

Facilities Management

MS 9121
516 High Street
Bellingham, Washington 98225-9121
(360) 650-3497 ☐ Fax (360) 650-2898

July 23, 2007

Mr. Roland Orr, Contracts Manager
General Administration, Engineering & Architectural Services
PO Box 41012
Olympia, WA 98504-1012RE: Western Washington University
GC/CM Application for Miller Hall Renovation Project

Dear Mr. Orr:

Please find attached Western Washington University's application to utilize GC/CM on our Miller Hall Renovation project. While this will be Western's first 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:

- Sending four Western project representatives to the GC/CM certificate class sponsored by the AGC Education Foundation and University of Washington this spring.
- Western has entered into an Inter-agency agreement with the University of Washington to share project management resources regarding GC/CM. Western has already taken advantage of this agreement, utilizing the knowledge of Doug Holen to review draft GC/CM contract language and having Doug participate in the architectural team interviews.
- Western has selected Mahlum Architects with principle Butch Reifert who has an established record of working on GC/CM projects to be the architectural consultant.
- 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 Miller Hall Renovation project.

We want to thank you for consideration of this application. Please do not hesitate to contact David Willett, our project manager, if there are any questions on our submittal. David's contract information is listed below as well as on our application.

Sincerely,

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

Rick Benner, AIA
Assistant Director for Planning, Design, and Construction Administration
Western Washington University
Physical Plant
915 26th Street
Bellingham, WA 98225-9122

CC: David Willett, Project Manager
(360) 650-6813
(360) 650-3549 FAX
David.Willett@wwu.edu

es\pw465 mh ren\04\prc application letter



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)
OR DESIGN-BUILD (D-B) ALTERNATIVE CONTRACTING PROCEDURE

For the
MILLER HALL 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: David Willett Title: Project Manager
- (d) Phone Number: 360-650-6813 Fax: 360-650-3549 E-mail: David.Willett@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.)

Miller Hall is a 134,190 square foot academic facility first constructed in 1943, designed by Bebb & Gould, and enlarged in 1967 with a major addition, designed by Ibsen Nelson. With the completion of Western's Academic Instructional Center project, the Psychology Department will move out of Miller Hall, freeing up rooms to allow surge space in the building for phased construction.

The prominence and historic significance of Miller Hall on Western's campus led directly to the decision to renovate the facility. Woodring College of Education has been rooted in Miller Hall since 1943, when it was built as a teaching school. That 60 year history is a rich one, in which generations of students attended elementary and middle school in this facility, making it a landmark on Western's Campus.

The proposed \$44,000,000 construction cost project is anticipated to include 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 would 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. This task is made more challenging because of shared infrastructure systems, limited ADA access, limited site access, and the project's location in the heart of the campus.

3. Projected Total Cost for the Project:

Note: By law, the D-B contracting procedure cannot be used unless the total cost of the project is over \$10 million. Although there is no total project cost requirement for using the GC/CM contracting procedure, every applicant must provide the information requested in Question 3.

A. Project Budget

Costs for Professional Services (A/E, Legal etc.)	\$5,674,000
Estimated project construction costs:	\$43,931,000
Equipment and furnishing costs	\$5,423,000
Off-site costs	\$0
Contract administration costs (owner, cm etc)	\$2,400,000
Other related project costs (artwork, in-house services, permits)	\$572,000
Total (with sales tax & contingency)	\$58,000,000

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 was appropriated in the 2007/2009 biennium and allotment is scheduled for July/August 2007. Construction funding will be requested in the 2009/2011 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.)*

Attached are two schedules. Attachment A-1 shows the predesign project schedule anticipating a 30+ month construction time frame with phased construction using Design-Bid-Build construction procurement. During the Fall of 2006, the Office of Financial Management selected the Miller Hall Renovation project to go through a Budget Evaluation Study Team (BEST) study. A major recommendation of the BEST Study report was to recommend Miller Hall as a candidate for GC/CM to reduce the construction schedule to save costs due to current and anticipated construction escalation. Attachment A-2 reflects the BEST Study recommendation to reduce costs by utilizing the GC/CM process to improve efficiency in the construction 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 Miller Hall Renovation project is not beyond completion of 30% drawings or schematic design. It is Western's intent to contract with a GC/CM for Pre-Construction services in time to allow the GC/CM to join Western and the design team during the middle of the schematic design phase.

5. Why the GC/CM or D-B 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:

For GC/CM projects:

- If implementation of the project involves complex scheduling, phasing, or coordination, what are the complexities?
The GC/CM contracting method is appropriate for the Miller Hall 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 during the design phase to incorporate contractor means and

methods into the design process; and (4) allowing the GC/CM to investigate and verify existing conditions and coordination of the documents.

Miller Hall is a complex building. The 1967 addition connected a four-story building to a 2-story building with differing floor heights (See section, attachment F). The 1940 building was then remodeled to make the attic occupied space and excavated a crawlspace to make an occupied basement. Subsequent remodels filled in the original gym space with a mezzanine. In total, the building while a 4-story building has 15 different levels. Limited views from the circulation system to the exterior, a non-orthogonal shape, the different levels, and triangular shaped stairs make way-finding difficult.

The Miller Hall Renovation project will benefit from the added time during design for the GC/CM 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? . *(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?

Miller Hall occupies a prominent location on Western's campus, anchoring the southeast end of Red Square and sitting astride a major pedestrian circulation route connecting the north and south campus areas. This siting along with the historical significance of the 1940's wing and the role of the 1967 wing will make construction management challenging.

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 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 changes to vertical installation, underpinning existing structure, installing piling in the basement of the original building, excavation in the basement and courtyard of the building, and structurally separating the two buildings.

- 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?

Miller Hall is of significant historical value to Western because the 1943 building was the original campus school to train teachers. The GC/CM will be able to assist the design team in surveying the building, investigating existing conditions, uncovering hidden elements, to assist in developing the most complete documents possible. Most of the work will be in interior spaces where the existing architecture has been covered during subsequent remodels.

