



Department of Energy

Bonneville Power Administration
P.O. Box 3621
Portland, Oregon 97208-3621

FREEDOM OF INFORMATION ACT/PRIVACY PROGRAM

June 16, 2023

In reply refer to: FOIA #BPA-2021-01113-F

SENT VIA EMAIL ONLY TO: katie.scott@jedunn.com

Katie Scott
JE Dunn Construction
424 NW 14th Ave
Portland, OR 97209

Dear Ms. Scott,

This communication is the Bonneville Power Administration's (BPA) final response to your request for agency records made under the Freedom of Information Act, 5 U.S.C. § 552 (FOIA). Your request was received on September 20, 2021, and formally acknowledged on October 1, 2021.

Request

1. "...submitted proposals [in re] BPA-20-RFP-RCR Progressive Design Build for Ross Complex Redevelopment Project [; d]ate issued: August 7, 2020", and,
2. "...the selection committee's scoring from the proposal/interview process for the Progressive Design Build for Ross Complex Redevelopment Project [specifically identified as] BPA-20-RFP-RCR Progressive Design Build for Ross Complex Redevelopment Project [; d]ate issued: August 7, 2020."

Response

BPA searched for and gathered records responsive to your request, BPA collected 1038 pages of responsive records from knowledgeable personnel in the agency's Strategic Delivery & Oversight office in Supply Chain Services. BPA is herein withholding:

- 748 pages in full, protected from public release by 5 U.S.C. § 552(b)(3) (Exemption 3)
- 144 pages in full, protected from public release by 5 U.S.C. § 552(b)(3) (Exemption 5)

BPA is releasing the remaining 146 pages with:

- 7 pages with exemptions applied under 5 U.S.C. § 552(b)(6)
- 63 pages with exemptions applied under 5 U.S.C. § 552(b)(4)

A more detailed explanation of the applied exemptions also follows.

Explanation of Withholdings and Exemptions

The FOIA generally requires the release of all agency records upon request. However, the FOIA permits or requires withholding certain limited information that falls under one or more of nine statutory exemptions (5 U.S.C. §§ 552(b)(1-9)). Further, section (b) of the FOIA, which contains the FOIA's nine statutory exemptions, also directs agencies to publicly release any reasonably segregable, non-exempt information that is contained in those records.

Exemption 3

Exemption 3 permits withholding of material under the non-disclosure provisions of other federal statutes. A statute may qualify for Exemption 3 if it "requires that the matters be withheld" or "establishes particular criteria for withholding" (5 U.S.C. § 552(b)(3)). In this case, 41 U.S.C. § 4702 requires withholding of unsuccessful bids and portions of successful bids that were not incorporated by reference into the award or contract. The records being withheld are past performance records and unsuccessful bids. Knowledgeable personnel in Supply Chain Services confirmed these 748 pages of information were not incorporated into the awarded contract. Therefore, we are withholding the information under Exemption 3 and 41 U.S.C. § 4702.

Exemption 4

Exemption 4 protects "trade secrets and commercial or financial information obtained from a person [that is] privileged or confidential." (5 U.S.C. § 552(b)(4)). Information is considered commercial or financial in nature if it relates to business or trade. This exemption is intended to protect the interests of both the agency and third party submitters of information. Prior to publicly releasing agency records, BPA was required by Exemption 4 to solicit objections to the public release of any third party's confidential commercial information contained in the responsive records set. BPA provided Mortenson and Opsi and DGA (MOD) with an opportunity to formally object to the public release of their information contained in BPA records. MOD submitted their objections to BPA. Based on guidance available from the U.S. Department of Justice, BPA accepted those objections and is withholding MOD commercial confidential information from public release. The FOIA does not permit a discretionary release of information otherwise protected by Exemption 4.

Exemption 5

Exemption 5 protects "inter-agency or intra-agency memorandums or letters which would not be available by law to a party other than an agency in litigation with the agency" (5 U.S.C. § 552(b)(5)). In plain language, the exemption protects privileged records. The FOIA's Exemption 5 deliberative process privilege protects records showing the deliberative or decision-making processes of government agencies. Records protected under this privilege must be both pre-decisional and deliberative. A record is pre-decisional if it is generated before the adoption of an agency policy. A record is deliberative if it reflects the give-and-take of the consultative process, either by assessing the merits of a particular viewpoint, or by articulating the process used by the agency to formulate a decision. In this case, BPA relies on Exemption 5 to protect 144 pages of evaluation records. These records, in their entirety, reflect the agency's pre-decisional and

deliberative processes in awarding contracts. BPA has considered and declined a discretionary release of some pre-decisional and deliberative information in the responsive records set because disclosure of the records would harm the interests protected and encouraged by Exemption 5.

Exemption 6

Exemption 6 serves to protect Personally Identifiable Information (PII) contained in agency records when no overriding public interest in the information exists. BPA does not find an overriding public interest in a release of the information redacted under Exemption 6—specifically, signatures. This information sheds no light on the executive functions of the agency and BPA finds no overriding public interest in its release. BPA cannot waive these redactions, as the protections afforded by Exemption 6 belong to individuals and not to the agency.

Lastly, as required by 5 U.S.C. § 552(a)(8)(A), information has been withheld only in instances where (1) disclosure is prohibited by statute, or (2) BPA foresees that disclosure would harm an interest protected by the exemption cited for the record. When full disclosure of a record is not possible, the FOIA statute further requires that BPA take reasonable steps to segregate and release nonexempt information. The agency has determined that in certain instances partial disclosure is possible, and has accordingly segregated the records into exempt and non-exempt portions.

Fees

There are no fees associated with processing your FOIA request.

Certification

Pursuant to 10 C.F.R. § 1004.7(b)(2), I am the individual responsible for the records search and exemption determinations and the records release described above. Your FOIA request BPA-2021-01113-F is now closed with the responsive agency information provided.

Appeal

Note that the records release certified above is final. Pursuant to 10 C.F.R. § 1004.8, you may appeal the adequacy of the records search, and the completeness of this final records release, within 90 calendar days from the date of this communication. Appeals should be addressed to:

Director, Office of Hearings and Appeals
HG-1, L'Enfant Plaza
U.S. Department of Energy
1000 Independence Avenue, S.W.
Washington, D.C. 20585-1615

The written appeal, including the envelope, must clearly indicate that a FOIA appeal is being made. You may also submit your appeal by e-mail to OHA.filings@hq.doe.gov, including the phrase “Freedom of Information Appeal” in the subject line. (The Office of Hearings and Appeals prefers to receive appeals by email.) The appeal must contain all the elements required

by 10 C.F.R. § 1004.8, including a copy of the determination letter. Thereafter, judicial review will be available to you in the Federal District Court either (1) in the district where you reside, (2) where you have your principal place of business, (3) where DOE's records are situated, or (4) in the District of Columbia.

Additionally, you may contact the Office of Government Information Services (OGIS) at the National Archives and Records Administration to inquire about the FOIA mediation services they offer. The contact information for OGIS is as follows:

Office of Government Information Services
National Archives and Records Administration
8601 Adelphi Road-OGIS
College Park, Maryland 20740-6001
E-mail: ogis@nara.gov
Phone: 202-741-5770
Toll-free: 1-877-684-6448
Fax: 202-741-5769

Questions about this communication may be directed to the FOIA Public Liaison James King at jjking@bpa.gov or 503-230-7621. Questions may also be directed to Jason Taylor at jetaylor@bpa.gov or 503-230-3537. Thank you for your interest in the Bonneville Power Administration.

Sincerely,

CANDICE
PALEN

Digitally signed by CANDICE
PALEN
Date: 2023.06.16 09:12:24
-07'00'

Candice D. Palen
Freedom of Information/Privacy Act Officer

King, James J (CONTR) - CGI-7

From: Dan Mehls <Dan.Mehls@mortenson.com>
Sent: Friday, October 16, 2020 10:17 AM
To: Balogh, Matthew T (BPA) - NSSS-4400-2
Cc: Trent Rehfeldt; Paul Kinley; Trey B. Post
Subject: [EXTERNAL] FW: BPA - Docs to Send
Attachments: MOD BPA Business Pricing Proposal.pdf; MOD BPA Technical Management Proposal.pdf; MOD RCR RFP Amendment 1 Cover Page.pdf; MOD RCR RFP Amendment 2 Cover Page.pdf

Matthew, on behalf of the MOD team, I am extremely pleased to here in submit our proposal for the BPA Ross Complex Redevelopment Project.

Should you have any questions or trouble receiving these documents, please contact me directly.

For our sanity, please confirm receipt. ☺

Sincerely,
Dan

Daniel C. Mehls, DBIA
Vice President, General Manager
710 NW 14th Ave, Ste. 300
Portland, OR 97209

Mortenson | Let's Redefine Possible™
direct 971.202.4113 | mobile (b) (6)
dan.mehls@mortenson.com/Portland



King, James J (CONTR) - CGI-7

From: Trent Rehfeldt <Trent.Rehfeldt@mortenson.com>
Sent: Friday, October 2, 2020 3:37 PM
To: Balogh, Matthew T (BPA) - NSSS-4400-2
Subject: [EXTERNAL] RE: Ross Complex RFP Questions from Mortenson / Opsi and DGA
Attachments: MOD Questions for BPA - 10.2.2020.docx

Follow Up Flag: Follow up
Flag Status: Completed

Matt –

My apologies I missed one question that is now on the attachment and listed below.....

Question to BPA 10.2.2020

Non Proprietary Questions

1. In attachment 1, Statement of Work starting on page 47 (Task Order /Project Price Proposal) “The Cost of Work” is defined in the General Conditions of the Contract. We cannot locate this Section in the documents provided. Please advise.
2. Please verify that any clauses in the BPI guidelines that are not specifically referenced in the RFP do not apply.
3. Our Fixed hourly rates (not auditable) provided in the schedule B pricing, are used for phase 1 and phase 2 services only, are based on BPI Clause 7.7.1 and 7.7.2. Please confirm.
4. Our proposed Fee Percentage will apply to all other direct costs outside of our billing rates in schedule B. Please confirm.
5. Designers compensation after phase 1 and 2 is considered a direct cost. Please confirm
6. In attachment 5, page 12, the estimated budget for the redevelopment program is \$600,000,000. Is this total project cost or construction cost?
7. In the presentation shared in the Interactive Meeting the projects represented appear to total significantly less budget. Please provide a summary of the scope of work accounting for the difference.
8. The low voltage and technology scopes are large and complex. How does BPA envision scope responsibility split between the PDB team and BPA contractors?
9. In Section C. Project Controls question number (iii) requests we describe any issues or problems that arose on the project discussed in this section and how those issues or problems were resolved. This is the first time that any “projects” are referenced for this section. Can you please further explain the intent of this question?
10. Attachment 2 – Contract Clauses
 - a. Attachment 2 is not clear about what insurance minimums are required for the design team. Can you please clarify these requirements?
 - b. No Force Majeure clause was identified as part of the contract clauses provided. Can you confirm that a force majeure clause will be included in the contract?
 - c. Please verify that Federal CAS (Cost Accounting Standards) do not apply to this project.
11. May we include up to (5) five pages of 11x17 format to better provide visualization of our schedule and sequencing?

Proprietary Questions

1. What is your current operator headcount within the control center for “blue sky” operations? How many additional support personnel are included during Storm/Disaster Recovery activations?
2. With COVID 19, have your Dittmer Control Center operations changing (ie: are your operators sequestered on weekly shifts?).

Trent Rehfeldt, Market Executive
Portland Operating Group
710 NW 14th Avenue, Suite 300
Portland, OR 97209

Mortenson | *Building what's next.*[®]
Direct 971.202.4104 | mobile (b) (6)
trent.rehfeldt@mortenson.com
www.mortenson.com/Portland
OCCB No. 46955



From: Trent Rehfeldt
Sent: Friday, October 2, 2020 3:31 PM
To: Balogh, Matthew T (BPA) - NSSS-4400-2 <mtbalogh@bpa.gov>
Cc: Kallen Gatherer <kallen.gatherer@mortenson.com>; Mark Atteridge <Mark.Atteridge@mortenson.com>
Subject: Ross Complex RFP Questions from Mortenson / Opsi and DGA
Importance: High

Good Afternoon Matt,

Per the Ross Complex RFP the Mortenson, Opsi and DGA (MOD) team is pleased to provide you the following questions/clarifications related to our proposal due on October 16th. Please feel free to reach out to me directly with any comments, questions or concerns.

Question to BPA
10.2.2020

Non Proprietary Questions

1. In attachment 1, Statement of Work starting on page 47 (Task Order /Project Price Proposal) “The Cost of Work” is defined in the General Conditions of the Contract. We cannot locate this Section in the documents provided. Please advise.
2. Please verify that any clauses in the BPI guidelines that are not specifically referenced in the RFP do not apply.
3. Our Fixed hourly rates (not auditable) provided in the schedule B pricing, are used for phase 1 and phase 2 services only, are based on BPI Clause 7.7.1 and 7.7.2. Please confirm.
4. Our proposed Fee Percentage will apply to all other direct costs outside of our billing rates in schedule B. Please confirm.
5. Designers compensation after phase 1 and 2 is considered a direct cost. Please confirm
6. In attachment 5, page 12, the estimated budget for the redevelopment program is \$600,000,000. Is this total project cost or construction cost?
7. In the presentation shared in the Interactive Meeting the projects represented appear to total significantly less budget. Please provide a summary of the scope of work accounting for the difference.

8. The low voltage and technology scopes are large and complex. How does BPA envision scope responsibility split between the PDB team and BPA contractors?
9. In Section C. Project Controls question number (iii) requests we describe any issues or problems that arose on the project discussed in this section and how those issues or problems were resolved. This is the first time that any “projects” are referenced for this section. Can you please further explain the intent of this question?
10. Attachment 2 – Contract Clauses a. Attachment 2 is not clear about what insurance minimums are required for the design team. Can you please clarify these requirements?
 - b. No Force Majeure clause was identified as part of the contract clauses provided. Can you confirm that a force majeure clause will be included in the contract?
 - c. Please verify that Federal CAS (Cost Accounting Standards) do not apply to this project.

Proprietary Questions

1. What is your current operator headcount within the control center for “blue sky” operations? How many additional support personnel are included during Storm/Disaster Recovery activations?
2. With COVID 19, have your Dittmer Control Center operations changing (ie: are your operators sequestered on weekly shifts?).

Respectfully,

Trent Rehfeldt, Project Director
Portland Operating Group
710 NW 14th Avenue, Suite 300
Portland, OR 97209

Mortenson | *Building what's next.*[®]
Direct 971.202.4104 | mobile (b) (6)
trent.rehfeldt@mortenson.com
www.mortenson.com/Portland
OCCB No. 46955





MORTENSON · OPSIS · DGA

BUSINESS / PRICING PROPOSAL FOR THE
BPA ROSS COMPLEX
REDEVELOPMENT PROJECT

(b) (4)

(b) (4)

C. SUBMISSION OF INVOICES & CONTACT INFORMATION

- 1. Invoices should be sent electronically to: Determined at the Task Order Level
- 2. Payment Terms: Net 14 Days
- 3. Bonneville Contact Information:
 - Bonneville Office: NSSS-4400-2
 - Point of Contact: Matthew Balogh
 - Contact Email: mtbalogh@bpa.gov

- 4. Contractor Contact Information:
 - Ordering Point of Contact: Dan C Mehls
 - Phone: 971-202-4113
 - Contact Email: Dan.mehls@mortenson.com

D. ORDERING INSTRUCTIONS

Base Period:
The Ordering Period is for two (2) years from the Date of Award

Option Period 1:
Option Period One (1), if exercised, extends the Ordering Period for two (2) years, beginning at the expiration of the Base Ordering Period

Option Period 2:
Option Period two (2), if exercised, extends the Ordering Period for two (2) years, beginning at the expiration of the Option Period 1

Option Period 3:
Option Period three (3), if exercised, extends the Ordering Period for two (2) years, beginning at the expiration of the Option Period 2

Option Period 4:
Option Period four (4), if exercised, extends the Ordering Period for two (2) years, beginning at the expiration of the Option Period 3

Place of Performance:
The place of performance will be the Ross Complex in Vancouver, WA

E. INSPECTION AND ACCEPTANCE TERMS

All lines item(s) in Section B will be inspected and accepted by the COR at the address specified in Section C unless otherwise stated in the table below

Line Item No.	Inspection At/Inspection By	Acceptance At/Acceptance By

F. ATTACHMENTS

	Description
1	Statement of Work RCR PDB
2	Contract Clauses
3	A) Service Contract Wage Determination B) Davis Bacon Wage Determination - Building C) Davis Bacon Wage Determination - Heavy
4	A) Past Performance Reference Form B) TSB OPR C) Letters from Insurance Company and Surety D) Owner's Consultant SOW E) VCC Preliminary Information
5	Solicitation Provisions



MORTENSON · OPSIS · DGA

Mortenson

Daniel C. Mehls
Design-BUILDER
Principal-in-Charge
971.202.4113
dan.mehls@mortenson.com

Opsis Architecture

Paul Kinley
Designer of Record
503.347.2059
paul@opsisarch.com

DGA

Trey Post
Mission Critical Designer
619.972.8106
tpost@dga-mv.com



MORTENSON · OPSIS · DGA

TECHNICAL MANAGEMENT PROPOSAL FOR THE **BPA ROSS COMPLEX** REDEVELOPMENT PROJECT



OCTOBER 16, 2020

TABLE OF CONTENTS

- A** | **OVERALL MANAGEMENT APPROACH**

- B** | **PROJECT DESIGN**

- C** | **PROJECT CONTROLS**

- D** | **SCHEDULING & SEQUENCING**





**RE: BONNEVILLE POWER ADMINISTRATION – ROSS COMPLEX REDEVELOPMENT
PROJECT # BPA-20-RFP-RCR – PROGRESSIVE DESIGN-BUILD FOR ROSS COMPLEX REDEVELOPMENT**

Dear Members of the Selection Committee:

As our region’s economic engine and a national leader in reliable, sustainable and economical power generation and transmission, BPA needs a progressive design-builder that delivers confidence, innovation and accountability as you embark on the most significant transformation of the Ross Complex in a generation. With unique expertise in progressive design-build delivery for critical community infrastructure, the Mortenson, Opsi, DGA (MOD) team will deliver a renewed Ross Complex, while keeping BPA fully operational to meet our region’s needs.

Progressive Design-Build (PDB) offers BPA the best of alternative delivery to engage local, regional and national leaders in design innovation, complex construction planning and creative problem solving to deliver efficiency and effectiveness at every stage of the transformation of the Ross Complex. The MOD team is a unique expert in design-build delivery, with tested relationships and systems to maximize value to the project, BPA and the ratepayers.

Our Design-Build Done Right® approach delivers expert team members with a history of both delivering quality and innovation to the Ross Complex and executing complex, mission-critical projects.

Technical Expertise: Our team offers BPA a unique combination of expertise in 1) the technical execution of energy-centric projects focused on generation and transmission; 2) delivering projects on the Ross Complex that improve the work environment and enhance operations; and 3) transforming mission-critical work environments to be sustainable, operationally efficient, and flexible. ***We understand the unique requirements of this work, and have assembled a uniquely qualified team with the right technical expertise for this mission-critical transformation project.***

Design-Build Confidence: As national and local leaders in design-build, we can deliver efficient and effective design, construction, and operational planning. Though a newer delivery method in our region, MOD can help the Ross Complex become a model of PDB best practices. ***The MOD team knows how to get the most value from the PDB method and brings the people with proven experience and the tested tools to provide BPA with maximum value for every construction dollar.***

Collaboration: This is a long term partnership; BPA and the dedicated Ross Complex employees need a design-build team they can work with and that they trust to keep the employees and the facility safe and operational. Our team has been partnering intensively for more than 18 months, testing our tools and systems, and innovating to maximize performance even during the pandemic. ***We are poised to create an integrated team with BPA with the creativity and commitment needed to deliver a reimaged TSB and a future-forward VCC on a highest functioning Ross Complex.***

As the Pacific Northwest moves into our season of rain, snow, and wind, we depend on BPA to deliver safe and economical power to sustain our economy and keep our homes and businesses warm and bright. The MOD team offers BPA the same dependability and confidence; we want to be your partner on the Ross Complex, delivering safety, economy, transparency and reliability as your trusted progressive design-build team.

Sincerely,

(b) (6)

Daniel C. Mehls
Design-Builder Principal-In-Charge
971.202.4113
dan.mehls@mortenson.com
Mortenson

Paul Kinley
Designer of Record
503.347.2059
paul@opsisarch.com
Opsis Architecture

Trey Post
Mission Critical Designer
619.972.8106
tpost@dga-mv.com
DGA

This page intentionally left blank.



OVERALL MANAGEMENT APPROACH





A. OVERALL MANAGEMENT APPROACH

i. Describe the Shortlisted Offerors overall management approach to the Project. The narrative shall identify three (3) key issues, risks, and challenges to the Project, and, for each issue or challenge identified, describe how to mitigate its potential negative impacts (i.e., risk mitigation strategy) and any unique approaches or strengths the offeror may have to implement such mitigation strategies.

MANAGEMENT APPROACH

Our management approach is centered around Design-Build Done Right®. Our approach delivers tested design-build strategies, executed by a fully integrated, high performing, and experienced team. Across each project phase, starting with a proactive project initiation and partnering process, we will execute flawlessly, putting BPA's project goals and the long-term success of the BPA Complex at the center of our team's efforts.

Our approach to your project is detailed throughout this proposal. In summary, it focuses on the following:

Design Phase: centered around a cultural commitment and becoming true partners. We will create a design phase execution plan that clearly outlines measurable outcomes to be achieved by all, taking into account the important fact that we are a Team of Teams. It will also address what tools and management strategies we will employ, who is responsible for implementing them, and when they'll be implemented. This must be the result of a collaborative effort where each member of the integrated team has the opportunity to contribute their ideas and expertise, fostering total ownership and buy-in across the board.

Construction: grounded on meticulous upfront planning during the design phase, which supports achievable execution of the work during construction. During our upfront planning and investigation, we will use the collective knowledge of this entire integrated team (experts) and our due diligence to refine safety, disruption avoidance and change management plans, project schedule, communication strategies, tools for execution, sequencing, and logistics. This will provide BPA with the best overall project value.

Progressive Design-Build Done Right® starts with a shared vision. The MOD team will ensure BPA receives the benefits from the Progressive Design-Build (PDB) Delivery Method, while eliminating risks.



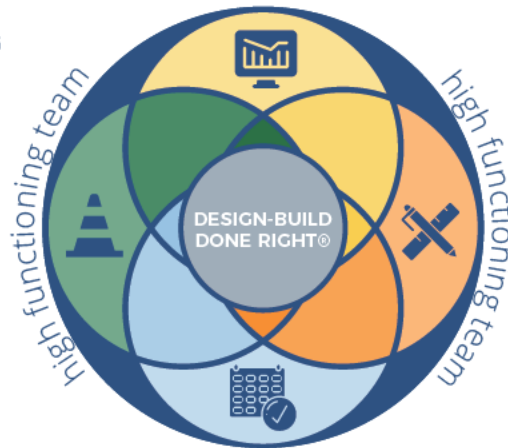
EFFICIENT & TRANSPARENT PRICING

We believe in building trust through transparency using clear communication and collaboration tools. By utilizing our project dashboard, BPA will have access to real time data at every step of the process in order to make timely and informed decisions.



DESIGN FOR HEALTH & SAFETY

When we begin design with the end-user in mind, we ensure clarity and vision of decisions to produce outcomes and an environment that benefits the end-user; completing mission-critical work 24/7. BPA will benefit from MOD's deep experience and lessons learned designing efficient, safe and ergonomic facilities just like yours.



HIGH FUNCTIONING TEAM

When we come together as a high-performing team, all other goals will fall into place. From day one, BPA will benefit from intense collaboration, innovation and a true focus on the project goals.



EFFECTIVE & EFFICIENT DESIGN

PDB done right delivers effective and efficient design by delivering more program for the construction dollar, more confidence in design that fits BPA's operational and aspirational goals and more user satisfaction. The MOD team brings BPA one of the deepest resumes of PDB in the country!



MAXIMIZE EFFICIENCY OF PHASING & SCHEDULE

We believe in the power of the lean mindset and the idea of 'planning the work and working the plan.' Our lean principled and outcome-centered approach will benefit BPA as we drive to provide embedded design phase leadership, leverage technology & virtual design and construction (VDC), built on reliable promises during planning and scheduling to ensure we maximize efficiency and minimize stress to operations.



We heard you! Throughout the proposal, this graphic represents a discussion topic or question that was posed during our Interactive Meeting on September 24, 2020.

KEY RISKS AND CHALLENGES

As part of our project initiation and partnering process, we will kick off our integrated team process by engaging with BPA project leadership and key stakeholders in intensive challenges/risk/opportunities identification charrettes to:

- Identify/understand challenges/risks/opportunities from all stakeholders' perspectives
- Prioritize challenges/risk/opportunities based upon exposure, sequencing, or consequences
- Develop coordinated mitigation strategies and assign leadership/timelines to implement each



Based on our interactive meeting with BPA and on our extensive project experience, we identified the top risks and challenges. We have defined a risk as an element that neither the the MOD team nor BPA has control over (the mitigation plan is accounting for the "if" scenario). A challenge is an element that will occur in the future for which we have proactively planned mitigation.

