinum convention center in the world. Another recent GC/CM project where Tom has also served as the project manager is on the award-winning ShoWare Center, a 6,500 seat arena in Kent, Washington. ShoWare Center was the first event center project in the country to receive a LEED Gold certification. Other recent experience includes project manager for the Everett Events Center and the Qwest Field Event Center and Parking Facility.

Doug J. Holen

Douglas J. Holen is the former Director of the Capital Projects Office – South at the University of Washington. Doug has over 35 years of experience in project management, construction, contract administration and facilities management. At the University Doug served as the Project Director for the project management teams responsible for the planning, design and construction of the repair, alteration and new construction projects in the University of Washington Medical Center, School of Medicine, Health Sciences and at the Harborview Medical Center where he oversaw several projects completed using the GC/CM method of contracting. He also was the Governor's appointee representing Higher Education on the Alternate Public Works Oversight Committee for five years. Doug received his Bachelor of Science degree in Civil Engineering from Iowa State University and a Masters Degree from the University of Washington. He is a Registered Professional Engineer in the State of Washington, a LEED 2.0 Accredited Professional, member of the AAA construction panel and President of Region One (North America) of the Disputes Resolution Board Foundation. Doug will be assisting Western in preparing and reviewing GC/CM contract documents, will provide guidance to the WWU team during the GC/CM selection process, and will assist as needed regarding GC/CM management issues throughout the life of the project.

Ted Ritter – Ritter Construction Management

Ted Ritter is president of Ritter Construction Management, Inc. (Ritter) which he founded in 1989 to provide project and construction management consulting, CPM scheduling, claims and litigation prevention, analysis, and expert witness testimony to owners, developers and builders. Many of the projects Ted has been involved with have been built using the GC/CM process including Skagit Valley Hospital and Cascade Valley Hospital in Washington State. Ritter played a key role in obtaining permission from CPARB to use the GC/CM delivery method on both these projects. In fact, under Ritter's direction, Skagit Valley Hospital was the first public hospital in Washington State to use the GC/CM process. Ted also teaches seminars on construction management for the American College of Healthcare Executives and presents seminars for public entities considering the GC/CM process. Western Washington University (WWU) has utilized Ted's services on several projects dating back to 1992. For this project WWU proposes to utilize Ted's services during the GC/CM selection process, having Ted part

of the GC/CM selection committee as well as reviewing WWU's proposed GC/CM contract documents.

Alan Merkle – Stoel Rives Attorneys at Law

Alan Merkle and others from Stoel Rives have provided legal services to Western related to construction contracts and construction disputes resolution since 1992. Alan specializes in construction law and has considerable experience representing public owners in all types of construction contracts including GC/CM contracts. Clients that Alan represents for GC/CM contracts include King County, City of Bellevue, Seattle School District, University of Washington, and Seattle Public Library. Alan also presents legal seminars discussing GC/CM, design-build, and other innovative public works delivery methods and is familiar with the changes to the alternative public works statutes made by the Washington Legislature in 2007.

Alan is a registered professional engineer and managed various construction and engineering operations for the General Electric Company before becoming a lawyer. He has been named as one of Seattle's Top 100 Lawyers by Seattle magazine and honored as a Super Lawyer by Law and Politics magazine, in the category of Construction Law many years in a row. He is also listed in Best Lawyers in America for his construction work.

Western Washington University - Major Project Construction History (6 years)

