



WT PARTNERSHIP CAPABILITY STATEMENT

2022

CONTENTS

OUR EXPERTISE	3
WHO WE ARE	4
OUR HISTORY	6
OUR OFFERING	7
THE DETAIL	8
OUR EXPERIENCE	13



OUR EXPERTISE

WT IS ONE OF THE FASTEST GROWING ADVISORY FIRMS IN NORTH AMERICA. FOUNDED IN AUSTRALIA BACK IN 1949, WT HAS BEEN A FORCE IN NORTH AMERICA SINCE 2010. A TRUSTED ADVISOR TO OWNERS, DEVELOPERS, GOVERNMENT AND PRIVATE SECTOR CLIENTS, WT CURRENTLY MANAGES BILLIONS OF DOLLARS OF ACTIVE MEGA PROJECTS ACROSS NORTH AMERICA. WHEN YOU WORK WITH WT, YOU ARE WORKING WITH THE COLLECTIVE THINKING OF OVER 1,700 OF THE PROFESSION'S LEADING PEOPLE.

OUR EXPERTISE covers the building, construction, and infrastructure sectors, as well as the management of facilities and the provision of consultancy services. WT provides integrated project services throughout the property / asset lifecycle.

OUR CLIENTS can draw on expertise from our cost consulting, project delivery, and P3 advisory consultancy services to ensure project goals are realized.

OUR GOAL is the achievement of our client's ultimate commercial objectives through optimized solutions.

WT is a global firm with over 70 years of history supporting owners, developers, and lenders deliver major infrastructure projects. We currently employ over 1,700 staff across the globe and have been sustainably growing across North America since 2010 with offices in the US, Canada, and Mexico.

[IF YOU WOULD LIKE TO FIND OUT MORE ABOUT WT...](#)



WHO WE ARE

CORPORATE

- FOUNDED IN 1949
- 1,700 STAFF GLOBALLY
- 13 LOCATIONS ACROSS THE UNITED STATES, MEXICO & CANADA
- OPERATING IN NORTH AMERICA SINCE 2010

NORTH AMERICAN TEAM

- OVER 200 YEARS COMBINED INDUSTRY EXPERIENCE
- COMBINED PORTFOLIO OF OVER \$62 BILLION IN MAJOR PROJECT, PROGRAM, AND INVESTMENT ADVISORY
- RECOGNIZED AND PUBLISHED SUBJECT MATTER EXPERTS IN MAJOR PROJECT STRUCTURING, PROJECT DELIVERY, GOVERNANCE & PROJECT AUDIT, ENERGY AND SUSTAINABILITY MANAGEMENT, CAPITAL, AND OPERATIONAL COST MODELING

SERVICE DIVERSITY

- INDUSTRY LEADING PORTFOLIO
- \$20.3 BILLION OF COST CONSULTING SERVICES
- \$18.4 BILLION OF LENDER'S DUE DILIGENCE SERVICES
- \$18.3 BILLION OF CONSTRUCTION PHASE AUDIT SERVICES
- \$7.5 BILLION OF GRANTOR / OWNERS ADVISORY SERVICES

PREMIUM CLIENT EXPERTISE

OUR TEAM HAS EXPERTLY ASSISTED THE FOLLOWING ORGANIZATIONS:



OUR FOOTPRINT

13

NORTH AMERICAN OFFICES

UNITED STATES

- Austin, TX
- Boston, MA
- Cincinnati, OH
- Honolulu, HI
- Los Angeles, CA
- New York, NY
- Phoenix, AZ
- Raleigh, NC
- San Francisco, CA
- Seattle, WA

CANADA

- Toronto, ON
- Calgary, AB

MEXICO

- Mexico City



wfpartnership.co

52

GLOBAL OFFICE LOCATIONS

OCEANIA

AUSTRALIA

- Adelaide
- Brisbane
- Cairns
- Canberra
- Geelong
- Gold coast
- Hobart
- Melbourne
- Perth
- Sydney

NEW ZEALAND

- Auckland
- Wellington
- Christchurch

ASIA

CHINA

- Beijing & Tianjin
- Shanghai & Hangzhou
- Guangzhou & Shenzhen
- Chongqing & Wuhan
- Suzhou
- Chengdu

HONG KONG

- INDONESIA
Jakarta
Jogjakarta
Bali

MACAU

- MALAYSIA**
Kuala Lumpur

SINGAPORE

- THAILAND**
Bangkok

VIETNAM

- Ho Chi Minh City
- Hanoi

UK & EUROPE

UK & CHANNEL ISLANDS

- Belfast
- Birmingham
- Cambridge
- Exeter
- Guernsey
- Leeds
- London
- Manchester
- Nottingham
- Sheffield
- Southampton
- Swansea

GERMANY

- Stuttgart

ITALY

- Milan

SPAIN

- Madrid

SWEDEN

- Stockholm

INDIA

- Bangalore
- Chennai
- Delhi
- Hyderabad
- Mumbai
- Pune

MIDDLE EAST

- Abu Dhabi



OUR HISTORY

FROM 2015 TO HERE IN 2022, WE'VE SECURED SOME INCREDIBLE PROJECTS AND CLIENTS ACROSS NORTH AMERICA, RANGING FROM HAWAII IN THE WEST, TO NEWFOUNDLAND IN ATLANTIC CANADA.

WT was founded in 1949 by two men who met during WWII, sharing the same initials of WT and the profession of construction cost management. They established WT in Adelaide, Australia and London, England simultaneously, so we've been a global business from the outset.

The North American business began in 2010 with the establishment of our presence in Mexico City, focused predominately on high-end residential and hospitality projects, for several of our global clients. In 2015, the opportunity arose to leverage our experience with the opening of the US P3 market and the inception of the UC Merced 2020 project transaction. Thus, WT North America's first US based project was a \$1.3 B 'never been done before' P3 project for the University of California—that, we've taken in our stride. A deal was struck, and the project was delivered on-schedule and on-budget.

“OVER 70 YEARS OF TRADING, WE'VE NEVER SEEN GREATER DEMAND FOR OUR SERVICES THAN TODAY. WE HAVE GROWN MORE IN THE PAST 10 YEARS THAN THE PRECEDING 60 YEARS COMBINED.”