Challenge / Risk	Mitigation Strategy
 <p>1. Challenge: TIMELY DECISION MAKING:</p> <p>Owner does not make a decision at the right time or a decision changes and results in negative impact to scope, schedule, budget</p>	<ul style="list-style-type: none"> • Partnering efforts develop and utilize decision-making guideline hierarchy and a clear decision chain of command, particularly related to critical decisions impacting scope and quality • Create a decision schedule aligned with the overall project schedule; publicize to all decision focal points, clarifying their responsibilities for 'sticky' decisions at scheduled dates • Create a decision-making matrix (as described later in this section) which distills concepts of decision making into specific, measurable and actionable items • Forecast key decisions well in advance to enable sufficient coordination, notification, review and discussion • Create and agree to contingency strategies for delayed decisions as a result of stakeholder, equipment or materiality issues
 <p>2. Challenge: EXECUTING WORK WITHOUT INTERRUPTING CRITICAL OPERATIONS</p> <p>The active nature of the BPA Complex, with mission-critical activities and unique job hazards in every zone requires a team able to deliver construction services in an active work environment</p>	<ul style="list-style-type: none"> • Create a robust planning structure that forecasts BPA's operational requirements and change management needs as part of the overall project execution strategy and master schedule • Conduct early site and operational assessment to identify critical operations. Engage field staff during preconstruction to workshop disruption avoidance protocols with the BPA Project Team. • Conduct collaborative Disruption Avoidance Planning (as described in section D) involving BPA site operations and facilities staff to highlight unique aspects of the operations that will influence future construction. • Create and publicize a site management plan, enabling sufficient time for input and discussion with stakeholders • Develop an achievable communication plan including an internal webpage for BPA employees to keep employees current on construction progress and changes to access, egress, and flow throughout the site
 <p>3. Risk: FUNDING CYCLE VARIANCES</p> <p>Funding cycles may adversely impact continuous flow, with ramifications to the overall schedule and the overall budget</p>	<ul style="list-style-type: none"> • Work with BPA early to understand funding cycles and limitations to work progression as a result of the timing of funding • Explore the option of providing Mortenson Development Bridge Financing to help level out funding to enable a continuous flow of activities and more efficient construction • Optimize our schedule to maximize the use of dollars within each funding cycle to ensure BPA gets the most value at the right time

Challenge / Risk	Mitigation Strategy
<p>4. Risk: UNFORESEEN OR CHANGING REQUIREMENTS LATER IN THE PROJECT</p>	<ul style="list-style-type: none"> • Conduct early and in-depth site evaluation to minimize risk of unforeseen conditions, ensuring team members across the project team understand the ramifications of decisions and their impact on both projects and the campus • Develop and conduct in-depth assessment of stakeholder needs and interests at the start of design to highlight priorities and major concerns. Identify 'sacred' scope for each stakeholder to differentiate needs and wants. Include stakeholder sign off of this assessment. • Identify scope elements that need additional decision time, pushing them as late as possible in the decision process to enable research, workshoping and buy-in • Use Target Value Delivery (TVD) to establish achievable cost centers as parameters for decision-making and team consensus relative to potential change issues • Form a change committee to vet changes and evaluate where changes may have cross-project impact
<p>5. Challenge: GETTING MORE VALUE FOR THE BUDGET</p>	 <ul style="list-style-type: none"> • As part of the partnering efforts, define value in the eyes of the owner. The owner must define the value. • To maximize scope (value), focus on high-impact portions of the design and planning by establishing a value matrix (within our project dashboard) in which priorities can be established, weighted and evaluated based on target cost and schedule impacts • Use real time cost data and communication tools including PowerBI (which lives within our project dashboard) to create trending logs, providing "full picture" transparency to how decisions affect the overall project budget including both hard and soft costs.
<p>6. Challenge: TRANSITION TO SUSTAINABLE OPERATIONS</p>	 <ul style="list-style-type: none"> • Dedicate a Project Manager and/or Quality Manager from the construction team to TSO services after substantial completion. This will allow the project team to turn over a fully operational facility to BPA but still provide continuity as facilities and end-users get accustomed to working in and around the building systems. In addition, this will allow the project team to not slow down progress on the next task order. • Transfer of as-built facility specifications, operation and maintenance manuals, warranty information and other associated data into a fully detailed facility reference library inclusive of Building Information Modeling data will provide a central repository of reliable information that facilities teams can for use to come during preventative maintenance and testing • Utilizing a dedicated operations & maintenance warranty management system. Mortenson will rely on our own InfoCentre™ asset and warranty management system, in addition to our on-site staff to record, respond and report on warranty management issues during this period • Integrating the O&M providers into the commissioning and training process will help achieve the goal of transferring the construction and operational system knowledge from the building team to the operational team in a seamless fashion

- ii. One of the primary goals for the Project is to create a highly functioning, collaborative and integrated team as early as possible and for BPA's Staff and Consultants to be a part of that team. Keeping this goal in mind:
- Explain the Design-Build Team's approach to creating a collaborative environment for the Project.

APPROACH TO CREATING A COLLABORATIVE ENVIRONMENT

The MOD team shares BPA's belief in the importance of a high functioning team for project success. The BPA participants rated this goal #1 during our interactive meeting. We will work assertively in the early stages of the project to form one integrated team, including BPA and MOD, and we will establish common metrics for team engagement and project performance. We will also revisit our common understanding of success throughout each phase of each project to keep us focused and to socialize new team members. This common understanding of success built from intense team collaboration becomes the 'North Star' for our performance, ensuring each facility benefits from multi-voice collaboration and each challenge is faced as a united and engaged team.



Collaboration and integration will be ingrained in our team culture and must be fostered and cultivated all the way through the project. The Guiding Principles, in support of each BPA goal, which we introduced in our interactive kick-off meeting form the foundation for transforming the BPA Team (staff, Jacobs, partners, and stakeholders) and our MOD team into the integrated "Project Team."

(b) (4)

(b) (4)

WORKSHOPS

We start our process with a series of team-building workshops, focused on the project as we build strong and resilient relationships among team members. Our tested process will help us foster the familiarity, trust and common purpose that are vital to team success.

The diagram to the left illustrates how we develop and maintain a high-performing team with BPA from the start of the project. Core to our early efforts will be the co-creation of 'Rules of Engagement' that define team performance expectations, documents the team's common vision of success, memorializes agreements relative to accountability and measurements and highlights the most probable risks/tailwinds the team will face moving forward.

The initial high performing teams workshop takes our diverse group of stakeholders and prepares us to engage in an integrated process, clearly defining measurable and common goals and doing what is best for the project. The success measures serve as guides to evaluate and help correct performance through both phases of the project.

Example of a past MOD High Performing Team Scorecard:

Characteristics	Score
Small team organization	●
Information sharing & transparency	●
Team is cross-functional	●
Team leverages the network	●
Team is self-governing	●
Team is working in small batches	●
Team is focused on the customer	●
Team has quick feedback cycles	●
Team has clarity in roles and responsibilities	●
Team has clear decision making process	●
Team is working without interruption	●
Visual performance tools are being used	●
Team has daily stand-ups	●

PROMOTING A SUCCESSFUL TEAM ATTITUDE

High-functioning teamwork is not a start / stop activity; it is a culture that we foster and cultivate all the way through the project. **Tools, processes and behaviors we use to promote a successful team attitude include:**

BEING AVAILABLE

We focus on having the right people doing the right things at the right time. We know how valuable cost, schedule, quality and coordination input is as the design is being developed and we make sure our builders are active participants in the design process.

HAVING A PLAN

All high functioning teams must have a playbook that is communicated and adhered to. For efficiency and to maximize the benefit of our collaboration, the playbooks we create include: BIM Execution Plan, Pull-planned Schedules, Diverse & Local Business Outreach plan and Lean integration plan.

ESTABLISHING MEASURABLE GOALS & SUCCESS FACTORS

You get what you measure! Performance measures drive behavior. Establishing, sharing, tracking and incentivizing the achievement of mutual goals has a tremendously positive influence on team behavior throughout the project delivery process.

TRUST

We operate under the premise of full disclosure, communication and transparency - we will build trust from the beginning. Every decision we make is founded on doing what is best for the project.

CATCHING PEOPLE DOING THINGS RIGHT

We focus on catching people doing things right and acknowledging and rewarding desired behaviors. A simple pat on the back, a thanks for the beneficial input or a symbolic gesture of acknowledgment is all it takes to keep the momentum of the team moving in the right direction.

BEING FLEXIBLE & SPONTANEOUS

Having structure in place for team meetings is paramount to being organized and respectful of people's time and alternative commitments. However, integrated discussion can take us down unexpected paths and a true team spirit can lead to unanticipated diversions. We embrace these occurrences as they often lead to great ideas and enhanced partnerships.



DOING IT TOGETHER: VIRTUAL CO-LOCATION

We value relationships, and we are ready to welcome BPA into our virtual big room. As demonstrated in the interactive meeting and our last 12 months of working together on this proposal and other initiatives, the MOD team has created an extremely high-performing virtual workplace. We use tested tools (MOD Dashboard, Zoom, Miro-online whiteboard, PowerBI, cost and schedule communication and more) and we bring together the right people to support creative and transparent work. In addition, as rules allow, we have carefully planned small group in-person but socially distanced workshops and whiteboard sessions to tackle complex issues. The unoccupied Opsis Studio and/or Mortenson office, three blocks apart, are options to host these meetings.

ROSS COMPLEX TOURS

To document the issues and opportunities at Ross for all team members, we will walk the complex together in small groups, discuss and document observations, areas of risk and creative new ideas. We want to build our understanding of what a day in the life of a wide range of employees entails. Operational and functional focused walk-about help build both team planning knowledge and personal relationships. We'll document by pinning photos to a secure google earth model for easy access by the team, working anywhere.



VIRTUAL TOURS (BENCHMARKING OTHER FACILITIES)

Building on knowledge from tours that BPA has already taken, we suggest touring other relevant campuses and projects via video tour (or in-person as rules allow), hosted by a resident expert to discuss what is working operationally. We recommend PG&E Vacaville Critical Operations Campus (VCOC) which contains the Grid Control Center and the Duke Energy DCC/GCC/EOC in Charlotte, NC - a recently constructed facility with good lessons learned.

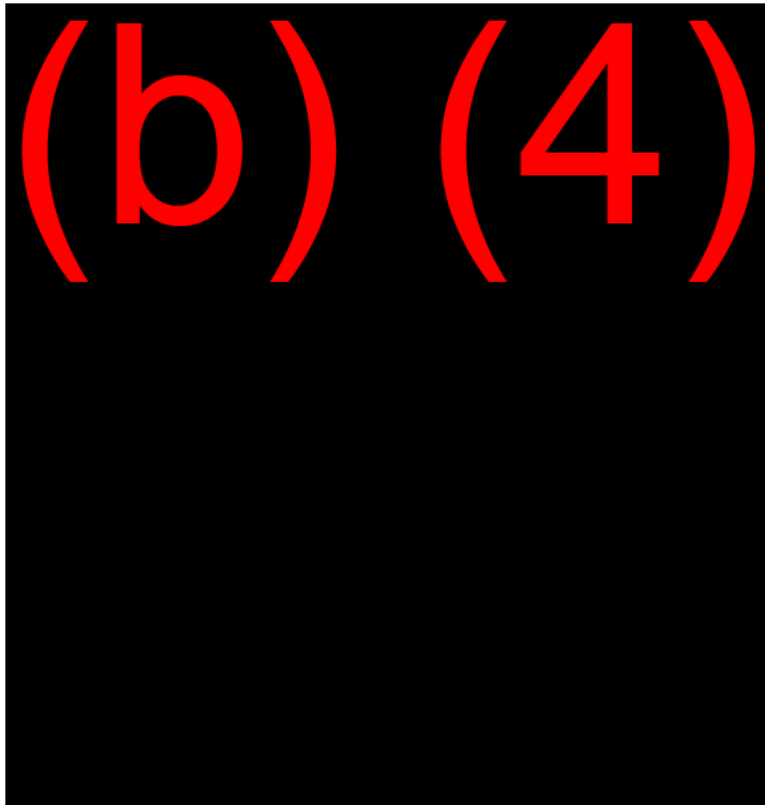
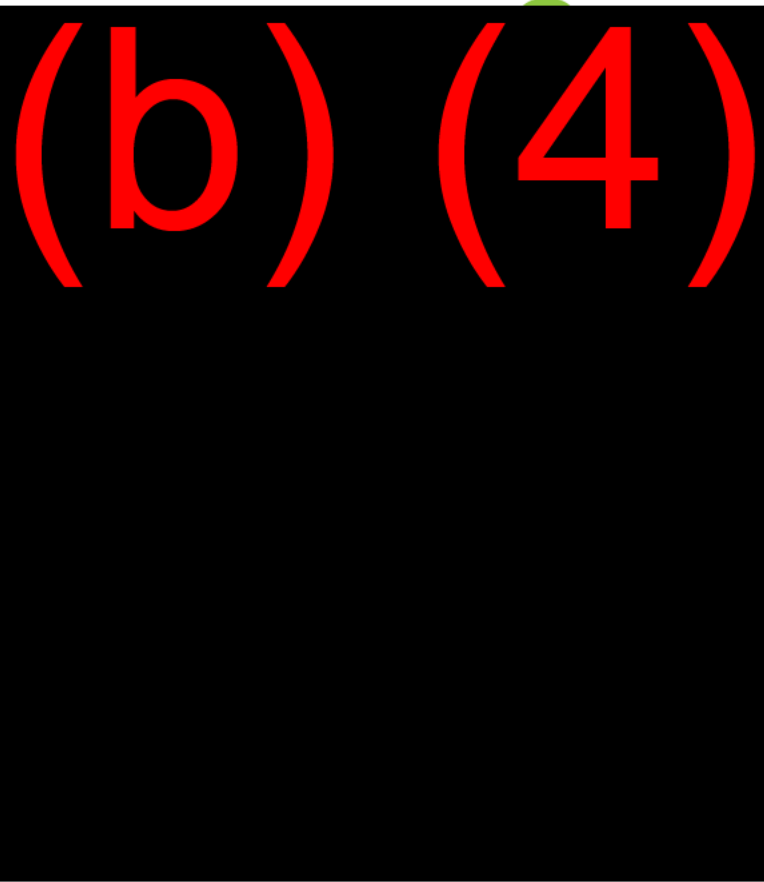
- Describe the tools and techniques that will be used by the Design-Build Team to encourage and foster a collaborative environment and excellent communication for the entire Project Team as well as for other project stakeholders. Briefly describe how the team will facilitate decision making within BPA, how team responsibilities will be assigned, decisions will be made, follow-up actions will be implemented and any disputes will be addressed.

TOOLS & TECHNIQUES FOR COLLABORATION

The MOD team has a full complement of well-coordinated tools and processes that are proven to facilitate great collaboration and communication which can be customized for implementation on day one to support successful PDB project delivery. We are “super-users” of Procore, ProjectWise, Bluebeam, PowerBI and Oracle P6 to support project management and team coordination. These primary data capture/communication platforms will be integrated seamlessly with BPA’s infrastructure as allowed/desired by BPA.

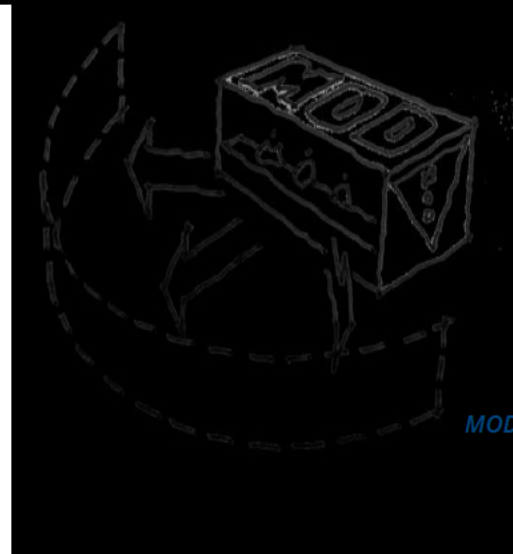


SOCIALLY DISTANCED MOD BIG ROOM COLLABORATION



THE MOD CART

Set up in the Ross Complex and open at key times, the MOD team is open for questions and discussion over coffee. At a frequency agreed upon with BPA, we’ll be present with team members (shifting with development of projects) to share the latest planning and solicit feedback. Most importantly, we strive to create opportunities to learn what we don’t know to ask, and to generally learn more about BPA and BPA team members. The Cart includes an interactive analog graphic wall for challenges and opportunities. Paper, color coded for BPA divisions, allows for comment when we’re not there.



MOD Cart

FACILITATING DECISION MAKING

As MOD engages in the design phase of the project, our leadership role is to discover and generate many project alternatives/concepts, site options, sustainability/life cycle scenarios, phasing options, schedule accelerators and budget alignment alternatives/progressive design iterations. This will create many decision points. This reality of the PDB best value process needs to be addressed with strong leadership/accountability, a plan and good tools that generate and capture succinct decision-making packets of information. The transparency of our process builds trust and consensus around project decisions. Beginning with the early engagement of stakeholders, it is supported by providing reliable information associated with each option being evaluated, followed by robust and respectful discussions that lead to consensus-based decisions.

Great decisions are based on great information and discourse; our team utilizes the following lean approaches to facilitate the integrated decision-making process. It is important that our integrated team makes informed decisions in a timely manner.



A3 PROBLEM SOLVING

A structured problem-solving tool, we utilize this one-page, 11x17" format, template to guide our team through the problem-solving process in an attempt to inhibit our team from jumping straight from the problem to the solution.

CHOOSING BY ADVANTAGES (CBA)

CBA is a lean tool we use that facilitates a collaborative team effort to make decisions based on criteria beyond just initial first cost. In summary, CBA:

- Is a visual and transparent decision-making process
- Is collaborative
- Considers multiple variables when making a decision
- Assigns weight to variables based on value to the decision-maker(s)
- Establishes objective measurables to subjective factors
- Supports informed decision-making and allows teams to move forward with confidence

The status/history of each decision made by either A3s or CBA is then fully interfaced in the Project Dashboard. The benefit of this tracking method is that decisions can be tracked for reference at a later date, no issues are left unresolved, the team can continue to work on other topics, etc.

DECISION-MAKING HIERARCHY

As part of our intensive early partnering process, we will develop the decision-making hierarchy (see example below). This documents who, what, where and how we anticipate decisions. Unresolved decisions, at any level, are moved up to the next level for resolution. Once this hierarchy is established and ownership at each of the levels is delegated, day-to-day decisions will be made at the appropriate level to facilitate positive progress while enabling the best design iterations within the allowed schedule.

WHO	PURPOSE	HOW	WHEN
<p>BIG PICTURE</p> <p>EXECUTIVE LEADERSHIP</p>	<ul style="list-style-type: none"> • Executive level oversight • Highest level of dispute resolution • Appoints project neutral representative 	<ul style="list-style-type: none"> • Majority vote decision making • Document via Executive Leadership bulletins • Adjust target cost, schedule 	<ul style="list-style-type: none"> • As needed formal meeting per program leadership request • Ad-hoc agenda
<p>WHOLE PICTURE</p> <p>PROGRAM LEADERSHIP</p>	<ul style="list-style-type: none"> • Project strategy vision • Management-level guidance • Resolve discrepancies & ambiguities • Collaborative planning • Best-interest of project • Develop benchmarks & metrics • Provide direction to Project Leadership 	<ul style="list-style-type: none"> • Unanimous decision-making • Risk/opportunity register • Monitor performance • Document via program Leadership bulletins • Develop co-location plan • Direct communications w. participants • Financial controls & approvals • Change management 	<ul style="list-style-type: none"> • Weekly formal meeting • Standing agenda • Published minutes • Constraint log
<p>FUNCTIONAL PICTURE</p> <p>PROJECT LEADERSHIP</p>	<ul style="list-style-type: none"> • Design coordination within component & Project Leadership • Protect standards & quality • Systems & equip. recs. • Inter-discipline issue resolution • Progress design per pull schedule • Design production 	<ul style="list-style-type: none"> • Target value design approach • Pull-based planning & scheduling • Constraints & action items • Consistent leadership • Documentation of decisions & recommendations • Goal: not to impact overall budget, schedule and quality 	<ul style="list-style-type: none"> • Weekly formal big room interactions w/ report outs • Ongoing interactions, phone calls, email correspondence • Weekly OAC meetings
<p>FOCUSED PICTURE</p> <p>SPECIALISTS</p>	<ul style="list-style-type: none"> • BIM Execution Plan development • Project setup & protocols • Ground rules development • Detailed design coordination • Technical coordination 	<ul style="list-style-type: none"> • Virtual design & construction • Model-based coordination • Issue-tracking & resolution • Rules of engagement per the BxP 	<ul style="list-style-type: none"> • Weekly in-person or via Zoom interactions

- Explain the team's change management strategy, including facilitating BPA's staff and equipment moves.

CHANGE MANAGEMENT

Our team will be informed by industry best practices and will leverage innovative tools and strategies to make the exciting moves BPA is making on the Ross Complex a cause for celebration and anticipation vs. anxiety and stress. Change can be challenging in any organization; as an integrated team, we will implement tested change management strategies to build excitement and reduce anxiety, helping BPA transition to a dynamic and high-functioning future across disciplines, facilities and functions. Fully integrating with BPA's change management leadership, we will leverage a suite of campus development projects to inform planning for the multiple types of change: physical building and site change, social and interpersonal change and functional and operational change.

We will:

- Integrate change management strategies into our overall project schedule, accommodating stakeholder 'readiness' for change as part of the scheduling process
- Coordinate our efforts with BPA's change management internal and consultant team
- Communicate design ideas and options clearly and confirm we are being understood
- Seek and incorporate stakeholder input early, often, and at decision-making points
- Incorporate physical, technological, and behavioral change impacts into our design process
- Be nimble and prepare to adjust as necessary based on new information and stakeholder input
- Assist with the actual moves in a timely and empathetic manner

MOD TEAM ROLE



Our MOD team has a key role in the change management process; we will bring our expertise and resources to assist BPA with the change management process that we understand is already in place. We will work with BPA's change management consultant/advisor to understand the work that has been done already, and then work together to understand how the MOD team's design-build processes and communication tools will most effectively dovetail with ongoing change management efforts.

As a value add, the MOD team brings a proprietary Augmented Reality (AR) group, *Virtual Insights*, to create an extremely detailed virtual representation of the critical work spaces to assist BPA users and MOD technical designers to collectively create the most efficient and user-friendly design of technical workspace.

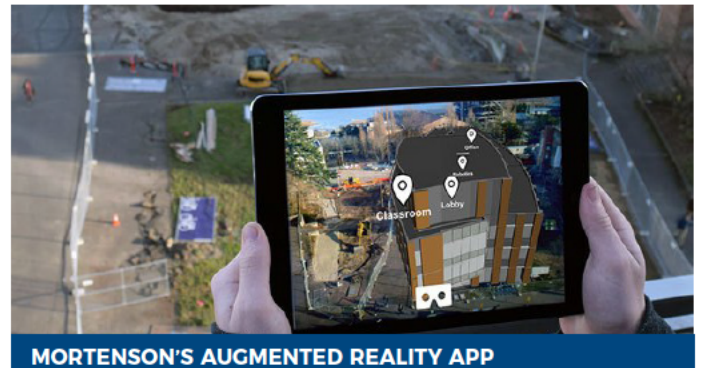
MOD TEAM PROCESS

Communication, clarity and transparency are the key to effective change management process. **The elements of communication are as follows:**

- Explain the MOD team role in the change management process to all stakeholders

- Eliminate surprises due to new or late information
- Provide regular project updates and emphasize changes that impact daily routines such as vehicle and pedestrian circulation patterns
- Clarify goals, roles, responsibilities and expectations of every meeting, interaction and milestone
- Continually reinforce the message for those subsequently joining the process
- Provide a variety of communication tools to help reach all stakeholders knowing we receive and process information differently (high tech / high touch):

- 1. Training Materials:** Narrative descriptions and notes, plans, sketches, physical scale models, 3D renderings, VR/AR, physical materials, benchmarking / facility tours, user manuals and video recorded tutorials and training.
- 2. Practice:** Provide practice sessions for users to familiarize themselves with changes
- 3. Full-scale mock-ups:** In combination with the many high-tech tools we use to communicate design, we often find it helpful to gather input through the construction of full-scale mock-ups. Mock-ups allow the design team and individual users to inexpensively test and provide input on various design options and set expectations as part of the decision-making process.



MORTENSON'S AUGMENTED REALITY APP

FACILITATING STAFF AND EQUIPMENT MOVES

The relocation phase can create some of the greatest stress and anxiety for individuals who, despite all the preparation, might still be feeling some uncertainty. Planning is the key to the seamless relocation of staff and equipment and the planning must begin during Concept Design. The MOD team looks forward to coordinating with BPA regarding specific details and processes and would expect to be involved in the following:

Schedule / Planning (MOD/BPA). Depending on the complexity of each project, the advanced planning will vary but we would recommend a minimum of 9-months of advanced planning be incorporated into the schedule for move planning.

Floor Plan / Diagrams (MOD/shared). Existing and future locations of all staff and equipment will be identified and mapped on shared digital floor plans.

Smartsheet Inventory (BPA/shared). All equipment will be inventoried by size, approximate weight, power requirements, existing location and future location.

BPA Move Coordinator (BPA). BPA will identify a move coordinator, typically from facilities, who will be responsible for the logistical planning and execution of each move. This individual will coordinate with the moving team or company.

Work Group Liaison (BPA). BPA will identify a liaison for each work group or department, who will be responsible for identifying all of the staff and equipment within their respective departments to be moved.

MOD Move Resource (MOD). The MOD team will identify a resource available to the BPA's move coordinator and work group liaisons to assist with any questions regarding the space planning and proposed layout of each department.

Test Fit (BPA w/MOD assistance as necessary). Upon completion and confirmation of the full Smartsheet inventory, a test fit will be required to identify the location of staff and equipment to confirm (with signage, and full-scale floor mapping) that everything fits as planned. This process often reveals opportunities for adjustments.

Move Sequencing (BPA). The move sequence is often based simply on which work groups are ready first. We have found that the least complicated moves occur first allowing as much time as possible for the more complicated moves.

Building Construction Sequencing (MOD / BPA). To more seamlessly facilitate the relocation of large or especially sensitive equipment, it may be advantageous to schedule the construction to allow for the move-in of select elements before the building is completely closed up to allow for wider or more conveniently direct access pathways.

PLANNING FOR THE PRECISE BPA NEEDS OF HIGHLY TECHNICAL MOVES



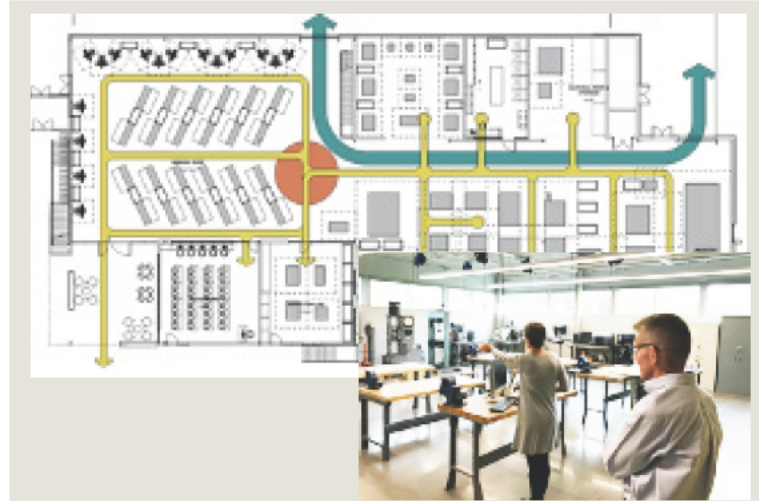
The move from Ampere to the Living Laboratory of the TSB requires a practiced and visionary process.

- We will document all existing equipment and cabling, plus new equipment in the planning process, including how all of it is connected in Ampere. In addition, we will evaluate equipment, including all equipment in warm or cold storage, to be scheduled for replacement or that is projected to be beyond its serviceable life.
- Together with BPA, we will design the TSB infrastructure and envisioned "centralized cross connect frame to temp jumpers." Once installed and connected to permanent infrastructure in the new TSB, we are ready for the move.
- The move and reconnect is planned months in advance to be coordinated around down times (weekends, holidays) with the knowledge that a crisis could shift the plan at a moment's notice. We will develop and test a complete

move and reconnect schedule, with more detailed 'micro schedules' tested, approved, and rehearsed as each move and reconnect sequence gets closer to realization.

- Our goal through advance planning and focused attention both before and during the move-reconnect sequence is that teams will be up and running in the TSB when they return to work. The 24/7 Fin room will be the exception, requiring a different approach such as full duplication before shutdown.

The TSB change plan will serve as model for the forthcoming VCC plan. After the move, we will review our preplanning sequence and make changes and/or cement best practices to ensure continuous improvement in the move-reconnect sequence for critical equipment and staff operations.



CCC ITC-MOBILE EQUIPMENT FLOW DIAGRAM & FLEXIBLE TECHNOLOGY CLASSROOM

IN-PERSON AND ONLINE TRAINING

BPA's Ross Complex is a training-rich environment, requiring fully operational hands-on training spaces for training new staff, maintaining ongoing training and certifications, and for remote troubleshooting. While still physical environments, these facilities will need sophisticated AV-rich broadcast ability to support online assistance and push training content to BPA's sites across your network. Each training space will have to be designed to be rapidly configurable, highly durable and cleanable to support a post-COVID training environment.