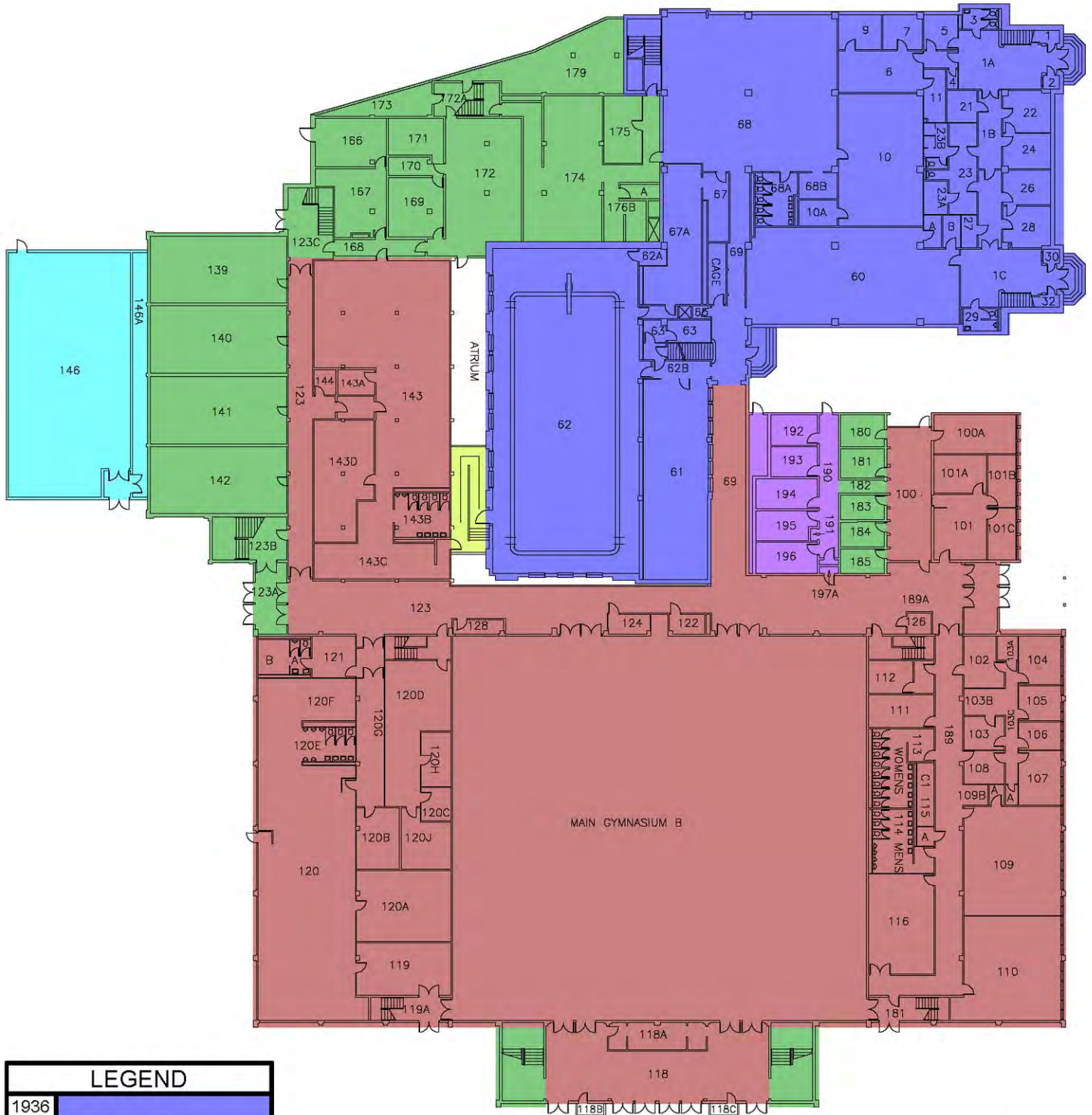
Attachment D

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	Miller Hall Renovation	Renovation of approximately 133,000 gsf building over two years, phased construction with partial occupancy. Included replacement of all electrical and mechanical systems and vertical circulation. Houses the College of Education, and Department of Modern and Classical Languages.	GC/CM	Oct-09	Sep-11	Oct-09	Sep-11	60.4 M	51.5 M	There were no major difficulties
2	Academic Instructional Center (AIC)	New approx. 120,000 gsf building that houses the departments of Psychology and Communications Sciences and Disorders. The facility includes clinics for both departments as well as research labs, animal labs, general university classrooms and computer labs.	D-B-B	Oct-05	Nov-07	Feb-07	Scheduled for July 2008	36.8M	45.5M	Construction Escallation and bid climate resulted in the project being rebid with the only bid received being 20% over the MACC. The project rebid was awarded and the project is currently under construction with no major difficulties.
3	Communications Facility	New 131,000 gsf facility that houses the Computer Science Department, Communication Department, Journalism Department, and Physics Department as well as general university classrooms and computer labs.	D-B-B	Aug-01	Nov-03	Aug-02	Feb-04	\$25.20	\$25M	Major difficulties included site unforeseen conditions and drawing coordination caused some construction delay and associated cost impacts. The project was still completed \$4M under the total project budget.