OUR OFFERING

MANY KNOW US AS ‘P3’ PEOPLE, BUT WE’RE A LOT MORE THAN THAT.

We know how to manage the complex upfront process by working with you to distill your vision and turn that into an actionable strategy. We have demonstrable experience translating a bold vision into tangible development plans that satisfy stakeholders and garner leadership support. Our service offering is summarized in the table below.

P3 PLANNING, DEVELOPMENT & TRANSACTION ADVISORY	REAL ESTATE ADVISORY	PROJECT DELIVERY	COST CONSULTING
<ul style="list-style-type: none"> ▪ Vision and Strategy Creation; ▪ PMO Establishment and Governance Analysis; ▪ Procurement Analysis and Management; ▪ Project Delivery & Business Case Analysis; ▪ Industry / Market Soundings; ▪ Procurement Development; ▪ (RFI, RFQ, RFP, Technical Requirements & Project Agreements); ▪ Technical Risk Assessments; ▪ Availability Payment; Structures/Payment Mechanisms; ▪ Collaborative Dialog Meetings; ▪ Technical Submittal and Evaluation; ▪ Space Planning; ▪ Programming; and ▪ Education / P-16 Expertise 	<ul style="list-style-type: none"> ▪ Strategic Real Estate Planning ▪ Market Fundamental Analysis ▪ Pre-entitlement and Due Diligence Services ▪ Monetization and Value-Capture Strategies and Implementation ▪ Full Procurement Services (RFI, RFQ, RFP) ▪ Developer Selection and Negotiations ▪ Public/Private Transaction Structuring ▪ Development/Economic Incentive Negotiations ▪ Community Benefits Agreements/Packages ▪ Reuse Strategies ▪ Site Development Strategies ▪ Downtown/Corridor Strategies ▪ Housing/TOD ▪ Sustainability Advisory ▪ Land Use Planning ▪ Tax increment financing districts ▪ Public/Business Improvement District ▪ Community Facility Districts 	<ul style="list-style-type: none"> ▪ Design Review; ▪ Project Management; ▪ Construction Management; ▪ Contract Management; ▪ Real Estate Development Strategy; ▪ Design Management / Review; ▪ Document Management; ▪ Project Controls; ▪ Schedule Review and Analytics; ▪ Stakeholder Management; ▪ Permitting, 3rd Party Approvals and Inspections; ▪ Schedule Management; ▪ Change Order Management; ▪ Technical Conflict Management; ▪ Communication Management and Website maintenance; ▪ Dispute Resolution; and ▪ Claims Management 	<ul style="list-style-type: none"> ▪ Cost Estimating; ▪ Budget Establishment and Management; ▪ Cost Planning and Management; ▪ Operations and Maintenance Phase Cost Planning and Analysis; ▪ Lifecycle Cost Planning and Analysis; ▪ Change Order Pricing, Negotiation and Settlement; ▪ Capital Budget / Financing Strategies; ▪ Cost Reporting; ▪ Drawdown Management; ▪ Cashflow Analysis (S-Curve); ▪ Bidder Price Analytics; and ▪ Value Management / Engineering and Initial Financing Options



THE DETAIL

P3 ADVISORY

We work with conventionally funded capital projects every day of the year. We also work with existing assets and have advised clients on a variety of strategies to support their objectives. Public Private Partnerships (P3) is one approach that can be very effective – or very dangerous, without good advice and guidance. That’s where WT comes in.

With a focus on strong client relationships, we’ve developed our service offering into the more peripheral areas of quantity surveying, assisting clients in achieving the best commercial outcome. Our technical advisory benefits are rewarded with a significant source of repeat business, as clients know they’re in safe hands.

WT PARTNERSHIP IS PROUD TO BE RANKED #2 IN THE GLOBAL P3 TECHNICAL ADVISOR LEAGUE TABLES, (TECHNICAL ADVISOR, PPP TRANSACTIONS, BY TOTAL VALUE) RANKED BY INFRAMATION – AN ACURIS COMPANY

WT has successfully supported clients through each phase of the project development lifecycle. From developing the commercial foundations of a robust and bankable bid, through management of construction, operational commencement and even asset disposal, our highly experienced team comprehensively guide clients to their best commercial outcome.

PROJECT DELIVERY

WE PROVIDE LEADERSHIP AND INDEPENDENT REPRESENTATION FULFILLING ROLES SUCH AS OWNER’S REPRESENTATIVE, INDEPENDENT CERTIFIER, AND CM FOR FEE.



Our project delivery team supports clients during the construction phase to help deliver projects which meet their corporate objectives. We provide leadership and independent representation fulfilling roles such as Project Manager, Superintendent, Independent Assessor, Independent Certifier, and Owners Representative.

DELIVERING PROJECTS TO MEET YOUR OBJECTIVES

Current market conditions, evolving procurement methods and dynamic client requirements are placing greater emphasis on the need for agile, multi-skilled managers and cost control professionals on projects, rather than traditional reactive management and cost reporting. To meet this need, we provide a flexible, innovative, and highly professional service with a bench of qualified Project and Cost Managers.

We pride ourselves on our ability to deliver excellence across the board and, in order to achieve this, the services we offer are both diverse and flexible. Our Project Delivery services can be deployed either individually or collectively with another WT advisor service, allowing us to tailor

our approach perfectly to suit our client's requirements, delivering a truly bespoke approach to each client's needs.

REAL ESTATE ADVISORY

WE PROVIDE LEADERSHIP AND INDEPENDENT REPRESENTATION FULFILLING ROLES SUCH AS OWNER'S REPRESENTATIVE, INDEPENDENT CERTIFIER, AND CM FOR FEE.

Working in close conjunction with the more technical and performance based P3 offerings, WT's Real Estate Advisory Services offers public and private clients a wide range of analytics, due diligence and pre-entitlement, market outreach, and procurement options to help clients maximize the value of real estate holdings. An integral part of any real estate strategy, our Real Estate Advisory team identifies and develops 'best value' monetization strategies for our clients through detailed real estate market analyses. We assist our clients with strategic real estate and site development planning, pre-entitlement and due diligence services, monetization, and value-capture strategies all the way through procurement, developer selection, and negotiation.