For D-B projects:

- ~~If the design and construction activities, technologies, or schedule to be used are highly specialized and a D-B approach is critical in developing the construction methodology or implementing the proposed technology, (1) What are these highly specialized activities, technologies or schedule, and (2) Why is D-B critical in the development of the methodology or the implementation of the proposed technology?~~
- ~~If the project design is repetitive in nature and an incidental part of the installation or construction, why is the design repetitive and incidental to the installation or construction?~~
- ~~If regular interaction with and feedback from facilities users and operators during design is not critical to an effective facility design, why is regular interaction and feedback not critical?~~

D-B not applicable to this application.

6. Public Benefit

In addition to the above information, please provide information on how use of the GC/CM or D-B 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 and performing preconstruction services and constructability services, it is anticipated that the probability of unforeseen issues and changes will be greatly reduced, leading to reduced costs and potential schedule impacts. As shown in attachments A-1 & A-2, the potential for time savings will reduce the cost of construction. The BEST Study team felt this could reduce escalation costs approximately \$940,000.

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 or D-B contracting procedure.
This project would be Western's first GC/CM 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. Currently Western is managing the Academic Instructional Center, a \$45,500,000 new academic facility which is in construction. The AIC project is a two wing 5 story building with general university classrooms, computer labs, and departmental suites for Psychology and Communication Sciences & Disorders. Also included is their associated Speech Clinic, Counseling Clinic and research labs.
- 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 – Overall Miller Hall Renovation Project Reporting Structure and attachment C – Miller Hall Renovation Project GC/CM Management Plan.
- Staff and consultant short biographies (not complete résumés).
- Provide the **experience and role on previous GC/CM or D-B projects** for each staff member or consultant in key positions on the proposed project. *(See Attachment D for an example.)*
See attachment D Miller Hall 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 Project Team Experience, attachment D
- ~~• The qualifications of an interim project manager until your organization has employed staff or hired a consultant as the project manager. Also indicate whether sufficient funds are available for this purpose and how long it is anticipated the interim project manager will serve. *Note: This information is required only if your organization has yet to select a project manager at the time of application.*~~
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 design/bid/build because Western did not have legislative approval for other procurement methods. 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

- 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 Capital Budget Office and Facilities Management team. 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 Council, consisting of the Provost, Vice Presidents and other executive administration. The project has its own Executive/Steering Committee co-chaired by the Provost and Vice President for Business and Financial Affairs. Representation on the Steering Committee includes the Capital Budget Office, Facilities Management, Space Administration, Faculty Senate, Academic Technology User Services (ATUS), and the departments to be located within the renovated facility. See attachment C

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 Capital Budget Office and 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. See attachment D

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

The proposed Miller Hall Renovation GC/CM process:

Western anticipates being able to advertise the Miller Hall Renovation GC/CM request for proposals October 2007. The University intends to review submittals, develop a shortlist, conduct interviews of short-listed firms, and receive bids from selected firms. Western would then take the Preconstruction Services contract with the successful firm to our February 2008 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 UW GC/CM project manager 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 review the schematic phase drawings and specifications and provide constructability and value engineering comments.

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

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

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

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

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

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

The GC/CM 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 or D-B 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 information package to be advertised October 2007.

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: (*labeled Att. 'E'*)

- 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 E – 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.

See attachment F – Miller Hall Renovation Predesign campus map, and conceptual plans

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.

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 or D-B 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 or D-B process. You also agree that your organization will complete these surveys within the time required by CPARB