Further, much of future training will also shift to online when appropriate, even in a post-pandemic work environment. Configurable classroom spaces should include broadcast, lighting and sound technology to support remote learning, with new and flexible learning spaces able to support a diversity of teaching methods. BPA may also wish to consider configurable learning 'pods' to support remote learning in an on-site facility, enabling employees to leave their work location on campus and be immersed in a supported learning space. By rethinking the traditional classroom, our team can assist BPA in developing the training spaces of the future that fit an uncertain and rapidly changing set of requirements.

- Provide a preliminary subcontracting procurement plan. Include in the narrative the work that the team anticipates will be subcontracted and the work that will be self-performed. Discuss how BPA will be included in the subcontractor procurement process and working with BPA preferred subcontractors.

PRELIMINARY SUBCONTRACTING PROCUREMENT PLAN

One of the many advantages of the progressive design-build process is that together with BPA, the MOD team will select the remaining consultants and trade-partners that have the right experience for each task order.



The adage that a chain is only as strong as its weakest link rings true for progressive design-build delivery, which is why the selection of our consultants and trade partners is such an important component in ensuring successful project outcomes. We go through a very deliberate and collaborative









process for partner selection. We started to discuss this process during our interactive meeting. We are grounded in the tenants of PBD done right, in which the owner, architect and contractor come together to validate the selection process and select the balance of the team together.

(b) (4)

Because we are selecting subconsultant partners who will work side-by-side with us throughout key phases of the project, our process includes an interview, the purpose of which is to ensure that proposed team members understand the expectations for participation in our integrated process, have the skills required to add value and to reinforce their buy-in to our team's delivery philosophy of Design-Build Done Right®.

Qualities that are evaluated at an interview and that we look for include:

Qualities we're looking for in the right trade partners:

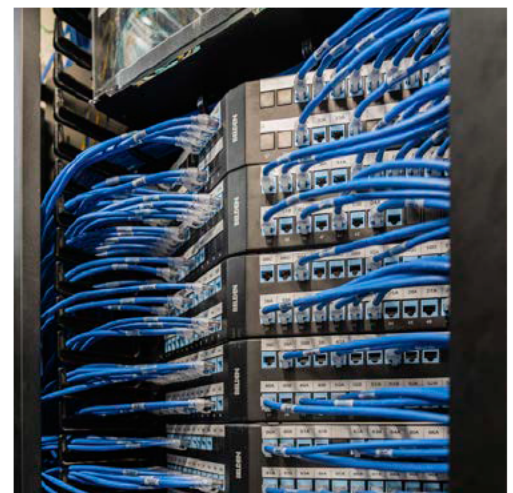
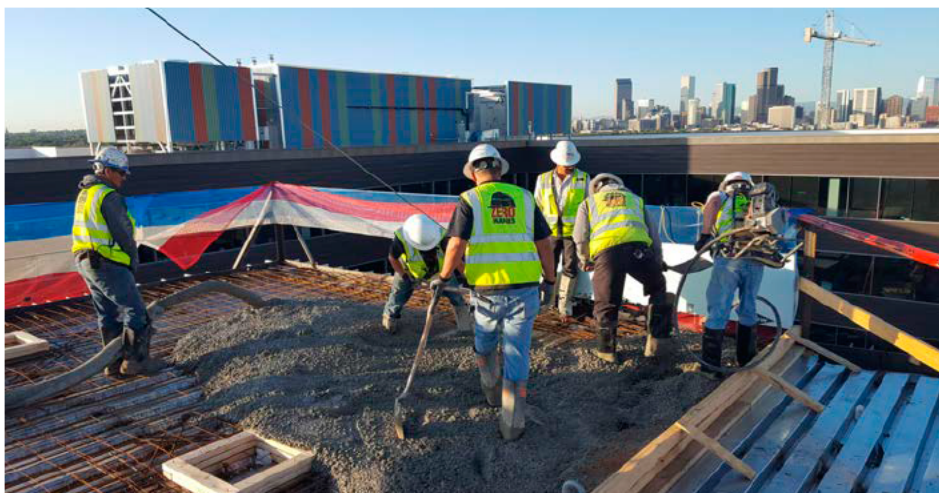
				
DYNAMIC THINKERS	ENTHUSIASM FOR YOUR PROJECT	INTERDISCIPLINARY FLUENCY	BPA EXPERIENCE	TECHNICAL CAPABILITIES
				
DYNAMIC THINKERS	ENTHUSIASM FOR YOUR PROJECT	COMMITMENT OF KEY INDIVIDUALS	EFFECTIVE COMMUNICATORS	CULTURAL ALIGNMENT

SELF PERFORM WORK

MOD is made up of hands on designers and builders; we directly engage in every one of the activities critical to the transformation of the BPA Ross Complex. We are builders, not brokers of design and construction services. Our team proposes to self-perform divisions of work that will drive schedule, improve quality, reduce cost and ultimately save BPA time and money. In addition to the gained efficiencies, our ability to self-perform with access to hundreds of construction professionals allows us to provide competent, experienced, and trained experts even in times of labor shortages, such as what our local construction marketplace has been experiencing for many years. Most of our self-perform work activities are on the critical path of the schedule, allowing us more control of the schedule and more schedule certainty for BPA.

Our firm routinely self-performs the below work scopes on our projects and have the local staff, labor and equipment resources available to make these projects a success:

- Cast-in-place concrete (formwork, concrete placement, reinforcing steel)
- Temporary construction protection
- Masonry
- Selective interior demolition
- Traffic control
- Hoisting
- Doors frames and hardware
- Casework / millwork
- Rough carpentry
- Distributed Antenna Systems (DAS)
- Miscellaneous specialties and Division 10 work
- Structural steel / miscellaneous metals
- Prefabrication: Panelizing and modularization of project components



WE HAVE THE ABILITY TO SELF-PERFORM CONCRETE SCOPE, DISTRIBUTED ANTENNA SYSTEMS (DAS) AND MORE

- Provide the meeting minutes of the Interactive Meeting, which shall be no longer than 4 pages.

(b) (4)

(b) (4)

(b) (4)

B

PROJECT DESIGN





B. PROJECT DESIGN

Describe your team's approach to exceeding PORTFOLIO Goal 1 (Efficient and Effective Design) and provide the following deliverables:

- A narrative describing the team's approach to location, sequencing and scheduling the sub projects, including a proposed sequencing plan and approach to developing the campus plan.

As experienced design-builders, MOD will initiate an efficient and effective design process by building a deep understanding of BPA's goals, site and operational challenges and stakeholder requirements. To rapidly deploy as an integrated team under the leadership of Trent Rehfeldt, we will engage in three simultaneous and collaborative processes:

- 1. Intensive partnering** will help us define a common vision of success with measurable 'Conditions of Satisfaction'.
- 2. Site assessment and validation workshops** will establish parameters for planning and design, ensuring every concept and strategy meets BPA's project goals while keeping safety and ongoing operations at the forefront of our work.
- 3. Project management plan refinement** creates the roadmap for team performance, including the baseline schedule and budget, meeting cadence, Quality Management Plan, BIM Execution Plan, Stakeholder Engagement Plan, Communication Plan, Decision Schedule, and Document Control Plan.

While the overall delivery schedule for Phase 1 is aggressive, we can achieve effectiveness and efficiency goals by 'going slow to go fast', setting up the team structure and project controls necessary to deliver a continuous flow of informed design and efficient, safe construction. Progressive design-build enables this type of delivery when a team is ready to work in this manner with both experienced leadership and PDB-tailored tools, technology and processes.

ROSS COMPLEX SEQUENCING PLAN

Immediately after NTP, we will work with BPA to validate site/operational assumptions. Our initial sequencing plan is predicated on the understanding that we must initiate all Phase 1 design and construction activities simultaneously because of the significant interdependencies of the individual task orders and the variable requirements of design, procurement and logistics. Special attention will be put on the unique aspects of each task order to deliver on specific requirements, while realizing economies of scale and resolving common logistical challenges at the macro level. Move planning and change management is essential to this work – discussed in depth on page 8.

As primary components with the highest level of complexity, TSB and VCC initiate simultaneously. Though functionally different, the MOD team sees the inherent value of linking the design as the activities in TSB support both VCC and regional operations. We have dedicated delivery teams for both buildings through the design phase, with coordinated design activities, milestones, and schedules to realize economies and to deliver a complex solution vs. a collection of the buildings.

The Haz Mat and Chem Lab must be designed and successfully constructed to enable demolition of Ampere. While the schedule highlighted in Section D shows sequential overlap of design/construction of TBS, Haz Mat Adaptive Reuse, and the Chem lab as enabling VCC, we see scheduling as dynamic, pulling key design and construction tasks forward to maximize the value of schedule float to accommodate BPA's ongoing operations and to facilitate the safe and streamlined occupied construction of the Haz Mat Adaptive Reuse.

Efficient and Effective Design means delivering more through the PDB delivery method: more program for the construction dollar, more confidence in the design that fits BPA's operational and aspirational goals, more safety and efficiency during construction and more user satisfaction with the new spaces and the move from their existing to their new facilities.

- A narrative describing your teams' approach to the design of the Vancouver Control Center. Specifically discuss the team's ideas for creating a modern design for the control room, efficiently incorporating technology to its fullest potential.

APPROACH TO DESIGN: VANCOUVER CONTROL CENTER (VCC)

VCC

When it comes to efficient and effective design, our proven approach to the design of the Vancouver Control Center (VCC) takes on three (3) phases to ensure a comprehensive Basis of Design (BOD):

- 1) Data Collection
- 2) Review/Analyze
- 3) Report-out

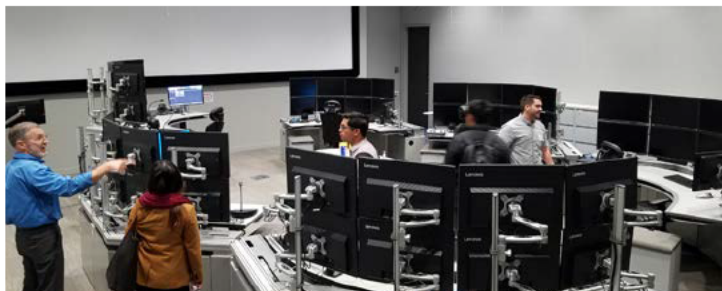
Based upon our team's extensive experience in mission critical design, we start the process by building a robust approach to understanding operational needs and engaging directly and in multiple formats with control center and facility operations (operators, shift supervisors, schedulers, outage coordinators, Security, Telecom, etc.)

Early design thinking starts with a detailed understanding of what BPA has already done and information you have already gathered. We understand that BPA may have already toured some grid control centers and emergency management centers in the WECC and other areas of the country. We believe this is an important step in the planning of the VCC control room as the lessons learned are vital to developing a modern, efficient, and functional space that integrates the most appropriate technology. We will interview leadership and facilitate tours of our most recently completed Grid Control and Emergency Operations Center projects for Pacific Gas & Electric and San Diego Gas & Electric.

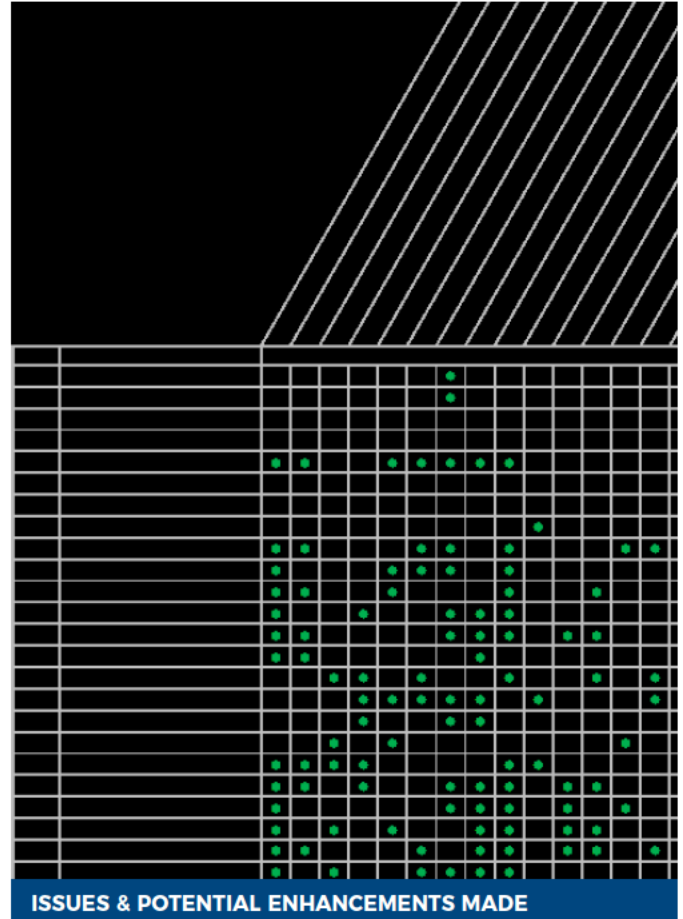
DATA COLLECTION



During the data collection phase, we begin by meeting with senior management to discuss the objectives, goals, and vision for the VCC. We follow this with ethnographic studies to observe and document the control center operations during all shifts and at different days of the week. We then engage the breadth of types and levels of operations staff with questionnaires and interviews so we have comprehensive data and so that each employee has a voice in the process. Our tools are designed to be easy-to-use, and fast in order to reduce level of effort and increase the quality of the data we gather. Priority concerns percolate to the top quickly.



TOUR OF DUKE ENERGY IN CHARLOTTE, NC



Following data collection and observations, the MOD team will organize and analyze the collected information and provide a draft report of findings and recommendations for BPA leadership. We recommend an interactive session to discuss the data and ensure the team understands how to interpret and use staff feedback to develop subsequent project deliverables.

BASIS OF DESIGN

Employee data and documentation from our tours, observations and workshops inform development of the Owner Project Requirements and the detailed Basis of Design documents. We will submit these to BPA leadership for review and comment and will then engage in interactive discussions with leadership to get these core framework documents right as they form the basis of decision-making as the project moves forward. In addition to broader project requirements and core design parameters, both documents summarize the comprehensive project requirements for the Control Center and other critical components of the VCC such as the RAS and SCADA server rooms. As part of the concept phase of the work, the BOD document tests out solutions to confirmed requirements, providing the basis for a detailed discussion of how the requirements shape design ideas within the confirmed requirements.

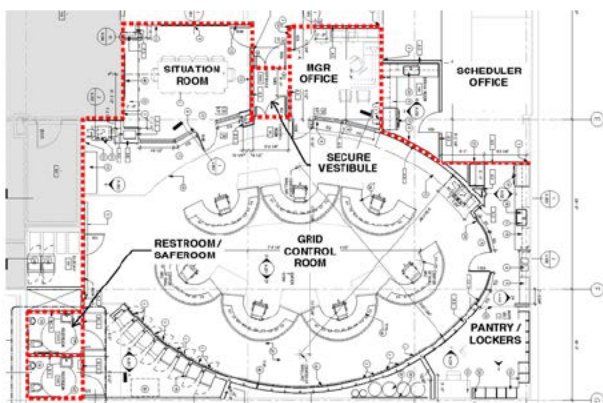
DELIVERING RESILIENCY BY DESIGN, ON YOUR BUDGET

Early in the concept phase of the project, the integrated team will evaluate structural requirements and determine a comprehensive approach that meets BPA's seismic safety and performance goals. Specifically, the location of the isolation plane may be the single most important cost consideration in the design of a seismically isolated building or retrofit application. Moving this discussion up to the earliest time possible enables detailed questions to be asked during the information gathering period, building understanding of how different seismic solutions might influence operations, which might be precluded by BPA-specific needs, and how lessons-learned from other facilities might influence the structural basis of design for all buildings.

EFFICIENT AND EFFECTIVE BASE ISOLATION

- Locating the isolation system below-grade typically triggers several costly requirements. Using this approach, a basement must be excavated and constructed. Then, retaining walls must be constructed around the basement, and a seismic 'moat' constructed. A seismic moat is the space around a building reserved to allow unimpeded movement of the isolation system.
- An above-grade isolation plane configuration typically places the building on small pedestals to provide room for the isolation system. This configuration allows the entire occupied space to move over the top of the existing grade and eliminates or reduces the costly addition of retaining walls and moats.

If seismic performance is not discussed early enough in concept design, architectural considerations and assumptions about existing conditions can dictate a below-grade isolation plan, effectively eliminating the opportunity for higher performance and lower cost structural solutions. The MOD team proposes bringing structural subconsultants, integrated with the field construction leaders of our team, early into the concept phase to workshop the best ideas for structural design that meet BPA's seismic and performance goals while potentially driving large cost savings into VCC and each task order.



PLAN IMAGE OF PHYSICAL SECURITY PERIMETER (PSP)

During our Basis of Design and subsequent design phases, we would explore several specific ideas for creating a modern design for the control room as well as other key components of the VCC. We believe that the building design is driven by the functions within and informed by the context of the site.

MACRO-SCALE KEY IDEAS:

Building Structure - The design of the control room and efficient integration of state-of-the-art technology begins with getting the structure right. The primary structural grid of the VCC building should allow for a column-free, unobstructed control room environment to maximize efficiency, flexibility, and situational awareness. In addition, dropping the building slab in the control room and data center areas to incorporate a deeper raised access floor will eliminate inefficient ramps and provide pathways for telecommunications and power cabling to technology walls and operator consoles. This depth also supports the ability to distribute conditioned air to the operator consoles or to the bottom of server racks and offers the most flexible solution for console reconfiguration and technology upgrades.

Size the Room and Adjacent Functions - Based on the data collected, we will use the console and technology program to drive the room size, making it large enough to operate easily under multiple activation scenarios but not over-sized. We will organize your critical adjacency functions (ie: situation room, manager/supervisor office, schedulers, restrooms, break, etc) around the perimeter for efficient access.

Physical Security Perimeter (PSP) / Viewing - The control room and RAS/SCADA server rooms will require an additional level of security within the VCC to meet NERC-CIP requirements. We will include hardened walls to the structure as well as robust access control systems. We recommend a security vestibule for access into the theater as an additional measure of screening by the Shift Supervisor. One of the more distractive activities in a control room are visitors within the environment; having an observation room that can also function as a situation room during storm activation is helpful to allow visitors to see the control room without disruption to operators. In this space, a Level 8 ballistic rated glass with 'Switch-lite' capability meets both the physical and visual security requirements.

INTERMEDIATE-SCALE KEY IDEAS:

Control Room Configurations - We will explore efficient space planning options to create spaces with dual purpose. *In the example on the right, an adjacent operator training simulator pod with a movable acoustic wall can be opened up during a storm event to provide additional operator support consoles.* Also, the required viewing distance between the primary display wall and the first row of consoles can be used for other support functions such as copiers, paper map archives, internal break-out tables, etc.

Sustainability Ideas - In addition to the use of renewable and regionally-sourced materials, we can explore daylighting and natural ventilation in the control room where possible to enhance operator comfort while advancing energy saving principles.

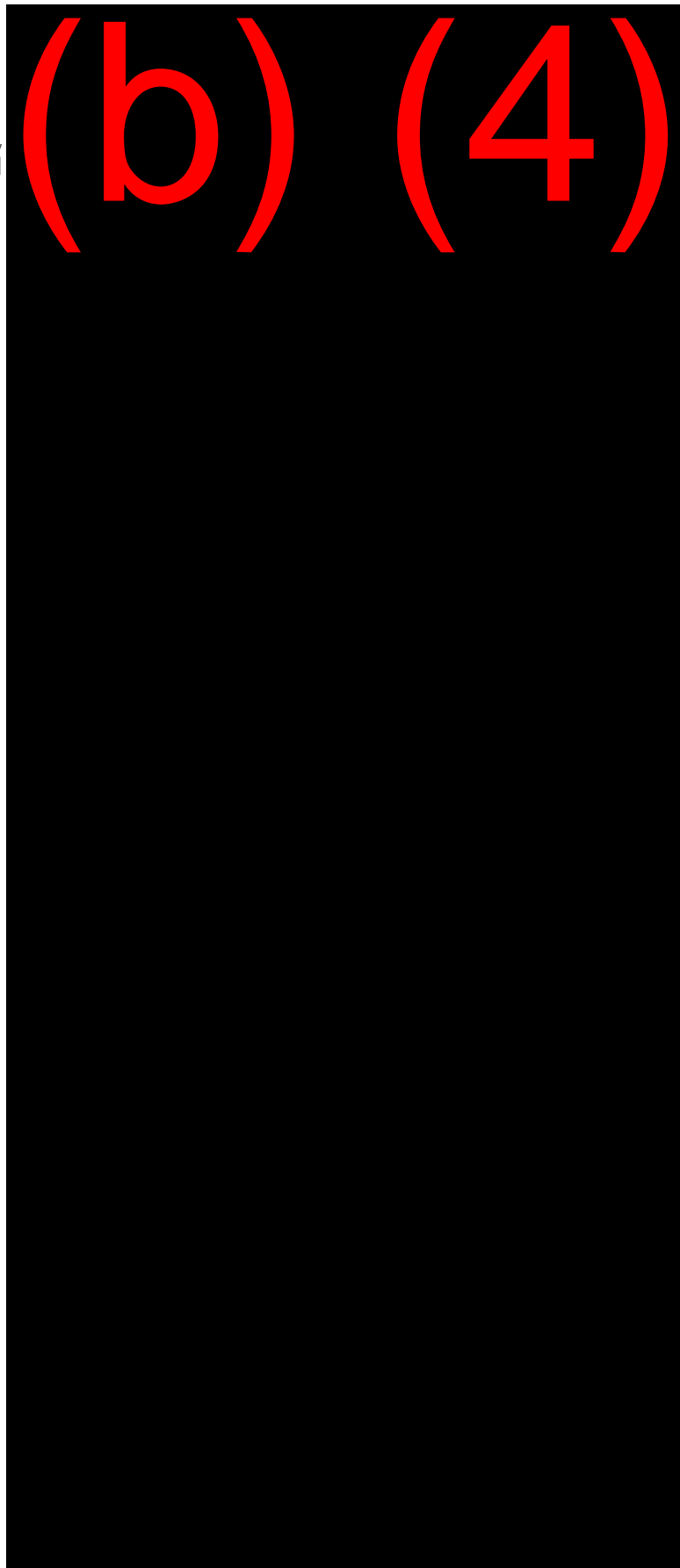
MICRO-SCALE KEY IDEAS:

Functional Storage - Primary display technology wall - With sit-stand operator consoles, we recommend the bottom of the dynamic display wall be raised to six feet above the finished floor for unobstructed sight lines. An efficient use of the space under the raised video wall can include personal operator storage, emergency supplies, audio visual racks, and cool air distribution systems.

Operator Ergonomics - Emphasis should be given to operator wellness in order to promote health and alertness during both normal and stressful times. Many advances have been made to operator consoles, such as body pockets, motorized sit-stand, low contrast work surfaces, adjustable monitor array height, multiple lighting control options and climate controls, etc. There should be a minimum fifteen foot distance from the front of the display to address maximum head tilt. A 24/7-rated chair is important given the continuous operations of the theater. Using the VCC operator shift and headcount information for both 'blue sky' and storm activations, the MOD team will develop a console performance program to accurately size the consoles to address operator comfort.

Acoustics - Sound attenuation and outside noise transfer mitigation are essential to creating an environment free from distractions. We recommend that a baseline sound test be performed during the most active Dittmer control room time to create a design benchmark. Sound absorbing acoustical panels over hard surfaces, acoustical ceilings, and room shape will all play an important role in mitigating reverberation. Because voice communication can be a significant distraction, we recommend low-level background noise to offset more distracting discernable noise.

Lighting - Along with acoustics, lighting is another very important factor in the design of a modern control room. For the operator(s), we recommend several options for controls: Task lighting at the work surface; overhead lighting focused on each console surface; and overhead room indirect lighting. Adjustable lighting allows each operator to address their individual concerns within their workplace environment.



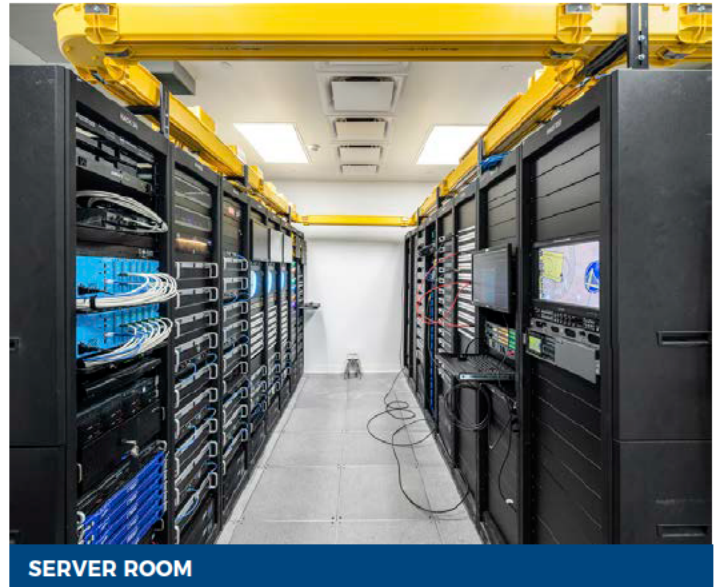
VCC CHANGE MANAGEMENT

With the varying ages of operators in the power industry, it is difficult to find common ground among technology preferences. A new digital display technology affords quick assessment of issues, is multi-faceted for data sources, allows for sharable operator desk content, and is more easily updated when the physical system is changed. While this is usually accepted by younger operators, a 'tried and true' static display mimic board is often preferred by veteran operators as it is more resilient relative to power or data stream losses. Many more senior operators also prefer to hold on to paper maps as a backup method. Ultimately, it is up to Operations to determine the best complement of tools for daily operations, which may drive a more flexible space that allows for multiple configurations.

Larger change management issues are often solved through attrition, though this can also trigger increased retirement numbers of veteran workforce when forced to adapt to a new system. To help mitigate this, we suggest including all operators in the programming discussions so they can be a part of the designed solution. Additionally, we recommend enhanced flexibility in the design of the control room to incorporate multiple technology sources to accommodate changes now or in the future. While paper maps require routine updating and printing to maintain accurate information, it is not difficult to store these for backup information. We can also include large layout tables within the operator pods for storage and layout of maps; for Pacific Gas and Electric's control room, for example, we designed a hybrid solution that included a motorized table top that could be raised to provide vertically-pined maps for reference.

SERVER ROOMS

Spaces housing Remedial Action Scheme and SCADA servers are some of the most critical components to the safe and reliable operations of the grid. As such, these server rooms will be provided with redundant power and cooling, will be separated by other portions of the facility by a fire rated perimeter, and include mounted server racks on an ISO Base seismic isolation platform for added protection.



SERVER ROOM

- A narrative describing your teams' approach to the design of the TSB. Specifically discuss the team's ideas for creating a modern and flexible tech services bldg.

APPROACH TO DESIGN: TECHNICAL SERVICES BUILDING (TSB)

TSB

The MOD team's approach to the TSB will derive from an overall view and common understanding of the various functions to be located at the new TSB and the relationship of those functions to the entire complex, especially the linked functionality to the adjacent Dittmer Control Center.