4	Wade King Student Recreation Center	New 98,000 gsf LEED certified facility funded by student fees. The project includes a natorium, 3-court gym with running track, multi-purpose gym, weight and cardio fitness areas, health center, aerobic and martial arts rooms, locker/shower rooms, administrative offices, and lobby/lounge with food service.	D-B-B	Mar-02	May-03	Mar-02	May-03	\$17.2M	\$18.20	There were no major difficulties
5	Campus Infrastructure Development Project	Multi-phase civil project that upgraded and added to the utility infrastructure on Western's south campus. The work included new water, sewer, and stormwater lines, new stormwater detention and filtration facility, new roadways, new steam and eletrical utility tunnels and utilidors, and new high voltage electrical services.	D-B-B	Sep-01	Feb-05	Aug-01	Nov-05	\$10.8M	\$12.7M	Major difficulties included unforeseen below grade site conditions. In the process of widening West College Drive a section of up-hill slope failed. An emergency was declared by the University and the contractor was issued a change order to address the slope failure.
6	Campus Services Facility	New 34,700 gsf facility that houses the Student Health Center, University Police Department, and Parking and Transportation. The facility is the primary campus emergency center for the University.	D-B-B	Aug-00	Dec-02	Jul-00	Jul-02	\$6.9M	\$7.6M	There were no major difficulties

Carver Academic Renovation

PW645



LEGEND	
1936	[Blue Box]
1959	[Red Box]
1970	[Green Box]
1984	[Cyan Box]
1990	[Yellow-Green Box]
1994	[Purple Box]

CARVER ACADEMIC 1ST FLOOR
EXISTING CONSTRUCTION DATES



Carver Academic Renovation

PW645



LEGEND	
1936	Blue
1959	Red
1970	Green

CARVER ACADEMIC 2ND FLOOR EXISTING CONSTRUCTION DATES

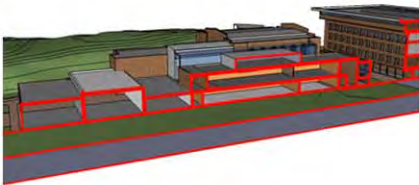
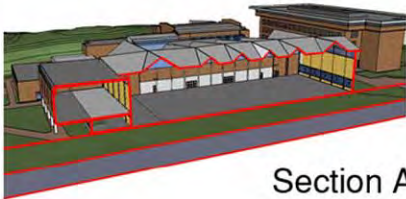