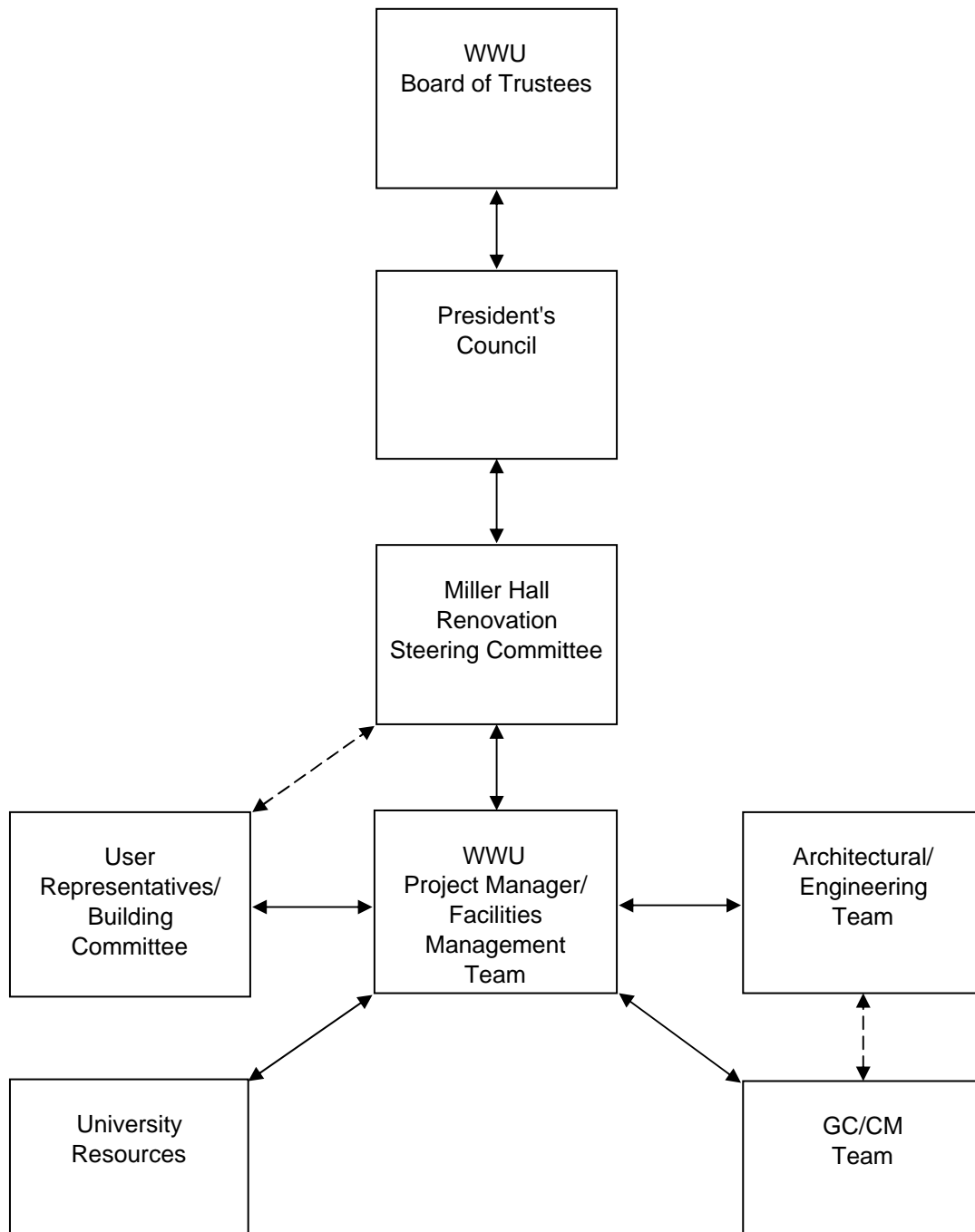
Name: Rick Benner, AIA

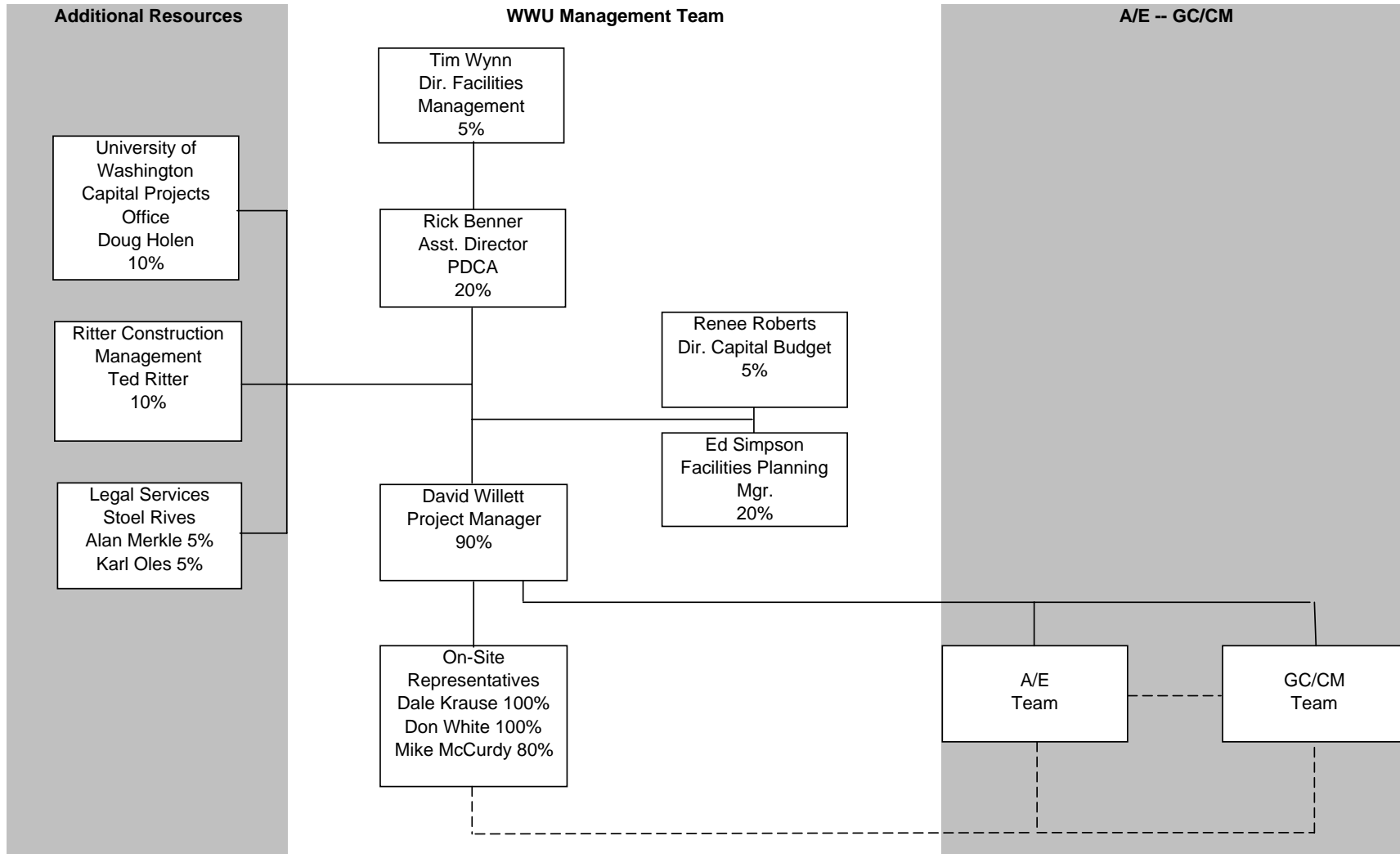
Title: Assistant Director for Planning, Design, and Construction Admin.

Date: July 20, 2007

MILLER HALL RENOVATION PROJECT SCHEDULE D.B.B PROCUREMENT PREDESIGN RECOMMENDATION	2007					2008					2009					2010					2011					2012																																													
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Departmental Moves																																																																							

Attachment A-1





David Willett – Project Manager

David Willett has been with Western Washington University for over 12 years. David is a licensed architect in Washington State. David graduated from Washington State University and holds two degrees in architecture, both from WSU. David holds a Bachelor of Science in Architectural Studies and a Bachelor of Architecture. Prior to coming to work for Western Washington University David worked for a number of architectural 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 multi family and commercial projects throughout the area.

David's responsibilities at Western Washington University have included all phases of project management as the Owners 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 40 public works projects from small to over \$16,000,000.00, including complex multiphase projects, all using the design/bid/build process. David has participated in numerous conferences and workshops on project management and construction administration put on by the American Institute of Architects, Professional Development program at the University of Wisconsin Madison, Washington Association of Building Officials, State of Washington Emergency Management Department, and International Conference of Building Officials to name a few. David received a certificate of participation in the GC/CM class sponsored by the Association of General Contractors and University of Washington.