Phase 1 - Planning and Scoping Services

As described in the OPR, this phase is reserved for the exploration and validation of new and potential projects. We know that in the case of the TSB, this work has already been completed by BPA and will not require a lot of time in our design schedule. We have read and understand the OPR and will use this phase to confirm decisions and clarify our understanding as to the history behind those decisions that may influence subsequent phases.

Phase 2 - Pre-Guaranteed Maximum Price (GMP)

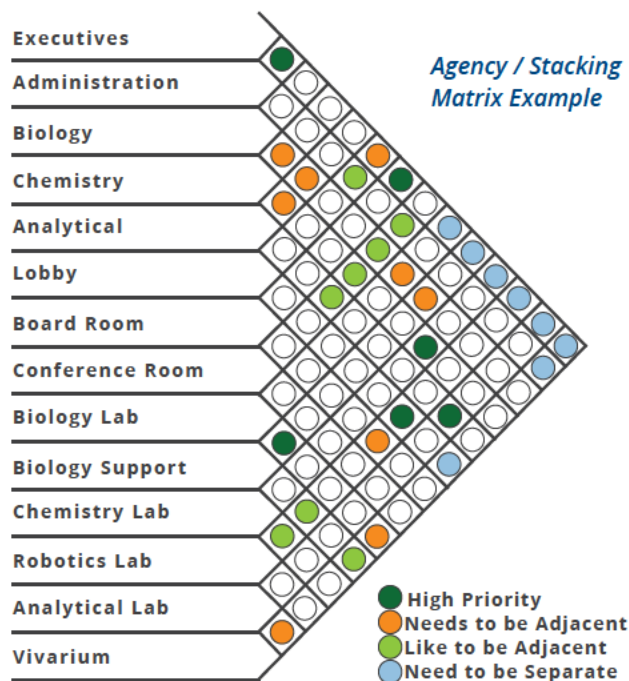
Validation of the bridging documents is an important aspect of the progressive design-build process and a key tenet of DBIA Best Practices. This period allows the MOD team to gain a comprehensive understanding of the Owner's Project Requirements for the TSB, the RCR Strategic Framework Guide, and other available material relevant to our responsibilities allowing the MOD team to be more efficient by not duplicating work already done by others.

(b) (4)

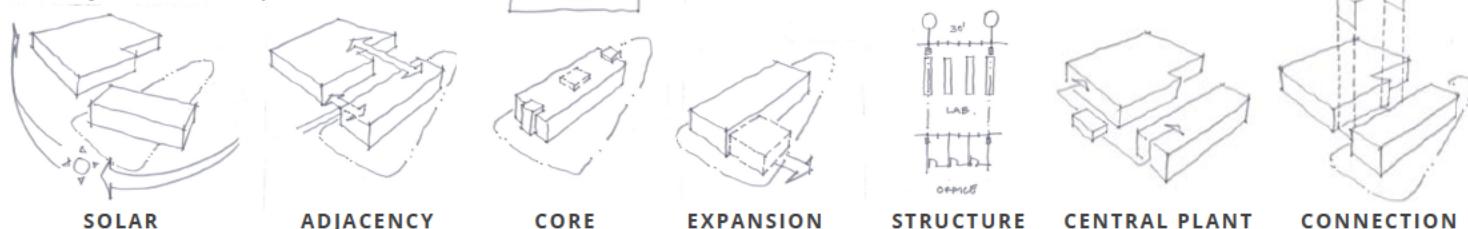
TSB TECHNICAL PROGRAMMING

In parallel with Site Analysis and Planning, the MOD team will engage in Programming the building. We will engage in a comprehensive process to gain a deep understanding of the various common areas, building amenities, circulation, and building services. We will also seek to build a clear understanding of how both primary and secondary users/stakeholders use the building and move between and through various spaces. The following activities will be involved in this phase:

- **Program Interviews** of each dept. lead (supervisor/manager)
- **Technical Data Survey Form** (similar to a department questionnaire but which provides a detailed list of room, MEP, process, code, and room environment requirements)
- **Comprehensive BPA Equipment / Utility Needs List** - We have a master format Excel spreadsheet for BPA to complete, with MOD team assistance as necessary.
- **Room Justification Sketches** (responds to items #2 and #3 above) to confirm sizing of the room.
- **Adjacency & Stacking Diagrams** to ensure proper location and accommodate any future growth requirements



Technical Services Building Site Analysis/Relationship to Dittmer



BUILDING DESIGN

PROJECT GOALS (BASELINE / STRETCH / ASPIRATIONAL)

The goals for the TSB outlined in the OPR are summarized in four basic categories: Resiliency, Sustainability, Flexibility, and Design. Each of these goals identifies Baseline, Stretch, and Aspirational levels for the MOD team to consider and evaluate through our design process. From the beginning of the design process, the MOD team will be evaluating each goal from a Baseline, Stretch and Aspirational perspective with real-time cost data to support the evaluation and enable BPA to make timely decisions. **The ultimate solution for the TSB will require a careful evaluation of these goals as we deliver the proper, affordable balance between each goal.**

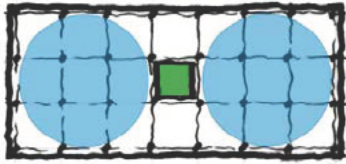
The MOD team’s approach to the design of the building ensures that space functionality drives the architectural design, which enables the MOD team to organize design options based on cost and functional priorities. Thus, with site analysis, program and program relationships understood in detail and the building placement and basic site organization established, the MOD team will begin a diagrammatic study of potential floor-by-floor plan organization and building system options for early consideration.

- **Target Value Design** High-level conceptual options will be evaluated from a cost benefit perspective using the MOD team’s Target Value Design approach that offers immediate cost feedback to enable BPA to make early informed choices.
- **Structural System** While we are aware that the OPR clearly states that the TSB will have a steel frame, the MOD team suggests evaluating the potential of a concrete structure or a wood structure (CLT, Mass Timber) to test potential advantages from a sustainability and local economy perspective. The small amount of time required may result in significant cost, schedule and workplace environment advantages.

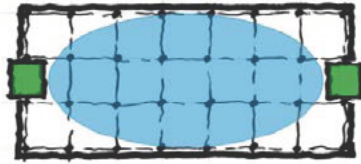
Regardless of the structural system selected, the design will be based on standard geometries and a rational grid that maximizes flexibility by accommodating standard lab, workstation and office modules. By using a modular approach, we can achieve critical standardization, achieve earlier cost certainty and enable higher design creativity without negatively impacting future function, cost or schedule.

SERVICE CORE LAYOUT

To maximize the flexibility and adaptability of the TSB, the MOD team recommends that the Service Cores (stair, elevator, restroom, utility rooms) be located at the perimeter ends of the building rather than the center to provide greater floor plate flexibility and facilitate future expansion and configuration modifications.



Traditional Service Core – Limited Flexibility

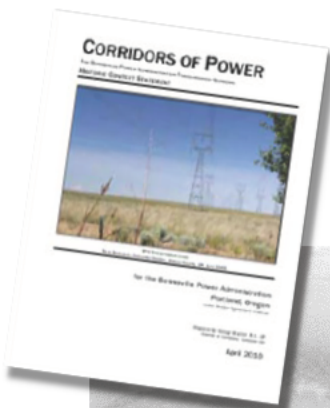


Perimeter Service Core – Ultimate Flexibility

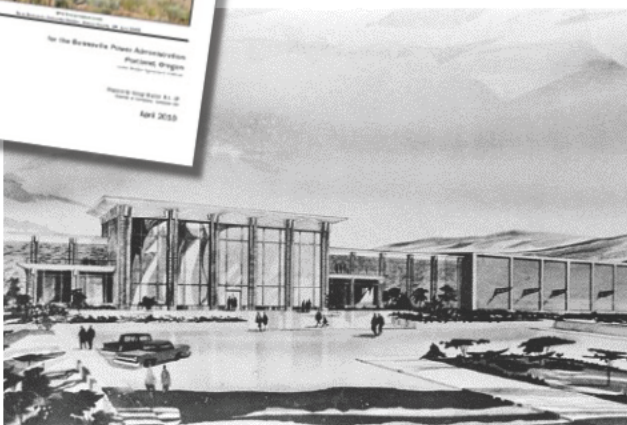
BUILDING EXTERIOR / ENVELOPE – BEAUTILITY TODAY

BPA's Beauty initiative from the 1960's, as described in the 2010 BPA document *Corridors of Power*, emphasized the importance of both how facilities look and how they perform. Recognizing the relevance of the Beauty initiative in today's economy and energy environment, the MOD team sees tremendous value in the constructability benefits of Beauty and how its basic tenets could be applied at TSB.

- Assuming BPA agrees that a contemporary application of Beauty has merit, the MOD team's approach to the TSB and all of the projects involved would aim to adhere to the original intent behind Beauty and apply it to the available construction technologies of today, including considering:
 - Advanced Timber Structural Systems
 - Off-site, prefabricated building components
 - Modular Construction



*Corridors of Power
Historical Context Statement*



*Proposed Celilo Converter
Station 1965 BPA Image H457-6*

In today's increasingly unpredictable construction and supply chain market, and with an understanding that the Dittmer building was designed under this initiative, it is the MOD team's belief that the RCR program could incorporate, if not be guided by, the basic principles of Beauty.



DITTMER CONTROL DEDICATION, 1974 (BPA IMAGE 1974)

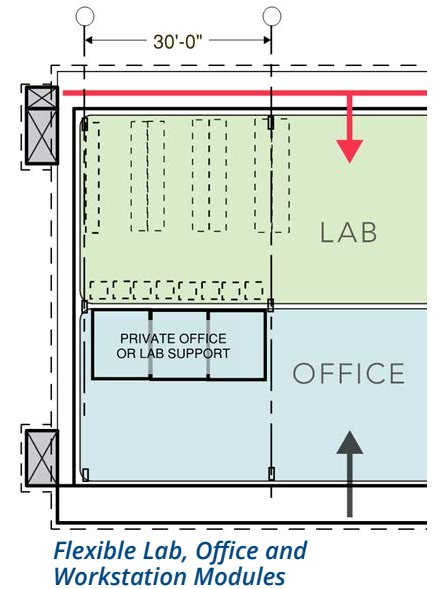
CENTRAL UTILITY PLANT (CUP)

The MOD team will work with BPA's Facilities group and the design team to identify multiple mechanical system options to provide the best approach to meeting the resiliency, sustainability and operational goals for the project. The MOD team will provide real-time cost benefit analyses to BPA for consideration in selecting the most appropriate systems.

Further, as part of the Stretch Goal analysis, we would like to investigate the option to support the TSB with an adjacent central utility plant that could include HVAC systems, dual normal and standby power systems, and other required infrastructure systems such as compressed air, vacuum, and hazardous material collection systems, etc., which will be confirmed during the detailed programming and BOD. Proper sizing and access of a CUP can allow for ease of routine maintenance, systems replacement, bulk gas delivery (if required), and expansion space to address future requirements and/or technologies.

Another function of the CUP could be to explore next level energy-efficient systems that could help BPA meet its impressive 2030 sustainability goals by including centralized cooling for the Dittmer renovation. A centralized cooling system sized initially for the TSB could be expandable to allow future interconnection of the Dittmer complex. This approach reduces operational costs with fewer systems to maintain. As part of the Aspirational Goal assessment, we will look at even more energy efficient systems such as Variable Refrigerant Flow (VRF), which are becoming more commonplace and often have less construction impact to existing facilities, particularly those with historical and/or ongoing operational sensitivity.

- **Resiliency** - We understand that Resiliency is a priority for the Ross Complex Redevelopment. The MOD team will prioritize resiliency in our design efforts and will aim to satisfy the Aspirational Goals to provide the TSB with on-site power generation and storage.
- **Sustainability** - The MOD team is a leader in sustainable design and will aim to achieve the Stretch Goal of LEED Gold as a minimum. Through careful analyses of evolving priorities, we will conduct a detailed analysis to set the TSB up for the Aspirational Goal of LEED Platinum and Zero Energy Certification.
- **Flexibility** - Flexibility is a critical requirement for the TSB as the building will need to support a broad range of functions, both known and unknown. The MOD team will aim to achieve the aspirational design goal of including a third floor based on the same criteria as floors one and two. We will also propose the most flexible and efficient floor plate, structural grid, and service core layout to allow for ultimate flexibility for lab, office, and workstation modules. Additionally, we see the opportunity to locate the TSB in such a way that allows for future expansion to the east, which would avoid added and unnecessary expense from designing the building for a disruptive and expensive fourth floor expansion in the future.



- Provide the team's document control plan. Include in the narrative the plan to sharing secure documents, a description of the data management system and how that system will integrate into BPA's system.

DOCUMENT CONTROL PLAN

As shared briefly in our Statement of Qualifications and during our Interactive meeting, the MOD team has created a secure project dashboard to share documents with and integrate into BPA's system. Our dashboard platform has been created to make secure document access easier for the entire project team as it also improves communication flow, benefiting both team-wide transparency and trust among team members.

We employ several different software applications, all of which will live on our project dashboard, to effectively manage document control during the lifecycle of our PDB project. Our tools include cloud-based project management software's such as Procore to manage project workflow activities. Procore allows all project team members to distribute action items within the same platform, reducing paperwork and eliminating the need for duplicative project log tracking. Procore also provides documentation and drawing control; as well as versioning, RFI and submittal management processes, all within the same software platform. We employ robust security and permission controls within Procore and our other applications that allow the project team access to information they need 24/7 while securing sensitive information.

(b) (4)

This page intentionally left blank.



PROJECT CONTROLS





C. PROJECT CONTROLS

(i) Describe the Design-Builder’s approach for this project for reporting and managing cost...

Success (or failure) of a project is rooted in the design phase, as discussed throughout this proposal. Our approach is tailored to provide the right solutions and establish the right project controls for your project from the start, which are focused on outcomes and accomplished through shared creation and ownership over a project-specific delivery strategy.

Together, we work to develop this delivery plan focused on how we will achieve our desired outcomes and create accountability throughout the project. The plan addresses what tools, controls and management strategies we’ll employ, who is responsible for implementing them, and when they will be implemented. This plan must be the result of a collaborative effort where each member of the integrated team has the opportunity to contribute their ideas and expertise, fostering total ownership and buy-in.

(b) (4)



POWERBI

As demonstrated in our interactive meeting and described throughout this proposal, we understand the importance of having transparent and accurate cost data. The MOD team proposes using our Project Dashboard as our main tool for communication. When it comes to reporting and managing our Target Value Delivery process, we will utilize our cost trending page (PowerBI), which was demonstrated in our interactive meeting and will be led by our lead estimator Cherlyn McCabe. Using this page, we provide real-time visibility, creating accountability through transparency and driving decision making based on reliable and accurate data.

- Real-time reporting created by this platform include:
- Total Project Budget – per task order and the entire program (including hard and soft costs)
 - Component Budgets – per project and the entire program
 - Project Life Cycle Costs
 - Cash Flows
 - Risk and Opportunity Logs

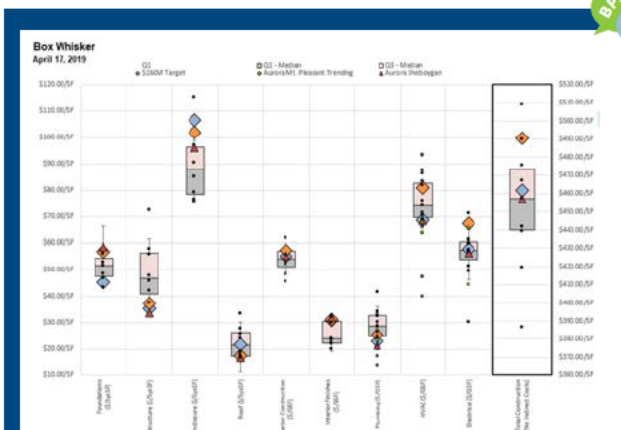
We understand that with each billing, BPA requires cost reporting. We will work with the team to extract the needed information from the dashboard.

ESTABLISH THE RIGHT SCOPE FOR THE BUDGET

(Design to Budget and Conceptual Estimating)

Under the guidance of Mark Schmidt, Cherlyn McCabe and John Shorb, our team is committed to the process of Target Value Design supported by continuous cost and schedule trending in lieu of the traditional practice of putting cost to a design.

- **Setting the Target Value Budget (TVB)** - With this process, establishing an accurate initial target budget is critical. To assist, we capture extensive historical cost data from similar projects, knowledge of the local market, and input from specialty trade partners. We incorporate right-sized allowances and contingencies for those components yet to be defined, and escalation forecasts that support the milestone schedule we have developed.
- **Designing to the TVB** - Our goal is always to design to budget rather than putting cost to design. The TVB we develop serves as the baseline against which all decisions are measured. We provide real-time cost trending, working together to identify and analyze options and their impact to cost, schedule and other interdependent project considerations. Our Cost Management Log, within our PowerBI dashboard, is a communication tool we use for hosting this information and facilitates a consistent understanding of where the current cost of the project lies in relation to our Target Value Budget; we will always know where we stand.
- **Trending and Managing the TVB** - Our TVB then becomes the basis of comparison for trend analysis as design progresses. With modeled quantities established, we utilize our BIM/VDC resources to extract (weekly) the quantities directly from the design models. With a few quick clicks, we can compare the REVIT model quantities vs. financial model quantities. This allows us to trend, report and steer the design back if needed. All of this is updated real-time in PowerBI and accessible to the project team.



As demonstrated during our interactive meeting, you will be able to easily see how the TVB compares to historical modeled quantities and the current design.

ESTABLISHING THE GMP

The GMP is a milestone in our estimating process. Regardless of the progression of the design, the GMP will reflect an aligned vision of quantities, scope, quality, schedule and price. To prepare and finalize a 'no surprises' GMP (or any milestone estimate), we will employ the following steps:

1. From the outset, align the date for GMP vs. design progression with the full integrated team to set expectations and foster accountability to progression
2. Confirm the documents/package and supplemental information on which the GMP is based; this can be a scheduled construction package, progress set or dedicated release of design information
3. Build the workplan via pulling back from the GMP date to understand the level of information to be developed.
4. Organize the workplan by component, as this is how the GMP estimate will be compiled
5. Market-test each scope by the construction community, compiling and analyzing an average of three estimates per scope with, not by, to inform each line item of the GMP
6. Perform on-screen takeoffs on all scopes of work to provide a visual means of communicating "what is included"
7. Review means and methods plans for work not represented on the GMP documents
8. Add together all components and review internally with the A/E and BPA
9. Upon all reviews being completed, add supplementation information to the estimate, such as: List of Clarifications & Assumptions, List of Allowances (if any), List of Documents on which the GMP is based, the Project Schedule, and any other information the team wishes to document and include to help solidify the alignment of scope and budget
10. Submit the GMP for formal signatures and approvals

TRACKING AND REPORTING THE GMP

Once the GMP is established and accepted, it will be consistently and transparently managed, showing where the project sits from a financial perspective. Again, using our dashboard, we will be able to:

- Immediately show buy-out savings following subcontractor selection
- Have constant awareness of contingency balance
- Have constant awareness of project risk balances
- Have constant projection of final cost
- Show percentage completion and spend
- Accurately show cash flow

Within our PowerBI dashboard, we have historic reporting mechanisms that have been successful for other similar customers. We will work with BPA to determine the most efficient tracking for the stakeholders involved with each phase. This will include a fully customizable executive report along with a proposed change log which tracks all open costs. The MOD team recommends updating and sharing this document monthly with BPA stakeholders; however, it can be available at any time via our project dashboard.

ACCOUNTING SYSTEM

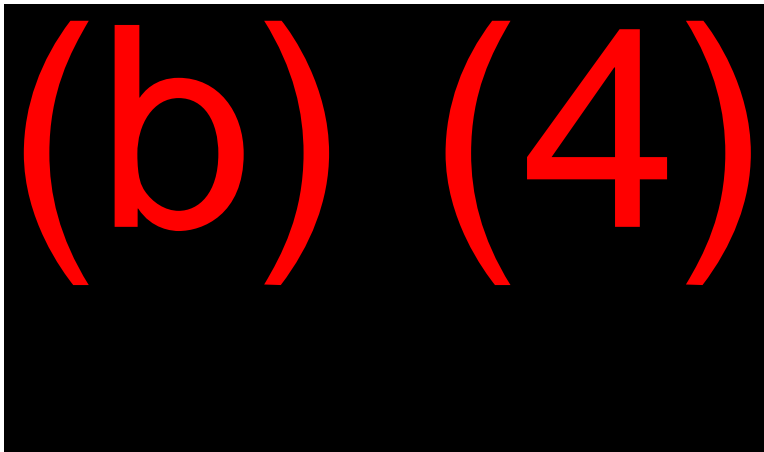
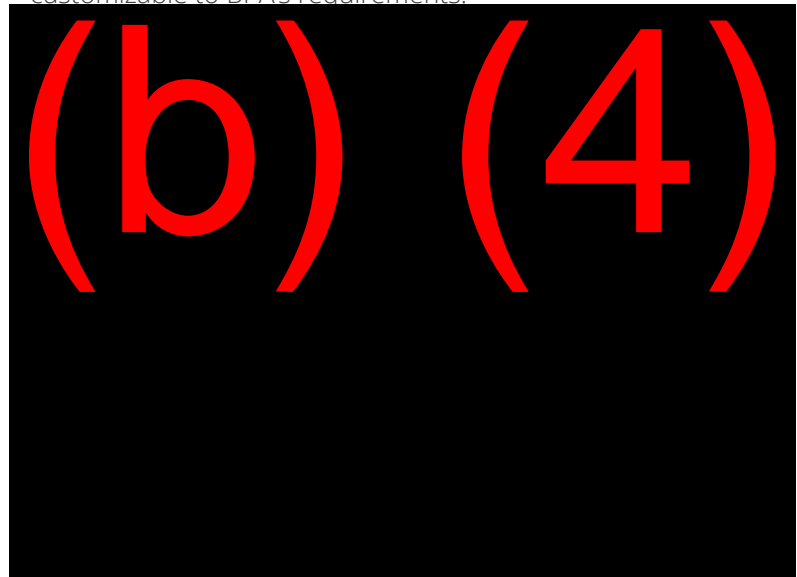
Mortenson utilizes a proprietary Oracle-based accounting software that interfaces with both our dashboard and Procore project management system. These fully customizable reports include cash flow reports, contingency tracking, change tracking, labor and material tracking and vendor tracking.

(ii) Provide examples of the deliverables you will provide to BPA in developing the GMP that demonstrate a commitment to robust, transparent cost management.

Target Value Delivery ensures the GMP will be within the Owner's budget. By forecasting our trending, as discussed earlier, we ensure the overall budget is never exceeded. You will have the ability to review cost data transparently through our PowerBI dashboard at any time the Total Budget Dashboard and the Risk/Opportunity Dashboard are examples of this.

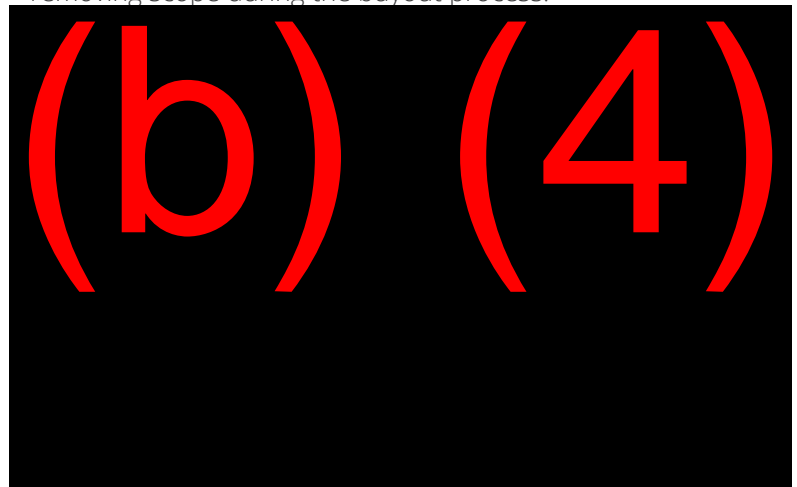
TOTAL PROJECT DASHBOARD

From conceptual estimating through GMP and completion of each task order, BPA will have transparency to where the total project budget sits at all times using PowerBI and the "Total Project Budget" report. The dashboard provides budget status by capital expenditure, target vs. actual cost, cost history, contingency tracking and can be fully customizable to BPA's requirements.



RISK/OPPORTUNITY DASHBOARD

The Risk Dashboard, similar to the Total Project Dashboard, can be fully customizable to BPA's requirements and has the ability to provide updates on trending during buyout, allowing real-time decisions to be made regarding adding or removing scope during the buyout process.



In addition, at milestone estimates and at GMP, you can expect a deliverable that outlines the following information in a transparent, clear and effective manner:

A. An introduction detailing our milestone deliverable, including any assumptions or major changes from previous estimates

B. Pricing Breakdown

- Executive Summary by Unit format or CSI structure
- A list of all add alternatives requested by the owner
- Gross square footage summary validating our pricing
- Detailed pricing for each component of the pricing including units and unit pricing

C. Cost Management Log describing our target value process of scope added, removed or changed during the design process

D. Additional Information specific to each project and customer, which often includes:

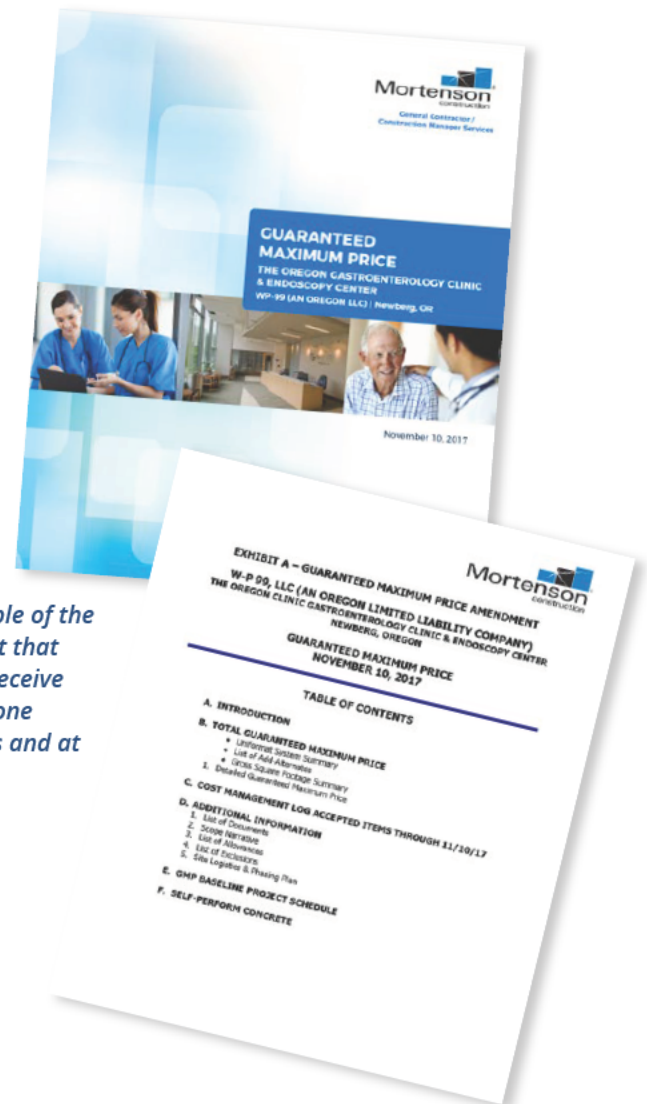
- List of Documents used for pricing
- Scope Narrative (by component)
- List of Allowances
- List of Exclusions
- Site Logistics and Phasing Plans

E. Project Schedule

F. Self-Performed Scopes of Work Pricing

(iii) Describe any issues or problems that arose on the projects discussed in this section and how those issues or problems were resolved.