WT's unique service provision in the project delivery, P3, and cost consulting markets offers our Real Estate Advisory team direct access to senior level subject matter experts, allowing us to provide a more robust set of recommendations and market-driven options to position real estate opportunities for the greatest chance of development. Our Real Estate Advisory Team offers public-private transaction structuring, development/economic incentive negotiations, and community benefits agreements/packages. Having worked in the real estate market from both public and private perspectives, our Real Estate Advisory team is highly versed in the full spectrum of real estate consulting ranging from land use planning and pre-entitlement analyses through selecting a developer for new ground-up projects or redevelopment of existing assets. Given these experiences, our team of experts employs innovative methods in approaching, evaluating, and tailoring real estate advice customized to our clients' goals and objectives.

MAXIMIZING MONETIZATION OPPORTUNITIES

Our Real Estate Advisory team is constantly evaluating trends, zoning, and relevant factors influencing the current and forecasted landscape of the real estate market. Our Real Estate Advisory practice supports and guides clients to leverage market shifts and exploit economically advantageous real estate opportunities. From conception to market outreach and through procurement and developer selection, WT takes great pride in assisting our clients in optimizing the value of their real estate holdings through careful due diligence, market studies, trends, reports, and extensive strategic planning and market positioning.

INFRASTRUCTURE COST MANAGEMENT

Given our diverse and unique breadth of skills and training, we can deliver formidable cost management benefits to our clients. We provide cost management offerings, which assist both public and private sector clients in achieving optimum project outcomes. Our input is invaluable from the earliest stage of the project, and our detailed understanding of costs for civil and infrastructure works provides invaluable information when assessing feasibility.

Cost management should be an integral part of any robust risk management process. Our team provides the benefit in identifying and defining areas of potential exposure, and implementing strategies, minimizing downstream costs without sacrificing value. We optimize the capital works budget rather than solely minimizing cost. This methodology ensures unnecessary costs are eliminated and delivers the best value within agreed budget parameters.

FLEXIBLE, INNOVATIVE AND HIGHLY PROFESSIONAL

We provide realistic and comprehensive cost advice on all aspects of the project - from the earliest feasibility stages, strategic, concept and detailed design phases, through to construction completion. Our cost reporting methodology is specifically designed to assist clients in making decisions on an informed basis.

BUILDING & ENGINEERING COST MANAGEMENT

At WT, we are a multi-disciplinary team that understand the sophistication of building and engineering benefits required to meet client needs. We can help you understand all implications on any proposed design changes – an essential tool in optimizing the project budget outcome.

Complex technologies and the need for sustainable solutions have led to more sophisticated building and engineering management. We have an important edge in that our team has proven ability in providing early cost estimates prior to the design being developed. Drawing from our extensive database using benchmark costs, we ensure things are moving in the right direction from the outset.

BUILDING ENGINEERING OFFERINGS CAN ACCOUNT FOR UP TO 50% OF TOTAL CONSTRUCTION COSTS

The production of building and engineering construction designs is often a slow process and can account for up to 50% of total construction costs. Our cost plans follow a recognized structure throughout, making it possible to review the design and cost plan holistically, and understand all the implications if any changes are suggested. We recognize the importance of ensuring building and engineering plans are cost and value managed to the same degree as the architectural and civil structural engineering elements.

Our team evaluates all items, both technically and commercially, and our presence will provide total proactive cost and value management through all phases of the project life cycle.

Our role does not end once a contractor has been appointed. We maintain the same integrity while agreement of valuations, variations, and final accounts are settled. This final information is a key component of our service.

ASSET & FACILITIES MANAGEMENT

Asset and Facilities Management has always been an important element of property development, ownership, and occupancy. We focus on improving overall asset performance by developing and achieving client objectives, operational performance targets, and measures.

FUNDS SPENT ON BUILDING MAINTENANCE MUST RETURN THE BEST POSSIBLE VALUE

The main objectives of our Asset and Facilities management service offering are to:

- Optimize whole of life costs of building assets and facilities management operations including budget planning, forecasting annual and programed expenditure, and financial reporting;
- Align core business strategies with the asset operational environment to enhance overall business performance;
- Maximize development opportunities and long-term operational effectiveness through strategic sourcing, specifications and contract documentation, and critical value engineering of design and development options;

- Enhance transparency of process and eliminate wasteful practices to drive continuous improvement in the management of assets;
- Respond to the increased exposure to environmental and statutory compliance;
- Identify funding gaps and improve long term operational funding and performance; and
- Monitor in-house and outsourced operations in terms of contract and financial performance.

We adopt a systematic and robust process to ensure significant value is provided to your business.

SUSTAINABILITY

COMMERCIAL SOLUTIONS TO 'GREEN' CHALLENGES

Our sustainability team provides independent, commercial solutions to our clients 'Green' challenges. We offer a comprehensive suite of benefits tailored to requests and requirements and work collaboratively to integrate our services with other WT offerings to ensure desired project outcomes are reached.

CERTIFICATIONS



As an add service, WT provides indicative cost benefit and sustainability analyses. Our approach is to balance upfront investment, with long term financial performance, community, and social benefit. Our assessment evaluates qualitative and quantitative short and long-term economic, environmental, and social impacts associated with implementing a green forward project. This empowers our clients to make informed decisions to maximize return on their investment. We have staff members with Leadership in Energy and Environmental Design (LEED) and WELLS certifications.

ASSET & BUILDING CONSULTING

Our team provides advice on the condition of assets and facilities and the approach to efficient management. We adopt a commercial lens to ensure that our client's imperatives are our focus.

ENABLING INFORMED ASSET DECISIONS

This is attained by overlaying the commercial practicalities of asset ownership throughout the property lifecycle to ensure our clients are aware of the commercial impediments, rectifiable issues, forecast capital expenditure, and actual/forecast operational efficiency of the property/asset.

INDEPENDENT COMMISSIONING MANAGEMENT

Our experienced commissioning management team provide independent verification that the building services have been commissioned as per the design intent and give the client comfort knowing they have mitigated their risk of building services failure.

EFFICIENCY AND PERFORMANCE

Commissioning management not only occurs at completion, but also across the project, through all phases from concept to hand over and through to building tuning. We are focused on the end result to reduce building services risk and achieve maximum performance and efficiency.