Tim Wynn – Director, Facilities Management

Tim Wynn joined Western as the Director of Facilities Management in July 2001. As Director of Facilities Management, Tim has oversight of all maintenance and repair of existing facilities as well as design and construction of new facilities. Prior to joining Western Washington University, Tim served in the U.S. Army for 30 years as an army engineer. During his career in the Army, he commanded three major Corps of Engineers organizations: the Honolulu District; the Seattle District; and the Transatlantic Program Center. As commander of these organizations, Tim was directly responsible for the programming, design, and construction of hundreds of millions of dollars in military construction throughout the Pacific, the Northwest and the Mideast. Tim is a registered professional engineer with over 30 years of facility management experience and holds a BA in science from the U.S. Military Academy at West Point, N.Y., an MBA from Long Island University, and an MS in Applied Science from the University of California. In his

role with the Corps of Engineers, Tim utilized many types of construction procurement methods including GC/CM, design build, and Best Value.

Rick Benner – Assistant Director for Planning, Design and Construction Administration

Rick Benner has been employed with Western for 22 years. Rick is a licensed architect in Washington State, earning his architectural degree from the University of Washington. Rick's responsibilities include oversight and management of a staff of approximately 20 project managers, architects, engineers, planners, construction managers, real property manager, and technical staff involved with campus planning, design, and construction management of public works. Rick has been successfully involved with over 500 public works projects valued at over \$500 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, and the Association of Higher Education Facility Officers (APPA). Rick was selected to participate on the Capital Projects Advisory Review Board – 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.

Ed Simpson – Planning Manager, Planning Design & Construction Administration

Ed Simpson has been with Western for 19 years. Ed is a licensed architect in Washington State, earning two architectural degrees from WSU and an MBA 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, all using the design/bid/build method. Ed has participated in numerous conferences and workshop 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 worked four years as an architect, working on commercial and educational facilities which included D.B.B and negotiated projects.

Renee Roberts – Director, Capital Budget Office

Renée has worked in Washington State capital budgeting for almost thirty years and recently completed the GC/CM: General Contractor/Construction Manager certification program offered by the Associated General Contractors of Washington and the University of Washington. She joined Western's division of Business and Financial Affairs in July 1978 with a B.B.A. in Finance from the University of Iowa. In 1984 she received an MBA from the College of Business and Economics, Western Washington University. Renée has been closely involved in the management/administration of every major capital project delivered by Western Washington University from 1980 to the present. In 2002, Renée was the first Western administrator to be awarded the inaugural Excellence in Service Award by the Exempt Professional Staff Organization.

At Western the Capital Budget Office (CBO) develops and coordinates University-level capital budget policies and procedures such as the budget request, allocation and administrative processes. CBO responsibilities include expenditure control for all capital projects, including the approval and processing of all commitments and invoices against capital projects. CBO oversees the University's public works processes, including working with contractors to assure that all State public works requirements are met. The office is staffed with a Director, Assistant Director, Budget Analyst and a Fiscal Specialist.

Dale Krause – Construction Phase Onsite Representative

Dale began working for Western as an onsite construction representative in June 2001. He has 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 BS 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 on public schools in Washington and Alaska exceeding \$80 million in value.

Gerald (Butch) Reifert - Mahlum Architects, Principal

A principal with Mahlum Architects, Butch Reifert brings over 26 years of experience to project leadership and design for educational facilities. An engaging and committed leader, he has directed new construction, modernization, master planning, and value engineering projects for diverse public and private clients. He sees the GC/CM delivery method as a method to enhance quality, efficiency and accountability in public works projects. He brings to the Miller Hall renovation an extensive understanding of this alternative delivery process and a commitment to the creation of high-quality, cost effective public facilities.

Butch has led five projects through the GC/CM alternative delivery method. Among them are projects ranging from a small high school addition to the new William H. Gates Hall

at the University of Washington. Moreover, our modernization of Northshore Junior High School was the second GC/CM, K-12 pilot project in the state. In addition, Butch is leading two other projects currently in design that will utilize GC/CM. He is a governor-appointed member of the Washington State Capital Projects Advisory Review Board and an active member of the national AIA Committee on Architecture for Education. Butch received a Bachelor of Arts and Bachelor of Architecture from Iowa State University, and is a registered architect in Washington, Idaho and Iowa.

Mark Cork - Mahlum Architects, Principal

A principal with Mahlum Architects and LEED Accredited Professional, Mark Cork has more than 16 years of architectural experience with a focus on sustainable design of educational facilities. Recent projects include facility planning, design of new buildings, and renovation of historic structures for higher education campuses including the University of Washington, Western Washington University and Bellevue Community College. His recent GC/CM work includes historic rehabilitations for Cleveland High School in Seattle, and Clark Hall at the University of Washington.

Mark is a frequent conference speaker and contributor to regional and national publications on the topic of sustainable design. His recent work on the Seminar II building at The Evergreen State College has been widely acclaimed, including recognition as a 2005 AIA COTE Top Ten Green Project and coverage in Architectural Record magazine. Mark holds a Bachelor of Architecture from California Polytechnic State University, San Luis Obispo, and is registered in Oregon and Washington.

Doug J. Holen

Douglas J. Holen is the former Director of the Capital Projects Office – South at the University of Washington. Doug has over 30 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. Mr. Holen is a Registered Professional Engineer in the State of Washington and a LEED 2.0 Accredited Professional. For this project Doug is working with Western through an Inter-local agreement between Western and the University of Washington and will be assisting Western in reviewing GC/CM contract documents, participating in the GC/CM selection process, and assisting as needed regarding GC/CM management issues.

Ted Ritter – Ritter Construction Management

Ted Ritter is president of Ritter Construction Management 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. 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 has utilized Ted's services on several projects dating back to 1992. For this project Western 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 Western'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.