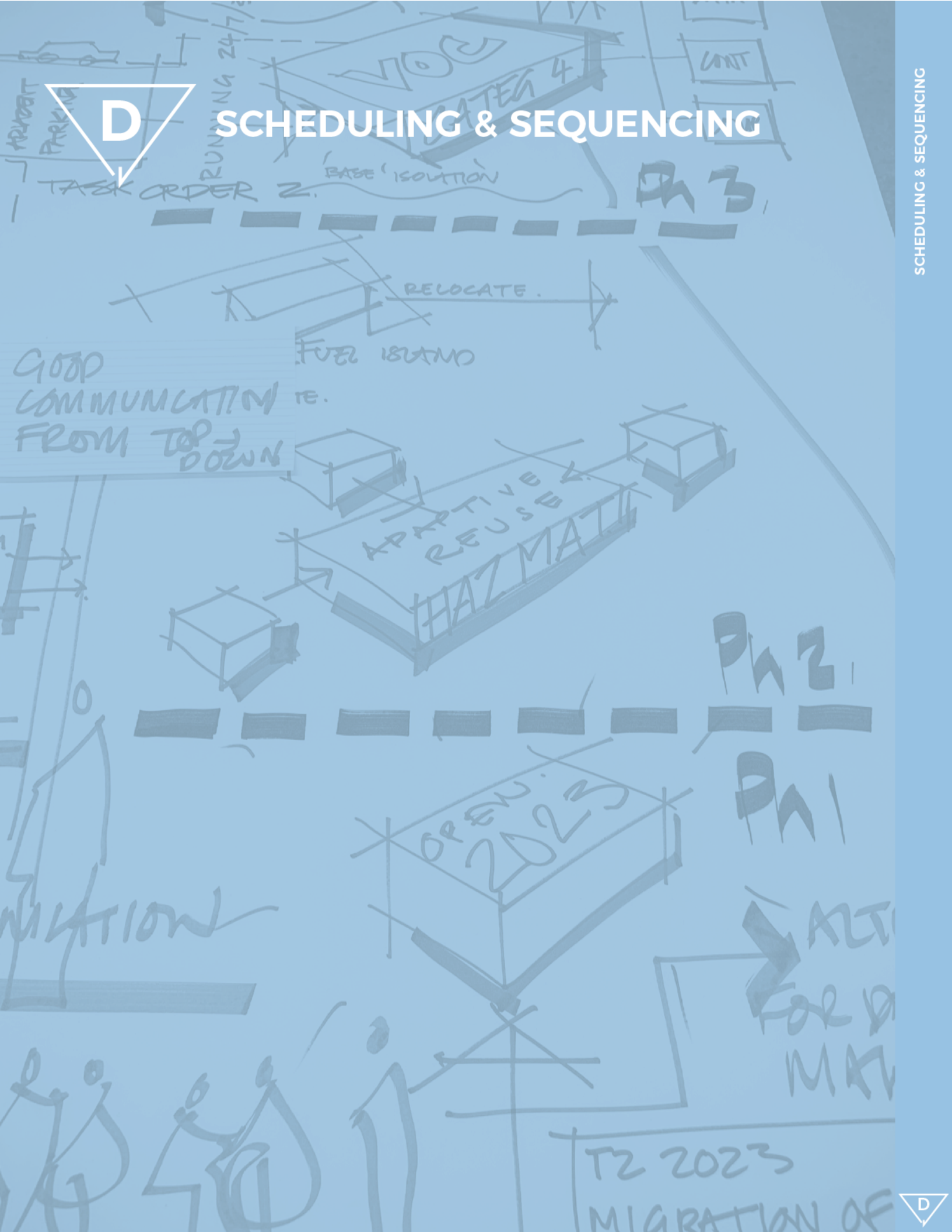
In our experience, it is not a matter of if an issue, problem or challenge will arise on a project, (especially the delicate balance of pushing and pulling during design to maximize project scope vs. budget), it is a matter of how that challenge is resolved. The MOD team values our ability to recognize challenges and potential issues early so that they can be corrected and resolved before they have substantial impact on a project. The consistent challenges related to budget are why we have established tools like PowerBI to build trust through transparency and maximize collaboration through communication. Using PowerBI's dashboard, we provide real-time visibility of where we stand in the project, creating accountability and driving decision-making based on reliable and accurate data.



An example of the document that you will receive at milestone estimates and at GMP.

D

SCHEDULING & SEQUENCING





D. SCHEDULE & SEQUENCING

(i) Describe the Proposed Design-Build Team’s overall approach to scheduling and construction sequencing for the Project to achieve the Portfolio Goals of completion as quickly as possible and minimizing disruption to the campus. Include in the narrative the following: • The Design-Builder’s plan for coordination with BPA’s logistics staff including a discussion on sequencing personnel and equipment moves; • The challenges in scheduling and sequencing the construction for the Project and how the Design-Build Team will address those challenges. (ii) A preliminary proposed sequence for the various projects to show a logical approach to the overall campus plan.

As part of our initial scheduling activities, we anticipate a 90-day ‘sprint schedule’ in which the integrated team will complete partnering activities, establish the baseline budget and schedule, define the team’s ‘rules of engagement’ and prepare the detailed Project Management Plan. During this time, we will begin our refined logistics planning to start the entire Task Order 1 off right, focusing the team on maintaining safe, productive operations on the Ross Complex as we help BPA transition to their new, upgraded facilities.

As part of our preconstruction activities, we will be coordinating regularly, both in person and virtually, with BPA leadership and logistics staff. Starting early in a rigorous process that results in informed logistics once construction process will be critical to ultimate success. As part of our early planning activities, we recommend engaging BPA personnel in four types of workshops, combining the MOD team’s extensive technical expertise and knowledge of how to anticipate issues on complex campus projects like this one and the BPA personnel’s deep understanding of their operations and how to navigate construction activities on an active mission-critical campus.

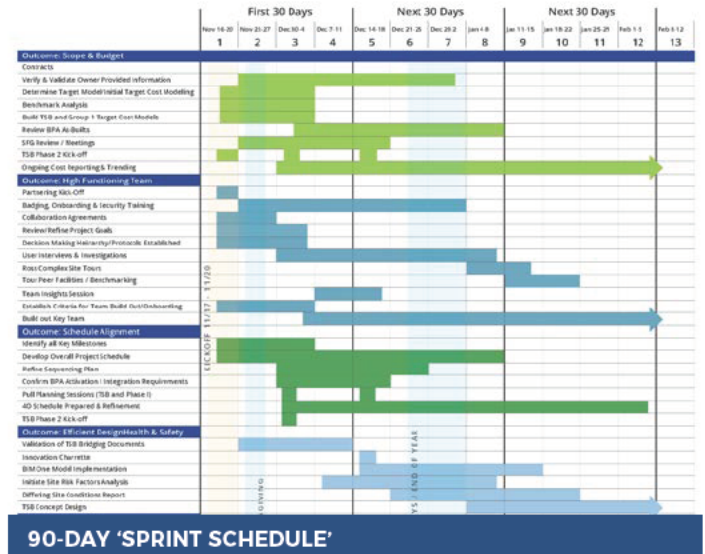
SITE LOGISTICS, JOB HAZARD ANALYSIS, AND DISRUPTION AVOIDANCE PLANNING (DAP):

During these workshops, we will share information about operational requirements, including peaks and valleys in workloads, staffing and emergency operations. We will identify operating conditions that may be constraints to construction and then generate multiple options that keep the Ross Complex in safe operation and separate from construction and operations activities. In some cases, we may use creative techniques to generate creative ideas, including ‘Day in the Life’ scenario planning and physical models and spaghetti diagrams to identify and brainstorm solutions to identified issues.

The output from these workshops will be a highly detailed site logistics plan with associated milestone dates that show the establishment of laydown areas, define materials management and delivery requirements and illustrate how the plan will change and adapt as the project moves from TBS through the completion of VCC.

TRANSITION PLANNING:

We understand the value of getting the operational transition planning done right. While we know that operational moves will be the responsibility of BPA, we are ready to participate fully to understand how we can make the transitions of equipment, systems and



personnel as seamless as possible. This will require us to work collaboratively on the final detailed construction schedule, identifying tie-in milestones and creating micro switchover schedules, scheduling early testing, start-up, and commissioning activities and coordinating with change management professionals to ensure staff readiness to move into the new facility.

EQUIPMENT ASSESSMENT AND MOVE PLANNING:

While much of the equipment in the new facilities will be new and procured by BPA, we anticipate that a large amount of existing equipment, especially equipment that mirrors what is found in regional facilities and is used for troubleshooting and training, will need to be moved from existing facilities into the new spaces. We will work with BPA to perform an equipment audit to make sure our team understands and logs all equipment that is to be decommissioned and which equipment will move. We will also identify all future equipment and the performance and operational requirements relevant to design, construction and future asset management.

We will work with BPA to engage with equipment suppliers and operators to plan for new and relocated equipment, including connections, transitions, and training. In many cases, equipment may require engagement of trained and certified technicians from suppliers to perform transportation, installation, testing, start-up, and training. We must accommodate this in our schedule. In addition, we will identify long-lead procurement to find workarounds to keep the project moving and meet delivery milestones. This will be particularly important given the movement of personnel and processes to accommodate the demolition of Ampere and the construction of VCC.

SCHEDULE DEVELOPMENT

On the following pages is a detailed schedule that can form the basis of our scheduling discussions. As noted on the schedule, we are confident we can shorten several key durations in both demolition and construction as compared to the original project schedule proposed by BPA. Further, by starting at the earliest possible moment to engage with BPA's change management team, we believe we can shorten the final staff/equipment moves/activation duration for each of the projects. Key to this is identifying and addressing challenges early so we can resolve them prior to the actual moves.

As we create the baseline schedule, we will work with BPA as an integrated team to confirm key milestones and develop detailed task-based schedules that identify roles and responsibilities, dependencies and decisions that need to be achieved to meet milestone dates. We believe in a proactive approach to schedule development; we identify the risks to the schedule based on our collective experience, and we actively address performance in a collaborative environment well in advance of a milestone date. This avoids the need for extensive recovery scheduling and keeps the entire team focused on positive achievement.

Key refinements to the schedule that will need to be made after NTP include further developing our sequencing plan, confirming BPA's activation and integration requirements, and BMx milestones for the development and use of the BIM model.

SCHEDULE MANAGEMENT

We are a firm believer in the power of lean execution, which is made easier by the PDB delivery method; we will always seek the most value-added activities, and we will streamline our work to minimize waste, both in design and construction. From a schedule perspective, this means early and frequent pull planning. Our team has found ways to initiate this activity in the virtual environment, and we can also conduct these sessions live with teams in a socially distant physical environment. In our experience, pull planning in which all team members buy in to the schedule and feel accountable to the team's performance results in an optimized schedule and more predictable performance.

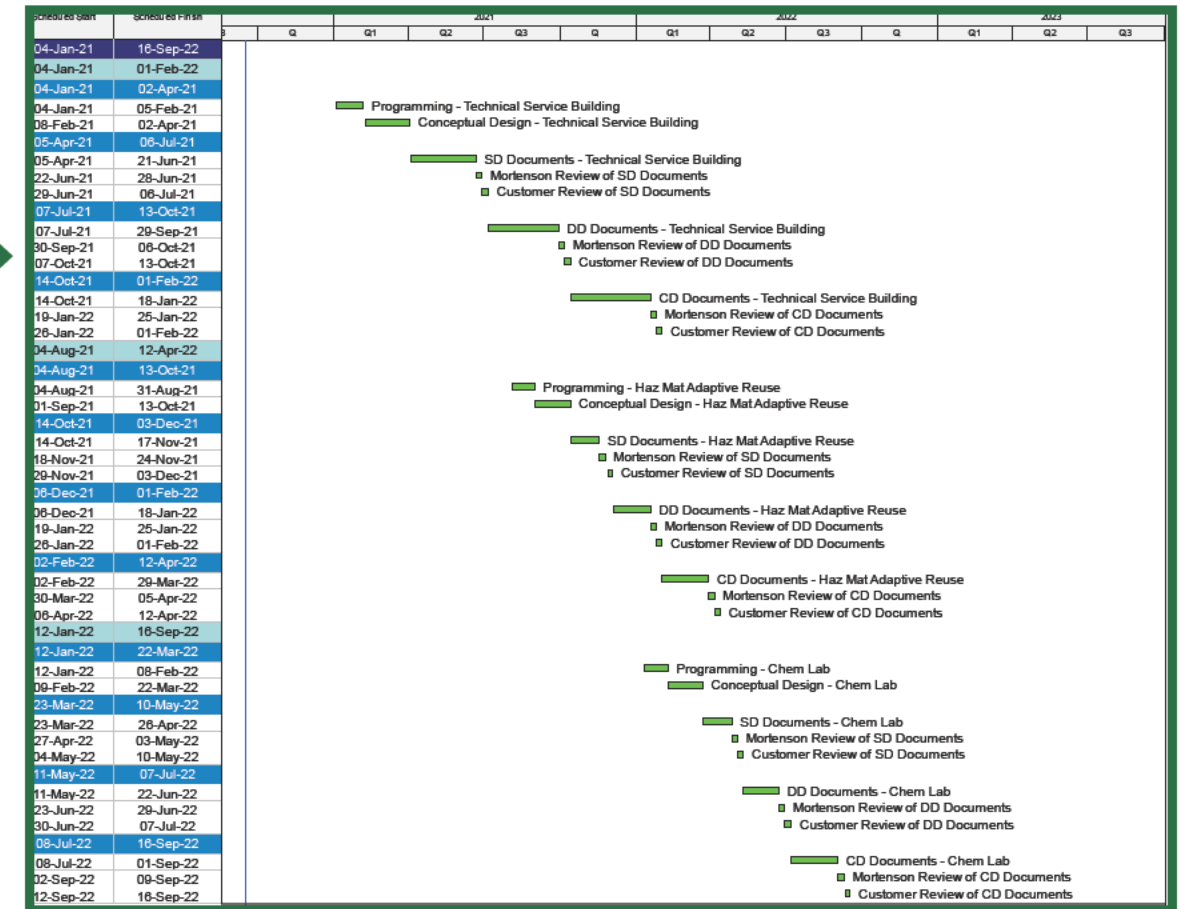
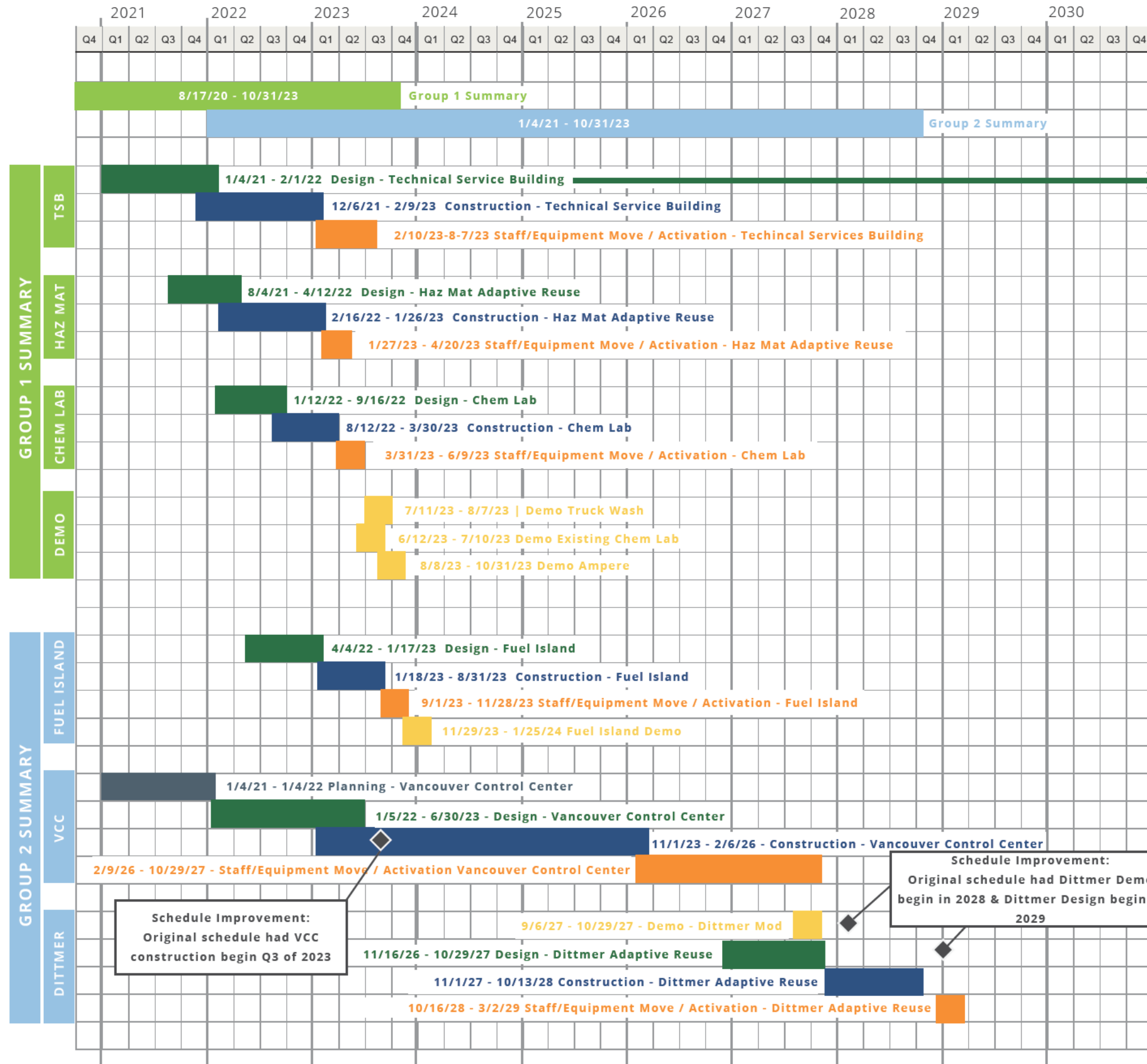
Linking our schedule to the traditional BIM model creates a 4D model that moves beyond physical clash detection and coordination of building elements. With the 4D model, we are able to validate constructability and spatial requirements, and more accurately coordinate with surrounding campus / customer activities.

We use multiple methods to manage our schedules, including:

- **Critical Path** where we highlight the critical path of all work in Task Order 1, managing critical path activities aggressively to capture float and use it to reduce project risk or to provide extra time for later project activities, such as staff training and/or equipment movement.
- **Phase Planning** where we create detailed within-phase schedules that link to the overall master schedule. This will be particularly important as we look at each project within Task Order 1 and within specific phases of work for each project that may have impact to the overall project or Task Order 1 schedule.
- **Last Planner** where plan and schedule are validated through trade partner engagement which creates buy-in and commitment to the plan. The 'last planners' are the people responsible for making sure the tasks are being executed. This brings two things into the conversation; those who know the work the best and what it will take to get the work done. Ultimately, partners are held accountable to their commitments in follow on meetings by the entire project team.
- **Plan of the Day** happens every day on our jobsites along with our safety talks and our daily stretch-and-flex activities. These discussions of schedule expectations keep the team focused on where we need to be each day, creating engagement and providing a sense of accomplishment after tasks are completed. This is important both for the integrated team and our subcontractors; we use this method throughout design and construction, not just as a jobsite activity.

(b) (4)

ONE PAGE OVERALL SCHEDULE



SCHEDULING CHALLENGES AND RESOLUTIONS

APPROACH TO KEEPING BPA OPERATIONAL THROUGHOUT CONSTRUCTION






Throughout the project, whenever there is a potential for interruption of BPA operations, we will bring all project stakeholders to the table and work together to develop a plan that will most benefit the facility and the project. At project start-up, the scope of work and schedule will be reviewed and all activities that are potentially disruptive to the BPA and/or the community will be identified and tracked on a High-Risk Activities/Disruption Avoidance Log. As the scheduled activity approaches, an area-specific Disruption Avoidance Plan (DAP) will be created detailing the specific procedures for eliminating or mitigating disruptions associated with the specific activity. The DAPs are assembled and communicated by the Disruption Avoidance Team. This Disruption Avoidance Team consists of representatives from Mortenson (project manager, superintendent, MEP / project engineer), subcontractors, BPA construction representatives, BPA facilities management staff, and possibly others as determined by Mortenson and the BPA. The Disruption Avoidance Team is charged with the responsibility of carrying out the construction activities in a manner that minimizes risk of occurrence-caused disruptions and mitigates the effects of planned disruptions. The DAPs will be reviewed by and coordinated with the BPA facilities and BPA stakeholders. Our disruption avoidance planning process includes the following key aspects:

- Investigation and risk identifications
- Mitigation actions/risk eliminations
- Identification of alternate procedures
- Work area identification
- Identification of critical customer operations
- Key stakeholder and party identification/involvement
- Work scheduling
- Identification of any planned disruptions/utility outages/ interim life safety measures (ILSM) and notification procedures

Throughout the planning process, we will continually question any potential risks that may arise. For any newly identified risk, we will provide a mitigation action. We will exhaust every resource necessary prior to determining that a disruption (utility or otherwise) is ultimately required to perform the work.

Before, during and after the disruption avoidance procedures, we will continually communicate with all involved parties relative to questioning the plan, potential risks, timelines, contingency plans, etc., and finally critiquing the plan to determine what worked well and what needs improvement to better prepare for any potential disruptions during performance of the work.

Challenge	Resolutions
 <p>Conflicts between design/ construction and BPA Operations</p>	<ul style="list-style-type: none"> • BPA team members are busy and may not understand the information needs of the MOD team. We will work early with BPA Operations to integrate leadership and staff into the planning process. This will be a key part of our 90-day sprint schedule. • We will identify each stakeholder group and establish a clear, documented understanding of requirements, operational parameters and risks for use in construction planning and future transition/move/change management activities • We will actively engage in operations interviews, observations, and collaborative problem-solving sessions • We will establish early requirements and use regular communication, checklists and issue-resolution charettes throughout design and construction to keep Operations integrated into the process • We will establish a rapid response team to deal with operational or emergency issues during construction 24/7
 <p>Disruption to operating Ross Complex would be catastrophic to BPA operations</p>	<ul style="list-style-type: none"> • We will not disrupt operations, and we will take aggressive steps to plan for low-impact construction. This involves understanding any and all instances where construction could impact operations and developing micro-schedules and specific workplans to avoid adverse impact. The PDB method is perfect for this level of intensive logistics planning and operations engagement during design and well before we mobilize on site. • We will engage in base mapping to understand the full breadth of potential operational disruptions • Where required, we will facilitate and schedule the implementation of redundancies to minimize risk during key tie-ins and turnovers • We will establish clear project perimeters, and we will create and manage a communication plan to keep BPA apprised of construction activities and any planned changes in work zones • We will train all on-site personnel on MEP issues, making disruption avoidance part of our daily work planning and preinstallation meetings. We will institute detailed lockout/tagout procedures and provide early and regular training to all impacted team members. • We will manage deliveries and on-site activities by using just-in-time deliveries where possible and by using off-hour work for potentially disruptive activities • We will create a dedicated Disruption Avoidance Planning team comprised of MOD, BPA's project managers, facilities managers and trade partners to review our disruption plans, provide counsel and find creative solutions to difficult challenges. This DAP team will meet monthly throughout design and early construction, with weekly meetings throughout construction. • We will create a crane mobilization plan during design that considers placement, weight, airspace, and installation with consideration of minimizing impact to ongoing operations • We will develop a detailed routing plan for non-construction personnel to accommodate easy, clear and safe access and egress. This will include enhanced signage and communication to ensure busy personnel know where to go to get to their workspaces and stay out of construction activities.
 <p>Potential for noise and vibration disrupting work, particularly for BPA personnel working in Dittmer</p>	<ul style="list-style-type: none"> • We will develop, train and implement noise and vibration mitigation plans for TBS construction, and we will monitor both sound decibels and vibration throughout construction to report to BPA • We will train all construction personnel about how to work appropriately in a professional and operating site, controlling voice noise and content at all times • We will anticipate particularly noisy scopes of work, establish them on the schedule and integrate this into the communication and DAP team meetings to set expectations and minimize complaint

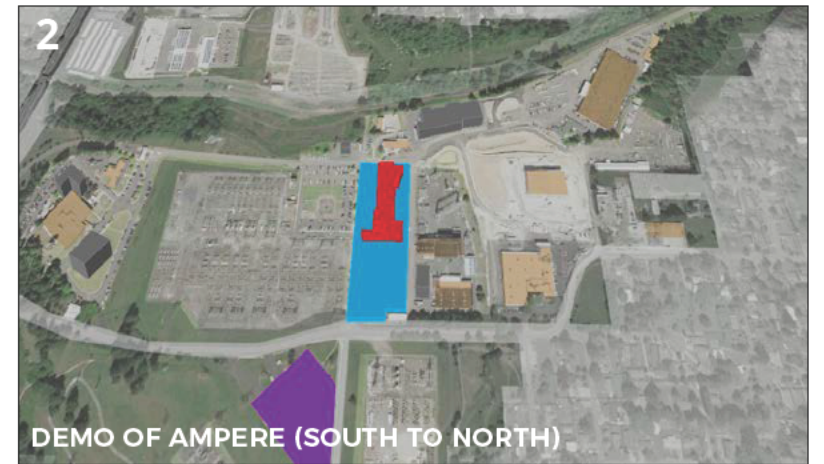
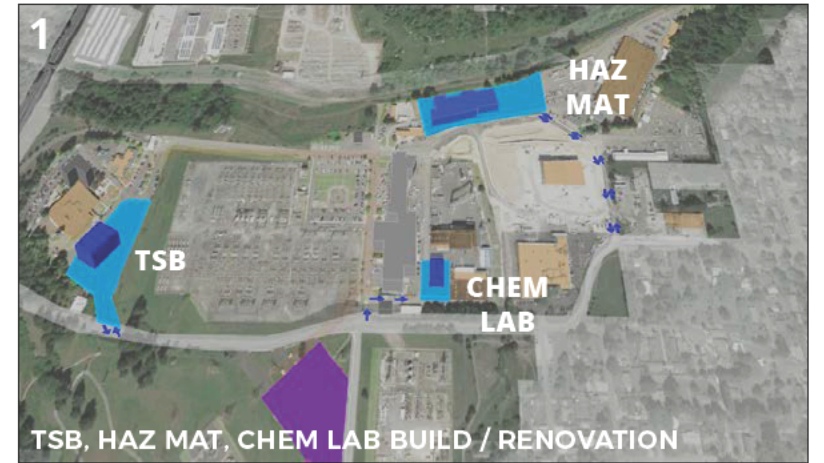
EXAMPLE LOGISTICS PLAN FOR THE TECHNICAL SERVICES BUILDING [FEB 2023]

(b) (4)



Parking adjacent to the substation becomes too costly and/or provided in the tree grove area adjacent to the exiting Dittmer

HIGH LEVEL CONSTRUCTION PHASING:



KEY

- Construction Area
- Site Fence
- ➔ Traffic Direction
- Contractor Parking / Staging
- Demo

This page intentionally left blank.