Carver Academic Renovation

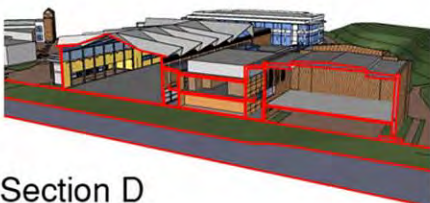
PW645

Legend

- Remodel Existing
- New Construction
- Circulation



Section C



Section D



CONCEPTUAL PLAN
FROM PREDESIGN



Carver Academic Renovation

PW645



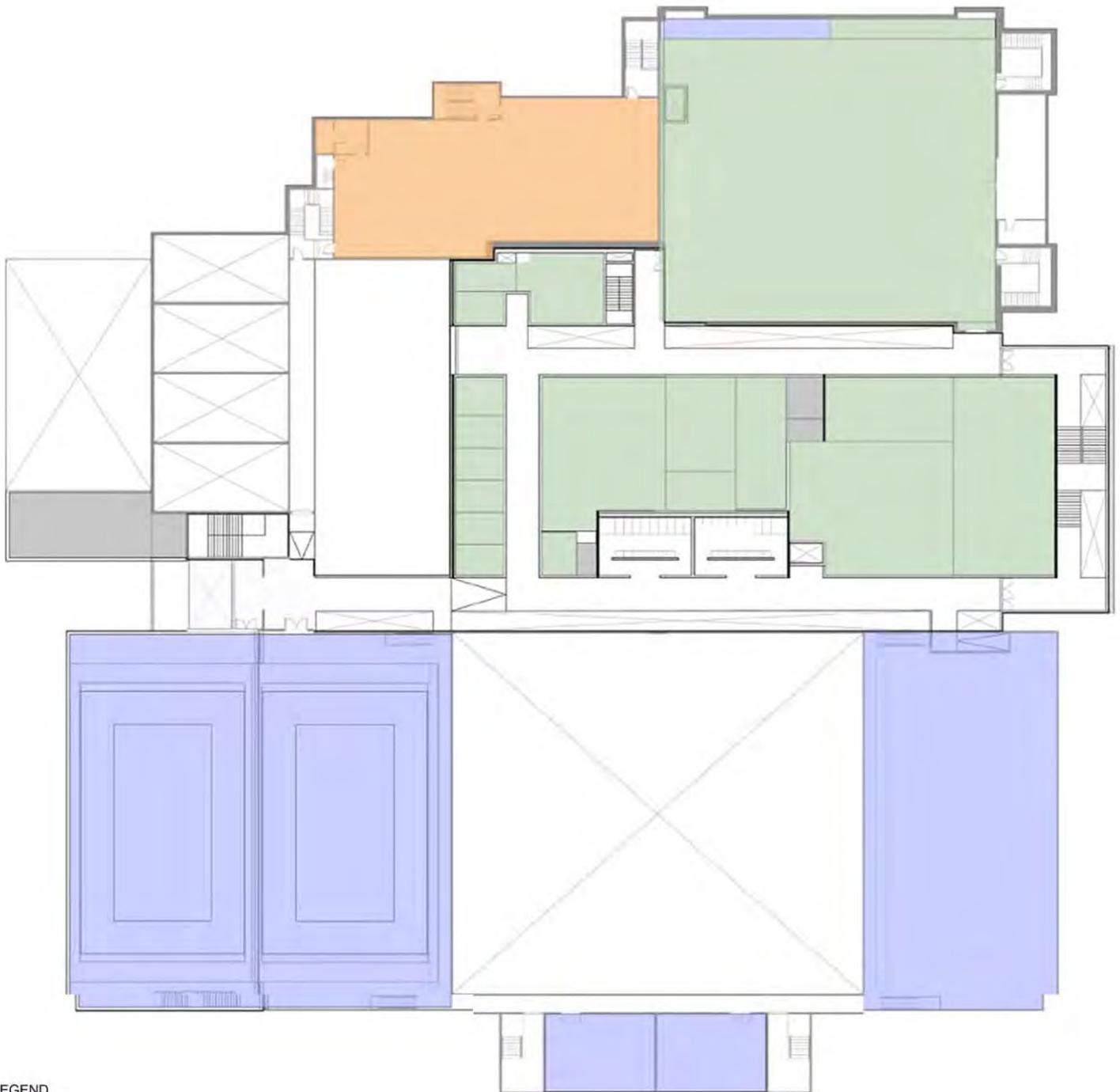
- LEGEND
- PEHR
 - ATHLETICS
 - DANCE
 - SHARED
 - GENERAL UNI. CLASSROOM
 - BUILDING SERVICE

FIRST FLOOR CONCEPTUAL PLAN FROM PREDESIGN



Carver Academic Renovation

PW645



LEGEND

- PEHR
- ATHLETICS
- DANCE
- SHARED
- GENERAL UNI. CLASSROOM
- BUILDING SERVICE

SECOND FLOOR CONCEPTUAL PLAN FROM PREDESIGN