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

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	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.
2	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.
3	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

4

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 electrical 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.
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5

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
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MAHLUM
architects



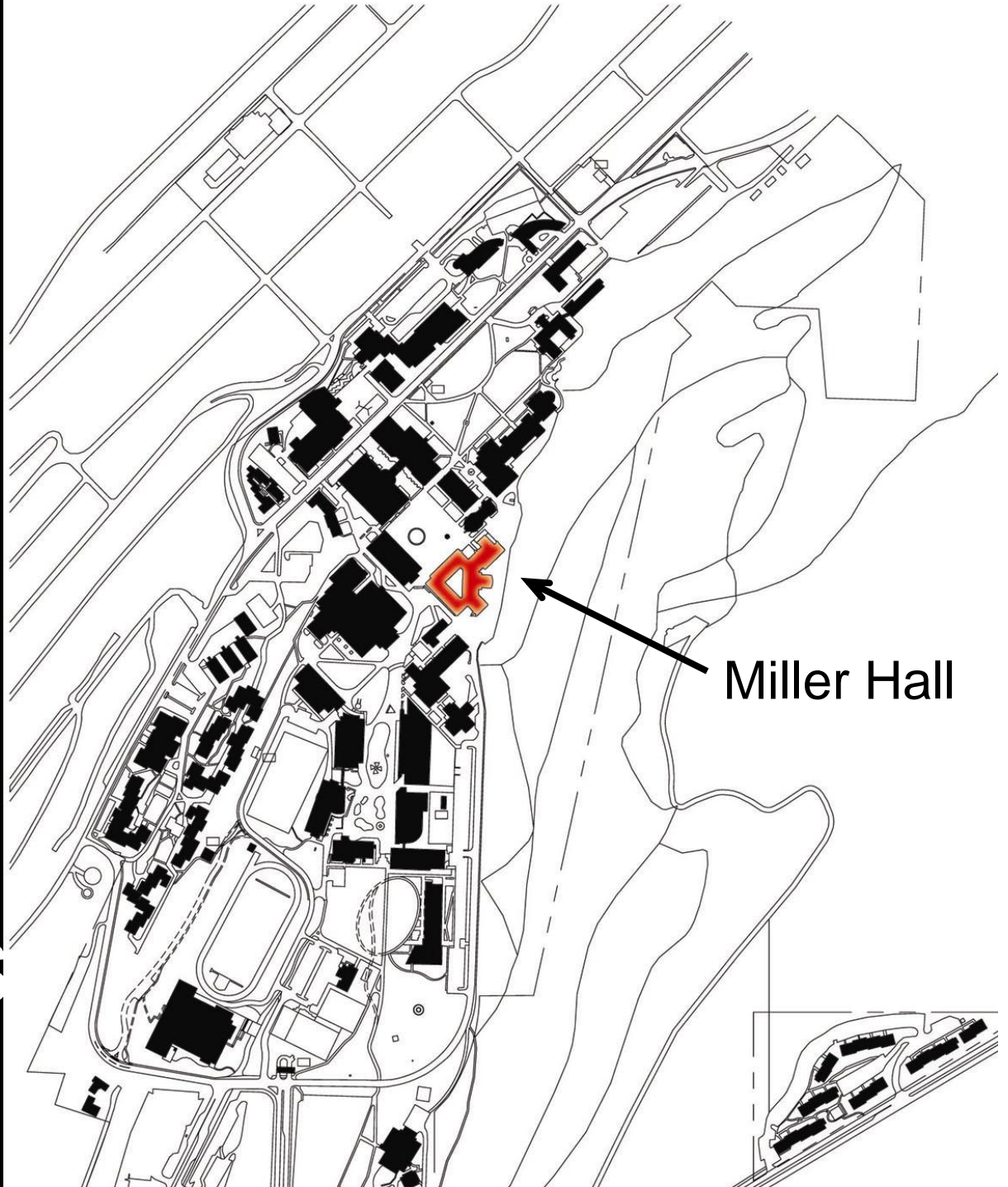
MILLER HALL RENOVATION PREDESIGN REPORT



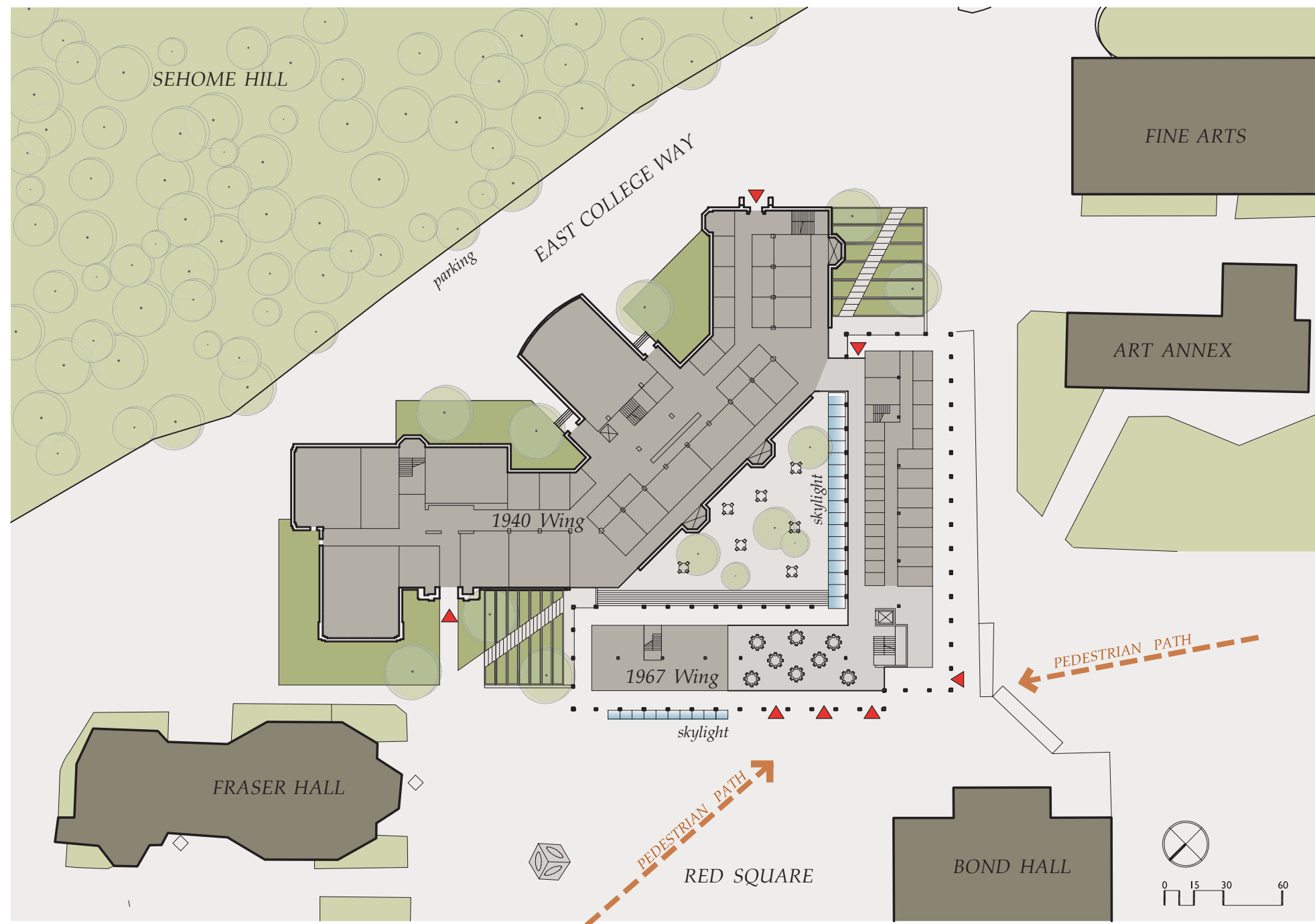
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CAMPUS MAP