MORTENSON · OPSIS · DGA

Mortenson

Daniel C. Mehls
Design-BUILDER
Principal-in-Charge
971.202.4113
dan.mehls@mortenson.com

Opsis Architecture

Paul Kinley
Designer of Record
503.347.2059
paul@opsisarch.com

DGA

Trey Post
Mission Critical Designer
619.972.8106
tpost@dga-mv.com



Question to BPA
10.2.2020

Non Proprietary Questions

1. In attachment 1, Statement of Work starting on page 47 (Task Order /Project Price Proposal) “The Cost of Work” is defined in the General Conditions of the Contract. We cannot locate this Section in the documents provided. Please advise.
2. Please verify that any clauses in the BPI guidelines that are not specifically referenced in the RFP do not apply.
3. Our Fixed hourly rates (not auditable) provided in the schedule B pricing, are used for phase 1 and phase 2 services only, are based on BPI Clause 7.7.1 and 7.7.2. Please confirm.
4. Our proposed Fee Percentage will apply to all other direct costs outside of our billing rates in schedule B. Please confirm.
5. Designers compensation after phase 1 and 2 is considered a direct cost. Please confirm
6. In attachment 5, page 12, the estimated budget for the redevelopment program is \$600,000,000. Is this total project cost or construction cost?
7. In the presentation shared in the Interactive Meeting the projects represented appear to total significantly less budget. Please provide a summary of the scope of work accounting for the difference.
8. The low voltage and technology scopes are large and complex. How does BPA envision scope responsibility split between the PDB team and BPA contractors?
9. In Section C. Project Controls question number (iii) requests we describe any issues or problems that arose on the project discussed in this section and how those issues or problems were resolved. This is the first time that any “projects” are referenced for this section. Can you please further explain the intent of this question?
10. Attachment 2 – Contract Clauses
 - a. Attachment 2 is not clear about what insurance minimums are required for the design team. Can you please clarify these requirements?
 - b. No Force Majeure clause was identified as part of the contract clauses provided. Can you confirm that a force majeure clause will be included in the contract?
 - c. Please verify that Federal CAS (Cost Accounting Standards) do not apply to this project.

Proprietary Questions

1. What is your current operator headcount within the control center for “blue sky” operations? How many additional support personnel are included during Storm/Disaster Recovery activations?
2. With COVID 19, have your Dittmer Control Center operations changing (ie: are your operators sequestered on weekly shifts?).

**U.S. DEPARTMENT OF ENERGY
BONNEVILLE POWER ADMINISTRATION
AMENDMENT OF SOLICITATION/MODIFICATION OF
CONTRACT/ORDER**

PAPERWORK REDUCTION ACT BURDEN DISCLOSURE STATEMENT

This data is used to amend a solicitation or modify a contract or order. This form will assist in ensuring all changes are applied appropriately. Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching for existing data sources, gathering and maintaining the data needed and completing and reviewing the collection of information. Send any comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Office of the Chief Information Officer, Enterprise Policy Development & Implementation Office, IM-22, Paperwork Reduction Program (OMB) US Department of Energy, 1000 Independence Ave, SW, Washington, DC 20585-1290; and to the Office of Management & Budget (OMB), OIRA, Paperwork Reduction Project (OMB), Washington, DC 20503.

1. Solicitation/Contract/Order Number: BPA- 20 - RFP - RCR		2. Amendment/Modification Number: A - 1	
3. Effective Date: August 21, 2020	4. Requisition/Purchase Req Number (used for COOP event only):	5. Contract Specialist (Name, Phone, Email): Matthew Balogh, 360-597-5655, mtbalogh@bpa.gov	

AMENDMENTS OF SOLICITATIONS

6. The above numbered solicitation is amended as set forth in Item 12. The hour and date specified for receipt of Offers, is extended to _____ is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation. If a signature is requested in Item 11, acknowledge this amendment by completing Items 13 and 14 and returning the amendment with your proposal. Failure of your acknowledgment to be received at the place designated for the receipt of proposal prior to the hour and date specified may result in rejection of your proposal. If by virtue of this amendment you desire to change a proposal already submitted, such a change must be received prior to the due date and hour specified in the solicitation.

MODIFICATIONS OF CONTRACTS/ORDERS (Modifies the contract/order as described in item 12.)

<input type="checkbox"/>	7. This unilateral modification is issued pursuant to: (specify authority below). The changes set forth in item 12 are made in the Contract/Order in Item 1.
<input type="checkbox"/>	8. The above numbered Contract/Order is modified to reflect the administrative changes (such as changes in paying office, spelling correction, etc.) set forth in item 12 pursuant to the authority of BPI Part 14.10.3(b)(1).
<input type="checkbox"/>	9. Bilateral/Other (specify authority):

10. Accounting and Appropriation Data (used for COOP event only):

IMPORTANT 11. Contractor is not, is required to sign this document and return via email to the Contract Specialist.


12. Description of Amendment/Modification (Attach additional documentation if needed and state SEE CONTINUATION SHEET.)

- 1. Offerors clarifications and BPA responses
- 2. Revised Attachment 4C - Letters of Intent

Except as provided herein, all terms and conditions of the document referenced in Item 1 or 2 remain unchanged.

13. Company Name:

M. A. Mortenson Company

14a. Name, Phone and Title of Signer: Daniel C. Mehls, 971-202-4133, Vice President and General Manager		15a. Name of Contracting Officer: Matthew Balogh	
14b.  3y: (b) (6) (Signature of person authorized to sign)	14c. Date Signed: 10/16/2020	15b. Signature of Contracting Officer By: MATTHEW BALOGH <small>Digitally signed by MATTHEW BALOGH Date: 2020.08.21 13:55:43 -07'00'</small>	15c. Date Signed:

**U.S. DEPARTMENT OF ENERGY
BONNEVILLE POWER ADMINISTRATION
AMENDMENT OF SOLICITATION/MODIFICATION OF
CONTRACT/ORDER**

PAPERWORK REDUCTION ACT BURDEN DISCLOSURE STATEMENT

This data is used to amend a solicitation or modify a contract or order. This form will assist in ensuring all changes are applied appropriately. Public reporting burden for this collection of information is estimated to average 15 minutes per response, including the time for reviewing instructions, searching for existing data sources, gathering and maintaining the data needed and completing and reviewing the collection of information. Send any comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Office of the Chief Information Officer, Enterprise Policy Development & Implementation Office, IM-22, Paperwork Reduction Program (OMB) US Department of Energy, 1000 Independence Ave, SW, Washington, DC 20585-1290; and to the Office of Management & Budget (OMB), OIRA, Paperwork Reduction Project (OMB), Washington, DC 20503.

1. Solicitation/Contract/Order Number: BPA- 20 - RFP - RCR		2. Amendment/Modification Number: A - 2	
3. Effective Date: October 9, 2020	4. Requisition/Purchase Req Number (used for COOP event only):	5. Contract Specialist (Name, Phone, Email): Matthew Balogh, 360-597-5655, mtbalogh@bpa.gov	

AMENDMENTS OF SOLICITATIONS

6. The above numbered solicitation is amended as set forth in Item 12. The hour and date specified for receipt of Offers, is extended to _____ is not extended.

Offerors must acknowledge receipt of this amendment prior to the hour and date specified in the solicitation. If a signature is requested in Item 11, acknowledge this amendment by completing Items 13 and 14 and returning the amendment with your proposal. Failure of your acknowledgment to be received at the place designated for the receipt of proposal prior to the hour and date specified may result in rejection of your proposal. If by virtue of this amendment you desire to change a proposal already submitted, such a change must be received prior to the due date and hour specified in the solicitation.

MODIFICATIONS OF CONTRACTS/ORDERS (Modifies the contract/order as described in item 12.)

<input type="checkbox"/>	7. This unilateral modification is issued pursuant to: (specify authority below). The changes set forth in item 12 are made in the Contract/Order in Item 1.
<input type="checkbox"/>	8. The above numbered Contract/Order is modified to reflect the administrative changes (such as changes in paying office, spelling correction, etc.) set forth in item 12 pursuant to the authority of BPI Part 14.10.3(b)(1).
<input type="checkbox"/>	9. Bilateral/Other (specify authority):

10. Accounting and Appropriation Data (used for COOP event only):

IMPORTANT 11. Contractor is not, is required to sign this document and return via email to the Contract Specialist.

12. Description of Amendment/Modification (Attach additional documentation if needed and state SEE CONTINUATION SHEET.)

The purpose of this amendment is to:

- 1) Respond to clarification questions. See attached.
- 2) Incorporate the attached revisions, identified in red, to Attachment F2 Terms and Conditions:
 - Revised - Attachment 2, Clause 7-101, Part 5(a), Cost of Work definition
 - Add Clause 15-19 Contractor Supply Chain Security Controls
- 3) Interactive Meeting - BPA Slides are incorporated into the RFP.
- 4) Revised B. Schedule of Pricing, Note 3.

Except as provided herein, all terms and conditions of the document referenced in Item 1 or 2 remain unchanged.

13. Company Name:

M. A. Mortenson Company

14a. Name, Phone and Title of Signer: Daniel C. Mehls, 971-202-4133, Vice President and General Manager		15a. Name of Contracting Officer: Matthew Balogh	
14b. Contractor: By: (b) (6) (Signature of person authorized to sign)	14c. Date Signed: 10/16/2020	15b. Signature of Contracting Officer: By: MATTHEW BALOGH Digitally signed by MATTHEW BALOGH Date: 2020.10.09 16:49:51 -07'00' (Signature of Contracting Officer)	15c. Date Signed:



MORTENSON · OPSIS · DGA

PROGRESSIVE DESIGN-BUILD QUALIFICATIONS FOR THE
BPA ROSS COMPLEX
REDEVELOPMENT PROJECT



AUGUST 28, 2020

TABLE OF CONTENTS

A | TEAM ORGANIZATION

B | DEMONSTRATED EXPERIENCE

C&D | SAFETY RATING AND LETTERS FROM INSURANCE & SURETY

E | REQUIRED FORMS / SOLICITATION PROVISIONS





MATTHEW BALOGH (CONTRACT SPECIALIST)
MTBALOGH@BPA.GOV

**RE: BONNEVILLE POWER ADMINISTRATION – ROSS COMPLEX REDEVELOPMENT
PROJECT # BPA-20-RFP-RCR – PROGRESSIVE DESIGN-BUILD FOR ROSS COMPLEX REDEVELOPMENT**

Dear Matthew and Selection Committee,

Bonneville Power Administration's (BPA's) mission is to deliver the best value to your customers by providing an efficient, economical and reliable power source. BPA's long-term redevelopment of the Ross Complex results in a challenge that will require an expert, trustworthy and integrated team to successfully continue your mission. We fully accept this challenge and have put together an integrated team that will most successfully complete the proposed program - Mortenson + Opsis + DGA (integrated as the MOD team). Leading the collaborative delivery method of Progressive Design-Build (PDB), the MOD team delivers a very experienced, transparent and uncomplicated program execution approach. We are aligned based on shared values and joint lessons learned from our respective work on projects of similar scope, scale and complexity. Our team has been collaborating specifically in preparation for this opportunity for almost a year, formally creating this high performing team at the 2019 national DBIA conference, where we were inspired to rethink what is possible for delivering success for BPA. You have our commitment to serving as a high-functioning team that will provide certainty of outcomes, reduce risk through proactive process, create trust through transparency and increase collaboration through communication. We have the capacity, enthusiasm and resources to be your committed partner for the duration of this project and our dedication to put the right people in the right role at the right time.

Mortenson is proud to be known throughout the nation as one of the first and most experienced Progressive Design-Build Contractors. We are inspired by our purpose: Building structures and facilities for the advancement of modern society. Our purpose is fulfilled through our mission: To create an exceptional customer experience. We believe Progressive Design-Build delivery is by far the best way for us to deliver this experience by allowing us to provide certainty of outcome on your project through collaboration, transparency and a single point of accountability. We pride ourselves on being diverse. Besides being one of the largest commercial contractors, we also build high voltage transmission, battery storage and we are the largest wind farm and solar farm builder in the United States.

Opsis is known throughout the Pacific Northwest and more specifically by BPA (Starr Complex SFG engagement) for their enthusiastic embrace of stakeholder engagement, tireless pursuit of innovative design strategies, and culture of collaborative exploration. Opsis expertise delivers functionality, flexibility/future-proofing, user appeal and overall design excellence.

DGA planning | architecture | interiors is one of the nation's leading architectural firms specializing in laboratories and high-performance mission critical work spaces. DGA brings to the team a philosophy built around the concept of "the Union of Design and Technology." DGA consistently delivers comprehensive facility solutions that are functionally superior, environmentally friendly, attractive, and easily maintained.

Given the current challenges that our world is facing, it is obvious that your Ross Complex Redevelopment needs the ability to adapt and mold for the future and not be a reaction to a moment in time. This addition of the MOD team will provide BPA with a resilient future solution. **Following is an executive summary of our industry leading qualifications we provide to BPA:**

PROVEN PROGRESSIVE DESIGN-BUILD LEADERSHIP:

Mortenson is the #1 Design-Builder in the Pacific Northwest – having completed over \$18B worth of Design-Build projects nationally and \$2B worth of Design-Build projects in the Northwest alone. Our team members are leaders and continuous learners in the advancement of DBIA's progressive efforts. We know how to drive the project data and communication to ensure the success of all project stakeholders.

COMPLEX FACILITY EXPERIENCE:

Our team's expertise is evidenced by the design and delivery of more than \$15.3 B in projects in similar scope and scale by our proposed team members; control centers, advanced technology centers, large federal campuses, data centers, high voltage transmission environment and even work at the Ross Complex itself. These environments feature our experience and sensitivity to core issues such as security, technology integration, sustainability, durability, flexibility, future-proofing and resiliency.

RESILIENCY/SUSTAINABILITY EXPERTISE: We understand resiliency in design and construction is not just the design of structures that can withstand natural or man-made disasters. When we approach the topic of resilient facility delivery it is in a very holistic sense which includes a multi-scale response to a disturbance on any single scale. We focus on providing opportunities to have an inter-connected network structure, diversity and redundancy throughout all building components and systems and most importantly the ability for your organization to self-adapt and self-organize in the face of crisis without ever jeopardizing your primary mission of providing uninterrupted service to your clients. Integrated sustainability planning and design is key to resiliency and to our practice. We've designed (and built) multiple net zero energy projects and delivered projects supporting the health of occupants and the surrounding site

DESIGN PHASE EXCELLENCE: Focused on communication, our design phase leaders will provide Design Phase Leadership and best practices to solidify performance of our outcomes. Rooted in the six Lean foundations and tenants: Optimize the whole, generate value, eliminate waste, focus on flow, and continuous Improvement with an underlying respect for people, the MOD design phase solution drives all activities around four key project outcomes:

1. Scope & budget alignment delivered via Target Value Delivery processes & tools
1. Schedule alignment delivered via Last Planner System® (in design & construction)
2. Integrated teams delivered via high performing team collaboration around a shared set of guiding principles and project goals.
3. Construction readiness delivered via integrated planning

Mr. Balogh, it is our privilege to be part of this extremely important project for Bonneville Power Administration. We are a team comprised of professionals who approach the project from the customer's perspective. We will do whatever it takes to exceed your expectations and create an exceptional experience, ultimately providing the highest value to Bonneville Power Administration. We appreciate your consideration and look forward to further discussions about how we can work together in a common effort to achieve your goals.

Sincerely,

(b) (6)

Daniel C. Mehls
Design-BUILDER Principal-In-Charge
612.269.0415
dan.mehls@mortenson.com
Mortenson

Paul Kinley
Designer of Record
503.347.2059
paul@opsisarch.com
Opsis Architecture

Trey Post
Mission Critical Designer
619.972.8106
tpost@dga-mv.com
DGA

FULL INTEGRATION AND COLLABORATION: We have already executed a team collaboration agreement endorsed by all proposed key team members. We have designated Integrated team leaders from Mortenson, Opsi and DGA. Their role is to hold the entire team accountable to the collaborative behaviors agreed upon by all parties, onboarding all new team members, continually assessing transparency, and making recommendations for improvements. Our integrated team leaders ensure we are delivering this project in a fully collaborative way. It's no secret that the key to successful collaboration is communication and in today's environment communication is harder than ever with so many options for interfacing. Not knowing when and how face to face collaboration will take place in the future, the MOD team has created a platform, or dashboard, that provides a single interface for all project stakeholders to easily collaborate and securely work together, receive real time project updates and communicate as a high performing, cross-functioning team. We are excited to share this platform with you!

COMMITMENT TO INCLUSION AND DIVERSITY: Inclusion and diversity are core drivers for our team. We will design a comprehensive Small Business and Workforce Equity Plan to ensure broad-based opportunity for local MWBE/DBE firms. We are committed to building a stronger community through mentorship programs, extensive pre-bid outreach, and partnering that levels the playing field for everyone.



TEAM ORGANIZATION



MANITOBA HYDRO - BIPOLE III HVDC CONVERTER STATIONS





A. TEAM ORGANIZATION

(b) (4)

Executive Leadership

Program Leadership

Project Leadership

Specialists

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(b) (4)

(C) Provide a narrative describing the benefits of the team structure and the benefits that each Key Team Member provides to the Project. Explain how the team and Key Team Members will exceed the Portfolio Goals.



The MOD Team was carefully tailored to provide BPA with a deep set of resources across our three companies and the specific expertise of our key staff to address the goals of the Ross Complex Redevelopment. Our team has been working together in anticipation of the RFQ for almost a year, initiating our discussions at the national DBIA conference where we were inspired to jointly envision a successful PDB model crafted specifically for BPA. The resulting team represents our shared values and joint lessons learned from our respective work on similar projects of scope, scale and complexity. Team differentiators include:

DESIGN-BUILD EXCELLENCE.

WE ARE RANKED AS A **TOP** DESIGN-BUILDER IN THE PACIFIC NORTHWEST

Having completed

\$18B in Design-Build projects nationally & **\$2B** in Design-Build projects in the Northwest

We also constructed the **FIRST PUBLIC PROGRESSIVE DESIGN-BUILD PROJECTS IN BOTH WASHINGTON STATE & OREGON**

We have completed **17** Progressive Design-Build projects to date!

THE COMMUNITY ADVOCATE.

in 2019, we donated more than **\$400k** to local organizations in Washington and Oregon.

proud partners of

OAME
CONSTRUCTING HOPE
NAMC - OREGON
AND WASHINGTON
Oregon
Tradeswomen
Pacific Northwest
Carpenter's Institute

We consistently surpass

MWESB PARTICIPATION GOALS IN OREGON / SW WASHINGTON WITH

250+ local contractors hired
\$100M+ in contracts paid

SIMILAR PROJECT EXPERIENCE.

WE HAVE SUCCESSFULLY DELIVERED **\$15.3 BILLION** IN SIMILAR PROJECTS, INCLUDING MANY MULTI-YEAR MASTER PLANNED PROGRAMS WITH COMPLICATED PROJECT COMPONENTS.



MORTENSON – a nationally recognized leader in PDB delivery method, is ideally suited to help BPA navigate your initial PDB contract, providing the benefits of the PDB model as well as creating a tool set and role model for PDB projects going forward. The Mortenson team offers locally based experts backed by the resources and expertise only available through a firm with national prominence.

OP SIS – with work experience at BPA, the design team at Opsis brings insights into the culture and procedural needs of BPA as well as the intensive analyses that go into the Strategic Framework Guide like the one being completed for The Ross Complex Redevelopment. Through Opsis's work on the Starr Complex SFG, BPA knows Opsis for their enthusiastic embrace of stakeholder engagement, tireless pursuit of innovative design strategies, and culture of collaborative exploration that leads to the best design solutions available. The firm's portfolio includes significant experience in new construction, as well as the renovation and transformation of existing buildings into modern environments noted for functionality, flexibility, design innovations and user appeal. Opsis believes the most innovative and creative solutions are discovered by working collaboratively and will bring this commitment to each BPA project.

DGA – selected by the Mortenson and Opsis team after extensive research, is one of the country's leading architectural firms specializing in high-performance, mission critical work spaces and brings to the team a philosophy built around the concept of "the Union of Design and Technology." DGA believes that the ultimate facility solution is one that is functionally appropriate, attractive, and easily maintained. DGA brings to the team an exceptional combination of design, systems integration, and technical expertise to create a solution that joins the "Technology" brought by BPA with the "Design" created by the MOD team. Our passion begins with understanding the blending of the power generation and marketing and Federal industries in which BPA operates and, working within this context, promoting a novel approach with the MOD team to enhance BPA's operations, helping them to achieve their objectives and realize their visions for facilities that will serve them well into the future.

Together the MOD team brings:

- the right delivery approach expertise
- technical knowledge for each project
- a culture of collaboration and discovery
- the depth of resources to provide the right people, tools and systems to BPA

STRUCTURE

The MOD Program Leadership Team will guide all planning, design, and construction for the duration of the renewal. The Project Leadership Team reports to the Program team and will lead individual projects. These Leadership teams will leverage and engage the Project Specialists expertise when needed. Executive Leadership will provide insights, design and overall vision throughout.

We see ourselves as a long-term business partner and ally, providing an agile and a high-functioning team, certainty of outcomes, reduced risk and a spirit of trust earned through transparency, collaboration and communication. We understand BPA's strengths and the opportunities to remake your business model and improve culture through this renewal. Our combined BPA/MOD strategy will positively benefit culture, cost efficiencies, health and safety for decades to come.

MOD TEAM BENEFITS TO EXCEEDING PORTFOLIO GOALS

A MOD team leader owns responsibility for each BPA Portfolio goal and will report progress to the Program Leadership Team.

EFFECTIVE AND EFFICIENT DESIGN

The MOD team expertise will help BPA execute an efficient complex redevelopment, avoiding disruptive, costly or duplicative moves. Design considerations will be inclusive of BPA's need to create an environment reflective of your change management strategy and adaptability to meet the future needs of BPA as you evolve to meet the needs of the energy market and your customers.

MOD TEAM BENEFITS:

- John Shorb and Mark Schmidt own design responsibility to the Program Leadership Team.
- Expertise in Progressive Design-Build delivery, with proven tools and techniques to harness the power of this delivery system to provide BPA with greater time and cost efficiency
- Technical expertise and ability to quickly integrate the preceding Ross Complex SFG work, project requirements and stakeholder input into an efficient plan for buildout
- The right suite of tools to utilize scenario-based design, providing multiple opportunities for how every space could be used / operated and the reporting that allows BPA decision-makers to quickly reach approval stages.

MAXIMIZE EFFICIENCY OF PHASING AND SCHEDULE

We will utilize the robust BPA performance requirements in the Owner's Project Requirements (OPR) to provide a flexible plan for exceeding BPA goals. We will approach this project from day one looking to maximize value within the project scope, schedule and budget. This approach is grounded in meticulous early planning supported by the use of proven tools and processes such as 4D and 5D scheduling, pull planning, and The Last Planner System. This team will share and realize the advantages of the delivery method to streamline decision making, mitigate risk, and deliver innovative phasing solutions.

MOD TEAM BENEFITS:

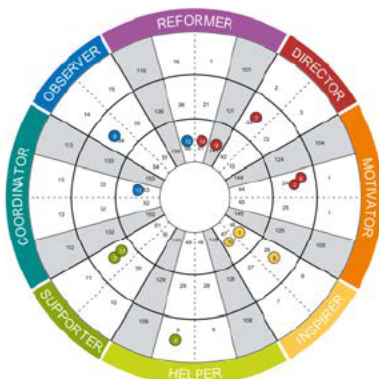
- Nick Deutsch as the overall Construction Manager, owns responsibility for phasing and scheduling.
- Our extensive visualization tools will allow BPA to see physical representations of sequencing and phasing plans alongside detailed schedules, allowing BPA and MOD to jointly integrate Ross Complex workflow, logistics and staffing with the construction plan.
- Visualization tools are also key to providing site safety. Understanding the potential impacts to pedestrian and vehicle traffic and how site use will be accommodated well in advance of construction to allow the team to communicate a plan in advance and ready all Ross personnel for changes.
- Co-location on site will allow the MOD team to experience day-to-day realities of site use and better anticipate BPA staff needs

HIGH FUNCTIONING TEAM

The MOD team brings an open and collaborative approach to our project work, engaging teams in complex challenges where freely sharing ideas, questions and enthusiasm is the norm. This approach extends to our relationship with the BPA Team, stakeholders, specialty area consultants, and the Owner's Consultant. We have developed a preliminary list of potential subconsultants and subcontractors and look forward to building the full team together with BPA.

MOD TEAM BENEFITS:

- Connecting and leveraging the strengths of every member while planning forward, Trent Rehfeldt is responsible for the high functioning team.
- We establish team agreements and expectations at the outset of projects to foster communication that engages and respects stakeholders of all types
- We listen and talk with purpose and trust, bringing clarity to complex ideas.
- We work seamlessly with all consultants on the Ross Complex Redevelopment team, key to implementing holistic sophisticated technical solutions that benefit from design and construction team joint brainstorming.
- Practice continuous improvement utilizing lean principles.



THE MOD TEAM TOOK PART IN AN INSIGHTS DISCOVERY SESSION TO BETTER INTEGRATE AS A TEAM. THE 'HIGH FUNCTIONING' MOD TEAM IS THE RIGHT BALANCE OF STRONG LEADERSHIP, SOLID ENGINEERING AND OPEN COLLABORATION FOR BPA.

EFFICIENT AND TRANSPARENT PRICING

We recognize BPA's need for a long-term Ross Complex Redevelopment plan, and that BPA's approach to implementing the plan may evolve as market and financial conditions change. This requires a strong set of tools to regularly evaluate options and provide decision-making tools to BPA's leadership – tools that provide reliable and realistic pricing.

MOD TEAM BENEFITS:

- Fully embedded with the design team, Cheryl McCabe maintains current estimates and reports to the Program Leadership team.
- The MOD Secure dashboard shares transparent real time pricing updates
- Life cycle analysis integration supports informed decisions
- Revit 4D (scheduling), 5D (cost), and 6D (lifecycle) integration continually refines best value.
- Target Value Delivery tools provide cost direction to the team and cost transparency to BPA.

DESIGN FOR HEALTH AND SAFETY

The MOD Team understands that a safe and healthy environment is key to designing high functioning spaces and brings a wealth of knowledge from similar facilities to BPA. From ergonomics and lighting to fire separations and blast ratings, fire truck access to biophilic design principles, our process eliminates hazards and focuses on occupant health.

MOD TEAM BENEFITS:

- Stemming from design and carefully managed in construction, health and safety responsibility lies with Mark Posnick (design focus) and Lyle Eiseman (construction focus).
- Utilize systematic risk management processes to achieve safe design.
- Operator Ergonomics, Wellness and Circadian Rhythm designs for a healthy environment.
- Focus on information transfer, both to the design team and documentation to the users for life cycle of systems and design.
- PSP / Active Shooter / Safe & Hideout Rooms expertise



CONFIDENTIAL CALIFORNIA POWER UTILITY - GRID CONTROL

(C) Continued. Describe the team's past performance working together and/or describe the steps the Team has taken to promote integration and a collaborative working environment. The Owner reserves the right to award more points to those teams who have worked together in a collaborative delivery model. If the team has not worked together, describe the efforts the team has undertaken to create a collaborative teaming environment.