DELAY ANALYSIS & PROGRAM SCHEDULING

In the ever-evolving construction and infrastructure landscape, effective programming and planning techniques are fundamental to the successful delivery of major projects. WT has extensive experience delivering programming services including detailed status and delay analysis for our clients, adding value, and providing surety. Our demonstrated expertise encompasses planning and scheduling, claims and disputes, and cost management for specialist project related disciplines in all major industry sectors, including P3s.

STAYING ONE STEP AHEAD OF POTENTIAL DELAYS TO MITIGATE INCREASED RISK AND COST

We understand the potential risks and knock-on effects delay can have on a project; one day of delay at an early stage can translate to much more down the track. We have an inherent appreciation of the cause, effect and costs involved, every step of the way. We offer the following:

- Independent monitoring and reporting of programs;
- Program risk and issue management;
- Program analysis - critical path method (CPM);
- Extension of time (EOT) preparation or defense;
- Advice on delay mitigation strategies and corrective actions;
- Analysis of delay, disruption, and acceleration claims / analysis;
- Analysis of the cost of delays and damages assessment;
- Management of contractual claims;
- Forensic Analysis and Expert Witness reporting; and
- Comparison of contract works programs against updated programs.

OUR EXPERIENCE

WE GUIDE CLIENTS THROUGH EACH PHASE OF MAJOR ASSET LIFECYCLE THROUGH A “BEST-FOR-PROJECT” APPROACH, LEADERSHIP, AND INSIGHT.

SPECIALISTS IN EDUCATION

Our Advisory and Education Group’s primary role in every commission we do, is to be the ‘technical translator’ with impartial advice for project stakeholders. Our technical background allows us to review, analyze and opine upon all aspects of asset development, including project costs, utilizing the combined skills and training of quantity surveyors. We understand how strong bids are put together, we understand how robust assets are built, and we know how assets need to be managed to achieve their investment return.

We are the conduit that enables owners and other interested stakeholders to define their budget on their terms, not at the mercy of a general contractor. Our experience enables us to ask the right questions in a timely fashion, mitigating potentially challenging, unplanned costs to keep project delivery on time and budget. In doing so, this provides an independent point of reference and due diligence which significantly aids better decision making and prudent investment.

From an extensive suite of technical services, we create a bespoke formula of advisory services for each client which is tailored to their business, their sector, and their development project. We achieve this through adopting an agile structure bringing together technical specialists and subject matter experts to each project, seamlessly combined by a continuity of client interface by our management team.

HIGHER EDUCATION

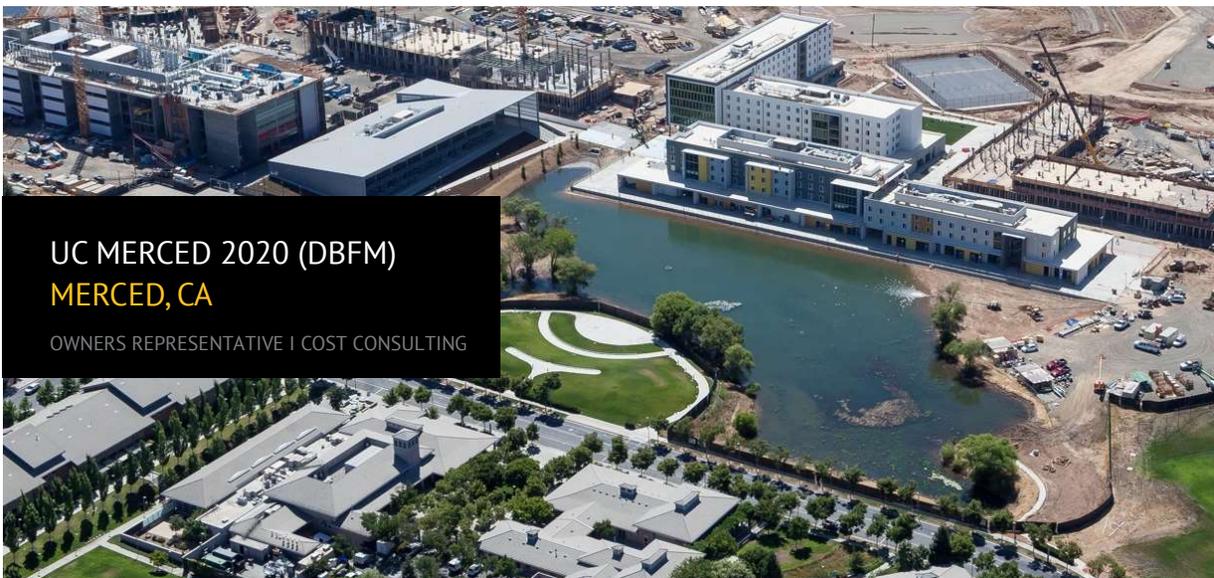
WT’s clients have benefitted from our exposure to various projects in the Education and Research sector, including one of the largest, most complex social infrastructure projects undertaken in the US to date. This specialist area requires experienced heads who understand the pedagogical and commercial aspirations that higher education institutions are working to realize in a globally competitive market.

From specialist research and acute teaching hospitals through to student housing, WT has worked in hand with clients to drive value for money, maximize design quality and achieve the best commercial outcome.



K-12 EDUCATION

Our team is fully aware that accurate advisory is not only important for successful future capital development but, beyond that, we understand how providing value now will impact a district’s ability to budget programming, staffing, supplies, and infrastructure for staff and students. Staff and students who deserve the utmost quality in the resources and learning environment available to them to grow and prosper in neighborhood districts across the country. Additionally, school levies are of critical importance to maintaining healthy, thriving school districts, and providing safe and efficient facilities to serve our communities. School district facilities departments depend on unbiased advice on market conditions and ensuring they receive value on their projects. WT understands the costs related to planning for capacity needs and master planning, in the development of capital construction projects, that can lead to a winning levy campaign.