Miller Hall



SITE PLAN

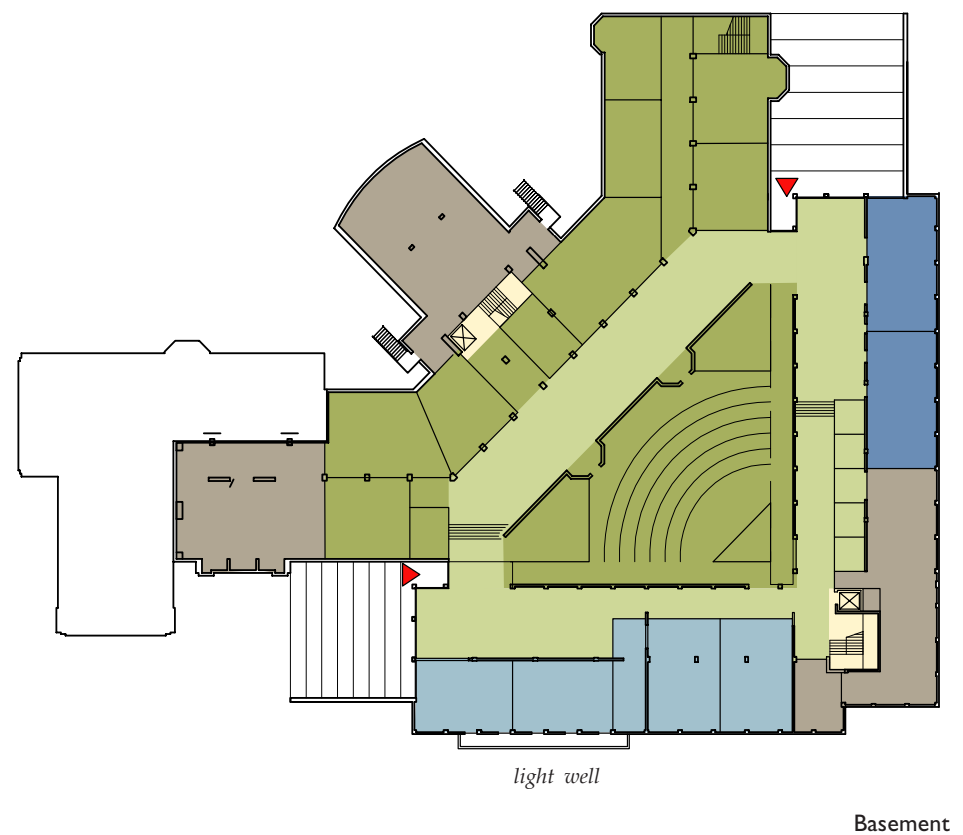
Miller Hall is sited prominently at the east end of Red Square, however it plays a relatively inactive role in the campus fabric as a whole. Creating a stronger connection between the building, Red Square, and the campus beyond is a primary goal of the site concept.

The existing, heavily used food service facility remains in place, while the adjacent space along Red Square is opened up to create a new collaborative area supporting a wide variety of activities. The new courtyard plaza roof expands the capacity of the collaborative space and enjoys an enhanced connection through the space to Red Square.

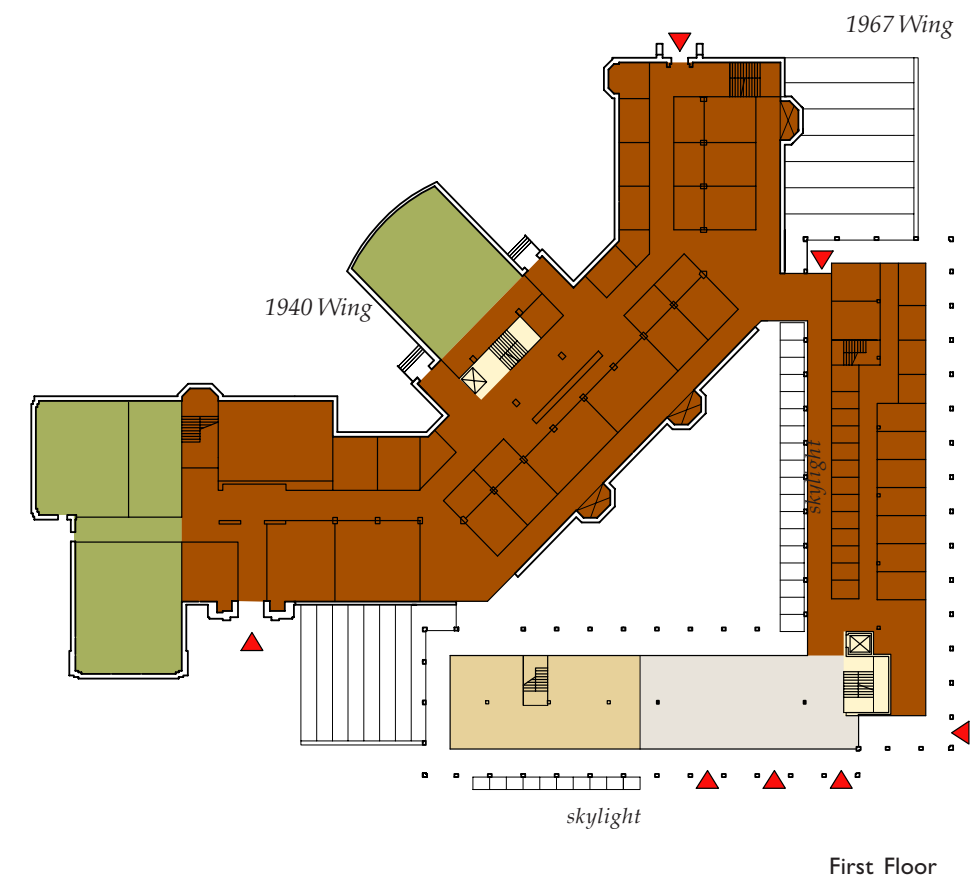
Secured access will be provided from the building exterior directly into general university computer labs located at basement level. The new lecture hall below the courtyard allows for the addition of a larger teaching space than could currently be housed in Miller Hall. New skylights in the courtyard and along the Red Square elevation allow natural light to basement spaces.