PAST PERFORMANCE WORKING TOGETHER

Long ago, based on reputation, expertise and personal meetings, Mortenson and Opsis began exploring options for collaboration. We quickly identified interest specifically for a project requiring innovative problem-solving, a high level of technical challenge, and a collaborative mindset. Our work together includes the following.

PPS REOPENING ASSISTANCE IN RESPONSE TO COVID

The Mortenson+Opsis team is working now on the Portland Public Schools (PPS) Reopening Assistance project. We are guiding the logistical challenge of implementing COVID -19 best practice safety standards equitably across 25 schools.

MADISON HIGH SCHOOL PEER REVIEW

Also for Portland Public Schools, Mortenson collaborated with Opsis for a third-party peer review of the complex \$160 million Madison High School campus redesign.

DBIA NORTHWEST THOUGHT LEADERSHIP

In 'Carbon, Community & Construction,' Julianne Laue (Mortenson) and John Shorb (Opsis) provided industry leading guidance to Design-Build teams on implementing and realizing decarbonization goals to accelerate change.

BPA MAKE READY PROJECT

Beyond these projects, we've managed the last 10 months as a project to build a high functioning expert team for BPA. We studied the recent Ross Complex development, the Opsis developed Starr SFG, and tuned into the BPA podcast Energy Pulse NW. We held weekly team meetings and identified working groups to focus on key areas of interest, all using the same tools we'll use in our work with you.

TECHNOLOGY INTEGRATOR INTERVIEWS

To prepare for a quick start, the MOD team interviewed four Regionally and Nationally recognized Systems Integration specialists to begin vetting their people, process, and expertise: Diversified, GP&A, and Utilicast and Alta Consulting (no longer in business). We're ready to share our insights and build a short list and evaluation process together with you.

TEAMING AGREEMENTS

With this shared experience plus many additional years of exceptional Design-Build delivery, we've developed a robust teaming agreement that guides our partnership. In addition, we have developed and committed to a Collaboration Agreement which outlines how we work as an integrated community.



DEMONSTRATED EXPERIENCE

DEMONSTRATED EXPERIENCE



INDUSTRIAL TECHNOLOGY CENTER, CLACKAMAS COMMUNITY COLLEGE
INDUSTRY PARTNER FABRICATION LAB





B. DEMONSTRATED EXPERIENCE

(A) Describe the Team's past performance in successfully managing Design-Build (or a similar integrated delivery model) Projects of Similar Scope and Complexity that include management and communications of an integrated team of design consultants, specialty subcontractors, and trade contractors. Include a description of any issues or problems that arose on the projects and how those issues or problems were resolved. Specifically address the Team's past performance in developing master or campus plans as well as sequencing and scheduling multiple sub projects on a single active and secure site as well as each of the sub categories of projects listed in Section A of the definition of Projects of Similar Scope and Complexity.

PAST PERFORMANCE IN DESIGN-BUILD & SIMILAR PROJECTS

Mortenson, as one of the most experienced Design-Builders in the country has completed a wide variety of projects for private, federal, state, and local agencies including multiple large complex Design-Build campus projects similar in scope to the Ross Complex Program. The MOD team was formed specifically for your program not only because of the deep resume of related projects, but because of our shared belief in what it takes to successfully manage and deliver a program of this scale. The following are the primary principles (all highlighted in our project profiles - pages 10-15) that make the difference between success and having challenges on a project:

Put the right people in the right place, at the right time. Matching individual talent and personalities within a company can be challenging. Even more challenging is integrating multiple companies, cultures and team members with a customer, their team and their culture. We have found that integrated project success starts with establishing the right project leadership and team structure. As the Design-Builder, Mortenson will act as that single point of responsibility to BPA and will facilitate creating a collaborative environment with the design team, subcontractors, outside vendors, end users, and other project stakeholders. Our approach to integrated delivery incorporates providing dedicated champions from each company that become ingrained in the BPA culture, who understand all things procedurally and can onboard project resources seamlessly from design through construction and transitioning to sustainable operations.

Successful collaboration through communication. Effective communication is the cornerstone of true integration and the key to success of this program will hinge on our ability to communicate effectively throughout the duration of this project. From day one, we must set the tone for an integrated culture based on team-oriented decision making by fostering a project environment where each team member has a voice and a process to ensure they are heard. The following defines how our team acts and communicates when we are successfully collaborating: we are humble, we speak up as every opinion is valuable, we listen as every opinion is valuable, we take immediate ownership of mistakes, we focus on solutions and not blame, and we are tough on the process but understanding of the people.

Clarity creates a roadmap to success. We believe successful project performance starts and ends with clarity of purpose, expectations and the definition of what success looks like. Lengthy programs and complex projects like this require clarity at the beginning and continuous monitoring throughout. Upon selection we will facilitate a partnering workshop with key team members that will set the stage

for full team integration, provide clear expectations and a commitment to each other for the success of the project. We will also incorporate a formal partnering process from day one that will continue through the life of the project. All project goals and success metrics are clearly defined, measured and documented on a continuous basis.

RESOLVING ISSUES AND PROBLEMS

The MOD team has been successful in delivering Design-Build projects for a long time and have learned it's not if an issue, challenge or problem will occur, especially one of this complexity and duration, it is a matter of how the team recognizes and resolves the issue that defines success in the end. We often refer to issues, challenges and problems as risks and we pride ourselves in being risk managers. Our past projects have taught this team there are two types of risks in a project, project risks and team risks. Both impact a project differently but share the following resolution principles:

- Take time to measure, discuss, evaluate and correct; deal with issues fairly but promptly
- Clearly define and understand the issue.
- Set the expectation for outcome and assign resources and timelines
- Ensure adequate resources are assigned to properly assess the actual/potential impact of an issue to
- Ensure decision makers have accurate information
- Continuous monitoring by project leadership of any unresolved issues impacting/potentially impacting the project to affect the best possible outcome.

SUCCESSFULLY DEVELOPING CAMPUS PLANS AND MANAGING SUB-PROJECTS

Our project profiles in the following section are just a sample of our master plan/campus planning experience. The MOD team brings sophisticated planning and scheduling capabilities and processes listed on the following pages which we apply proactively in developing and implementing work plans that address quality, productivity, safety and progress in an integrated manner for all sub projects within a master plan. We utilize the individual sub project schedules to analyze detailed project execution strategies, plan the work, manage design and preconstruction activities, coordinate subcontractors, manage manpower and equipment resources, monitor progress and actively re-align when necessary.

(B) Describe the Team's past performance in developing integrated design and construction schedules for Projects of Similar Scope and Complexity.

To create certainty in our schedules we plan our projects for reliable outcomes that consider and incorporate the needs of everyone on the team. We view a project schedule as a comprehensive road map of what it takes to deliver a successful. A truly integrated project schedule must include activities for the entire project including owner, design team and contractor and requires a true commitment from all members of the team to be accountable. Proven tools that we utilize in the planning and scheduling process include: The Last Planner System®, 4D and 5D model-based scheduling and Pull Plans, all of which are utilized to increase collaboration and accountability of the team by communicating expectations of upcoming activities and key milestones.

HCMC Specialty Center The Mortenson team engaged the Last Planner System on this 325,000 square foot facility to streamline delivery and develop buy-in from the entire team. Through block scheduling and weekly work plans the project averaged 80% of work completed as planned— a 48% increase above the industry average. In addition, the original CPM schedule had interior work completing in 66.5 weeks, but through pull planning and block scheduling this work was completed in 55.5 weeks, enabling HCMC to start using their new facility 11 weeks early.



HENNEPIN HEALTHCARE CLINIC & SPECIALTY CENTER

Central Washington Hospital. On this project Mortenson prefabricated 20-foot by 8-foot exterior metal wall panels for the enclosure off-site. The prefabricated panels allowed our team to devise an installation system where workers set the metal panels from the inside of the building rather than an outside lift. This accelerated the schedule and increased safety. We also prefabricated the patient room headwalls (142 total) on-site and set up a station allowing for four individual headwalls to be built simultaneously. **This resulted in a 6 week reduction in schedule.**

(C) Describe how Team Members have utilized innovative design and construction techniques and/or state of the art technology and sustainability measures to achieve the owner's goals, increase safety, and/or enhances communication and collaboration.

The MOD Team's experience utilizing innovative, state-of-the-art technology and sustainability measures will be leveraged to achieve BPA's goals, increase safety, and enhance communication and collaboration on the Ross Complex Redevelopment Project.

INNOVATIVE DESIGN & CONSTRUCTION TECHNIQUES

Innovation Charrette. Our Kick-off plan introduces an Innovation Charrette to identify opportunities for innovation early in the process. This allows the MOD Team to gain an initial understanding of client priorities and in which areas to pursue such opportunities before devoting valuable resources to them. Once established, innovation priorities are then written into the Guiding Principles, built into the cost modeling and decision-making process from the beginning and regularly revisited and confirmed.

Pacific Gas & Electric Vacaville Critical Operations Campus. The collective team worked in a Big Room concept to brainstorm infrastructure redundancy options (power, cooling, and teledata) and quickly fortify scenarios with cost and schedule information to provide PG&E with information quickly to make an informed decision. As a result, the project was delivered two months early as compared to traditional project delivery methods.

DBIA Award-winning James F. Battin U.S. Federal Courthouse. On this project rigid and extensive design phase deliverables were required by the General Services Administration. In addition, the project had a strict project schedule in order to meet the requirements of the Recovery Act. In Order to meet these deliverables development of millwork shop/ fabrication drawings were created as part of the design phase and design fees were reduced because the Architect/ Interior Designer did not have to produce bid/construction documents; and the project saved an estimated 12 weeks of separate and linear shop/fab. Due to initiatives like this the project was built in just 26 months; a record for the fastest delivery of a modern US Federal Courthouse. The project is a national AIA and DBIA award winner.

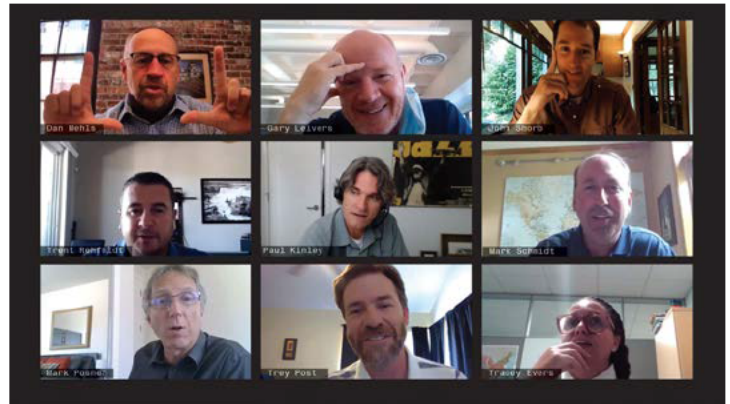
Hood River Middle School. The design for Hood River Middle School renovation and addition began with the client's goal to express the Permaculture Science curriculum in a building similarly centered on whole-systems thinking and resiliency. The resulting design innovations led to the project becoming the first Net Zero Energy school building of its kind in the country and a facility deeply ingrained with the environmental learning curriculum.

ENHANCED COMMUNICATION AND COLLABORATION

The MOD Team has demonstrated techniques to enhance communication and collaboration in our work and propose to bring them to BPA for our work on the Ross Complex Redevelopment.

Project Dashboard. The MOD Team has created and successfully implemented custom project dashboards on previous projects such as the Confidential Building Program on page 14 and a \$300M+ Project for UW Health that acted as the central nervous system for the projects. Each dashboard was developed as a custom tool for their specific project with the intent of increasing collaboration and efficiency. Each dashboard has a series of “buttons” or “apps” that will link the user to different aspects of the project based on their user level and interest. These apps such as schedule, Target Value Delivery (project budget) or even change management will take the user to a specific page where real time information is found related to that topic. Users will be able to securely look at current action items, post documents to share with the team, view project health statistics and even remotely monitor construction progress. We are aware that the use of such a dashboard will need to be discussed and approved by BPA.

THE TEAM HAS ALREADY BEGUN TO DEVELOP A DASHBOARD FOR YOU. WE ARE AFFECTIONATELY CALLING IT THE BPA MOD POD.



VIRTUAL COLLABORATION

Co-Location. Co-location is important to the collaborative process and the MOD Team understands that the current pandemic will impact how we work together. The MOD Team has successfully demonstrated the value of co-location and have co-located on numerous projects. Strategies for co-location can vary and are best established early and jointly with BPA based on the specific needs and complexities of each project. We look forward to engineering a in person / virtual co-location plan with you for each project.

Benchmarking Tours. Benchmarking tours are extremely valuable, especially on complex projects such as those included in the Ross Complex Redevelopment scope. Facility tours are best conducted early in the process and contribute greatly to consensus-building and establishing the Basis of Design.

Training Scenarios. We test our designs and systems by witnessing/participating in alarm event (earthquake, security, storm, etc.) and dark sky scenarios to help us test systems in their most vulnerable, high-pressure conditions and then refine the design.

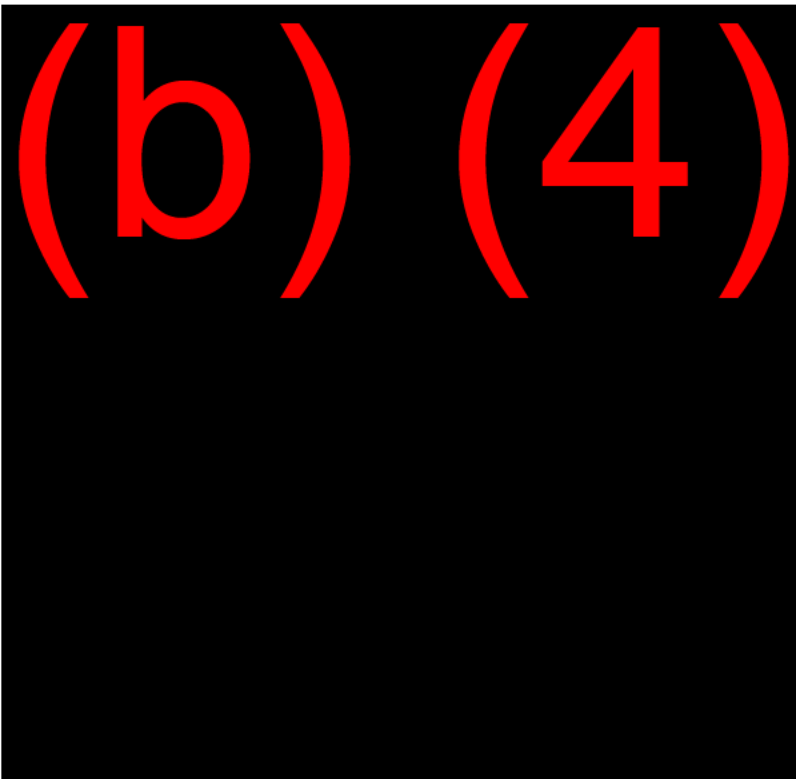
ACHIEVE BPA'S GOALS AND INCREASE SAFETY

All these measures are geared toward the achievement of BPA's Ross Complex Portfolio Goals as stated in Attachment 1-Part A.01 Goals of this Contract.

Kick-off Meeting. Every project comes with its own Project Goals which need to be reviewed and vetted prior to beginning any work. The success of every project, especially on the more technically complex projects, tends to be established at the beginning. Projects that start correctly typically to go well and a thorough Kick-off meeting agenda plays a major role in the goal setting and base-lining process critically important to that success.

Increase Safety. Our projects are built by skilled tradespeople. Ensuring their safety is fundamental to everything we do. Our Zero Injury Program has a sound policy and effective tools to support it, but most importantly, it is founded on a culture of respect for the people at each of our worksites. Our safety culture is built on these principles:

Leadership Engagement: Visible and connected in the field where the work is happening throughout all stages of the activities. **Craftworker Engagement:** Each of these processes are done daily: Plan of the Day Meetings (POD), Bend 'N Stretch program, and crew huddles. **Planning:** All



Virtual Collaboration. The MOD Team uses virtual communication tools (cloud-based BIM/Revit, Microsoft Teams, Zoom, Bluebeam Studio, VR/AR, etc.) and have seamlessly made the transition to the current, all-virtual environment. Such tools will be valuable to our work on the Ross Complex Redevelopment throughout the course of the project, especially as a co-location enhancement until meetings can be conducted in person.

activities on the project are planned before the work begins utilizing Integrated Work Planning process. **Accountability:** Everyone is held accountable for their obligation to safety through the usage of the Life Saving Rules policy.

STATE OF THE ART TECHNOLOGY AND SUSTAINABILITY MEASURES

STATE-OF-THE-ART-TECHNOLOGY

The MOD Team is fully leveraged in the state-of-the-art design, communication, collaboration, and construction technology available such as BIM/Revit software for document and systems coordination, cost estimating and 3d visualization with Enscape. Our VR studio and AR visualization tools not only demonstrate various layouts for flexible use program spaces but extend to refining operations. For the University of Portland Innovation Center we are developing an AR Dashboard to support building operations, a concept that emerged from an Opsis-led research project with graduate students at PSU.



VR STUDIO / VR VISUALIZATION

Prevention Through Design. VR technology has proven useful in our Design / QA Review process to help us understand and demonstrate to our clients how our work contributes to Prevention through Design by analyzing view corridors and cut-off angles that might create vulnerable conditions on campus. For the Mt Tabor Maintenance project, we worked with local law enforcement to verify that the design met local public safety and security requirements along the publicly exposed exterior edge of the site.

State-of-the-Art Sustainability Measures. The MOD Team matches innovation with pragmatism to ensure that all our work is at the forefront of design and technology without increasing risk or sacrificing program. We start with a holistic sustainability framework, such as LEED or the AIA Framework for Design Excellence and, through an inclusive eco-charrette, identify potential solutions consistent with our client's goals. This early work eliminates untimely questions and wasteful re-design later in the process.

Net Zero Energy or Net Zero Carbon? If energy savings is a concept that is easily understood by the public and is a priority, Zero Energy delivers on both. If carbon neutrality and overall carbon reductions are the priority, Zero Carbon might be a better fit, augmented by embodied carbon analysis of the building structure and envelope. We have recently explored both options with clients, using third party verification systems offered by both LEEDzero and the Living Building Challenge as the framework.

Resilient Design. The focus of infrastructure and facility resiliency design is primarily focused on redundancy to power and communication systems and enhanced structural design for Operational continuity. Maintaining the operational continuity is a primary goal of any Essential Facility. The MOD Team will examine multiple scenarios to provide dual primary feeds and backup power sources, dual and separate communication pathways, and redundant cooling systems.

It is also imperative that Essential Facilities are designed to a higher structural importance factor to provide stability and performance beyond life safety code minimums. For the Vancouver Control Center, we are prepared to carefully consider base isolation of the most critical spaces.

STATE OF THE ART SUSTAINABILITY

Design Justice. Addressing the need in our industry to design with greater inclusion, Opsis has developed equity-based engagement frameworks, methodologies, and tools to support a powerful participation in the design process. Opsis was recently awarded a special grant from Prosper Portland to take this work to the next level.

Bird Friendly Design. At the Oregon Zoo Education Center, Opsis worked directly with experts at the American Bird Conservancy to fine tune the design of a bird-deterrent pattern on the glazing to prevent bird strikes.

Triple Bottom Line Analysis. Opsis conducted a triple bottom line assessment for the University of Portland's Innovation Center using AutoCase to identify components of the design that positively impacted ROI for social, environmental, and financial performance. We are working with the UP and the local utility to participate in a pilot Smart Grid program.



DENVER WATER OPERATIONS COMPLEX:
LEED PLATINUM & NET ZERO

(D) Describe the Team Member's past performance in developing and managing a Guaranteed Maximum Price. Include in the description how the team has created effective document control systems that include sharing secure documents with federal agencies.

DEVELOPING A GMP

All of Mortenson's work is done in an integrated, open book, transparent format where we have interactive engagement with our owner and our design team as the design is developed and a GMP is established.

Our team will utilize Target Value Delivery to assist in setting the GMP. Maintaining scope & budget alignment through this process requires diligent financial feedback. As part of our MOD dashboard, we will utilize a project scope and budget alignment app as the primary tool to perform real-time cost modeling. This will not only track potential scope additions, deletions, and alternates, but is also used to track and test "real-time" design alternatives.

We have established GMPs at all stages of design, but we typically believe setting the GMP between 50% DD and 100% DD provides the right balance of risk for the Design-Build team and cost commitment for the Owner. If it is BPA's desire to establish a GMP earlier in design, This aligns with your Statement of Work with GMP outlined at the end of Phase 2.

For all our projects, we follow specific guideline to ensure a reliable GMP:

- Clear definition between the owner and the Design-Build team on how the GMP will be integrated into the contract
- Well-defined set of scope of work/design documents
- Thorough investigation of existing site conditions
- Clear definition of the schedule/project phasing
- Inclusion of as much industry partners as possible to inform market trends
- Accurate projections of undefined scope

SHARING SECURE DOCUMENTS WITH FEDERAL AGENCIES

Since June 2013, we have maintained a Top-Secret Facility Clearance with Secret possession capabilities, which provides insight in the protection and transmission of government sensitive information. In addition to our Industrial Security Program, we have policy in place to handle and transmit Controlled Unclassified Information (CUI) in compliance with our System Security Plan that implements all the controls established in NIST Special Publication 800-171 – Protecting Controlled Unclassified Information in Nonfederal Information Systems and Organizations.

(E) Describe how Team Members have successfully met MWBE/Disadvantaged or other Business Equity goals in previous projects. Include any challenges that were faced and how Team Members overcame those challenges.

MWBE/DBE GOALS

Now more than ever, the MOD team understands how critically important it is to elevate and promote diversity

within our industry. We are committed to providing opportunities to participate in and benefit from the construction projects within our communities. Through the years, we've refined our Supplier Diversity Program and developed strong relationships with local firms and organizations.

In order to achieve our project goals, we have created initiatives that have led to equitable representation of MWBE/DBE partners on our projects. If awarded this project, we will continue to engage in the following efforts:

- Open houses to explain the bid packages, procurement schedule and process to interested bidders
- Conduct pre-bid informational meetings to inform and advise local and MWBE/DBE contractors of the potential opportunities on the project
- Communication via industry organizations, social media, news outlets and plan rooms
- Project advertisements in local newspapers, social media, and our Quarterly Design Phase Flyer

A recent example of MOD creatively meeting MWBE/DBE goals is on the modernization of Madison High School. As part of a long-term goal to increase diversity and gender equity, Opsis partnered with DAO Architecture and structured the team to give DAO full responsibility of key areas within the \$160 million, 290,000 SF facility. This smaller firm is receiving exposure to both the design process and business practices essential to serving large clients, including participation in all client and consultant meetings throughout the entire process.

MEETING MWBE/DBE ON PAST PROJECTS

Project	MWBE/DBE Goal	Actual
Hyatt Regency at the Oregon Convention Center, OR	20%	28.8%
AC Hotel, Portland, OR	20%	28.3%
Fort Worth District USACE Multiple Award Contract	70%	77.1%
Savannah District USACE Multiple Award Contract	70%	83.8%
OSU Fairbanks Hall, Corvallis	None Established	31%*
455 Mission Bay Boulevard South, San Francisco	None Established	35%*

*Based on total design fee

PROGRAM ADMINISTRATION

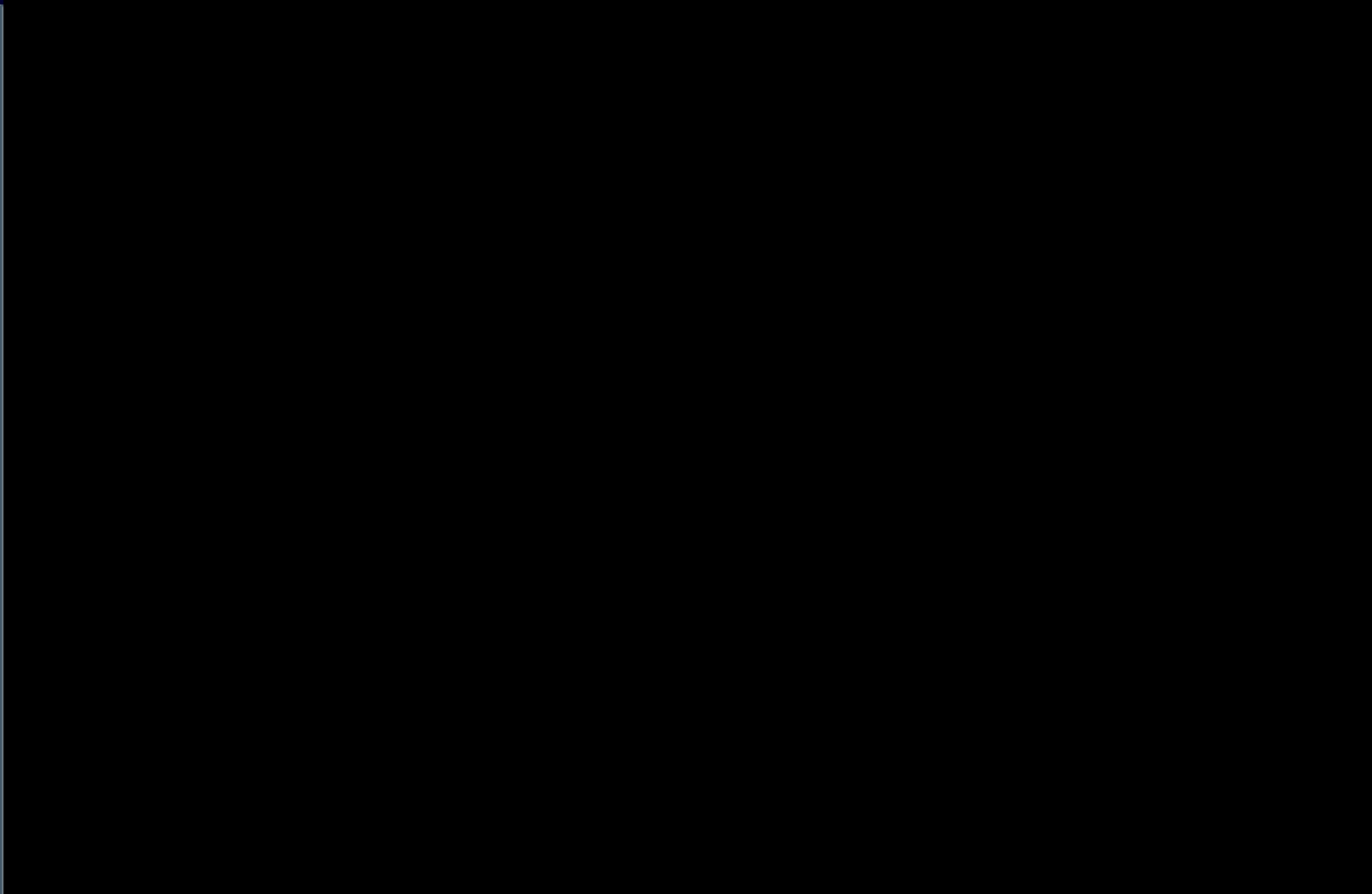
Lindsay Verdugo, Supplier Diversity Specialist, will be responsible for leading our efforts for this program.