UC MERCED 2020 (DBFM)
MERCED, CA
 OWNERS REPRESENTATIVE | COST CONSULTING



UC Merced 2020 (DBFM) Merced, CA

PROJECT SUMMARY: As one of the largest, most complex social infrastructure projects undertaken in the US to date (\$1.3 Billion), the UC Merced 2020 project saw the Merced campus expand to support a significant increase in student intake including enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping. The WT Team has been engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure. WT's efforts contributed to over \$130 million in cost savings, which ultimately facilitated the project achieving budget compliance, without undue compromise on quality or scope of design.

THE PROJECT PROFILES ON THE FOLLOWING PAGES PROVIDE ADDITIONAL INSIGHT ON THE DIVERSITY OF FACILITY TYPE AND SCOPE AND SCALE OF DEVELOPMENT ACROSS THE UC MERCED 2020 PROJECT.





UC MERCED 2020: CENTRAL PLANT

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule
Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

As a component of one of the largest, most complex social infrastructure projects undertaken in the US to date (UC Merced 2020), WT oversaw the upgrading and refurbishment of the campus's Central Utility Plant. Built in 2005, the Central Utility Plant (CUP) was the first energy plant in the United States to be certified LEED Gold.

The UC Merced Central Plant generates and distributes chilled water, heating hot water and steam. Incoming electrical services from PG&E and the Campus photovoltaic array are managed and distributed from the Central Plant. Chilled water is distributed to campus buildings for the purpose of equipment cooling and space conditioning. Heating hot water is distributed for the purposes of space conditioning.

A feasibility study was also carried out to determine the if the introduction of a new TES tank was necessary to meet the growing campus' heating and cooling needs.



UC MERCED 2020: RECREATION FIELDS

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

As one of the largest, most complex social infrastructure projects undertaken in the US to date, The UCM 2020 project saw the Merced campus expand to support a significant increase in student intake including; enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping.

The WT Team was engaged from Developer Proposals through to Operational Handover across the campus expansion, including the development of Outdoor Recreation Fields located adjacent to the competition soccer field and competition swimming pool. The fields border Scholars Lane on the north and have the ability to be combined for large campus events.



UC MERCED 2020: HEALTH & ATHLETIC CENTER

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

As one of the largest, most complex social infrastructure projects undertaken in the US to date, The UCM 2020 project saw the Merced campus expand to support a significant increase in student intake including; enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping.

The WT Team was engaged from Developer Proposals through to Operational Handover across the campus expansion, including the development of athletics and recreational facilities which are part of a campus precinct dedicated to health and wellness. Anchoring that precinct is a 31,000 GSF Wellness and Counseling Center that includes facilities for medical services and psychological counseling.



UC MERCED 2020: SUSTAINABILITY RESEARCH & ENGINEERING LABORATORY

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

As one of the largest, most complex social infrastructure projects undertaken in the US to date, The UCM 2020 project saw the Merced campus expand to support a significant increase in student intake including; enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping.

The WT Team was engaged from Developer Proposals through to Operational Handover across the campus expansion, including the development of three teaching and research buildings. Within each building, wet/dry laboratories are organized around modular planning principles that enable the configuration of the building to evolve over time. At the intersection between research and class laboratories, building users will find conference rooms, break rooms, and colloquy spaces arranged to bring people together across divisions and departments to create dynamic learning environments.



UC MERCED 2020: ARTS & COMPUTATIONAL SCIENCES LABORATORY

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change
Management, Construction
Cost & Schedule Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

As one of the largest, most complex social infrastructure projects undertaken in the US to date, The UCM 2020 project saw the Merced campus expand to support a significant increase in student intake including; enhancements to academic, administrative, research, recreational, student residence and student services buildings, utilities and infrastructure, outdoor recreation and open space areas, and associated roadways, parking and landscaping.

The WT Team was engaged from Developer Proposals through to Operational Handover across the campus expansion, including the development of the Arts & Computational Sciences Laboratory, showcasing an active program clustered around activity nodes and interconnected outdoor spaces. These features ease wayfinding and foster impromptu meetings and collaboration for students, faculty and staff. Exterior circulation articulates the pedestrian experience at the ground and upper levels facing the Academic Quad. This allows all levels of the building to participate in the campus experience, and helps the building display its function. Balconies and exterior gathering spaces denote major pedestrian pathways.



UC MERCED 2020 HOUSING 1A/3B: GRANITE PASS

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change Management,
Construction Cost & Schedule
Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

Located just south of Little Lake, Housing 1A/3B provides additional undergraduate residential housing to UC Merced. The building was delivered in two phases, with the northern phase opening in Fall 2018 and the southern portion opening in 2020, exceeding it's LEED Gold design target.

The residence hall stands four stories tall and edges Little Lake with a pedestrian boardwalk. Study rooms, lounge spaces, meeting spaces and sheltered bike storage are available within the hall. Ground floor public spaces include classrooms and student life space connected to the pedestrian circulation network.

The WT Team was engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure, including this 146-room, 100,000 GSF housing facility.



UC MERCED 2020 HOUSING 3C: SENTINEL ROCK

SANTA CRUZ, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change Management,
Construction Cost & Schedule
Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

Housing 3C (Sentinel Rock) provides additional undergraduate residential housing to UC Merced and recently exceeded its target of LEED Gold building certification.

Study rooms, lounge spaces, meeting spaces and sheltered bike storage are available within the hall. Ground floor public spaces include classrooms and student life space connected to the pedestrian circulation network.

The WT Team was engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure, including this 223-room, 127,000 GSF housing facility.



UC MERCED 2020 HOUSING 3D: EL PORTAL

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change Management,
Construction Cost & Schedule
Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

Housing 3D (El Portal) is a mixed-used student residence hall located at the gateway to most of UC Merced's campus expansion. The building is 5 stories tall and exceeded its design goal of LEED Gold certification.

The WT Team was engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure, including this 193-room, 131,000 GSF housing facility.



UC MERCED 2020 HOUSING 3D: EL PORTAL

MERCED, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Merced

SERVICES

Owner's Representation,
Organizational Change Management,
Construction Cost & Schedule
Management

COMPLETION DATE

2015-2020

PROJECT SUMMARY

Overlooking the new multipurpose Dining Facility, Housing 1B, ("Glacier Point") provides additional undergraduate residential housing to UC Merced and recently exceeded it's LEED Gold design target.