New landscaped areas along the east building elevation soften the intersection of building and parking areas and create a connection to the Sehome Hill Arboretum beyond.

Preferred Scheme:
Basement and
First Floor Plans



Basement



First Floor

RED SQUARE

BUILDING PLANS

The following is a summary of the location of program departments in the conceptual floor plans for the renovation of Miller Hall.

Basement

Campus resources including:

- Lecture Hall and General Campus Classrooms
- Open-office style General Campus Computer Labs with independent 24-hour access
- Special Class Lab Spaces and Dedicated Department Classrooms for Modern and Classical Languages
- Woodring College of Education Computer Labs
- Storage
- Building Service: Custodial, Mechanical, Electrical and Communication Service Rooms

First Floor

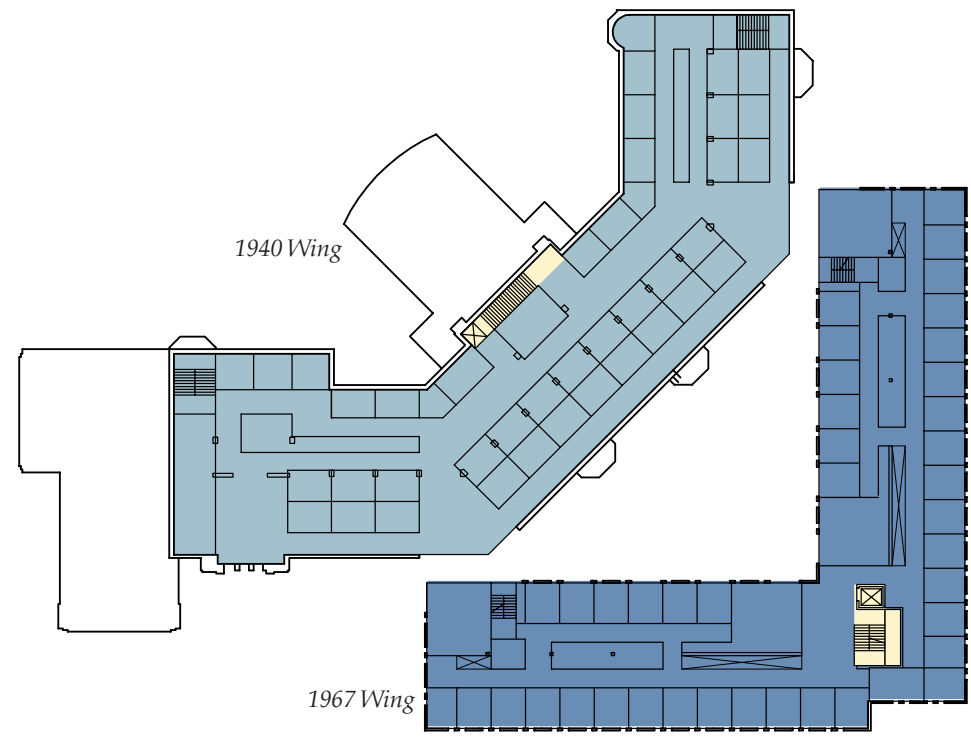
Student Services including:

- General Campus Classrooms
- Academic Tech User Services
- University Residence Food Service with an adjacent technology oriented Collaborative Lab directly off of Red Square