(F) Note each Key Team Member who had a material role in each Project of Similar Scope and Complexity described.

Please find the roles of our proposed team members listed on the following pages of our featured projects, and for an in-depth look at the teams individual experience, please see the resumes in section A.

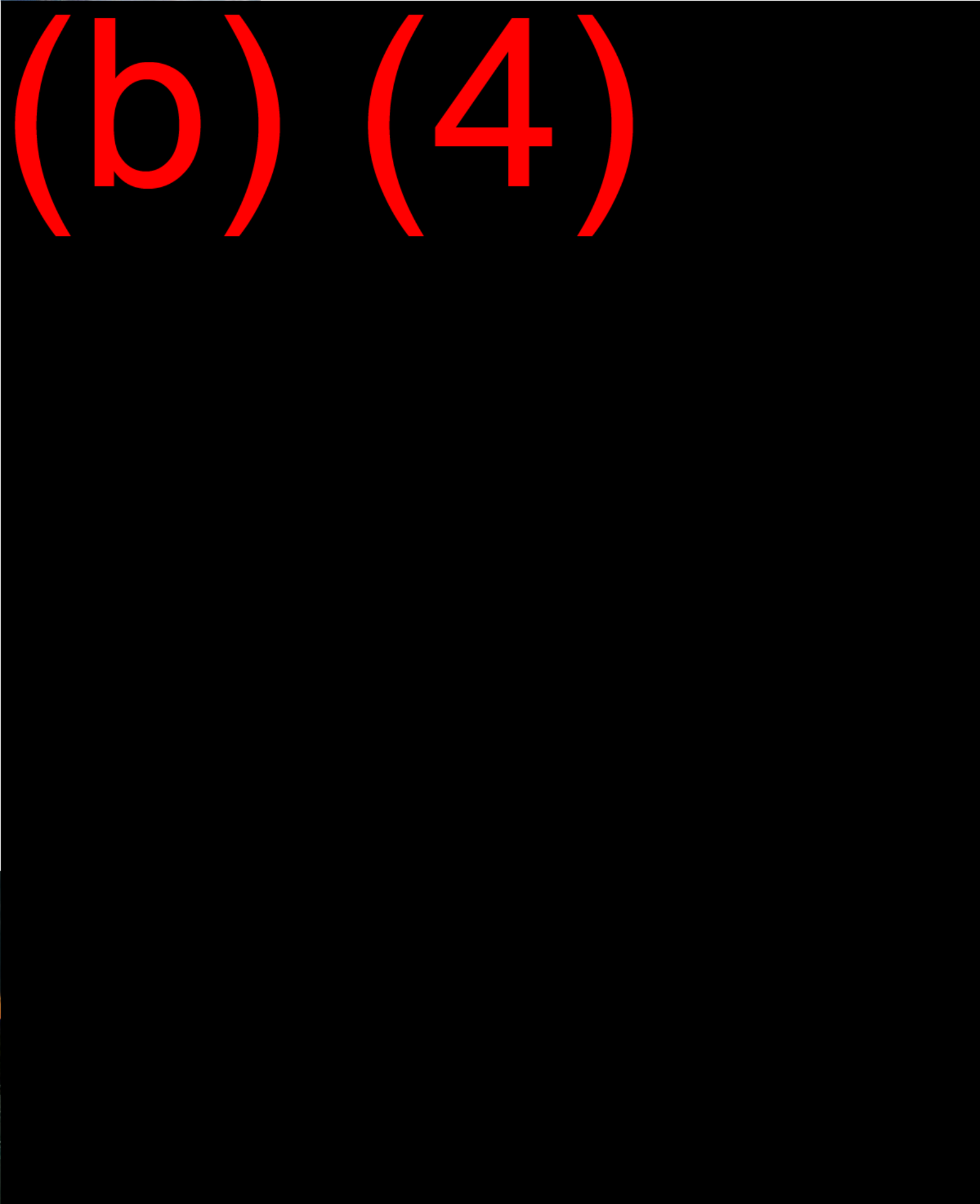


(b) (4)





(b) (4)



(b) (4)

(b) (4)

(b) (4)

(b) (4)

This page intentionally left blank.



SAFETY RATING

INSURANCE & SURETY LETTERS



**APPLIED TECHNOLOGY INNOVATION CENTER, COLLEGE OF SOUTHERN
IDAHO WIND FARM TRAINING CENTER**





C. SAFETY RATING

D. LETTERS FROM INSURANCE & SURETY

(c) Offerors must comply with the safety requirements described in the Contractor Safety Evaluation included in the RFP. Offerors must have an ISN of "C" or better to be considered for the shortlist.

Mortenson has been issued a safety rating of 'A' by the ISN Contractor Safety Evaluation

Scorecard

A

Exceptional: Allowed to Offer on Projects

[Grading Details](#)

Grade Since 20/08/2020

[View Questionnaire Buckets](#)

Grade Component	Status	Points	Edit
Past Performance Statistics	Superior	35 / 35	
HSE Written Programs	RAV5 score is 97.5	20 / 25	
HSE Questionnaire	Superior	10 / 10	
Environmental Citations	No environmental citations	2.50 / 2.50	
Safety Citations	No safety citations	2.50 / 2.50	
Experience Modifier	Rate is 0.62	10 / 10	
BPA Safety Performance	Contractor Job Evaluation is between 90 and 100	10 / 10	
Subcontractor Management Plan (if Applicable)	Subcontractor Management Plan is Required and 100% or Not Required	0 / 0	
Site Tracker	Status is Not Applicable	5 / 5	

(A) Offerors must submit a notarized letter from an eligible insurance company in the form provided verifying that the Offeror will be able to obtain and maintain the insurance types and amounts required by the contract in the form set forth in Section F Attachments.

Insurance Letter

WillisTowersWatson 

August 21, 2020

Insurance Company Letter of Intent

Department of Energy
Bonneville Power Administration
P.O. Box 3621
Portland, OR 97208

SUBJECT: Bonneville Power Administration Ross Complex Design-Build Project – Letter of Intent to Insure

Dear Matthew Balogh:

M. A. Mortenson Company (“Shortlisted Offeror”) has submitted herewith a proposal (“Proposal”) in response to the Request for Proposals for Progressive Design-Build Services for the Bonneville Power Administration Ross Complex (as amended, the “RFP”) issued on August 7, 2020 by Bonneville Power Administration (“BPA”), pursuant to which it is seeking to be selected by BPA to deliver the Project described in the RFP.

Over the past three years, Shortlisted Offeror is known to have an average experience modification rate (or EMR, as calculated by the National Council on Compensation Insurance or similar rating bureau) of 0.63.

The undersigned (“Insurance Company”) has reviewed BPA’s RFP and Shortlisted Offeror’s Proposal. Insurance Company hereby certifies that it intends to provide all required insurance as described in Section titled Minimum Insurance Coverage (16-8M) (Jul2020) (BPI 16.4.8.2) of the contract (Form F2) in the event Shortlisted Offeror is selected by BPA for final negotiations and execution of the Form F2.

Willis Towers Watson
Name of Insurance Company

Matthew Arnold
Name of Authorized Signatory

Matthew Arnold
Signature

Senior Client Manager
Title

Matthew Arnold
Senior Client Manager
Willis Towers Watson Midwest, Inc.
Matt.Arnold@willistowerswatson.com
952-221-6054

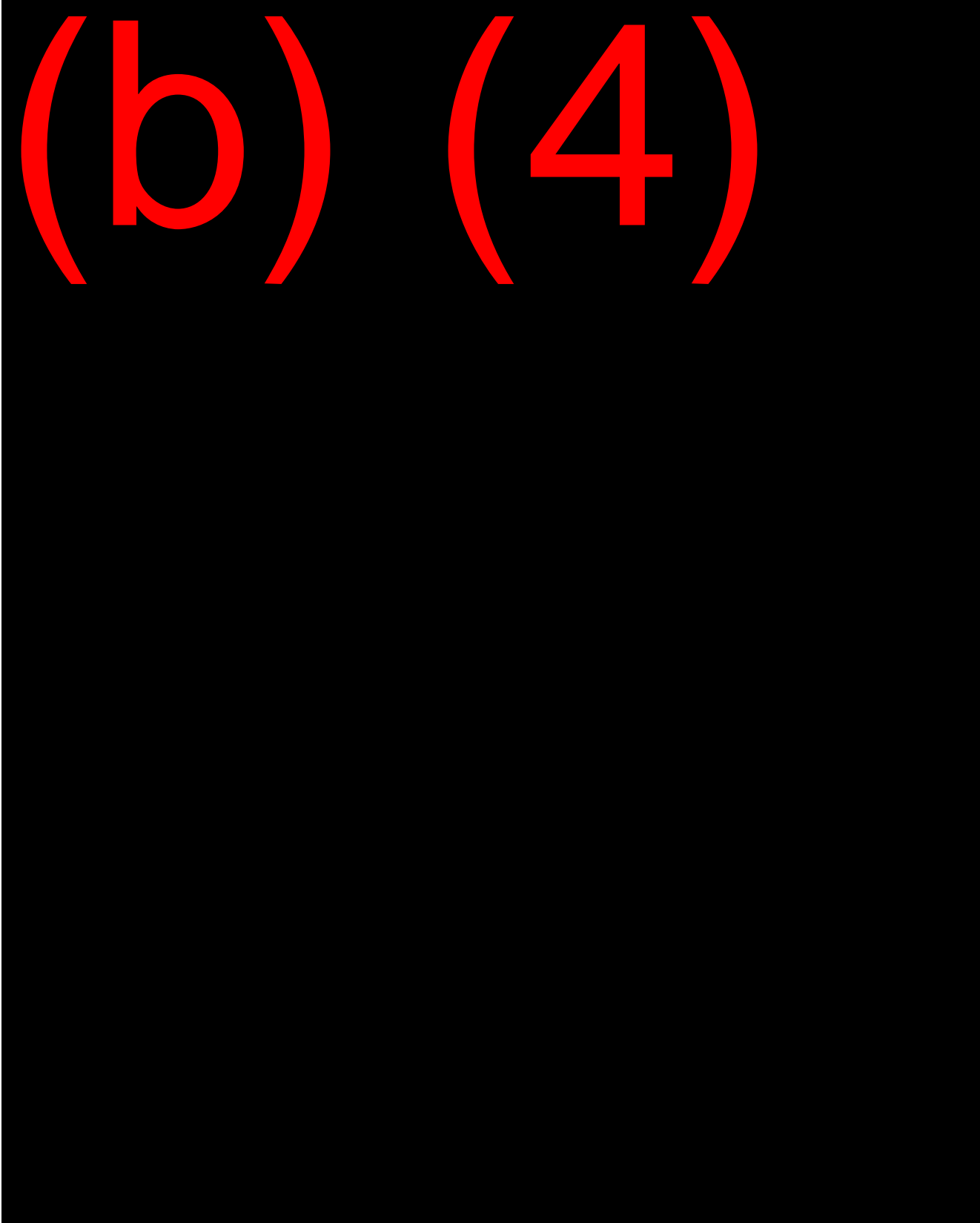
Willis Towers Watson Midwest, Inc.
8400 Normandale Lake Boulevard, Suite 1700
Bloomington, MN 55437
T 763-302-7217
www.willistowerswatson.com

(B) Offerors must submit a notarized letter from an eligible surety in the form provided verifying that the Offeror has a minimum bonding capacity of at least six hundred million dollars (\$600,000,000.00) available for the work associated with this project in the form set forth in Section F Attachments. Letters can be provided that exceed the minimum dollar amount set forth above, but letters indicating “unlimited” bonding are not acceptable. Sureties eligible to provide bonds are described in Section 16-2 below. The selected Design-Builder will be required to maintain the minimum bonding capacity as described in the Agreement for the duration of the Agreement.

Bonding Letter

(b) (4)

Bonding Letter



Bonding Letter

(b) (4)

This page intentionally left blank.



REQUIRED FORMS & SOLICITATION PROVISIONS



GRID CONTROL ROOM - CONFIDENTIAL SOUTHERN CALIFORNIA UTILITY





REQUIRED FORMS AND SOLICITATION PROVISIONS

This contract incorporates one or more provisions and clauses by reference, with the same force and effect as if they were given in full text. Upon request, the Contracting Officer will make their full text available. Also, the full text of a clause may be accessed electronically at:

Bonneville Purchasing Instructions provisions and clauses:

<https://www.bpa.gov/Doing%20Business/purchase/Pages/default.aspx>

- 3-1 Purchasing Standards of Conduct (MAR 2018)
- 7-31 Time-and-Materials/Labor-Hour Proposal Requirements (MAR 2020)
- 7-36 Evaluation of Options (MAR 2018)
- 9-9 Offeror Representation and Certifications – Prohibited Foreign Transactions (MAR 2018)
- 9-47 Notice of Required Use of American Iron, Steel and Other manufactured goods – Buy American Act - Construction Materials (MAR 2018)
- 9-49 Notice of Required Use of American Iron, Steel and Other manufactured goods – Buy American Act - Construction Materials under Trade Agreements (FEB 2016)
- 11-7 Subcontracting with Debarred or Suspended Entities (JUL 2013)
- 12-1 Debriefing Request (JUN 2012)
- 17-21 Nondisclosure for RFP/RFQ (MAR 2018)
- 21-1 Protests Against Award (MAR 2018)
- 24-31 Preparation of Proposal – Construction (MAR 2018)

SOLICITATION PROVISIONS INCORPORATED BY FULL TEXT

TAXPAYER IDENTIFICATION NUMBER (4-1) (MAR 2018)(BPI 4.5.2)

NOTE: (1) Taxpayer Identification Number (TIN) reporting does not apply to a Federal agency, a foreign government or a foreign business not engaged in business or trade or without an agent capable of receiving payment within the United States

(2) The TIN for Bonneville is 93-0334712.

All offerors, other than noted above, are required to submit its Taxpayer Identification Number requested below in order to comply with the Department of Treasury payment processing requirements of 31 U.S.C. 3332 and 7701, and the reporting requirements of 26 U.S.C. 6041, 6041A, and 6050M and implementing regulations issued by the Internal Revenue Service. If the resulting contract is subject to those requirements, the failure or refusal by the offeror to furnish the information may result in a suspension of payment and a thirty-one (31) percent reduction of payments otherwise due under the contract.

Taxpayer Identification Number 41-0740923.

REPRESENTATION REGARDING CERTAIN TELECOMMUNICATIONS AND VIDEO SURVEILLANCE SERVICES OR EQUIPMENT (4-3)

(FEB 2020) (4.11.5(a))

- (a) Definitions. As used in this provision--Covered telecommunications equipment or services, Critical technology, and Substantial or essential component have the meanings provided in clause 4-4, Prohibition on Contracting for Certain Telecommunications and Video Surveillance Services or Equipment.
- (b) Prohibition. Section 889(a)(1)(A) of the John S. McCain National Defense Authorization Act for Fiscal Year 2019 (Pub. L. 115-232) prohibits the head of an executive agency on or after August 13, 2019, from procuring or obtaining, or extending or renewing a contract to procure or obtain, any equipment, system, or service that uses covered telecommunications equipment or services as a substantial or essential component of any system, or as critical technology as part of any system. Contractors are not prohibited from providing--
- (1) A service that connects to the facilities of a third-party, such as backhaul, roaming, or interconnection arrangements; or
 - (2) Telecommunications equipment that cannot route or redirect user data traffic or permit visibility into any user data or packets that such equipment transmits or otherwise handles.
- (c) Representation. The Offeror represents that--It will, will not provide covered telecommunications equipment or services to Bonneville in the performance of any contract, subcontract or other contractual instrument resulting from this solicitation.
- (d) Disclosures. If the Offeror has responded affirmatively to the representation in paragraph (c) of this provision, the Offeror shall provide the following information as part of the offer--
- (1) All covered telecommunications equipment and services offered (include brand; model number, such as original equipment manufacturer (OEM) number, manufacturer part number, or wholesaler number; and item description, as applicable);
 - (2) Explanation of the proposed use of covered telecommunications equipment and services and any factors relevant to determining if such use would be permissible under the prohibition in paragraph (b) of this provision;
 - (3) For services, the entity providing the covered telecommunications services (include entity name, unique entity identifier, and Commercial and Government Entity (CAGE) code, if known); and
 - (4) For equipment, the entity that produced the covered telecommunications equipment (include entity name, unique entity identifier, CAGE code, and whether the entity was the OEM or a distributor, if known).

TYPE OF CONTRACT (7-1)

(MAR 2018)(BPI 7.2.4)

The contract type is: Indefinite Delivery Indefinite Quantity (IDIQ) Single Award Task Order Contract (SATOC).

In order to optimize flexibility with each Task Order and project within each Task Order, Firm Fixed Price, Time and Materials, Cost Reimbursement with Fixed Fee, and Guaranteed Maximum Price (GMP) with an Option to Lump Sum are all suitable methods to be used at the Task Order.

The type of contract will be identified in the Task Order Phase 2 and negotiated in the Task Order Phase 3 modification.

SUPPLIER DIVERSITY PROGRAM AWARD REPRESENTATION (8-1)
(MAR 2018) (BPI 8.3.1.1(A))

NAICS CODE	Size Standard in Millions of Dollars <u>OR</u> Size Standards in Number of Employees
236220	\$39,500,000.00

The offeror represents that:

- it is , is not a small business concern.
- it is , is not a HUBZone small business concern.
- it is , is not a disadvantaged small business concern (this includes Native American owned small business, 8(a) program and any other disadvantaged small business concerns).
- it is , is not a women-owned small business concern.
- it is , is not a economically disadvantaged women-owned small business concern.
- it is , is not a veteran-owned small business concern.
- it is , is not a disabled veteran-owned small business concern.

BUY AMERICAN ACT NOTICE (9-7)
(MAR 2018) (BPI 9.2.4)

The Buy American Act (41 U.S.C. § 8301-8305) generally requires that only domestic construction material be used in the performance of this contract (see the clause entitled "Buy American Act - Construction Materials"). This requirement does not apply to the construction materials:

Materials will be identified in Task Order.

TYPE OF BUSINESS ORGANIZATION (11-1)
(SEP 2002)(BPI 11.12.2.1)

The offeror, by checking the applicable box, represents that-

- (a) It operates as a corporation incorporated under the laws of the State of Minnesota, an individual, a partnership, a nonprofit organization, or a joint venture; or
- (b) It is a local, state, federally recognized Indian tribe, or other governmental entity, (describe _____); or
- (c) If the offeror is a foreign entity, it operates as an individual, a partnership, a nonprofit organization, a joint venture, or a corporation, registered for business in _____ (country) and does does not have an office or fiscal paying agent in the United States; or
- (d) It is a type of business organization not otherwise listed above (describe _____).



MORTENSON · OPSIS · DGA

Mortenson

Daniel C. Mehls
Design-BUILDER
Principal-in-Charge
612.269.0415
dan.mehls@mortenson.com

Opsis Architecture

Paul Kinley
Designer of Record
503.347.2059
paul@opsisarch.com

DGA

Trey Post
Mission Critical Designer
619.972.8106
tpost@dga-mv.com

IDENTIFICATION OF PROJECTS TABLE

MOD TEAM - ATTACHMENT 1, PAGE 1 of 2



a. Project Name	b. Owner	c. Address	d. Delivery Method	e. Design-Build Member and Key Team Member on Project, Project Role	f. Initial Contract Price & Final Contract, Reason for Difference	g. scheduled completion, actual completion Reason for Difference	h. MWBE/Disadvantaged or Business Equity Goal & Achieved	i. Project contact info: Owner Name, Role, Current Address, Email, & Phone Number
Bipole III HVDC Converter Stations	Manitoba Hydro	Box 10, Group 30, RRI, Winnipeg, Manitoba ROE 0K0	Design-Build	Mortenson, Mark Schmidt, Design Phase Executive; Mortenson, Rafe Redmond, BIM/VDC Integrated Construction Manager; Mortenson, Tracey Evers, High Voltage Transmission Advisor	Initial: \$425,173,623 Final: \$433,764,703, Owner Directed Change Orders	Scheduled: 6/30/2018 Actual: 6/30/2018	N/A	Rob Elder Bipole III Converter Stations Division Manager Manitoba Hydro Kullander St, Dugald, MB R0E 0K0, Canada 204.360.7917 relder@hydro.mb.ca
Fort Lewis Building Program	Seattle District USACE	Tacoma, WA	Design-Build	Mortenson, Ron Rainwater, Superintendent; Mortenson, Mark Schmidt, Executive Oversight	Initial: \$455,000,000 Final: \$538,000,000, Owner Directed Change Orders	Scheduled: 11/15/2013 Actual: 11/14/2013	Feat. Two NW MACCS (Goal/Actual) SB: (52%/53%) and (70%/75%) SDB: (6%/8%) and (6%/10%) WOSB: (6%/7%) and (7%/19%) HUBZone: (2%/1%) and (10%/5%) VOSB: (1.5%/1.5%) and (3%/5%) SDVOSB: (1.5%/7%) and (1%/1%) ANC: (0%/5%) and (0%/1%)	Gus Hamsho PM - Owner's Representative THE EXCHANGE, RE - Construction 2140 Liggett Ave JB Lewis-McChord, WA 98433 214.312.6215 hamshog@aafes.com
Facebook Eagle Mountain Data Center Complex	Facebook	1499 North Pony Express, Eagle Mountain, UT 84005	CM at Risk	N/A	Initial: \$629,120,495 Final: \$672,244,769, Owner Directed Change Orders	Scheduled: 10/24/2022	N/A	Alex Johnson Global Director of Infrastructure Construction Management amj@fb.com Confidential Address, Confidential Email
Confidential Fortune 100 Customer Building Program	Confidential Fortune 100 Customer	Beaverton, OR 97006 & Pheoniz, AZ 85338	Design-Build	Mortenson, Dan Mehls, Executive Oversight; Mortenson, Mortenson, Trent Rehfeldt, Senior Project Manager; Mortenson, Ed Livingston, Quality Manager; Mortenson, Dan Sizemore, Executive Oversight; Mortenson, Ron Rainwater, Superintendent; Mortenson, Jason Haden, MEP Manager; Mortenson, Raj Bistaiah, Scheduling Manager; Mortenson, Nick Deutsch, Construction Project Manager	Initial: \$500,000,000+ Final: \$500,000,000+	Scheduled: 11/15/2020	N/A	Nate Reff Director of Construction Confidential Customer 971.317.6173 Dan Pierson Director of Global Facilities, AirMI Confidential Customer 503.252.2027 Confidential Address, Confidential E-mail
Mt. Weather FEMA Emergency Operations Center	Federal Emergency Management Agency (FEMA)	Mount Weather, VA	Design-Build	Mortenson, Mark Schmidt, Design Phase Executive; Mortenson, Mike Hommer, Compliance Officer	Initial: \$36,114,051 Final: \$46,513,597, Office of the President Buildout Added Cost	Scheduled: 5/31/2014 Actual: 5/30/2014	Goal / Actual SB: (45%/79%) SDB: (8%/7%) WOSB: (8%/29%) HUBZone: (3%/0%) VOSB: (3%/6.4%) SDVOSB: (3%/4.3%)	Jay Cohen, Contracting Officer Department of Homeland Security U.S. Department of Homeland Security Washington, DC 20528 540.542.2133 jay.cohen@fema.dhs.gov
GSA New Training Center	General Services Administration	1319 East Parade, Blackstone, VA 23824	General Contractor	Mortenson, Mark Hommer, Compliance Officer Mark Schmidt, Executive Oversight	Initial: \$144,503,262 Final: \$144,503,262	Scheduled: 11/29/2019 Actual: 6/30/2020	Goal / Actual SB: (29%/53%) SDB: (5%/5.6%) WOSB: (5%/11%) HUBZone: (3%/10.4%) VOSB: (3%/1.5%) SDVOSB: (3%/1%)	Abigail Low Project Executive, GSA 100 S. Independence Mall West Philadelphia, PA 19106 215.446.4585 abby.low@gsa.gov

MWBE/DBE KEY:

Small Business (SB), Small Disadvantaged Business (SDB), Woman Owned Small Business (WOSB), Historically Underutilized Business (HUBZone), Veteran Owned Small Business (VOSB), Service Disabled Veteran Owned Small Business (SDVOSB), Alaska Native Corporation (ANC)

**IDENTIFICATION OF PROJECTS TABLE
MOD TEAM - ATTACHMENT 1, PAGE 2 of 2**



a. Project Name	b. Owner	c. Address	d. Delivery Method	e. Design-Build Member and Key Team Member on Project, Project Role	f. Initial Contract Price & Final Contract, Reason for Difference	g. scheduled completion, actual completion Reason for Difference	h. MWBE/ Disadvantaged or Business Equity Goal & Achieved	i. Project contact info: Owner Name, Role, Current Address, Email, & Phone Number
BPA Starr Complex Strategic Framework Guide	Bonneville Power Administration	5411 NE Hwy 99, Vancouver, WA 98663	N/A	Opsis Architecture Chris Roberts, Project Manager Lindsay Furlong, Project Manager	N/A	July 2017	N/A	Thane Miller Program Manager Bonneville Power Administration P.O. Box 3621, Portland, OR 97208 360.524.1469 tmiller@bpa.gov
Industrial Technology Center	Clackamas Community College	19600 Molalla Ave, Oregon City, OR 97045	CM/GC	Opsis Architecture Paul Kinley, Principal-in-Charge John Shorb, Project Manager	Initial: \$16,221,159 Final: \$20,371,220 (Parking lot added & owner requested adds)	Scheduled: 7/5/2018 Actual: 8/1/2018 (weather & owner requested changes)	N/A	Bob Cochran, Dean of Campus Services, Clackamas Community College Role: Dean of Campus Services 19600 Molalla Avenue, Oregon City, OR 97045 503.594.6790 bobc@clackamas.edu
Gonzaga John J Hemmingson Center	Gonzaga University	702 E Desmet Ave, Spokane, WA 99202	Design-Build	Opsis Architecture Paul Kinley, Project Manager Heather DeGrella, Sustainable Designer	Initial: \$42,659,054 Final: \$45,648,269 Owner scope change, additional / unanticipated costs fell within the construction contingency of original base budget	Scheduled: 7/15/2015 Actual: 7/1/2015	N/A	Chuck Faulkinberry Former Hemmingson Center Director at Gonzaga University 407.761.2214 chuckfaulkinberry@gmail.com Private Address
PG&E Vacaville Campus	Pacific Gas & Electric	650 Merchant Street Vacaville, CA 95688	Progressive Design-Build	DGA Trey Post, Mission Critical Subject Matter Expert and Principal-in-Charge Mark Posnick - Project Manager QC	Initial: \$65,000,000 Final: \$65,000,000 (Multiple Projects)	Scheduled: 4/1/2019 Actual: 4/1/2019	N/A	(b) (4)
Grid Operations Control Center	(b) (4) CA		Negotiated General Contractor	DGA Trey Post, Principal-in-Charge Gary Leivers, Lead Project Designer	Initial: (b) (4) Final: (b) (4) Expanded footprint and additional technology	Scheduled: 6/1/2018 Actual: 7/1/2018 Additional fixture furniture and equipment installation and commissioning	N/A	