The residence hall stands 6 stories tall and acts as a northern gateway to the residential areas of Academic Walk. Study rooms, lounge spaces, meeting spaces and sheltered bike storage are available within the hall. Ground floor public spaces include classrooms and student life space connected to the pedestrian circulation network.

The WT Team was engaged from Developer Proposals through to Operational Handover, including providing a full suite of cost management and construction schedule services across multiple phases, on 13 campus buildings and related infrastructure, including this 270-room, 163,000 GSF housing facility.



UC SANTA CRUZ STUDENT HOUSING WEST

SANTA CRUZ, CALIFORNIA



PROJECT DETAILS

CLIENT

University of California, Santa Cruz

PROJECT VALUE

\$Confidential

SERVICES

Facilities Management Consultancy, P3 Advisory, Project Delivery & Construction Cost Management

COMPLETION DATE

2017- Present

PROJECT SUMMARY

UC Santa Cruz is undertaking a major housing initiative. The Student Housing West project is part of President Napolitano’s system-wide initiative to build 14,000 beds across the UC system by 2020. The new housing development builds upon prior studies and demand analyses conducted in 2014 and 2015. Units are being built for upper division undergraduates, graduate students, and students with families. The project will deliver 3,000 beds to campus by 2022.

WT is providing end-to-end project delivery and construction cost management services through the transaction management, contract negotiation and project delivery phases. WT’s efforts navigating design, scope and financial structure changes have led to recent project approval by UC Regents.



UNIVERSITY OF TEXAS AT SAN ANTONIO (UTSA) INTEGRATED DELIVERY MANAGEMENT CAPITAL PROGRAM,

SAN ANTONIO, TEXAS



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$Confidential

SERVICES

P3 Advisory, Cost Consulting, Project Delivery

COMPLETION DATE

2019 - Present

PROJECT SUMMARY

WT was engaged as the Integrated Program Delivery Program Manager on UTSA’s most comprehensive capital investment expansion in the school’s history. WT will support UTSA in delivering on their 10-year vision to transform and further position the City of San Antonio and the university as global leaders in cybersecurity, data science, artificial intelligence, and information management and technology.

Preliminary development plans encompass over one million square feet and at least a half-billion-dollar investment. WT worked closely with UTSA to leverage the development’s scale to drive significant change in the procurement and delivery of physical assets, providing advisory on the assessment of organizational capacity and integrated delivery ‘readiness,’ processes and project delivery tools, budget, and market sounding.



UTSA INSTITUTE OF TEXAN CULTURES

SAN ANTONIO, TX



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$TBD

SERVICES

Real Estate Advisory Services & Project Management

COMPLETION DATE

2021 - Present

PROJECT SUMMARY

WT provided real estate due diligence and market analytical services on behalf of UTSA to the Urban Land Institute on UTSA's Institute of Texan Cultures (ITC) campus. Services included analysis on historical background, vacant land, economics, demographics, housing, and private development opportunities. WT worked with UTSA on community and public engagement strategies and planning sessions.



UNIVERSITY OF HOUSTON AT SUGAR LAND

SUGAR LAND, TEXAS



PROJECT DETAILS

CLIENT

University of Houston at Sugar Land

PROJECT VALUE

\$TBD

SERVICES

Real Estate Advisory, P3 Advisory, Feasibility

COMPLETION DATE

TBD

PROJECT SUMMARY

Members of WT's team are providing a comprehensive outline for the potential implementation of public private partnerships for a 40-acre parcel designated for Industry Partnerships. WT has performed multiple workstream analyses including Master Plan Analysis, Procurement and delivery model Analysis, Capital Budget / Funding Strategies, Stakeholder Mapping, a Communication Strategy, a Governance Analysis, Real Estate Advice, Initial Financing Options, and Industry Partner identification



UNIVERSITY OF HOUSTON

HOUSTON, TEXAS



PROJECT DETAILS

CLIENT

University of Houston

PROJECT VALUE

\$TBD

SERVICES

Real Estate Advisory, P3 Advisory, Feasibility

COMPLETION DATE

TBD

PROJECT SUMMARY

Members of WT’s team are providing UH with support when identifying potential P3 opportunities (including creative monetization and concession arrangements in addition to conventional P3 structures). WT is tasked with evaluating market, commercial and financial feasibility for projects, assisting the University’s programming and stakeholder engagement process, and delivering a robust understanding of the development potential of UH’s assets in relation to the current market trends in the broader Houston market and individual sub-markets. This report will equip the University with data, market insights, and potential value-capture estimates to make more informed decisions on next steps and action items.



UTSA SCHOOL OF DATA SCIENCE AND NATIONAL SECURITY COLLABORATION CENTER (SDS+NSCC)

SAN ANTONIO, TEXAS



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$91 Million

SERVICES

P3 Advisory, Cost Consulting, Project Delivery

COMPLETION DATE

2019 – 2022

ORIGINAL BUDGET

\$90m

FINAL BUDGET

\$91m

PROJECT SUMMARY

A first for the State, the SDS+NSCC will unify UTSA's talent and resources in cybersecurity, data science, data management, cloud computing, and machine learning/artificial intelligence into one cohesive and impactful business model for computational related academic and research programs.

WT provided upfront transactional services including engagement and management of stakeholders, program management and validation, procurement services, drafting technical specifications, cost estimation, RFQ and RFP drafting, and Design Review.



UTSA SOUTHWEST SCHOOL OF ART

SAN ANTONIO, TEXAS



PROJECT DETAILS

CLIENT

University of Texas at San Antonio

PROJECT VALUE

\$Confidential

SERVICES

Project Management, Cost Consulting, Project Delivery

COMPLETION DATE

2021 – Present

ORIGINAL BUDGET

\$2.5m for capital improvement projects

FINAL BUDGET

\$2.5m for capital improvement projects

PROJECT SUMMARY

WT are the lead Project Managers on behalf of UTSA for the total asset acquisition and real estate purchase of The Southwest School of Art (SSA). The University of Texas at San Antonio (UTSA) intends to bring SSA's arts programs, assets, and resources into an expanded new UTSA Southwest campus, focused on advancing the arts in San Antonio.