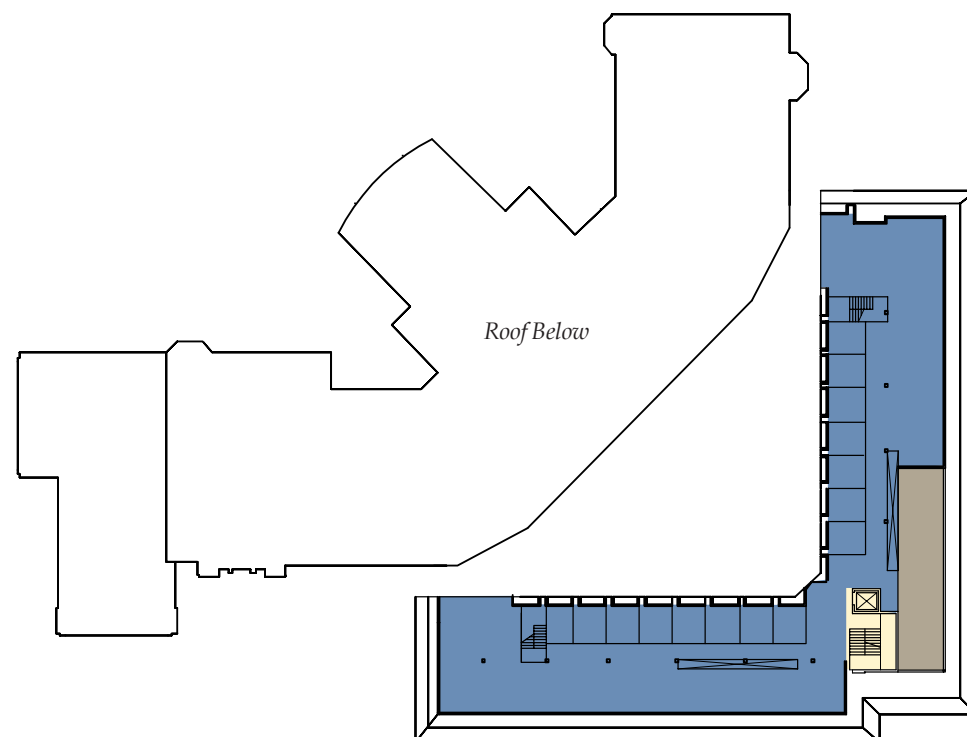
KEY

- Woodring College of Education
- Modern and Classical Languages
- General University Classroom
- General Computer Lab
- Academic Technology User Services (ATUS)
- Mechanical/Building Service
- Food Service
- Collaborative Space
- Major Vertical Circulation

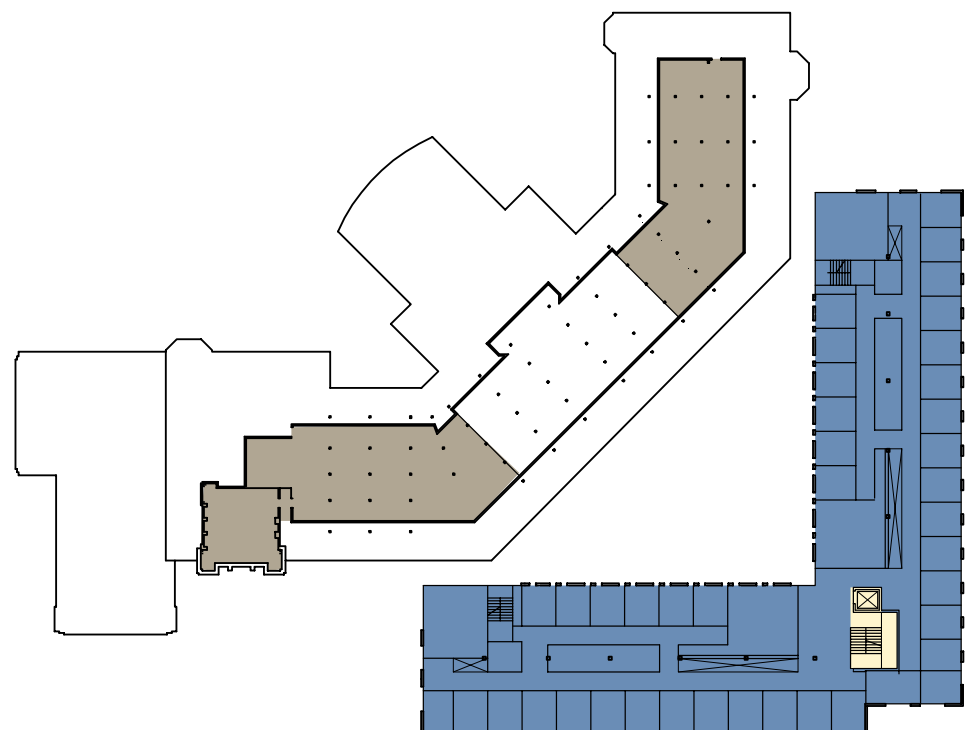
Preferred Scheme:
Upper Floor Plans



Second Floor



Fourth Floor



Third Floor

BUILDING PLANS, CONTINUED

Second Floor

1940 Wing:

- Modern and Classical Languages Office Suite and Faculty Offices

1967 Wing:

- Woodring College of Education Office Suite and corresponding Faculty Offices

Third Floor

1940 Attic:

- Mechanical

1967 Wing:

- Woodring College of Education Office Suite and corresponding Faculty Offices

Fourth Floor

1967 Wing:

- Woodring College of Education Office Suite, corresponding Faculty Offices and miscellaneous Support Programs

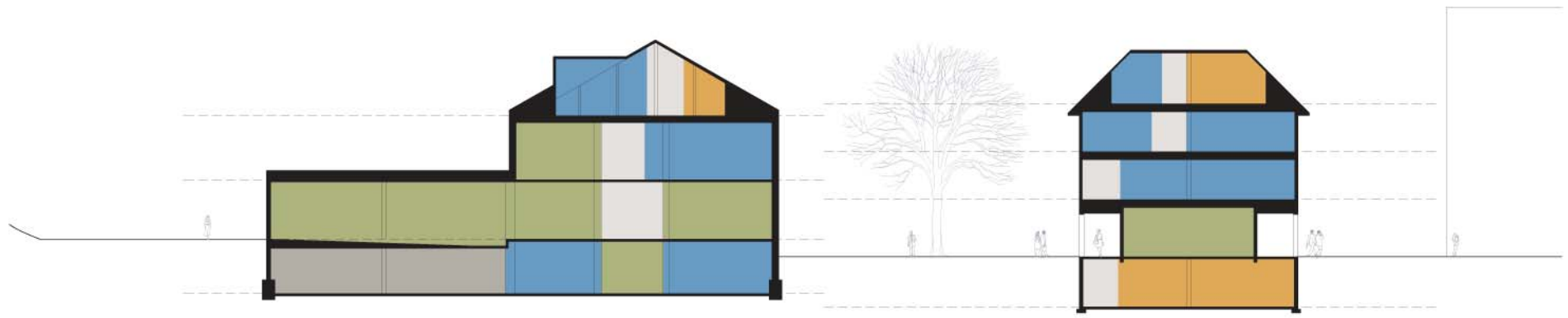
- Storage

- Mechanical

KEY

- Woodring College of Education
- Modern and Classical Languages
- General University Classroom
- General Computer Lab
- Academic Technology User Services (ATUS)
- Mechanical/Building Service
- Food Service
- Collaborative Space
- Major Vertical Circulation





EAST COLLEGE
WAY / PARKING

1940 WING

COURTYARD

1967 WING