The new school will maintain SSA's historic and cherished downtown San Antonio campus, further establishing the university's presence in the heart of the City. SSA's named spaces will also remain, including galleries, studios, and buildings such as the Coates Chapel.

WT provided project management, cost advisory, budget establishment and management, and quality control and assurance.



OREGON STATE UNIVERSITY CASCADES INNOVATION DISTRICT

BEND, OREGON



PROJECT DETAILS

CLIENT

Oregon State University

PROJECT VALUE

\$Confidential

SERVICES

Technical Advisory, Construction Cost Management

COMPLETION DATE

TBD

PROJECT SUMMARY

Oregon State University is conducting an economic feasibility study on the development of a university innovation district at OSU Cascades in Bend, Oregon. The goal of the study is the identification of development opportunities, evaluation of demand and revenue streams, a cost-share strategy for land development and an early assessment of public private partnership (P3) potential for any of the development opportunities. This includes assessment of development options, in which WT has provided technical advisory and cost consulting services.



ARIZONA STATE UNIVERSITY WELLS FARGO ARENA REFURBISHMENT AND NEW MULTI-PURPOSE ICE ARENA

PHOENIX, ARIZONA



PROJECT DETAILS

CLIENT

Gould Evans

PROJECT VALUE

\$160 million

SERVICES

Construction Cost Management

COMPLETION DATE

TBD

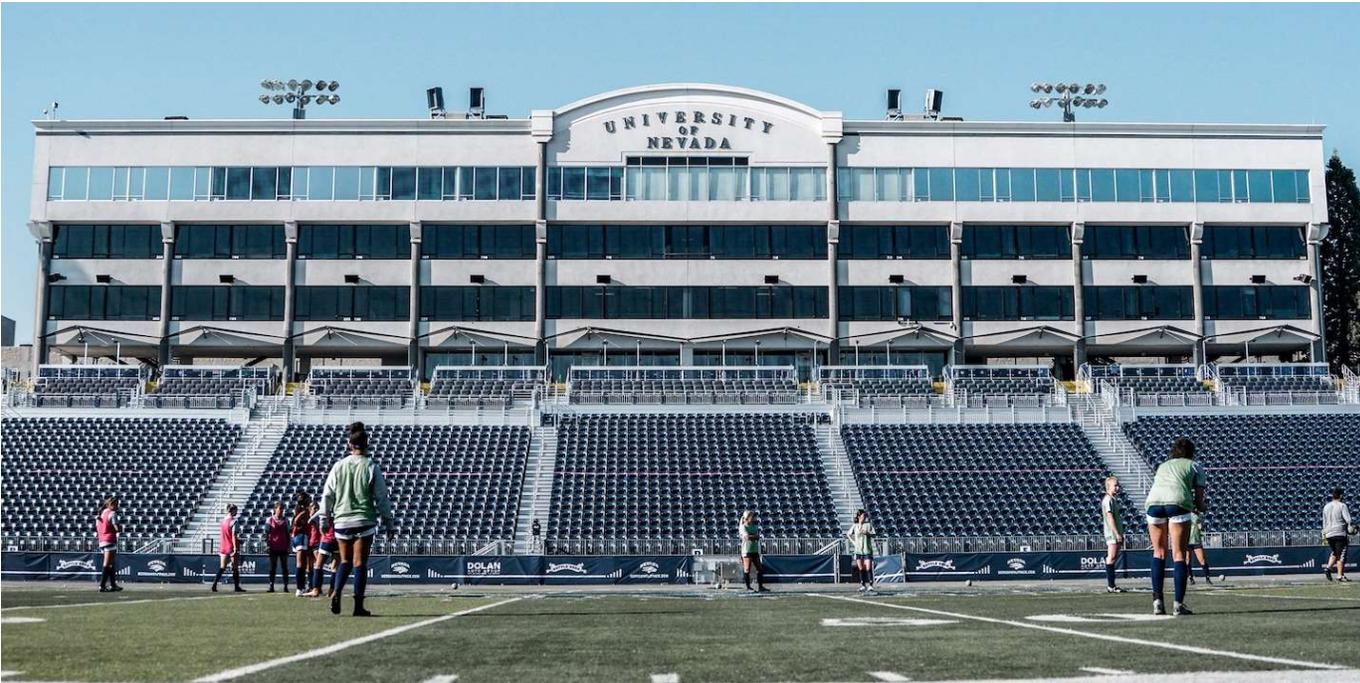
PROJECT SUMMARY

Arizona State University is planning improvements to its 14,000-seat multi-purpose arena located at 600 E Veterans Way in Tempe, Arizona, a suburb of Phoenix, Arizona. Half of the estimated \$160 million budget slated for improvements to the existing site will be allocated for the development of a new ice hockey venue, to be constructed on what is currently a parking lot adjacent the arena. WT was engaged by Gould Evans on behalf of Arizona State University to perform a full suite of conceptual cost estimating services



UNIVERSITY OF NEVADA, RENO SOCCER FACILITY

RENO, NEVADA



PROJECT DETAILS

CLIENT
HOK

PROJECT VALUE
\$Confidential

SERVICES
Construction Cost Management

COMPLETION DATE
2019

PROJECT SUMMARY

WT was selected to lead the delivery of pre-schematic cost consulting services on the new construction of a natural grass field along with at grade locker and spectator amenities. Additional site development and parking was also included in the project scope.

The new facility would be adjacent Mackay Stadium on the campus of the University of Nevada, Reno. It is the university's venue for football and women's soccer for the Nevada Wolf Pack of the Mountain West Conference.



TULANE ATHLETIC PERFORMANCE CENTER

NEW ORLEANS, LOUISIANA



PROJECT DETAILS

CLIENT

DLR Group

PROJECT VALUE

\$Confidential

SERVICES

Construction Cost Management,

COMPLETION DATE

2018

PROJECT SUMMARY

WT was initially engaged as the Cost Planners for Tulane University's 181,000 SF renovation and expansion of the Athletic Performance Center. The expansion and renovation of the multi-functional center included space for coaching, training and academic research. The center acts as a bridge between the classroom and the field. WT were selected for our industry leading experience in cost planning and ensuring that financial due diligence was completed before financial close. As a nationally ranked research university, Tulane's Athletic Performance Center provides its staff, students, athletes and faculty, a facility that has the physical capacity and material resources to conduct world class, sophisticated athletic research, that in turn helps students, college and professional athletes meet their maximum athletic potential.



UNIVERSITY OF TORONTO NORTH BUILDING PH2

TORONTO, ONTARIO



PROJECT DETAILS

CLIENT

University of Toronto, Mississauga

PROJECT VALUE

\$89 Million CAD

SERVICES

Construction Cost Management, Payment Certifier & Change Control

COMPLETION DATE

2018

PROJECT SUMMARY

The North Building Phase B – a 210,000 square-foot, 6 story facility that completed the renaissance of the northern end of the University of Toronto Mississauga (UTM) campus, houses new active learning classrooms and administrative space. The building is the new home of the department of English and Drama, Philosophy, Historical Studies, Language Studies, Political Science and Sociology.

This project completed the phased demolition of the existing North Building, which was constructed more than 40 years ago as a temporary structure and replaced it with a visually striking facility that is technologically innovative, energy efficient and ecologically sustainable. WT provided Payment Certifier and Change Control services throughout the project term.

ADDITIONAL WT STAFF LEGACY EXPERIENCE

HIGHER EDUCATION – ACADEMIC, VENUES & MEDICAL

Santa Monica College Health/PE/Fitness/Dance Facility	Santa Monica, CA
California State University Peterson Hall Science Building	Long Beach, CA
California Institute of Technology Broad Center	Pasadena, CA
University of California, Nanosystems Institute	Santa Barbara, CA
California Polytechnic University Recreation Center Expansion & Renovation	San Luis Obispo, CA
San Diego State University Music Building	San Diego, CA
San Francisco State University Recreation and Wellness Center	San Francisco, CA
St. Mary's College Recreation Center	Moraga, CA
California State University East Bay Campus Recreation Center -	Hayward, CA
California State University Recreation & Wellness Center	Sacramento, CA
University of Washington Business School Additional Study	Seattle, WA
University of Washington Suzzalo & Allen Libraries	Seattle, WA
University of Washington Medical Center Cath Lab Remodel	Seattle, WA
University of Washington Medical Center, Cardiovascular Procedures Area Remodel	Seattle, WA
University of Washington Medical School Department of Surgery Offices	Seattle, WA
South Puget Sound Community College Phase 3 Library	Olympia, WA
Seattle University AA Lemieux Library,	Seattle, WA
Bellevue Community College Building A & C Addition and Renovation	Bellevue, WA
Bellevue Community College Sciences and Environmental Education Building	Bellevue, WA
Eastern Washington University Science Center	Cheney, WA
Washington State University Applied Technology Building	Vancouver, WA
Washington State University Global Animal Health Building	Pullman, WA
Pacific Lutheran University Physical Education and Recreation Master Plan	Tacoma, WA
Oregon State University College of Oceanic and Atmospheric Sciences	Corvallis, OR
Oregon Health & Sciences University Biomedical Research Surge Building	Portland, OR
University of Maine Memorial Gym Renovation Study	Orono, ME
NYU Kimmel Pavilion	New York, NY
NYU Langone Medical Center	New York, NY
Ohio State Olympic Sports Facility	Columbus, OH
Miami University Athlete Performance Center	Oxford, OH
Joyce Center, Purcell Pavilion, University of Notre Dame	South Bend, IN
University of Memphis Basketball Practice Facility	Memphis, TN
University of Illinois at Urbana-Champaign Assembly Hall Renovation	Champaign, IL
Missouri State University JQH Arena	Springfield, MO
University of Pennsylvania Franklin Field Weight Training Facility	Philadelphia, PA

WT IS AN AWARD-WINNING INTERNATIONAL CONSULTANCY FIRM WHO SUPPORTS CLIENTS ACROSS THE INFRASTRUCTURE INVESTMENT, BUILDING, CONSTRUCTION AND ASSET MANAGEMENT SECTORS.

WT was founded in Australia back in 1949 and has been a force in North America since 2010. A trusted advisor to Owners, Developers, Government and Private sector clients, WT currently manages \$6.5 billion dollars of active mega projects across North America.

WT draws on the collective experience, knowledge and capability of our professional staff in locations across North America and globally to provide our clients with the right advice on all aspects of cost, value and risk to assist in achieving optimum commercial outcomes.

AUSTIN

Domenic Gibbs
T: +1 323 840 5910
E: domenic.gibbs@wtpartnership.co

BOSTON

Triona Heyes
T: +1 774 414 8939
E: triona.heyas@wtpartnership.co

CINCINNATI

Jake Witt
T: +1 206 930 7399
E: jake.witt@wtpartnership.co

HONOLULU

Bridey Best
T: +1 808 520 0858
E: bridey.best@wtpartnership.co

LOS ANGELES

Eugenie LeRoux
T: +1 310 625 0071
E: eugenie.leroux@wtpartnership.co

NEW YORK

Paul Roberts
T: +1 774 414 8939
E: paul.roberts@wtpartnership.co

PHOENIX

Matt McCleary
T: +1 949 325 4552
E: matt.mccleary@wtpartnership.co

RALEIGH

Jose Davila
T: +1 919 396 1944
E: jose.davila@wtpartnership.co

SAN FRANCISCO

Steven Potts
T: +1 917 769 7996
E: steven.potts@wtpartnership.co

SEATTLE

Steve Kelly
T: +1 206 708 4199
E: steve.kelly@wtpartnership.co

TORONTO

Phil Nixon
T: +1 416 450 7677
E: philip.nixon@wtpartnership.co

CALGARY

Allan Duncan
T: +1 647 649 6376
E: allan.duncan@wtpartnership.co

AUSTRALIA

Tim Roberts
T: +61 411 597 862
E: troberts@wtpartnership.com.au

CONNECT WITH OUR GLOBAL NETWORK AT WTPARTNERSHIP.CO

CANADA, CHINA, GERMANY, HONG KONG, INDIA, INDONESIA, ITALY, MACAU, MALAYSIA, MEXICO, NEW ZEALAND, SINGAPORE, SPAIN, SWEDEN, THAILAND, UAE, UNITED KINGDOM, UNITED STATES AND VIETNAM.